

# Haskayne DBA Academic Curriculum

The DBA curriculum is tailored to senior-level managers or executives with significant experience in their fields and to academics who are looking to delve into the application of management theories and frameworks.

The program involves two stages: the candidacy and the thesis. The candidacy consists of eight courses (six core and two electives) as well as a Field of Study exam and a thesis proposal. The thesis stage includes the thesis work and the final oral defense.

Through their course work, DBA students will receive a grounding in research methodology, which will enable them to design and conduct their own research projects. Students will be equipped with the tools to develop their research proposals, conduct research and prepare their theses, which may also be suitable for publication as articles or books. Graduates of the program will have developed the ability to create new knowledge through rigorous research with practical relevance.

## PROGRAM OUTLINE

### 1. CANDIDACY

- Course work: (8 courses: 6 core, 2 elective)
- Period: Year 1: January – Year 2: August  
Anticipated time to completion from program start: 20 months

### 2. CANDIDACY

- Written Field of Study examination (integrative paper)
- Period: Year 2: Fall – Year 3: Winter  
Anticipated time to completion from program start: 21 to 28 months (September – April)

### 3. CANDIDACY

- Thesis proposal (based on empirical study) with oral examination
- Period: Year 2: Fall – Year 3: Winter  
Anticipated time to completion from program start: 21 to 28 months (September – April)

### 4. THESIS WORK

- Refine case study into thesis manuscript

- Refine integrative paper into thesis manuscript
- Conduct research, write empirical paper as thesis manuscript
- Write thesis "book ends": introduction and reflection
- Period: Year 2: Fall – Year 4: Winter  
Anticipated time to completion from program start: 34 to 43 months (October – July)

#### 5. THESIS DEFENSE WITH ORAL EXAMINATION

- Period: Year 3: Fall – Year 4: Spring/Summer/Fall  
Anticipated time to completion from program start: 37 to 48 months (January to December)

## YEAR ONE: WINTER SEMESTER

### MGST 705: Critical Research Assessment

Development of skills associated with the evaluation and use of extant research. Emphasis is on the critical reading of methods and results sections of experimental and non-experimental research papers. Discussions regarding the appropriateness and limitations of the methodologies utilized, and statistical treatment of the data, will facilitate an understanding of research contributions. Studies using experimental and non-experimental design are included.

### MGST 703: Philosophy of Science for Business Administration

Examines processes of development and discussion of theories, with a focus on business management research. Exploration of three main questions: (i) what is the role of theory in science; (ii) what makes good management theories; and (iii) how can theories in management or related disciplines be developed and tested. Classical philosophy of science, management research papers focused on scientific theory and explanation, and prescriptive studies with strategies or methods for theory development in management and related disciplines, are reviewed.

## YEAR ONE: SPRING/SUMMER SEMESTER

### MGST 709: Qualitative Research Methods

Development of skills to conduct qualitative research in the context of business. Focus on research design and the processes of collecting and analyzing qualitative data as well as drawing conclusions and reporting research findings. Specific emphasis is given to case study research, ethnographic, and focus group research. Grounded theory, action research, narrative, and discursive research is also introduced.

### Directed Graduate Study in Management – Case Study Research Project

The purpose of this Directed Study course is to support the development of students' case study research projects. The support consists of instructor guidance (which may include some suggested readings) and feedback, webinar discussions, and peer reviews. The course will run exclusively online

(with class and individual meetings with the instructor) and will entail the development of a case study research proposal, progress reports, the development of a draft case study report, and a final case study report. After the course, students may refine their case study reports into thesis papers. This Directed Study is developmental with an emphasis on constructive feedback.

## YEAR ONE: FALL SEMESTER

### MGST 713: Engaged Scholarship and the Use of Evidence

Introduces advanced topics in business management research. Consisting of a series of 3-hour lectures on different topics, given by different senior faculty members, students will gain insights into the broad perspectives of issues being studied. Course material will be based on instructors' selection of top research in the fields of human resources, organizational dynamics, global strategy, international business, entrepreneurship, operations management, marketing, finance and governance.

### MGST 799.15 (02): Directed Graduate Study in Management – Case Study Research Project – cont'd

### SGMA 707: Advanced Strategic Management Tools

Re-examination of the main tools used in strategy analysis with a unique triple focus on 1) inclusion only of tools that are actionable and lead to outcomes with clear management implications; 2) critical assessment of the 'limits' associated with applying each tool (boundary conditions; weaknesses; danger of wrong interpretation of results; unexpected negative spill-over effects; etc.); and 3) discussion of the most recent insights from the scholarly and practitioner oriented literatures, emphasizing dynamics.

## YEAR TWO: FALL SEMESTER

### MGST 711: Quantitative Design and Analysis

This course provides a basic introduction to statistics, probability, and data analysis. Topics include data acquisition/management, classification, and summarization; basic probability; exploration of common distribution used in statistics; along with confidence intervals and hypothesis testing. The only prerequisite for this course is familiarity with basic algebra.

## YEAR TWO: SPRING SEMESTER

Elective Courses

## YEAR TWO: FALL SEMESTER

## Integrative paper

The integrative paper will be a component of your DBA thesis. You will first write it in the fall of the second year in the program, after completing all the course work, in response to questions in the written Field of Study examination. The purpose of the integrative paper is to pull together your knowledge from the DBA courses and your business experience, into a coherent framework for studying and explaining management and business issues. You will then refine the paper into a component of the thesis, based on feedback from supervising faculty.