Doctor of Business Administration

Fenimore & Fisher College of Business

Online & Lifelong Learning

Program Guide, v1.3

2026-2027

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This program guide provides prospective and current students with an overview of ORU's Doctor of Business Administration program. It is essential that each student becomes familiar with the policies and procedures outlined in this program guide. The University reserves the right to make necessary changes without prior notice. Students, faculty, and staff should use this link to access the most updated copy of this program guide. The latest ORU University Catalog supersedes any information in this program guide in the event of a conflict between the two documents.

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Welcome

IF YOU ARE LOOKING FOR A DOCTORAL PROGRAM that can empower you to lead the way, you have come to the right place.

Our motto at Oral Roberts University is “Whole Leaders for the Whole World.” Our unique mission to develop Spirit-empowered leaders will accelerate your premium business skills.

No matter what sector you serve, business, technology, media, healthcare, education, ministry, or military, ORU’s online multidisciplinary Doctor of Business Administration (DBA) will accelerate your career track at a time shaped by challenge and opportunity.

Developed by our senior faculty, who share more than two decades of experience working with mid- to senior-career purpose-led professionals, the DBA will give you a unique opportunity to use action-oriented research to address real-world business problems in diverse settings.

This program is built for you—as a working adult. You study year-round, but fit classes into your schedule to balance work and family commitments. You take one course at a time, every seven weeks. You meet with your cohort every two weeks in a professor-led MeetUp that works together to solve real problems in your world.

Your third year is devoted to designing and deploying a doctoral project that provides value to your business under faculty supervision.

The DBA will ground you with theory and practice, which is vital to business success. Upon completion, you will step into your destiny as a Spirit-empowered leader who can inspire individuals, teams, and businesses to reach their God-given potential.

We pray that the DBA will be your passport into a new world of strategic management.

Sincerely,



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ORU Vision and Mission

Vision

Raise up your students to hear My voice, to go where My light is dim, where My voice is heard small, and My healing power is not known, even to the uttermost bounds of the earth. Their work will exceed yours, and in this, I am well pleased.

Mission

To develop Holy Spirit-empowered leaders through whole-person education to impact the world.

Academics

Oral Roberts University's academic mission is to transform students by the power of the Holy Spirit into whole, competent servant-leaders through liberal arts and professional education that is fully Christian. Within a Spirit-filled healing community, administration, faculty, and staff love and serve students by helping them grow in knowledge, skills, wisdom, character, and spirit. Student transformation is measured by evaluating students' expression of university learning outcomes, as demonstrated by the following factors.

1. Spiritual Integrity
2. Personal Resilience
3. Intellectual Pursuit
4. Global Engagement
5. Bold Vision

Honor Code

As a criterion for admission, all ORU students make an Honor Code Commitment that reflects their alignment with ORU's vision and mission and standards of conduct. The Honor Code is the central criterion of conduct for all who are a part of the ORU community. It is a concept of personal honor based on the principles of integrity, common sense, reverence for God, esteem for others, and respect for social and spiritual laws. ORU considers these qualities an inherent part of the ethical code embraced by its Whole Person approach to education.

DBA Program

The Doctor of Business Administration (DBA) is a multidisciplinary program that provides mid- to senior-career professionals who already possess substantial work experience and an earned business master's degree the opportunity to build their personal, business, and public leadership skills. Learning experiences are sequenced within courses to enable students to reflect on prior experience, relate that experience to existing theory from business, management, and industry studies, and use those new competencies to empower others, whether in teams, as managers, or as department leaders. Upon completion, the DBA graduate can diagnose organizational systems, optimize business performance, and build mission-driven partnerships that drive strategic impact.

Overview

The DBA is a professional doctorate that combines theory and practice at the cutting edge of a field to advance the professional trajectories of the graduate. The design of professional doctorates emerged from early twentieth-century pedagogies that embraced action learning, reflective practice, work-based ethnography, and insider research. DBA candidates are typically experienced professionals. This contrasts with those seeking a PhD in business, who can have less work experience and are preparing for research-focused careers. By contrast, a DBA is focused on middle- to senior-career professionals solving work-based problems. Problems facing business leadership can be adapting to a rapidly changing environment, leveraging technology, increasing ROI, building effective teams, and managing change and conflict.

To complete their DBA, students produce a Capstone Project that focuses on a problem germane to their professional work. Across core courses, candidates build their capacity through portfolio projects as "scholarly professionals" as preparation for their Capstone Project. The steps below represent projects in various DBA courses that students complete before their Capstone courses, preparing them for their culminating project phase.

- Exploring one's own prior learning as a business professional.
- Writing a review of literature
- Modeling a problem as an interactive system and identifying levers of change.
- Activating learning communities in that space among stakeholders.
- Devising pilot programs that might address a real-world problem.
- Evaluating the impact of a program, with recommendations for senior management.

By the time of their second residency, a candidate may select a doctoral chair from the faculty whose expertise matches their interests. Candidates then, in their doctoral project courses, work one-on-one with their faculty supervisor to develop a doctoral proposal, conduct their doctoral project, and prepare to present their impact to peers.

During the third doctoral project course, candidates submit their projects to a doctoral committee comprising the faculty chair and two faculty examiners. After reviewing, the committee designates the doctoral project in one of three status levels: (1) acceptance as satisfactory, (2) acceptance pending completed revisions approved by the chair, or (3) deemed not satisfactory with further work required as documented, subject to re-examination by the committee. Following acceptance of their project, the candidate presents their work at a business summit to faculty, alumni, and industry partners.

Outcomes

Personal and professional growth are integral parts of the DBA program. To help achieve this, the DBA aligns with five life-work goals for Spirit-empowered leaders, each with measurable outcomes listed under it.

1. Spiritual Integrity: Lives and leads with Spirit-empowered wisdom, aligning values, decisions, and professional practice with biblical principles.
1a. Discerns: Integrates Spirit-led reflection into ethical business decision-making and actions.
1b. Embodies: Demonstrates consistency between personal values and professional conduct.

2. Personal Resilience: Sustains wellness and perseverance through disciplined habits, reflective practice, and professional adaptability.
2a. Cultivates: Maintains spiritual, mental, and physical well-being throughout the doctoral journey.
2b. Adapts: Applies agile thinking and resilience to manage challenges, ambiguity, and change.

3. Applied Scholarship: Conducts rigorous, action-oriented research to address real-world problems in diverse business settings.
3a. Designs: Develops ethically sound, methodologically appropriate research that addresses real-world business challenges.
3b. Translates: Synthesizes theory, data, and insights into actionable recommendations for business practice and policy.

4. Collaborative Engagement: Builds mission-driven partnerships that foster learning, innovation, and strategic impact.
4a. Leads: Facilitates cross-functional teams and stakeholder collaboration to co-create value and solutions.
4b. Implements: Drives business change and learning through participatory research and reflective practices.

5. Effective Communication: Inspires and influences others through Spirit-empowered communication that is strategic, clear, and compelling across written and spoken formats.
5a. Synthesizes: Combines research evidence, leadership insight, and Kingdom values into written communication that is coherent, persuasive, and impactful across academic and professional contexts.

5b. Delivers: Presents ideas, findings, and vision through oral communication that mobilizes diverse audiences toward transformation and advances redemptive organizational purpose.

Assessment

Aligning upward to program outcomes, each course in the DBA program enables students to develop executive skills across various program outcomes. Learning experiences sequenced within courses enable students to reflect on prior experience, relate that experience to existing theory from management sciences, systems theory, or organizational studies, and use those new competencies to empower others, such as teams, managers, or departmental leaders. The DBA student works with their cohort and professors to build a portfolio of work, with proposals, assessments, white papers, slide decks, and workshops for individuals or businesses. Students participate in live meetings every two weeks to debrief their accomplishments, work in groups on new proficiencies, and preview forthcoming assignments. Faculty members offer custom feedback to students through grading. As an extension of this procedure, various assignments are designated for program assessment. Faculty score these using assessment rubrics to ensure that students progressively meet the program outcomes across diverse course practices. Grades are assigned on a standard scale: A=90-100% B=80-89% C=70-79% D=60-69% F=59%. Incoming doctoral students receive an overview of the learning cycle and assessment program, along with an explanation of its specific requirements.

DBA Curriculum

The Doctor of Business Administration program requires 54 credit hours of doctoral study across ORU's distinctive, core, and doctoral project courses. As listed in the ORU University Catalog, this section offers course numbers, names, and descriptions. The number of credit hours is in parentheses after the course name.

Distinctive Courses

GBUS 701	**Doctoral Orientation (0)** Introduces students to action research at the doctoral level, their cohort, courses, and proven learning strategies. Grade Mode: Pass/No Pass
GBUS 702	**Spirit-Empowered Leadership (3)** Explores how business professionals shape their Spirit-filled lives and professional identities related to applied doctoral training and personal fitness.

Core Courses

GBUS 713	**Applied Doctoral Scholarship (3)** Builds skills for practice-based research, including problem framing, literature discovery, and research questions to address real-world business challenges.
GMGT 723	**Managing Strategy in Complex Contexts (3)** Explores how cross-functional teams use systems thinking, strategic foresight, and environmental analysis to anticipate disruption, assess organizational capabilities, and design adaptive strategies.
GACT 733	**Decision-Centered Accounting (3)** Examines how senior managers apply cost structures, financial analytics, and performance metrics to drive operational efficiency across diverse business units.
GBUS 740	**Doctoral Residency – Year 1 (0)** Provides time for sustained participation with peers and faculty members in a shared community of professional life. Grade Mode: Pass/No Pass
GBUS 743	**Quantitative Business Analytics (3)** Examines how business professionals use data analysis, statistical inferences, quantitative modeling, and software tools to solve organizational problems and improve evidence-based decision-making in complex and uncertain environments.
GMGT 753	**Transforming Organizational Culture (3)** Examines individual and group dynamics by analyzing motivation, culture, structure, and cognitive patterns to improve organizational performance.
GFIN 763	**Financial Strategy for Value Creation (3)** Considers how executive teams apply frameworks, consumer insights, and analytic tools to evaluate investments, allocate capital, and drive long-term value creation across diverse organizational contexts.
GENT 773	**Innovation Driven Global Enterprises (3)** Explores how companies identify emerging global opportunities, craft scalable business models, and implement growth strategies in diverse and complex international markets.
GBUS 783	**Strategic Economics for Managers (3)** Considers decision-making through economic theories, market analysis, and behavioral insights to evaluate strategic choices to respond to dynamic business environments.
GMGT 793	**Risk Management in Volatile Times (3)** Explores how corporations navigate legal, ethical, and reputational risks using governance frameworks, issues management, compliance strategies, and enterprise-wide risk management tools.
GBUS 800	**Doctoral Residency – Year 2 (0)** Provides time for sustained participation with peers and faculty members in a shared community of professional life. Grade Mode: Pass/No Pass

	DBA Core Courses, continued
GBUS 803	**Qualitative Analytics in Action (3)** Examines how business leaders use observations, interviews, and field-based inquiry to gather, analyze, and apply qualitative data to solve complex organizational challenges.
GMKT 813	**Strategic Market Advantage (3)** Examines high-impact marketing efforts that align with organizational purpose, generate measurable results, and respond to customer needs in fluid and competitive landscapes.
GMGT 823	**Leading Organizational Change (3)** Examines how seasoned managers drive systemic transformation by leveraging change theory, influence strategies, and organizational learning to navigate volatility to implement mission-aligned innovation.
GBUS 833	**Consulting for Business Impact (3)** Examines how professionals design and deliver advisory engagements using diagnostic tools, data-driven models, and stakeholder-aligned change strategies to improve organizational performance.
GBUS 843	**Practice-Based Research (3)** Develops managerial skills for critical inquiry that translate complex organizational problems into focused research questions that produce aligned, actionable, and ethical research proposals.

Doctoral Project Courses

	9 credits, plus continuation as needed
GBUS 891	**Doctoral Project I: Framing (3)** Guides candidates in refining their research problem, selecting appropriate methods, and developing a context-specific, ethically sound proposal to frame their applied doctoral project. Grade Mode: Pass/No Pass
GBUS 892	**Doctoral Project II: Implementing (3)** Supports candidates through the implementation phase of their field work, emphasizing stakeholder engagement, ethical data collection, evaluation design, and reflexive practice. Grade Mode: Pass/No Pass
GBUS 893	**Doctoral Project III: Synthesizing (3)** Concludes the doctoral journey with a synthesis of findings and final project deliverables, with preparation for dissemination to scholarly, professional, and stakeholder audiences. Grade Mode: Pass/No Pass
GBUS 894	**Doctoral Project Continuation (1)** As needed, candidates continue their doctoral work, taking this course each term until they complete their doctoral project. Grade Mode: Pass/No Pass

Orientation Week

The DBA program begins with a doctoral orientation course, the week before the student's first 7-week term. Orientation opens with a Monday webinar with the Program Director, followed by online study in GBUS 701 Doctoral Orientation, a required course. This tuition-free course requires students that week to invest up to 2 hours a day in interacting with their peers and faculty on ORU's Brightspace/D2L learning management platform and becoming acquainted with doctoral standards and online learning processes.

Annual Residencies

In both their first and second year, DBA students participate in a required multi-day annual residency on ORU's beautiful Tulsa campus, with live-stream attendance for international students unable to travel. Residency offers students a signature Whole Person approach to an immersive time to get to know their peers, interact with their advisors, present mini-TEDx talks to their cohort, and receive counsel from DBA faculty.

Residency requirements are mandatory and cannot be waived. Residencies are structured as non-tuition doctoral courses, GBUS 740 and 800, yet are considered Degree Plan requirements for graduation. Beyond live participation, students are required to submit assignments to their Residency course following the event.

The DBA Residency is scheduled from Monday to Wednesday after ORU's annual Commencement ceremony, which takes place on the previous Friday and Saturday. To allow for domestic travel, the program begins with an on-campus reception at 4 pm on Monday and ends at 12 noon on Wednesday. Students attending Residency on campus must confirm their participation by the end of February by purchasing a $100 event ticket. The dates of the DBA Residency are:

Year	Dates
2027	May 3 – 5
2028	May 8 – 10
2029	May 7 – 9
2030	May 6 – 8

Students should confirm these dates with their ORU Success Coach before making travel arrangements. See ORU's Visit Information page for campus maps, travel arrangements, and nearby hotels. If a student wants to share the cost of housing and/or car rental, they are welcome to explore options with their peers in their Spring course's community discussion forum, 7-13 weeks before Residency.

Course Syllabi

Students have access to their courses two weeks before each term begins. Course Syllabi is available two weeks before each term in the designated course. As DBA courses are taught for

the first time, each Course Syllabus, as it is released, may be viewed at https://syllabi.oru.edu/ under the appropriate Online term, under "Business Graduate."

Degree Plans

All students are required to take the core courses when offered, according to the rotation schedule in DegreeWorks https://degreeworks.oru.edu/. Students must submit a petition to their Success Coach to request approval to take fewer than 6 credit hours per semester.

Co-Curricular

DBA students are encouraged to join a professional organization that aligns with their applied scholarly interests. For example, the Academy of Management is the premier professional association for management and organization scholars. With over 21,000 members across 120 countries, this network includes professors, doctoral students, and practitioners advancing knowledge and its real-world impact. Similar premier professional organizations include the American Accounting Association, the American Finance Association, the American Economic Association, the American Marketing Association, and the International Association for Business and Society.

DBA students are also encouraged to participate in Empowered21 (E21), a global relational network that aims to shape the future of Spirit-empowered Christianity through perspectives on crucial issues and intergenerational impartation. E21 is an ORU-affiliated organization that hosts regional and global congresses on the Holy Spirit as the Church moves toward Pentecost 2033.

DBA Admission

Prospective students receive a list of requirements to submit applications online. The Admissions Committee selects applicants with the strongest qualifications. Candidates who meet minimal requirements in some areas but are exceptional in others may be accepted. The admissions process assesses the applicant's overall combination of strengths. Applicants attach documents to their application at: http://apply.oru.edu/

Requirements

Applicants to the Doctor of Business Administration program will be reviewed for admission on the strength of their ability to successfully complete doctoral studies and based on the criteria listed below:

1. Application to ORU's DBA program.

2. An MBA or equivalent business degree from an accredited institution, with a minimum Grade Point Average (GPA) of 3.0.

3. Professional experience as a first-level supervisor or mid-level manager in a business context for 6 years.

4. Transcripts

- You are required to send Final/Official transcripts from all universities you attended. These must be sent directly from the university to ORU. Please note: Your final transcript must include the following information:
  - Your degree shows you graduated with an accredited master's degree.
  - You earned a 3.0 GPA or higher in your program.
- If any post-bachelor's degree studies were completed outside of the United States, a course-by-course evaluation of translated transcripts is required for all coursework completed after your secondary education to a transcript evaluation agency such as SpanTran, Scholaro, ECE, or a similar evaluation service recommended by AICE or NACES.
- ORU understands that the grading systems abroad are very different from the U.S.-patterned grading system. The Office of Admissions reserves the right to assign letter grade equivalents based on nationally recognized standards when calculating equivalent GPA from academic records issued abroad.

5. A current resume or curriculum vitae detailing your professional and academic history, with contact information, job objective, career/work history with the number of direct reports, education, articles published, industry training, memberships, and community involvement.

6. Personal Essay outlining the applicant's reasons for pursuing this degree, the ways in which the DBA coursework may enhance their current professional role, and how it will support the achievement of their long-term personal and career goals.

7. English proficiency is required for students whose first language is not English. This proficiency can be met with an acceptable TOEFL (Test of English as a Foreign Language) score of 500 or a score of 6.5 on the Academic Module of the IELTS (International English Language Testing System). A Duolingo score of 120 or better also meets this English proficiency measure.

8. Signed Honor Code Pledge, aligning with ORU's vision, mission, and standards of conduct.

9. Successful completion of an admissions video interview with appropriate ORU personnel to assess academic readiness, professional alignment with the program, and fit with ORU's mission.

Applicants should consult the DBA Graduate Application Checklist for instructions on completing their application packet. At that site, note the four DBA essay questions.

Acceptance

After completing the items (1-8) listed above, candidates who meet the minimum criteria will be invited to participate in an admissions webcam interview to discuss their qualifications and answer questions.

The admissions committee will review the applicant's record when all information is complete. It is the applicant's responsibility to ensure that all required information is made available to ORU for an admissions decision. Applications are evaluated in the order in which they are received. Admissions decisions are communicated to applicants in writing as soon as possible after the decision has been made.

In considering a candidate for admission, the faculty/admissions committee assesses how the candidate's portfolio aligns with the DBA program in terms of career goals, value-added talents, and available program space. The committee may recommend unconditional admission, admission with specified conditions, admission on probation, or may deny admission. Admission may be denied for crimes, moral turpitude, misconduct, prior suspension, or any other factors that would be detrimental or disruptive to the university or its students. Any applicant who intentionally withholds or falsifies pertinent information may be required to withdraw from ORU.

Enrollment

Upon acceptance to the DBA, students are assigned an Admissions Representative to assist them with enrollment. This includes receiving one's unique Z-number, setting up one's ORU email, and accessing one's student profile. You may contact your representative by calling 918.495.6363 or emailing online@oru.edu.

After their agreement to the student authorization, release, and financial contract, students are connected with their Success Coach to complete their registration. This includes reviewing their degree plan and discussing their textbook options. If they haven't done so by that time, they may complete their FAFSA-Free Application for Federal Student Aid. Then ORU's Financial Aid department will create a package that outlines grant and loan options for eligible students.

Transfer Credits

At the time of admission, DBA applicants may request a transfer of up to 6 credit hours of doctoral work from another school into their degree plan. The following conditions must be met to replace a DBA course:

1. The courses are from an accredited institution.
2. The course credit must be at least 3 semester hours or five-quarter hours.
3. The student must have earned a grade of 3.00 or higher on a 4.00 scale.
4. The course must align up to 80% with one of the DBA core courses.
5. The course was completed within five years of the application date for admission.

6. The course has not been applied to another earned diploma or degree.

DBA Student Services

Success Coaches

ORU Online and Lifelong Learning provides each DBA student with direct access to a Success Coach to offer professional support and personal encouragement from their first day of enrollment through degree completion. Success Coaches provides students with a safe place to discuss goals, receive accountability, solve problems, and connect with the many support services available to online students. They also inform students of registration deadlines for upcoming terms, provide information on academic and counseling resources, and contact students after missing academic deadlines. Students may find their Success Coach's contact information at the end of this document.

IT Help Desk

Information Technology (IT) at ORU provides students with live digital or remote device support services via phone, email, or live text chat. Students may find their answer before contacting IT, in their FAQ. To contact IT via email, send to studenthelpdesk@oru.edu; or by phone, call 918-495-6321. Hours of operation are 8:00 am - 4:30 pm (CT), Monday – Friday.

ORU provides its students with free subscription access to various academic programs. Students may create their accounts using their ORU email (@oru.edu) to take advantage of these educational offers.

- Microsoft Office 365, http://www.office.com
- ZOOM web conferencing, https://oru.zoom.us/signup
- Grammarly Assistant & Authorship, https://www.grammarly.com/edu/signup

Brightspace/ D2L

ORU uses Brightspace by D2L as its virtual learning environment. The login is https://d2l.oru.edu. Students access this with their ORU username/password. D2L is the learning platform where students find their online course materials, interact with their peers, submit assignments, and receive feedback from their professor. Registered students receive access to their D2L courses 14 days before the start of the term.

Textbooks

ORU's campus bookstore provides DBA students with required textbook information for upcoming courses, including print editions. Many DBA courses qualify as a "BNC Course+," which means the student's required textbooks are included as digital texts, for a fee charged to their student account. Students may opt out of "BNC Course+" up to and through the first week

of their course and purchase digital editions on their own. At the time of registration for each upcoming term, students may lean on their Course Syllabus or their Success Coach for further information on ordering textbooks through the ORU Bookstore or a bookstore of their choice.

University Catalog

The latest ORU University Catalog is available online. It contains information on the university's administration, accreditation, commitments, campus, library, technology, admissions, academic records, financial aid, registration, continuation, grading, graduation, curriculum, student life, athletics, academic colleges, online learning, and course descriptions.

Registrar

ORU's Registrar maintains academic calendars, student records, transcripts, and processes student petitions in accordance with approved policies. Students use VISION, the university's electronic enrollment and registration system, to check their current schedule, financial aid, course grades, and their official transcript. DegreeWorks is a self-service app that enables students to see their progress in the program. The Registrar's office is also the source for graduation information on ORU's annual Commencement in April/May of each year.

Library

DBA students have 24/7 full access to the ORU Library that holds over 500,000 items, including 16,000 e-books on management and 50,000 electronic journals. Through the EagleSearch database, abstract and full-text availability, and inter-library loan, doctoral students have outstanding access to public and organizational leadership literature. Reference Desk phone support runs most evenings until 9:30 pm (CT). Students should refer to the Online Access to Library Services page and complete the Distance Learner Registration Form.

ORU's faculty have designated these 12 peer-reviewed journals as essential to the DBA program. The ORU Library carries these journals via digital access:

- Academy of Management Journal on management studies (via Business Source Complete)
- Academy of Management Review on business leadership (via Business Source Complete)
- Journal of Business Ethics on analyses of business systems from ethics (via EBSCO).
- Harvard Business Review on management thinking and problems (via EBSCO)
- Accounting, Organization and Society on accounting research (via Sciencedirect)
- Journal of Management Accounting Research on applied accounting (via Business Source Complete)
- Journal of Finance on finance (via JSTOR)
- Journal of Applied Corporate Finance on applied finance (via Business Source Complete)
- Journal of Economic Perspectives on applied economics (via Business Source Complete)
- Journal of Institutional Economics on economics (via Gold Open Access)

- Journal of Business Venturing on entrepreneurship (via ScienceDirect)
- Entrepreneurship Theory and Practice on entrepreneurship (via Sage Journals)
- Journal of Marketing on marketing (via Business Source Complete)
- Journal of the Academy of Marketing Science on marketing (via Business Source Complete)
-

Citation Management

DBA students are introduced to the value of using a citation or reference management tool at the start of their program. Citation management tools help students save time and stay organized by tracking their research from journal articles, books, and documents for present and future use. Students should use Zotero – a free cloud-based citation management program, or purchase a subscription to EndNote. First-term DBA students attend Zotero virtual workshops, as announced by the DBA program director.

APA Writing Style

The DBA program uses the American Psychological Association (APA), 7th edition, writing style for its dialogues and academic papers. Students must use both in-text citations and end-of-paper reference lists. The reference book is:

> American Psychological Association. (2019). *Publication Manual of the American Psychological Association*. 7th edition. ISBN: 978-1433832154

APA offers a "quick answers" online page. Purdue offers their Owl Writing Lab—APA. When citing the Hebrew Bible or the New Testament, students should use standard Bible book abbreviations for in-text citations and abbreviate the translation in text. Papers do not need a corresponding reference page entry for the Bible; only an in-text citation is required.

Writing Software

ORU offers students a free premium version of Grammarly, an online professional writing app to make writing clear and engaging. See these instructions to set up a new account using your ORU email.

Tutoring

ORU offers free 24/7 live, personalized writing review services via Brainfuse tutoring. Students should connect with an e-tutor via a direct ORU link in each D2L course.

Disability

ORU's Disability Services Office offers student consultation on disability issues. They facilitate reasonable accommodations to students based on their individual needs, in compliance with

the Americans with Disabilities Act, to facilitate their independence and academic progress. Accommodations must be renewed each semester.

Graduation Requirements

To complete the DBA program, students must fulfill the following graduation requirements:

1. Completion of all required courses as specified by their Advisor—approved DBA Degree Plan, with maintenance of a minimum cumulative Grade Point Average (GPA) at or above 3.0.
2. Successful completion of 1.0 credit of a Graduate Health Fitness course to fulfill ORU's mission (contained in GBUS 702).
3. Successful completion of a required Graduate Orientation course before completing their first 3 hours in the program and two Residencies in Years 1 and 2, on a Pass/Fail basis.
4. Completion of a faculty panel-approved Doctoral Project, with prior ORU Institutional Review Board (IRB) approval for research involving human subjects.
5. Presentation of their Doctoral Project at an ORU-hosted virtual Business Summit.
6. Successful completion of all program requirements within 7 years of matriculation.
7. Apply to graduate by March 1 of the same year.
8. Receive approval to graduate from the DBA Program Committee.

Commencement

ORU holds Commencement once a year on the last weekend in April or the first weekend in May, beginning on Friday with a college Hooding ceremony and continuing into Saturday for the whole university Commencement. The Registrar maintains upcoming graduation information. Students may order their academic regalia: their cap, gown, and graduation announcements from Herff Jones. Students must confirm their participation in Commencement with a graduation application by the end of February.

Year	Dates
2030	May 3 – 4
2031	May 2 – 3

The DBA has one intake per year, in August. The DBA program runs for 9 semesters, or 3 years. Fall entry students will usually finish their DBA Doctoral Project before or by ORU's annual Commencement ceremony in May.

Veteran's Experience

The Military Experience wing of ORU's Welcome Center serves as the first point of contact for prospective graduate student veterans as they consider their future. ORU's Military Liaison is ready to greet you, answer your questions regarding VA education benefits, and guide you to the numerous resources ORU has developed for its student veteran population. Students may

find contact information for ORU's Military Liaison at the end of this document.

DBA Policies

Tuition and Financial Aid

Federal and private student aid can be used to cover the cost of your DBA. Prospective and current DBA students may confirm current online tuition fees and financial aid options. Tuition rates can change at the start of new academic years in the fall. In accepting a student loan, students should factor in the total Cost of Attendance for which they are responsible.

- Tuition and Fees related to courses.
- Costs from buying textbooks and course materials.
- Expenditures related to two annual residencies in Tulsa.
- Costs incurred from purchasing academic regalia and travel to commencement.

Academic Integrity

Plagiarism, as defined in the ORU catalog and course syllabi, is a serious academic offense and is not tolerated. Consequences include a zero on the assignment. It may include an "F" for the course, academic probation, suspension, or expulsion from the program. For more, see ORU's Plagiarism Policy and Library Guide on Plagiarism. This includes copying/pasting the output of an A.I. tool, such as ChatGPT, into a post or paper, or using paper-sharing sites such as CourseHero. ORU provides training and subscriptions to Grammarly Authorship to enable students to show reviewers the percentage of their work that is original or improved by A.I.

Time Limit

Students may have up to 7 years from the date of entry into the program to fulfill all degree requirements. Exceptions to the time limit are granted only in extraordinary circumstances.

Sitting Out a Term

If a student in good standing cannot register for a 7-week term due to family issues, military obligations, or work relocation, they should inform their Success Coach that they are sitting out a 7-week term. In doing so, they will maintain their enrollment in the DBA. If a student faces an extended illness or hospitalization, he or she may request a multi-term leave of absence by submitting an online petition. The student will be notified in writing of the decision and the duration of the approved leave of absence. A student not registered for a DBA course after a calendar year will need to reapply for admission before they may continue their degree program. Before requesting a leave of absence, students should confer with their Success Coach about the impact, if any, on their Federal financial aid.

Grade Point Average

Doctoral students must maintain a cumulative GPA of 3.00 to remain in good standing. The DBA places students who fall below this level on probation. Students on probation may retake any core course in which they earned a grade below a "B." Successfully retaking (raising the grade to "B" or better) does not remove the course from the student's transcript. Still, it does replace the grade for GPA purposes. Students whose cumulative grade point average remains below 3.00 for two consecutive terms may be suspended from the program. Any student who earns two grades of "C" or lower shall be immediately suspended from the program. Petitions for Policy Exception to Suspension and Probation due to exceptional circumstances may receive consideration.

Course Load

Students make progress toward degree completion while working in their sector, as assignments integrate with their business practices. The course load for DBA students is 6 hours per semester, year-round, during the coursework phase of their program. Students take one 3-credit course every 7 weeks during this phase. This is considered a full-time load. Students should plan to study up to 20 clock hours each week, Fall, Spring, and Summer. Once the doctoral project phase begins, students enroll in dissertation hours each term until the doctoral project is completed. During this phase, students take a minimum full-time load of 2 hours per semester until their project is successfully accepted and presented or they withdraw from the program.

Drop/ Withdraw

Students may *drop* a course before they begin to receive a 100% tuition refund. They receive a 90% refund on Day 5 of Week 1 by filing a petition. https://petitions.oru.edu/. Between Weeks 2 and 4, they may *withdraw* from a course, with refunds of 50% and 25%, respectively. Any drop or withdrawal could delay the receipt of their degree due to course rotations.

Late Work

The student is responsible for obtaining class assignments and materials, and all work is expected to be completed as scheduled. The professor may not accept late work, or it may result in a lower grade. Computer or Internet malfunctions do not constitute an excuse for late work; students should have their work prepared in time to ensure it is completed, edited, and proofread before the course's due date. These responsibilities support the student's professional development. Generally, assignments missed due to serious sickness or family crises can be made up, and the instructor should be notified as soon as possible to reach an agreement on due dates and possible penalties. Each instructor has their own late-work policy. Instructors use their own judgment in accepting late work.

Incompletes

On rare occasions, a grade of "I" (Incomplete) may be given for work that is incomplete at the time grades are given, allowing the student to finish their coursework by the end of the following 7-week term. No more than two incompletes are allowed over the duration of their doctoral program. An incomplete cannot be granted for any of the final doctoral project courses. Instructors award an 'Incomplete' upon approval from the department chair or college dean, based on a student's petition offering "good cause." Good cause typically involves a catastrophic event that prevents a student from completing the course requirements. After completing the coursework, a student must initiate a grade change petition requesting the instructor to submit a change to the Registrar. Without an approved grade change petition, the Registrar will automatically convert the "I" to an "F" by the end of the subsequent term. Students must follow these procedures to request an Incomplete:

1. The student must establish with the instructor and the program director that work is incomplete for good cause and submit a Petition for Incomplete Grade, with documentation.
2. The Petition must be submitted at least two weeks prior to the end of a 7-week term.
3. The submission of a petition does not automatically ensure the granting of an Incomplete.
4. The petition must be approved by the DBA academic committee.
5. It is the responsibility of the student to initiate the electronic petition, make up any incomplete work, and submit a completed Grade Change (I, E, or M to Grade) petition (which must then be approved with a final grade authorized by the course professor) to the academic office.
6. If the work is not completed by the end of the subsequent 7-week term, the incomplete will automatically convert to an "F," unless an extension is formally granted.
7. Only two incompletes will be granted to a student throughout their DBA program.

Grievance Policies

ORU has established several situation-specific grievance and complaint processes based on categories such as (a) Academic Grievance, (b) Discrimination, Harassment, or Sexual Assault, or (c) Student Conduct and Discipline Grievances. If a student feels they have been reasonably harmed by a member of the ORU staff or faculty, through certain action(s), inaction(s), or communications, ORU has an orderly process for resolving those complaints in a fair and just manner. For more: Grievance Policies and Procedures (2015).

Course Rotation

Doctor of Business Administration	FALL		SPRING		SUMMER	
ORU Distinctive Courses (3 Credits)	FALL A	FALL B	SPG A	SPG B	SUM A	SUM B
GBUS 701 Doctoral Orientation (0)	X					
GBUS 702 Spirit-Empowered Leadership (3)	X					
Core Courses (42 Credits)	FALL A	FALL B	SPG A	SPG B	SUM A	SUM B
GBUS 713 Applied Doctoral Scholarship (3)		X				
GMGT 723 Managing Strategy in Complex Contexts (3)			X			
GACT 733 Decision-Centered Accounting (3)				X		
GBUS 740 Doctoral Residency - Year 1 (0)					X	
GBUS 743 Quantitative Analytics in Action (3)					X	
GMGT 753 Transforming Organizational Culture (3)						X
GFIN 763 Financial Strategy for Value Creation (3)	X					
GENT 773 Innovation Driven Global Enterprises (3)		X				
GBUS 783 Strategic Economics for Managers (3)			X			
GMGT 793 Risk Management in Volatile Times (3)				X		
GBUS 800 Doctoral Residency - Year 2 (0)					X	
GBUS 803 Qualitative Business Analytics (3)					X	
GMKT 813 Strategic Market Advantage (3)						X
GMGT 823 Leading Organizational Change (3)	X					
GBUS 833 Consulting for Business Impact (3)		X				
GBUS 843 Practice-Based Research (3)			X			
Doctoral Project (9 Credits)	FALL A	FALL B	SPG A	SPG B	SUM A	SUM B
GBUS 891 Doctoral Project I: Framing (3)				X		
GBUS 892 Doctoral Project II: Implementing (3)					X	
GBUS 893 Doctoral Project III: Synthesizing (3)						X
GBUS 894 Doctoral Project Continuation (1)	X	X	X	X	X	X

DBA Faculty

ORU's outstanding faculty and administrators in the Doctor of Business Administration program bring extensive experience across the public, private, and non-profit sectors. They hold a Ph.D. or equivalent degree and are members of professional associations relevant to the program. They have earned top awards through peer-reviewed publications and ongoing research. They have extensive experience teaching at the graduate level and are skilled in directing, evaluating, and supervising doctoral-level research. They embody diverse business practices across sectors from a global Spirit-empowered perspective.

- Julie Huntley, Professor, Dean of the Fenimore and Fisher College of Business
  Ph.D. Marketing, Master of Business Administration
- William T. Crawford, Associate Professor, Associate Dean, Fenimore and Fisher College of Business, Ph.D. Industrial and Organizational Psychology, M.S. Management
- James R. Russell, Senior Professor, Fenimore and Fisher College of Business,
  Ph.D. & M.S. Agricultural Economics, Marketing and Management
- Timothy A. Hart, Associate Professor of Management, Law, and Accounting
  Ph.D. Strategic Management, JD, CPA
- Doug Crawford, Associate Professor, Fenimore and Fisher College of Business,
  Ph.D. Organizational Leadership, M.S. Industrial & Labor Relations
- Rebecca Attah, Associate Professor, Fenimore and Fisher College of Business,
  Doctor of Business Administration (Finance), MBA (Finance).
- Mathew Sushil, Associate Professor – Adjunct
  Doctor of Business Administration, MBA (Human Resources).

DBA Contacts

Please reach out to the DBA program staff when you need help.

- Lisa Straubing, M.A., DBA Success Coach, 918.495.6209, lstraubing@oru.edu
- Michael Willcoxon, M.A., DBA Admissions Rep., 918.495.6022, mwillcoxon@oru.edu
- William Beck, Lt. Col. (Army, Ret.), DBA Military Liaison, 918.495.6971, wbeck@oru.edu
- Niluka Perera, MBA, EdD., DBA Program Director, 918.495.7510, nperera@oru.edu