



DOCTOR OF BUSINESS ADMINISTRATION

2025-2026 Program Handbook

721 Bryan Drive
Dayton, TN 37321
423-775-2041

*Bryan College is accredited by the
Commission on Colleges of the Southern Association of Colleges and Schools
to award associate, bachelor, master and doctoral degrees.
Contact the Commission on Colleges, 1866 Southern Lane, Decatur, Georgia 30033-4097
or call 404-679-4500 for questions about the accreditation of Bryan College*

1 July 2025

Preface

This document describes the policies and procedures used to regulate the Doctor of Business Administration program. Bryan College reserves the right to make necessary changes without further notice. The regulations, courses, personnel, and costs listed herein are subject to change after publication of this bulletin through established procedures. In such cases, Bryan College will attempt to communicate these changes to all students, faculty, and staff through written means. It is IMPORTANT that each student familiarize himself with the regulations set forth in this Catalog and assume his proper responsibilities concerning them.

DBA Program Director

Dr. Benton Jones

DBA Program Committee

Dr. Adina Scruggs, Business Department Chair, Professor

Dr. Benton Jones, Director of the DBA Program, Associate Professor

Dr. Paul Boling, Professor of Philosophy

Dr. Kathryn Saynes, Academic Vice President (ex officio)

Table of Contents

Preface	i
Contents	ii
Bryan College Statement of Mission and Purpose	1
Bryan College Statement on Worldview	1
DBA Program Purpose	2
DBA Program Mission	2
DBA Program Vision	2
DBA Program Learning Outcomes	3
Program Focus and Differentiation	3
DBA Admission Requirements	3
Admission Review & Notification	5
International Students	5
Transfer Credits	5
Financial Policies	5
Graduation Requirements	6
Applied Doctoral Research Project	6
Time Limits for Degree Completion	6
Enrollment and Breaks in Enrollment	7
DBA Program of Study and Course Descriptions	7
Progression Through the Program	7
DBA Courses Titles	10

INSTITUTIONAL MISSION AND PURPOSE

Bryan College's mission is "educating students to become servants of Christ to make a difference in today's world." The College seeks to assist in the personal growth and development of qualified students by providing an education based upon an integrated understanding of the Bible and the liberal arts.

Educational Goals

In order to maintain its distinctives and pursue its institutional purpose, the Bryan College community strives together to accomplish seven educational goals:

1. Students will develop a knowledge of the Bible and the liberal arts and an ability to harmonize that knowledge through an understanding of their relationships.
2. Students will develop competency in one or more subjects as a foundation for graduate studies or vocations related to the disciplines of Christian Thought, Humanities, Sciences, and Social Sciences.
3. Students will demonstrate academic excellence by thinking critically, working independently and cooperatively, communicating clearly, and expressing themselves creatively.
4. Students will develop wholesome attitudes, healthful habits, responsible citizenship, constructive interests and skills, and the recognition that education is a continuing process for both faculty and students.
5. Students, faculty, and staff will serve the local community and the Bryan constituency with academic and creative experiences and consultative services in ways consistent with the educational philosophy, purpose, and resources of the College.
6. Students will mature spiritually and engage in opportunities for Christian leadership, ministry, service, worship, and discipleship.
7. Students will enhance their undergraduate and graduate education and participate in research projects and colloquia conducted by Bryan's faculty, academic departments, and affiliate and ancillary organizations.

(These Educational Goals apply to all undergraduate and graduate degree programs except in the case of on-line programs where goals #5, #6, and #7 are abridged due to the limitations of distance learning.)

ESSENTIAL BELIEFS

The college charter states that no sectarian test or statement of belief is to be imposed on any student. It also specifies that anyone serving as a trustee, officer, or member of the faculty or staff must subscribe to the Statement of Belief, which appears below. The College's religious position and control, educational philosophy, and community life standards are consequential outcomes of the Statement of Belief.

Statement of Belief

This Statement of Belief is reported to have been formulated and adopted at the 1919 Philadelphia Convention of the World's Christian Fundamentals Association, an interdenominational Protestant evangelical organization of that period. Consequently, it is a nonsectarian statement of evangelical orthodoxy. Its adoption as the religious position of the College was appropriate in view of the fact that Bryan was organized by leaders from various religious denominations and chartered as a non-sectarian institution. The college community continues to represent a wide spectrum of religious denominations and the normal divergence which is characteristic of the larger American evangelical community.

The College, as an evangelical Christian community, endeavors to create an atmosphere in which personal commitment to Christ and Christian standards of behavior will be forthcoming. Trustees, administrative officers, faculty, and staff affirm annually their faith and commitment by subscribing to the Statement of Belief.

DBA Program Purpose

Students pursuing the Doctorate of Business Administration (DBA) will gain knowledge and skills in the discipline of business administration in specific cognate areas that can be applied in current and future leadership roles.

DBA Program Mission

To provide an opportunity for qualified students to attain academic, professional, and practical competence within the Biblical Worldview to prepare them for opportunities, and corresponding additional responsibilities, beyond the master's degree level. The DBA program emphasizes practical and real-world applications in both the course work and the research project requirements.

DBA Program Vision

The DBA program intends to produce graduates with intellectual and professional characteristics deemed valuable by organizational leadership. These characteristics include the ability to:

1. Defend arguments based on theories, concepts and empirical evidence in matters relating to research methodology and research design as well as those relating to the business disciplinary domain in which the research is located [relates to PLO 1,2, &3];
2. Demonstrate the capacity for reflective and analytical business thinking [relates to PLO 1,3];
3. Draw together relevant concepts and theories from different business disciplines in order to gain a better understanding of the organizational context in which particular problems or opportunities arise [relates to PLO 1,3];
4. Analyze problems and issues arising in business and management contexts, utilizing relevant theories, concepts, and empirical findings [relates to PLO 1,2,3];
5. Identify and analyze questions and issues in business [relates to PLO 2]; and
6. Design, implement, and successfully conclude empirical research projects [relates to PLO 1, 2, & 3].
7. Each of the above will be considered in light of biblical principles, and be integrated within the Biblical Worldview [relates to PLO4]

DBA Program Learning Outcomes

1. Evaluate current theoretical and applied research in business administration.
2. Recommend qualitative and quantitative analysis methods to perform effective business research.
3. Recommend solutions for the improvement of business and organizational practice based upon research, knowledge of the literature, and best practices.
4. Integrate a Christian Worldview into business functions.

Program Focus and Differentiation

Doctor of Business Administration (DBA) programs focus on research and the practical application of theory and knowledge to specific business problems. While they also prepare graduates for academic careers, a DBA program, with its focus on the application of theory and knowledge in business settings, is more geared towards business professionals.

PhD programs in business focus on conducting academic research, such as the development of new theory and knowledge in business and other related business fields. While they also prepare graduates for high level business careers, a Business PhD program, with its focus on academic research and the development of theory and knowledge, is more geared towards academic professionals.

Both the DBA and PhD are considered terminal degrees in Business and have the following in common:

- Rigorous courses of study
- Significant emphasis on research
- Development of a research concept
- Development and presentation of a major doctoral research project

DBA programs are considered professional doctorates. Professional doctoral degrees are designed for working professionals although individuals may pursue the education profession. Many professional doctoral candidates have significant real world experience and / or are currently working in their professional fields. For this reason, the research in DBA programs tends to be very business problem focused. The research approach for professional doctoral programs is the “engaged scholarship” model that focuses on topics at the intersection of theory and contemporary business issues.

DBA Admission Requirements

All applications are reviewed by the DBA Graduate Committee. When conducting admission reviews, they may request additional documentation to evaluate a candidate’s record before a final admissions decision can be made.

DBA admission requirements include:

- Completed application
- Earned Master’s degree from a regionally accredited college or university
- 3.0 minimum GPA at the graduate level

- Minimum of 30 graduate hours completed in business or related field

Students planning to use veterans' benefits are required to submit official transcripts from all previously attended institutions. Applicants to all graduate programs are required to have access to the Internet, e-mail service, and proficiency with word processing software.

Admission Review & Notification

Once all application materials are received for admissions, the candidate's application package will be reviewed and an acceptance decision made. The committee makes decisions on admissions regularly. Once the application review process is complete, applicants will be notified via email of an admission decision. Decisions are communicated as soon as possible, with early acceptance being 90 days from cohort start date if possible.

Transfer Credits

Only courses from institutions accredited by agencies recognized by the U.S. Department of Education are eligible for transfer credit. These include regional accrediting bodies such as the Southern Association of Colleges and Schools (SACS).

With approval, up to fifteen (15) semester hours of credits can be transferred into the DBA program. Transfer of coursework may be granted for the DBA program if the following requirements are met:

- (a) courses must be comparable to the level of coursework to the corresponding DBA
- (b) courses must carry a grade of at least a B; and
- (c) coursework must have been completed within the fifteen years prior to the student's date of admission..

Graduation Requirements

In addition to other regulations governing graduation, as stated in the Bryan College catalog, DBA students must meet the following requirements:

1. A minimum of 45 semester hours of DBA coursework must be taken through Bryan College.
2. Maintain an overall GPA of 3.0 to remain in the program.
3. Complete and pass the comprehensive exam.
4. Successfully complete and defend an approved Dissertation.

Dissertation

Following completion of all doctoral coursework and the comprehensive exam, students must successfully complete and defend their dissertation (BUS 790, 791 and 795).

Dissertation: The Dissertation is a comprehensive research project which adds to the body of business literature. The dissertation is expected to exhibit scholarship, reflect mastery of

technique, and make a distinctive contribution to the field of business in which the candidate has specialized. A research chair is responsible for the general supervision and progression of the dissertation along with two other business faculty, one of which can be outside of Bryan College as an independent committee member, subject to approval by the Program Director. All committee members are to be approved by the Director of the DBA at Bryan College. All dissertation committee chairs should be faculty of Bryan College and approved by the Director of the DBA Program at Bryan College.

Dissertation Chair: The dissertation chair is an essential advisor who has the expertise to guide the student through the dissertation process. The chair will take on varying roles during the process, depending on the student, the topic, the research approach, or other factors. The chair will lead the candidate through each part of the dissertation and will work with the candidate in the selection of the methods, direction of the analysis and the ultimate outcomes of the research. Regardless of the specific role, the chair is expected to regularly review candidate progress and serve as a mentor, working with the student to move the dissertation process forward. The chair will carefully review the dissertation proposal and chapters and provide detailed written comments to the candidate, be available to discuss these comments, and review any revisions prior to determining that the candidate is ready to move forward in the coursework or to present their research.

Time Limits for Degree Completion

The time limit for completing the degree from the date of enrollment to the DBA program is seven years. Only in unusual circumstances may the student be granted an extension.

Granting of an extension of time will usually result in additional requirements. Any student who does not complete coursework within the permissible time limit, for any reason including discontinued enrollment, must reapply for admission. A student may reapply only once, and will be subject to the current standards and curriculum.

Enrollment and Breaks in Enrollment

All DBA students are required to maintain enrollment in the DBA program. (1) Until students begin the dissertation phase, they are required to be enrolled in at least one course in each academic year (From Fall to Summer); (2) Once doctoral candidates enter the research project phase, they are required to be enrolled in each semester (Fall, Spring, and Summer) until graduation.

*Taking only one course each academic year is not advised and will extend the duration of the program.

A student facing certain unforeseen circumstances may contact his or her professor to determine if assignment extensions are possible (as noted in the course syllabi or, if warranted, an incomplete in order to allow time to complete coursework). An incomplete cannot be granted for any of the doctoral research project courses.

In the event a student is facing such things as an extended illness or hospitalization, relocation

due to one's job, military obligations, or the death of an immediate family member, an approved pause in enrollment will be considered and if warranted, granted by the DBA Program Director. The Director and the student will determine the length of the absence and develop a plan to return to the program (if applicable). The length of the break in enrollment will count toward the student's seven year completion requirement.

DBA Program of Study and Course Descriptions

Information regarding coursework and a degree completion plan can be found at the Bryan's DBA website: www.bryan.edu/dba

Progression Through the Program

1. Student Responsibility for Contents of Handbook

Upon admission to the DBA program, students are required to read the Doctor of Business Administration Program Handbook. Students are required to read the handbook each year for updates and revisions. It is the student's responsibility to be familiar with and abide by the Program Handbook policies and guidelines.

2. Course Policies

All policies and procedures as stated in the current Bryan College Catalog apply unless otherwise stated in this handbook.

a. Grading

Graduate Studies Grading Scale

The grading scale used for all graduate-level courses is listed below:

A	93% - 100%	C	73% - 75.99%
A-	90% - 92.99%	C-	70% - 72.99%
B+	86% - 89.99%	D+	66% - 69.99%
B	83% - 85.99%	D	63% - 65.99%
B-	80% - 82.99%	D-	60% - 62.99%
C+	76% - 79.99%	F	less than 60%

Incomplete Grades

The grade of *I*, for incomplete, is given only when extended illness or other emergency circumstances beyond the student's control prevent the student from completing the course requirements. Students who are approved for an incomplete in a graduate course are required to complete coursework within eight weeks from the last day of the course unless an extension is approved by the instructor and the Program Director. After this period, if the student fails to complete the course requirements, the *I* will be changed

to an *F* and is recorded on the student's transcript. Requests for an incomplete grade in a course must be submitted in writing to the Academic Adviser prior to the end date of the course.

b. Grade of B minus:

Students receiving a grade of “B minus” in a course will be permitted to remain in the program, unless their cumulative GPA drops below 3.0. Grades below a “B minus” will not count towards graduation.

c. Cumulative GPA below 3.0

If a student's cumulative GPA falls below 3.0 they will be placed on Academic Probation during the first semester the GPA is below 3.0. Students will have one semester to obtain a GPA of 3.0 or above. If their GPA remains lower than 3.0 a second semester, regardless of course grades, the student will be dismissed from the program for not maintaining an overall 3.0 GPA.

d. Dissertation Chair

The dissertation chair is an essential advisor who has the expertise to guide the student through the dissertation process. The chair will take on varying roles during the process, depending on the student, the topic, the research approach, or other factors. The chair will lead the candidate through each part of the dissertation process and will work with the candidate in the selection of the methods, direction of the analysis and the ultimate outcome of the research. Regardless of the specific role, the chair is expected to regularly review candidate progress and serve as a mentor, working with the student to move the Dissertation process forward. The chair will carefully review the Dissertation proposal and chapters and provide detailed written comments to the candidate, be available to discuss these comments, and review any revisions prior to determining that the candidate is ready to move forward in the coursework or to present their research.

DBA Courses Titles and Descriptions

BUS 720 History of Collegiate Business Education (3 credits)

This course provides a historical context for the role of Christian higher education and explores the philosophies of education found in the Christian college/university. Of interest will be the fit of business programs and curricula in these institutions with discussions of trends and future thinking. Models for exploring what makes the Christian college/university distinctive as part of the greater higher education community will be considered.

BUS 722 History of Management Thought (3 credits)

This course provides a conceptual framework for the study and teaching of management through a critical review and analysis of historical research. Students will use seminal works to trace influence among theorists through time. Theory development and application of theory within the academic and practical application within business will be considered.

BUS 724 History of Marketing Thought (3 credits)

This course provides a conceptual framework for the study and teaching of marketing through a critical review and analysis of historical research. Students will use seminal works to trace influence among theorists through time. Theory development and application of theory within the academic and practical application within business will be considered.

BUS 726 Contemporary Topics in Business (3 credits)

This course explores contemporary concerns affecting business managers, including social, environmental, legal, policy and ethics considerations.

BUS 730 Ethics and Moral Decision Making (3 credits)

This course explores various approaches to ethics with a special focus on the Christian Worldview, tasks the student with defining and defending their own approach to business ethics, and evaluates the scholarly implications of that belief structure in the teaching/learning process both in the classroom and as a research agenda.

BUS 732 Advanced Topics in Business (3 credits)

Independent study focuses on analysis of an aspect of current research that relates to theory and practice in specific areas of the student's discipline. This may assist in the creation of a literature review for the doctoral dissertation.

BUS 734 Effective Teaching in Higher Education (3 credits)

This course examines the evolving role of the business professor in the teaching/learning process. Research studies will serve as a primary tool to encourage students to discover the most effective pedagogical approaches for their discipline and their classrooms.

BUS 736 Research Statistics (3 credits)

Statistical techniques and methods are used to analyze, interpret, and present data including, but not limited to, descriptive statistics, hypothesis testing, probability distributions, sampling, analysis of variance, correlation, regression, and structural equation modeling.

