

Ph.D.  
Ph.D. Program in Management

The Graduate School  
Sullivan University

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## Non-Discrimination Statement

Sullivan University does not discriminate against employees, students, or applicants on the basis of race, sex, disability, age, veteran status, national origin, religion, political affiliation, or sexual orientation. The university is subject to Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the American with Disabilities Act of 1990, the Age Discrimination in Employment Act, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Federal Executive Order 11246, and all other rules and regulations that are applicable. Anyone who has questions concerning these regulations should contact the Chief Academic Officer of Sullivan University, 3101 Bardstown Road, Louisville, KY 40205. Individuals who desire accommodations with the application process should contact the Dean of Students of Sullivan University, 3101 Bardstown Road, Louisville, KY 40205.

## Statement about Policies and Procedures Changes

Sullivan University is a private, tax-paying corporation owned by a Kentucky corporation, The Sullivan University System, Inc. The corporate officers are A.R. Sullivan, Chancellor; Glenn D. Sullivan, President; Shelton Bridges Jr., Vice President for Finance; and Patricia Schrenk, Secretary. Sullivan University retains the right to revise programs of study, hours of classes, the course schedule, and/or any other material listed in this publication; to change policies, regulations, requirements, courses, tuition, and fees; and to alter or change any statement contained herein without prior notice.

Although the editors of this policy and procedures manual have made every reasonable effort to attain factual accuracy herein, no responsibility is assumed for editorial, clerical, or printing errors or errors occasioned by mistakes. The editors have attempted to present information, which at the time of preparation for printing, most accurately describes the course offerings, faculty listing, policies, procedures, regulations, and requirements of the University. However, it does not establish contractual relationships. Sullivan University can add, remove, or revise courses and subjects, change textbooks, and make policy alterations which improve the University. It is the attitude toward worthwhile changes that keeps the University at peak efficiency.

## Ph.D. Program Policies

### Ph.D. Program Objectives

The Ph.D. program at Sullivan University has five major objectives:

- To prepare students to conduct scholarly research relevant to the management of organizations in the public and private sectors;
- To prepare students to serve as faculty in the online and campus environments;
- To prepare students for responsible positions in private and public sectors;
- To prepare management practitioners to develop research and application skills that will enable them to serve as leaders and scholars in their organizations;
- To help public and private sector organizations solve critical problems, make better decisions, and foster environments built on performance excellence.

### Admission Requirements & Procedures

Admission into the Ph.D. program in Management is selective and contingent upon an applicant's satisfying a number of minimal conditions. Primary factors considered include the applicant's overall undergraduate and graduate grade point averages, a minimal number of years experience in a managerial capacity, career interests and goals discussed in an essay, professional recommendations, and the applicant's appropriateness for Ph.D. study and ability to handle advanced-level research. Applicants who seek admission into the Ph.D. program must submit the following materials for consideration by the Ph.D. Admissions Committee within 30-days prior to the start of Ph.D. studies:

- Complete the Graduate School application form;
- Submit a nonrefundable \$300 enrollment fee;
- Provide official transcripts indicating a completed, related master's degree and bachelor's degree from a U.S. school accredited by an agency recognized by the Council of Higher Education Accreditation (CHEA), or from a non-U.S. institution with comparable accreditation. A minimum of a 3.25 on a 4.0 scale for master's course work is required.
- Present a current resume that indicates a minimum of five years of professional experience in business, government, or not-for-profit management.
- Submit contact information for three references from past or current employers, university professors, or professional associations. Personal references from family, friends, and others are not acceptable.
- Provide a 500-1,000 word essay to describe your motivations to pursue Ph.D. studies.

The additional admission requirement applies to international applicants without a U.S. undergraduate or graduate degree:

- Take the Test of English as a Foreign Language (TOEFL) exam or the International English Language Testing System (ILITS) exam. A TOEFL score of at least 200 on the Internet-based exam or 575 on the paper version is required. Alternatively, a score of at least 6.5 is required for the ILITS exam. Submit results to the Ph.D. Admissions Committee to consider as part of the application process.

The Ph.D. admissions process has two stages. First, an applicant must submit all required documentation to the Ph.D. Admissions Committee within 30-days prior to the start of Ph.D. courses. Second, all members of the Ph.D. Admissions Committee review the application package, which includes all required documents, and decide whether to admit or not to admit the applicant into the Ph.D. program. All decisions rendered by the committee and approved by the Dean of the Graduate School are considered final.

#### Admissions Cycles

The Ph.D. program admits students four times per year. Applicants selected to participate in the Ph.D. program may elect to start at the beginning of Sullivan University's fall, winter, spring, or summer academic terms. All materials must be received no later than 30-days prior to beginning the academic term for which the applicant seeks admission. Applicants will be made aware of their status no later than 20-days prior to the start of the academic term.

#### Credit Requirements

Ninety (90) credit hours of graduate study beyond the master's degree must be completed successfully to receive a Ph.D. for the Graduate School at Sullivan University. The distribution of credit hours is provided below:

<b>AREA OF STUDY</b>	<b>CREDIT HOURS</b>
Foundations Requirements	16 hours
Management Core	12 hours
Research Core	20 hours
Concentration Area	16 hours
Electives	12 hours
Comprehensive Exam	2 hours
Dissertation	12 hours
<b>TOTAL</b>	<b>90 hours</b>

- Foundations Requirements: Sixteen (16) credit hours may be transferred into the Ph.D. program from a master's-level program to a concentration area. These courses must be closely related to the student's concentration area and are determined at the discretion of the Ph.D. Admissions Committee and the Dean of the Graduate School.
- Management Core: Twelve (12) credits hours are required to provide a common core of theory-based courses and content for all students in the Ph.D. programs. Generally, these courses provide students with a common body of knowledge expected from all Ph.D. students in Management. The management core courses cover organizational theory, organizational behavior, and a course that integrates both organizational theory and organizational behavior in the study of innovation and change in organizations.
- Research Core: A Ph.D. is a research certification, and the research core courses are designed to provide students with knowledge and experience to function as high-level researchers in academia, business, and government organizations. All Ph.D. students take requisite course work in research methods and research design, quantitative research and analysis, and qualitative research and analysis. Upon completion of the common core research requirements, students will take an additional course either in advanced quantitative research and design or advanced qualitative research and design. The choice of the advanced research course will be decided in conjunction with the student and the chair of the Ph.D. concentration area in which the student specializes.
- Concentration Area: Sixteen (16) hours are required for a primary concentration or area of study. Students may choose one of three concentrations areas: Strategic Management (Strategy), Information Technology Management (IT Management), or Conflict Management. The student's primary concentration area includes four courses common to all students who choose a particular concentration area.
- Electives: Twelve (12) hours are required are allowed for electives. Students may choose to take 12-hours in a different concentration offered by Sullivan University or electives as deemed fit by the student and the Ph.D. Chair. For instance, a strategic management student may elect to take electives in Conflict Management or IT Management. Alternatively, students may select electives in subjects that emphasize teaching skills development for successful delivery of content in both the traditional campus and online environments.
- Comprehensive Exam: Two (2) credit hours are awarded for successful completion of the comprehensive exam. The comprehensive exam is offered in the term immediately following the student's successful completion of Ph.D. courses. Credits are awarded on a pass-fail basis, and no letter grade or quality points will be assigned for completion of

the comprehensive exam.

- **Dissertation:** Twelve (12) credit hours are awarded for dissertation research. Credits are awarded after a student successfully defends a Ph.D. dissertation and the dissertation is accepted by the Dean of the Graduate School as successful completion of requirements for the Ph.D. degree.
- **Residencies:** No credit hours are awarded for required residencies, although residencies are required for each of the first two years of their enrollments in Ph.D. studies.

### Transfer Credits

A student may transfer up thirty-six (36) credit hours of Ph.D. coursework from a doctoral program recognized by the Council of Higher Education Accreditation (CHEA) in areas closely related to the management core, concentration area, research core, or electives. Comprehensive exam hours and dissertation hours are ineligible for transfer and are not included in the transfer policy. Transfer of credits will be considered by the Ph.D. Admissions Committee, and all decisions rendered by the committee and approved by the Dean of the Graduate School are considered final.

### Continuous Enrollment & Academic Leaves of Absence

All Ph.D. students are required to be continuously enrolled during the academic year. If a student fails to enroll in a course two weeks prior to the start of a new academic quarter, the student will be notified by e-mail that dismissal for lack of continuous enrollment will be recommended if the student does not enroll by the time classes start for the next academic quarter.

If a student fails to enroll in a course prior to the start of the following academic quarter, the Dean of the Graduate School or the Chair of Ph.D. Studies will notify the student that he or she has been dismissed from the program for lack of continuous enrollment.

A student may petition the Dean of the Graduate School for an academic leave of absence should issues arise in a student's personal or professional life that requires him or her to discontinue studies for a time. Academic leave of absence (ALOA) may be granted up to two academic terms (approximately six months). During a leave of absence, tuition payments and fees for the quarters covered in the ALOA are suspended until the student either notifies Sullivan University that he or she wishes to return or the student engages in any form of academic study with the university which would count as continuous enrollment and require payment of normal tuition and fees. Other than course work, the following activities constitute continuous enrollment: (1) supervised research, (2) use of university facilities other than the library, and (3) consulting regularly with a faculty member concerning graduate work to

include preparation for the qualifying exam, preparation of a dissertational proposal or prospectus, and research and writing a dissertation.

A student who exceeds the two-quarter limit for an ALOA may petition for a second ALOA (another two-quarter limit or approximately six-months); however, if the student fails to return immediately following the second ALOA period, the student must reapply for admission into the Ph.D. program to continue his or her studies. Any student who has not been enrolled for more than twelve (12) months must be readmitted before they may resume course work.

Upon return from a ALOA, the student would be subject to normal tuition paid by new students who are admitted into the Ph.D. program. The tuition lock program requires continuous enrollment, and, even though an ALOA permits a student to leave the program for a short while without seeking a new admission into the program upon return, the student is considered to have left the Ph.D. program once an ALOA is granted. The Graduate School does not guarantee course availability to any student who returns from an ALOA.

#### Residence Requirements

The Ph.D. program requires students to attend the annual residence conference held annually at the Sullivan University, Louisville campus and scheduled in conjunction with the Sullivan University faculty retreat. All students who take Ph.D.-level courses at Sullivan University are required to attend residencies for the first two years of their enrollments. Typically, annual residencies resemble an academic conference environment where students, faculty, and invited conference presenters and discussants present their original research, receive peer feedback of their research, and build relationships that further their research efforts. Based on the merit of the research contribution, students in the Ph.D. program may be invited to present original research or serve as a panel discussant at some time during the residency. Residencies provide students an opportunity to meet with faculty members, receive feedback on their research, build relationships with other Ph.D. students, and present their research in a conference environment. Residencies are required for students who are continuously enrolled in Ph.D. courses. Students who complete their course work and are enrolled in either comprehensive exam or dissertation hours are highly encouraged but not required to attend the annual residence.

#### Sullivan University Policies & Procedures

Unless otherwise specified, the policies and procedures stated in the current *Sullivan University Catalog* and/or in the current *Sullivan University Student Handbook* apply as policies and procedures for the Graduate School and for all graduate students. This document only intends to establish the policies and procedures unique to the Ph.D. program. Students should refer to the aforementioned documents for policies and procedures common to Sullivan University students, faculty, and staff.

## Ph.D. Student Advising

### Ph.D. Student Mentor

Upon admission to the Ph.D. program, students at Sullivan University will be assigned a faculty mentor. The faculty mentor will be selected from the field of study chosen by the student (i.e., Strategic Management, Information Technology, or Conflict Management). During a student's first year, the mentor will provide assistance for scheduling and sequencing of coursework, offer advice about possible dissertation research topics, and assist with selecting dissertation committees. The mentor will also respond to questions about university policies and procedures related to academics and give referrals to other university offices. Students will consult the mentor for guidance if they experience any difficulties with the program.

### Ph.D. Dissertation Committee

At the beginning of their second year of coursework, students will select their dissertation committee. The dissertation committee is comprised of three members: the dissertation committee chairperson (Dissertation Chair), the methodologist, and one other person. All committee members must have earned doctorates from a regionally-accredited university. The Dissertation Chair and one committee member must be Sullivan University full-time doctoral faculty members. The third committee member may be from outside the department or outside Sullivan University.

If the third committee member is outside the department or university, the Dissertation Chair must approve the selection of that member. An outside member of the committee should have expertise that fits the dissertation topic. A vitae and an official university transcript showing the outside committee member's terminal degree must be submitted to the department for any committee member who is not a full-time faculty member at Sullivan University.

The Dean of the Graduate School must approve the student's dissertation chair and the dissertation committee. The role of the Dissertation Chair and the committee is to provide guidance to the students in their research and to direct them in the appropriate readings necessary for the development of their literature review.

### Changing the Membership of the Dissertation Committee

If a student wishes to change her/his Dissertation Chair or committee member(s), s/he must submit a written justification for the change to the Dean of the Graduate School.

Procedures for Monitoring Dissertation Chair and Committee Members

The Dissertation Chair and committee members are expected to be current in the relevant subject area for which they are advising. The Dissertation Chair is expected to respond to students phone calls and emails within 24-hours Monday through Friday during the academic quarter. Student drafts of dissertation chapters should be reviewed and returned with feedback within two weeks of submission.

## Program of Study

The student's program of student includes the coursework, projects and other educational activities to prepare the student for the successful completion of the doctoral comprehensive examination and for the development, implementation and defense of the doctoral dissertation. The program of student for the Ph.D. in Management is determined largely by the concentration area selected by the student.

### Content of Program of Study

#### A. Foundation (16 units)

- Four graduate courses related to a concentration (may be transferred from a master's program)

#### B. Research Core (20 units)

- Research Design & Methods
- Quantitative Research & Analysis
- Qualitative Research & Analysis
- Advanced Quantitative Analysis OR Advanced Qualitative Analysis
- Doctoral Seminar: Proposal Development

#### C. Management Core (12 units)

- Organizations and the External Environment
- Individual and Group Behavior in Organizations
- Managing Innovation and Change in Organizations

#### D. Select a Concentration Area (16 units)

##### **Strategic Management Concentration**

- Industry Structure and Competitive Strategy
- Research in Strategic Management
- Contemporary Issues in Strategic Management
- Directed Readings in Strategic Management

##### **Conflict Management Concentration**

- Philosophical And Social Issues In Conflict Management
- Organizational Conflict Management Analysis and Intervention

- Contemporary Issues in Conflict Management
- Directed Readings in Conflict Management

**Information Technology Management Concentration**

- Data Mining and Business Intelligence
- Knowledge Management
- Contemporary Issues in Information Systems Management
- Directed Readings in Information Systems Management

E. Electives (12 Units)

Select three courses from:

- Industry Structure and Competitive Strategy
- Research in Strategic Management
- Philosophical And Social Issues In Conflict Management
- Organizational Conflict Management Analysis and Intervention
- Data Mining and Business Intelligence
- Knowledge Management
- Effective Design and Delivery of Instruction
- Introduction to Online Teaching
- Other graduate courses as approved by Program Chair

F. Comprehensive Exam (2 units)

- Doctoral Comprehensive Exam

G. Dissertation (12 units)

- Dissertation

H. Residencies (0 units)

TOTAL (90 units)

Course Descriptions

Management Core

- MGT 711 ORGANIZATIONS AND THE EXTERNAL ENVIRONMENT (4 CREDITS)  
This course analyzes of the behavior of organizations in how they adapt to and make strategic choices in their external environments. The course draws upon cross-

institutional theories and empirical studies and focuses on the ecology of organizations, how internal characteristics condition external relations, and how environments influence internal processes.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Construct a theory-based paper suitable for conference presentation
- Provide critical, constructive feedback in a double-blind peer review environment
- Review literature in the field critically
- Develop your own framework for understanding multiple research strands of organizational theory

- MGT 713 INDIVIDUAL AND GROUP BEHAVIOR IN ORGANIZATIONS (4 CREDITS)

This course focuses on individual and small group behavior in organizational settings. Topics include social influence, group composition and group performance, goals, structure, roles, power, authority, and decision making, and leadership.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Identify theoretical and conceptual frameworks that characterize OB research
- Gain broad familiarity with theory and research concerned with micro-organizational processes
- Critically review an article similar to those found in the Academy of Management Journal and the Academy of Management Review
- Develop a conceptual framework and conduct a literature review within the framework

- MGT 715 MANAGING INNOVATION AND CHANGE IN ORGANIZATIONS (4 CREDITS)

This course adopts a capabilities-based view of the firm, drawing from industrial organization economics, organizational theory, and strategy perspectives. The goal of the course is to identify the sources of innovative success and failure inside corporations, and how companies can develop and sustain a capability to innovate.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Compare, contrast and utilize different conceptual frameworks for understanding innovation and change in organizations
- Provide meaningful feedback similar to an editor of a professional or trade journal

- Facilitate online discussion and develop pertinent, theoretically-interesting discussion environment
- Write an article suitable to publication in a professional or trade journal

#### Strategic Management Core

- MGT 721 INDUSTRY STRUCTURE AND COMPETITIVE STRATEGY (4 CREDITS)  
This course approaches the topic of competitive strategy using an industrial organizational economics framework. Topics include strategy formulation and execution, market structure and competition, entry and exit strategies, strategic groups, buyer and supplier power, and methods for assessing the strength of competition. The course draws primarily on empirical studies drawn from the industrial organization economics and strategy literatures.

##### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Develop a meta-analysis to systematically assess empirical evidence
- Create a research question
- Use an evidence-based approach to understand the connection of industry structure and firm performance
- Develop and facilitate discussion in an online environment

- MGT 726 RESEARCH IN STRATEGIC MANAGEMENT (4 CREDITS)  
The course explores the development of strategic management theory. Topics include the historical development of the foundational literature of strategy, theory development, and empirical research in strategy.

##### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Refine your abilities to critique and provide helpful feedback as a peer reviewer
- Create a final paper suitable to publication in an academic journal
- Facilitate online discussion and develop pertinent, theoretically-interesting discussion environment

- MGT 728 CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT (4 CREDITS)  
This course focuses on the major contemporary issues in strategy research and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of strategy. Topics may cover a wide array of areas of current relevance to strategy research.

##### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Organize and develop an empirical study that uses accounting-based or market-based measures of firm performance
  - Develop a dissertation quality literature review
  - Refine your abilities to provide professional, peer-review feedback
  - Distinguish firm-specific characteristics which tend to increase value and/or decrease value
- MGT 729 DIRECTED READINGS IN STRATEGIC MANAGEMENT (4 CREDITS)  
This course examines current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field and assists students in locating and referencing their research. Reflecting the emphasis of current research on strategic and organizational phenomena, topics may vary based on individual student interests and research agendas.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Review the emerging literature in the field of Strategic Management
- Provide arguments for the exploration of research questions
- Identify gaps in the literature
- Synthesize vast amounts of literature to sharpen the focus of dissertation topic
- Write Chapter 2, The Literature Review, for the dissertation

Conflict Management Core

- CMM 721 PHILOSOPHICAL AND SOCIAL ISSUES IN CONFLICT MANAGEMENT (4 CREDITS)  
Students will study philosophical and social issues that will help them understand and practice conflict management. Topics include how paradigms of peace, collaboration, justice, objectivity, power, violence, and ethics influence conflict management.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Identify the major social and philosophical issues in the conflict management literature
  - Describe stages of both micro and macro conflicts as they emerge, escalate, and are resolved
  - Apply interactive problem-solving and peace building strategies to micro and macro issues
  - Integrate theory and practice through research and a case study
- CMM 724 ORGANIZATIONAL CONFLICT MANAGEMENT ANALYSIS AND INTERVENTION (4 CREDITS)  
Students will study dynamic nature of conflict within organizations and their relevance for preventing, managing, and resolving conflicts in the workplace. Topics include

theories of interpersonal and intergroup conflict, emotional intelligence theories, gender, cultural, and generational theories, and theories of emotional and physical violence. The course will also explore risk analysis and intervention strategies.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Construct a theory-based research paper suitable for conference presentation
- Provide critical, constructive feedback in a double-blind peer review environment
- Critically review literature in the field
- Develop your own framework for understanding multiple research strands of organizational theory

- CMM 728 CONTEMPORARY ISSUES IN CONFLICT MANAGEMENT (4 CREDITS)  
This course focuses on the major contemporary issues in strategy research and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of strategy. Topics may cover a wide array of areas of current relevance to strategy research.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Formulate/ Articulate a Problem for Research in Conflict Management
- Articulate Rationale & Importance of the Problem
- Select Appropriate Variables Related to Conflict Issues
- Generate Appropriate Research Questions or Hypothesis
- Discuss Theoretical Foundations Underlying the Study
- Specify the Limitations and Delimitations.

- CMM 729 DIRECTED READINGS IN CONFLICT MANAGEMENT (4 CREDITS)  
This course examines current theoretical and empirical research relating to emerging areas of knowledge in the conflict management field and assists students in locating and referencing their research. Reflecting the emphasis of current research on conflict management, topics may vary based on individual student interests and research agendas.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Review the emerging literature in the field conflict management
- Provide arguments for the exploration of research questions
- Identify gaps in the literature
- Synthesize literature to sharpen the focus of dissertation topic

- Write Chapter 2, literature review or conceptual/theoretical framework, for the dissertation

## Information Technology Management Core

- **CSC 722 DATA MINING AND BUSINESS INTELLIGENCE (4 CREDITS)**

Corporations today are said to be data rich but information poor. Data mining techniques can help companies discover knowledge and acquire business intelligence from these massive data sets. This course will cover data mining for business intelligence. Data mining refers to extracting or “mining” knowledge from large amounts of data. It consists of several techniques that aim at discovering rich and interesting patterns that can bring value or “business intelligence” to organizations. Examples of such patterns include fraud detection, consumer behavior, and credit approval. The course will cover the most important data mining techniques --- classification, clustering, association rule mining, visualization, prediction --- through a hands-on approach.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Use statistical methods to identify latent structures in data
- Interpret findings based on multivariate statistical analysis
- Assess predictive performance of statistical models
- Learn the most frequently used techniques in data mining practice and research

- **CSC 724 KNOWLEDGE MANAGEMENT (4 CREDITS)**

Knowledge management (KM) can be defined as a strategy for improving organizational performance through a set of processes, tools, and incentives designed to help people to create, share, and integrate knowledge. Information systems that support KM efforts are collectively known as Knowledge Management Systems (KMS). To understand the purpose and functioning of KMS within organizations requires a solid understanding of KM from both operational and strategic standpoints. This course thus builds a foundation for understanding KMS by establishing an awareness of the core underlying issues that must be addressed in any KM initiative. With a firm grounding in KM, students can develop an integrated perspective of how technology can help (or hinder) organizational performance. The objectives of the course are 1) to understand what KM is and how it can enhance organizational performance; 2) to outline various types of IT solutions to KM problems; and 3) to explore the challenges associated with deploying these solutions and identify strategies and tactics for addressing these challenges.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Refine your abilities to critique and provide helpful feedback as a peer reviewer
  - Create a final paper suitable to publication in an academic journal
  - Facilitate online discussion and develop pertinent, theoretically-interesting discussion environment
- CSC 728 CONTEMPORARY ISSUES IN INFORMATION TECHNOLOGY MANAGEMENT STRATEGY (4 CREDITS)  
This course focuses on the major contemporary issues in information technology research and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of information technology. Topics may cover a wide array of areas of current relevance to information technology research.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Articulate and rationalize the importance of a research problem
- Select appropriate variables for an empirical study
- Develop hypotheses and research questions
- Discuss theoretical foundations underlying your study
- Specify limitations and delimitations of your study

- CSC 729 DIRECTED READINGS IN INFORMATION TECHNOLOGY MANAGEMENT (4 CREDITS)

This course examines current theoretical and empirical research relating to emerging areas of knowledge in the information technology field and assists students in locating and referencing their research. Reflecting the emphasis of current research on information technology, topics may vary based on individual student interests and research agendas.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Review the emerging literature in the field of IT management
- Provide arguments for the exploration of research questions
- Identify gaps in the literature
- Synthesize literature to sharpen the focus of dissertation topic
- Write Chapter 2, literature review or conceptual/theoretical framework, for the dissertation

## Research Core

- GRAD 710 RESEARCH DESIGN & ANALYSIS (4 CREDITS)

This course provides an introduction to systematic inquiry and the designs, methods and statistics used to investigate various kinds of research problems and issues.

### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Select a research problem and form hypotheses
- Prepare a research plan
- Determine a population sample
- Select appropriate variables to study
- Determine validity and reliability
- Differentiate between qualitative and quantitative studies and methods
- Choose correct statistical analyses for different types of studies
- Analyze and discuss research studies

- GRAD 712 QUANTITATIVE RESEARCH & ANALYSIS (4 CREDITS)

This course provides an opportunity to develop skill in the methods and statistics used to conduct and evaluate quantitative research studies.

### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Compare and contrast different quantitative research designs
- Select the proper design and statistics for a quantitative research study

- GRAD 716 QUALITATIVE RESEARCH & ANALYSIS (4 CREDITS)

This course provides an opportunity to develop skill in the methods and statistics used to conduct and evaluate quantitative research studies.

### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Distinguish when and why qualitative research would be chosen over quantitative research
- Compare and contrast the following qualitative approaches to research design
- Discuss qualitative data collection methods
- Discuss theoretical frameworks for each of the approaches
- Discuss theoretical frameworks for each of the approaches
- Compare philosophical assumptions with implications for practice for each of the approaches
- Compare philosophical assumptions with implications for practice for each of the approaches

- Demonstrate application of one of the qualitative approaches by writing a qualitative research proposal outline
- GRAD 718 ADVANCED QUANTITATIVE RESEARCH & ANALYSIS (4 CREDITS)  
This course prepares students for dissertations and other research projects requiring the design, collection, analysis and reporting of quantitative data.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Design, conduct and analyze a quantitative research study
- Design sample, instrumentation, research procedures, data analysis for a dissertation

- GRAD 719 ADVANCED QUALITATIVE RESEARCH & ANALYSIS (4 CREDITS)  
This course prepares students for dissertations and other research projects requiring the design, collection, analysis and reporting of qualitative data.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Identify different forms of interviews used in qualitative research, such as:
- Describe ethical issues of interviewing at various stages of the interview process
- Design an interview questionnaire
- Conduct an interview/focus group
- Evaluate the quality of an interview/focus group
- Reduce the data from the interview into codes and themes
- Analyze the data for quality, including:
- Write qualitative research proposal
- Complete Institutional Review Board Requirements

- MGT/DRC/CSC 795 DOCTORAL SEMINAR: PROPOSAL DEVELOPMENT (4 CREDITS)  
The course allows the student to identify a research problem, conduct a review of the relevant literature, select a research design and complete a proposal for an original research project.

Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Develop an original research proposal which includes the following
  - A chapter comprising the purpose and organization of the study
  - A chapter comprising a comprehensive review of related literature
  - A chapter describing the research design and methodology for the study

## Electives

- MGT 721 INDUSTRY STRUCTURE AND COMPETITIVE STRATEGY (4 CREDITS)  
See previous description.
- MGT 726 RESEARCH IN STRATEGIC MANAGEMENT (4 CREDITS)  
See previous description.
- CMM 721 PHILOSOPHICAL AND SOCIAL ISSUES IN CONFLICT MANAGEMENT (4 CREDITS)  
See previous description.
- CMM 726 ORGANIZATIONAL CONFLICT MANAGEMENT ANALYSIS AND INTERVENTION (4 CREDITS)  
See previous description.
- CSC 722 DATA MINING AND BUSINESS INTELLIGENCE (4 CREDITS)  
See previous description.
- CSC 724 KNOWLEDGE MANAGEMENT (4 CREDITS)  
See previous description.
- GRAD 731 EFFECTIVE DESIGN AND DELIVERY OF INSTRUCTION (4 CREDITS)  
This course focuses upon techniques and skills for improving the quality of teaching in college & university classes. Topics include principles of instructional design, assessing learning outcomes and various teaching methods and activities.

### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Distinguish between different models of adult learning
  - Identify and create measurable student learning objectives
  - Match assessments and assignments to student learning objectives
  - Create lessons that use different teaching strategies for different learning outcomes
  - Effectively utilize technology in teaching
  - Utilize classroom assessment techniques to improve instruction
- GRAD 734 INTRODUCTION TO ONLINE TEACHING (4 CREDITS)  
This course provides an overview of issues involved in teaching online. Topics include how to use a learning management system, online communication and interaction,

course policies and procedures, grading and feedback and techniques and activities for teaching effectively online.

#### Course Objectives/Student Learning Outcomes

Upon completion of this course, you should be able to:

- Compare, contrast and utilize different technologies for online teaching
  - Interact and communicate effectively with online students
  - Provide meaningful feedback for online assignments
  - Facilitate and promote quality online discussions
  - Use a variety of online teaching methods
  - Create an online lesson
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- Comprehensive Exam (2 units): MGT/CMM/CSC 798 DOCTORAL COMPREHENSIVE EXAM (2 CREDITS) . Students demonstrate mastery of the concepts learned in their course work.
  
  - Dissertation (12 units): MGT/CMM/CSC 799 DISSERTATION (1-12 CREDITS)  
Students synthesize the knowledge that they have received in their doctoral studies into an original research-based project that advances the knowledge base of their area or discipline.
  
  - Residencies (0 units): MGT/CMM/CSC 797 Ph.D. PROGRAM RESIDENCY. The Ph.D. program requires students to attend the annual residence conference held annually at the Sullivan University, Louisville campus and scheduled in conjunction with the Sullivan University faculty retreat. All students who take Ph.D.-level courses at Sullivan University are required to attend residencies for the first two years of their enrollments.

Course Schedule

Quarter 1—Year #1	Quarter 2—Year #1	Quarter 3—Year #1	Quarter 4—Year #1
MGT 711—Organizations & External Environments  GRAD 710—Research Design & Methods	MGT 713—Individual & Group Behavior in Organizations  GRAD 712—Quantitative Research & Analysis	MGT 715—Managing Innovation & Change in Organizations  GRAD 716—Qualitative Research & Analysis	Concentration Area Course #1: CMM 721, CSC 722, or MGT 721  Elective #1
Quarter 1—Year #2	Quarter 2—Year #2	Quarter 3—Year #2	Quarter 4—Year #2
Contemporary Issues Course: CMM 728, MGT 728, CSC 728  Concentration Area Course: CMM 724, MGT 726, CSC 724	Directed Readings Course: CMM 729, MGT 729, CSC 729  Elective #2	GRAD 718—Advanced Quantitative Methods  -or- GRAD 719—Advanced Qualitative Methods  Elective #3	CMM 795/CSC 795/MGT795—Doctoral Seminar: Proposal Development  CMM 798/CSC 798/MGT 798—Doctoral Qualifying Exam
Quarter 1—Year #3	Quarter 2—Year #3	Quarter 3—Year #3	Quarter 4—Year #3
CMM 799/CSC 799/MGT 799—Dissertation	CMM 799/CSC 799/MGT 799—Dissertation	CMM 799/CSC 799/MGT 799—Dissertation	

Academic Portfolio

Throughout their program of study, students will maintain an academic portfolio of major activities and milestones achieved throughout their program. These will include final course projects, authored journal articles, conference presentation proposals and other artifacts. Sullivan University will provide a system that allows students to store and access their portfolio.

Annual Evaluation

Once per year, each student’s faculty mentor and/or dissertation committee chairperson (Dissertation Chair) will complete an evaluation of the student’s progress and academic portfolio during the preceding four quarters. Students in their first year will also be evaluated by the Dean of the Graduate School.

### Acceptable Progress toward Degree

Students in the Ph.D. program are expected to maintain continuous enrollment throughout the year until they complete their coursework. Students who wish to take a leave of absence from the program must submit a request for leave of absence to the Dean of the Graduate School. Maintenance of a minimum GPA of 3.0 is required to continue in the program. A student who maintains a GPA of less than 3.0 for more than two quarters may be dismissed from the Ph.D. program.

### Comprehensive Examination

The doctoral comprehensive examination may be taken during the student's final quarter of coursework or thereafter. The examination assesses the student's ability to apply the body of knowledge learned in the management core, the concentration, and the research core in unique organizational settings and situations. There are two possible outcomes for the comprehensive examination: "satisfactory" and "unsatisfactory." The student who receives a satisfactory grade on the comprehensive examination will be advanced to doctoral candidacy. The student who receives an unsatisfactory grade on the exam will not be admitted to candidacy status, but must schedule a second exam no earlier than three months and no later than six months after the first examination. A student receiving an unsatisfactory grade for two comprehensive examinations will be dropped from the program.

### Doctoral Candidacy

A student reaches doctoral candidacy status when he or she completes all academic requirements (including all course work and comprehensive examination) for the Ph.D. program, except for the dissertation. Students who have not completed their coursework or comprehensive examination should refer to themselves as "doctoral students," not "doctoral candidates." A doctoral candidate may use the suffix "ABD" (meaning one who has completed "all but dissertation") as a title (e.g. Richard Starkey, ABD).

### Dissertation Proposal Acceptance

The dissertation proposal includes the first three chapters of the dissertation (introduction, review of relevant literature, and research design). When the student completes these chapters and is ready to begin the process of collecting data, the dissertation proposal will be submitted to the members of the student's dissertation committee. Each member of the committee will review the proposal and recommend any additions or modifications. When the proposal has been completed to the satisfaction of the dissertation committee, the Dissertation Chair sends the student a notification of acceptance and, if needed, will forward a copy of the proposal to the Institutional Review Board for approval (see Institutional Review Board below).

### Institutional Review Board

If the student's dissertation involves collecting data from human subjects, the dissertation proposal must also be approved by the Sullivan University Institutional Review Board (IRB). Dissertation proposals typically submitted to the IRB include studies which involve interviews, direct observations, survey instruments, and similar other methodologies. The mission of the IRB is to insure that the proposed research meets requirements for anonymity, confidentiality and safety of research subjects.

### Writing the Dissertation

Throughout the process of collecting and analyzing the data, writing the results of the data analysis, and writing the summary, implications and suggestions for future research, doctoral candidates should stay in regular contact with the members of their committee. The candidate shares drafts of the data analysis and summary chapters with committee members to receive their feedback. The committee members will provide guidance, advisement, editing and encouragement and are to provide their feedback to candidates in a timely fashion.

### Dissertation Defense

Once the dissertation has been written and all modifications have been made to the satisfaction of the committee members, the Dissertation Chair will notify the Dean of the Graduate School that the candidate has been cleared to defend the dissertation and will schedule the candidate's oral defense of the dissertation. Sullivan University faculty, students, staff and the public may be invited or elect to attend the dissertation defense.

The Dissertation Chair will conduct the defense, which will include a formal presentation by the candidate of the dissertation research, analysis, results and implications, and a forum for questions for the candidate by a panel of scholars. The Dissertation Chair will determine who is allowed to ask questions of the candidate. Once the question and answers are completed, the candidate will be dismissed while the members of the committee discuss and render a judgment on the candidate's performance. If the candidate is unsuccessful in defending the dissertation, the committee may schedule a subsequent defense, but is not obligated to do so and may rule that the candidate cannot be awarded the Ph.D. If the candidate successfully passes the defense, committee may require the candidate to make final edits or modifications to the dissertation.

### Acceptance of the Ph.D. Dissertation

Once the dissertation is in final form and all changes required by the committee have been made, the members of the committee will sign the dissertation approval page and the student will be cleared to receive the Ph.D. degree upon the final approval of the Dean of the Graduate School. Once the dissertation approval page is signed by all committee members, the Dissertation Chair, and the Dean of the Graduate School, a candidate may use the title "doctor." The outcome of the dissertation proposal defense (disposition and conditions) shall be conveyed in writing to the Dean of the Graduate School by the Dissertation Chair and placed in the candidate's official student file. A photocopy of the dissertation approval page once signed by all aforementioned parties will also be placed in the candidate's official student file.