Doctor of Management (DM)

Introduction
The Doctor of Management (DM) in Executive Leadership is a professional doctoral degree program that advances knowledge, through theory and applied research, and shapes candidates to lead and manage effectively in contemporary organizations. The program focus is on creating academic and business leaders with the necessary skills to respond to economic and market conditions in both public and private organizations. The goal of the program is to develop scholar practitioners. The program is an intensive, part-time program, with a mix of on-campus and online coursework, designed for working professionals. DM graduates may seek careers as business leaders, consultants, or business educators.

The DM program is fully accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools (www.ncahlc.org; phone: 312-263-0456). Classes are offered in a mixed delivery model both online as well as some weekend sessions (Friday evening/Saturday) at the Troy campus.

Admissions Criteria
Admission to the DM program is competitive and the attainment of a specific set of minimum qualifications does not assure admission. Admission is granted to candidates deemed to be most qualified to succeed in the DM program.

In general, an applicant must:

- Hold a master's degree with a minimum cumulative GPA of 3.300 or higher from an institution accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern or Western.

  AND

  - Have completed at least one course in financial accounting and one course in management theory with a grade of “B” (3.000) or better at either the bachelor’s or master’s level.
  - Have completed at least one course in quantitative methods, with a grade of “B” (3.000) or better at either the bachelor’s or master’s level taken within the last five years.

- Take the GMAT exam and receive a score of 500 and above (within the last 10 years).

- Have at least five years of professional business work experience.

- Provide three professional letters of recommendation.

- Provide a professional resume.

- Provide a written statement (500 words or less) indicating the applicant’s chief academic interests, strengths and limitations, reasons for selecting the DM program, and for choosing Walsh College.

- Complete an interview (candidate evaluation) with the DM Program Director and/or DM Program Committee.

Final admission determination may entail submission of a 10-12 page paper (with suitable references) elaborating on the applicant’s research interests.

International student applicant’s additional admissions requirements:

- Meet English proficiency requirements by having a TOEFL score of 550 (written); or an Internet-based TOEFL score of 79; or MELAB score of 80; or MTELP score of 80 or IELTS score of 6.5. (www.ielts.org).

- Provide international transcripts evaluated by World Education Services (WES) (www.wes.org) or Education Credential Evaluators (ECE) (www.ece.org).

- Provide official statements of financial support.

- Provide evidence of health insurance.

There is no advance standing credit allowed toward the DM program for doctoral level coursework completed at another institution.

Candidate Evaluation
A candidate evaluation is required of each applicant to the DM program.

- The purpose of the candidate evaluation is to determine if the student demonstrates the ability to pursue and successfully complete the DM program. The form of the evaluation is decided by the DM Program Committee, chaired by the DM Program Director. The DM Program Director may schedule a meeting to conduct the candidate evaluation, which may be either written or oral, personal interviews with faculty members, or a combination of these methods.

- After completion of the candidate evaluation, the DM Program Committee will recommend by vote of the members either acceptance or rejection into the Program. The decision will be recorded in the applicant’s record and the decision will be communicated to the applicant in writing.

DM Core Courses
The DM core courses are designed to provide an in-depth study of the issues of leadership, executive decision-making, and managing change in a global economy. The program is 60 semester hours. After 48 hours of concentrated coursework, DM students will take and pass a qualifying exam, and then begin the minimum 12 semester hour dissertation process.
Doctorate Degree Program

DM Core Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>MGT 700</td>
<td>Doctoral Studies Seminar</td>
</tr>
<tr>
<td>MGT 702</td>
<td>Creating Organizational Value through Knowledge and Intellectual Capital</td>
</tr>
<tr>
<td>MGT 706</td>
<td>Evolution of Economic, Leadership, and Managerial Thought in Society</td>
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<tr>
<td>MGT 710</td>
<td>Research Methods I – Quantitative Methods</td>
</tr>
<tr>
<td>MGT 720</td>
<td>Research Methods II – Qualitative Methods</td>
</tr>
<tr>
<td>MGT 725</td>
<td>Issues of Globalization</td>
</tr>
<tr>
<td>MGT 730</td>
<td>Executive Decision-Making and Leadership</td>
</tr>
<tr>
<td>MGT 736</td>
<td>Strategic Management for Executive Leaders</td>
</tr>
<tr>
<td>MGT 741</td>
<td>Innovation Management</td>
</tr>
<tr>
<td>MGT 746</td>
<td>Marketing Strategy, Structures and Systems</td>
</tr>
<tr>
<td>MGT 751</td>
<td>Managing Change and Sustaining Success</td>
</tr>
<tr>
<td>MGT 760</td>
<td>Executive Analysis of Economic and Financial Models</td>
</tr>
<tr>
<td>MGT 765</td>
<td>Leadership and Strategic Communication</td>
</tr>
<tr>
<td>MGT 790</td>
<td>Doctoral Practicum and Applied Research Project</td>
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<tr>
<td>MGT 792</td>
<td>Research Design and Data Analytics</td>
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<tr>
<td>MGT 795</td>
<td>Proposal and Dissertation Process</td>
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<tr>
<td>MGT 796-799</td>
<td>Dissertation Research I-IV</td>
</tr>
<tr>
<td>MGT 801-804</td>
<td>Dissertation Extension I-IV</td>
</tr>
<tr>
<td>MGT 805-808</td>
<td>Dissertation Extension V-VIII</td>
</tr>
</tbody>
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Program Time Limits and Residency Requirements

All students enrolled in the program must successfully complete all coursework and comprehensive qualifying and oral examinations within a maximum of five years (60 months) after commencing the program. Any exceptions beyond the stated criteria will be determined by the Program Director and/or Program Committee.

Unless otherwise permitted, each student enrolled in the Program must enroll for, and successfully complete, a minimum of 24 credit hours of coursework in an academic year, which includes the summer term. If a student is in good academic standing and stops out for medical or extenuating circumstances, the student may re-enter the program without reapplying for admission for up to one year. The student will be required to petition for re-entry into the program and must meet with the Program Director to work out a re-entry plan.

A student, who has not enrolled in any courses (as designated by the last semester attended on the student’s Walsh transcript) for 12 consecutive calendar months, must reapply for admission through the Admissions and Academic Advising office. At the time of readmission, all coursework will be evaluated based on current admission and program requirements in effect at the time of reapplication.

Enrollment Classification

| Full Time | 1 - 6 |

Academic Performance Standards

The DM Program Director will review each student’s academic performance periodically. To remain in good standing, students must maintain a minimum cumulative 3.000 grade point average (CUM GPA) in Walsh College coursework taken after admission to the Program. Students with a CUM GPA below 3.000 will be placed on academic probation. Students who do not meet the terms of the academic probation will be dismissed from the Program.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description of Attainment</th>
<th>Grade Points per Semester Credit Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.000</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>3.700</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.300</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.000</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>2.700</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.300</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2.000</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
<td>0.000</td>
</tr>
<tr>
<td>P</td>
<td>Passing</td>
<td>Included in computing hours, but not included in computing grade points or GPA</td>
</tr>
<tr>
<td>N</td>
<td>Not Passing</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory</td>
<td>Included in computing hours, but not included in computing grade points or GPA</td>
</tr>
<tr>
<td>U</td>
<td>Unsatisfactory</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>NR</td>
<td>No grade reported</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
</tbody>
</table>
Grading System

Courses taken at Walsh College are recorded by letter grades (A-C and F); the four point system (4.000) is used to compute grade point average (GPA). Grades are awarded according to the following system:

Students in the DM program may earn a grade of “C” (2.000) one time only. A second grade of “C” (2.000) will result in automatic dismissal. If there are extenuating circumstances, a student may appeal dismissal. Reentry into the program will be determined by the DM Program Director. The Program Director’s decision may be appealed to the Doctoral Committee, chaired by the Chief Academic Officer. Any work below the level of “C” (2.000) is considered failing and will be issued the grade of “F” (0.000).

A student who earns a failing grade in any one course will be automatically dismissed from the program. If there are extenuating circumstances, a student may appeal dismissal. Reentry into the program will be decided by the DM Program Director. The Program Director’s decision may be appealed to the Doctoral Committee, chaired by the Chief Academic Officer.

“P” (Passing) is only used in courses that are set up to be graded on a pass/no pass basis and indicates that the course has been completed successfully.

“N” (Not Passing) is only used in courses that are set up to be graded on a pass/no pass basis and indicates that the course has not been completed successfully.

“S” (Satisfactory) is only used in courses that are set up to be graded on a satisfactory/unsatisfactory basis and indicates that the course has been completed successfully.

“U” ( Unsatisfactory) is only used in courses that are set up to be graded on a satisfactory/unsatisfactory basis and indicates that the course has not been completed successfully.

“AU” (Audit) denotes that the student is enrolled in a course for no grade and no credit. Students auditing a class must pay full tuition and fees. A grade of “AU” will be allowed only once per course.

A grade of “W” (Withdrawal) indicates the student has withdrawn from the course. This grade earns no credit and is not included in a student’s grade point average computation, but the grade does appear on the student’s academic transcript. A student may withdraw from each course one time only during his or her academic career. A letter grade of A-C or F will be issued on a student’s academic transcript when the withdrawn course is repeated.

A grade of “I” (Incomplete) is a temporary grade used when the student is unable to complete course requirements because of illness or other justifiable circumstance beyond the student’s control. The unfinished course work must be completed within four weeks after the end of the semester in which the “I” is granted.

It is the student’s responsibility to initiate the request for an incomplete grade with the instructor and to make arrangements for completing the remaining work. If the work is not completed within the four week timeframe, the “I” grade will be changed to the grade of “F” or “U” in a course that is set up to be graded on a satisfactory/unsatisfactory basis and the student will be dismissed from the program.

A grade of “NR” (No Grade Reported) is a temporary grade indicating the instructor has not yet submitted his/her final grades. The “NR” grade will be replaced by the appropriate academic grade once it has been submitted by the faculty member.

Grades can be viewed on Web Advisor, the College’s online database, by logging in with the user ID and password and then clicking on “Grades by Term”.

National Honor Society

Delta Mu Delta

Delta Mu Delta is a national honor society in business administration founded in 1913 by five professors in the School of Commerce, Finance and Accounting at New York University. The Greek letters in the Society’s name stand for Dia Mathessos: “Through knowledge, power,” the power to manage creativity for social and economic good.

The Gamma Eta chapter of Delta Mu Delta was established at Walsh College in 1976, becoming the 79th chapter nationwide. Currently, Delta Mu Delta chapters operate at 197 different colleges and universities throughout the United States and Canada.

Membership is by invitation only. Four times a year, qualifying students are mailed an application to join Delta Mu Delta. Delta Mu Delta candidates/graduates are noted in the Walsh College commencement program.

Delta Mu Delta membership criteria:

- Doctoral students ranking in the top 20 percent of students in their class, with a cumulative grade point average of 3.800 or higher.
- Eligible doctoral students must have completed at least 30 credit hours with successful completion of two qualifying exams.

For more information on Delta Mu Delta, please go to its Web site at www.deltamudelta.org.

Academic Standing Policy

Academic Probation

Grade point averages and academic standing designations are computed at the end of each semester. DM students are required to maintain a cumulative grade point average (CUM GPA) of 3.000. If a student’s CUM GPA falls below 3.000 for any given semester, the student will be placed on academic probation and will be required to meet with the DM Program Director to
determine continuance in the program. The academic standing designation of probation will be noted on the student’s academic transcript.

**Academic Dismissal**

A student who has been academically dismissed from the College will be administratively dropped from all courses and will be issued a full refund including tuition and fees incurred that semester. The academic standing designation of dismissal will be noted on the student’s academic transcript. After a period of 12 consecutive calendar months, a student who has been academically dismissed may be eligible to reapply to the DM program. The student must contact the Program Director to request a review and approval for readmission.

**Course Withdrawal Policy**

Students may withdraw from courses beginning the third week of the semester through the end of the eighth week of the semester. Withdrawing from courses is a formal procedure that must be initiated by the student in writing by mail, fax, in person, or online through Web Advisor. The College does not allow instructors to initiate a withdrawal.

A student may withdraw from each course one time only during his/her academic career. A letter grade (A-C or F) will be issued on a student’s academic transcript when the withdrawn course is repeated.

A student who withdraws from only one course in a semester must meet with the DM Program Director to develop a plan to continue in the program.

A student who withdraws from all courses in a semester must stop out of the program. The student, if in good academic standing, would be eligible to join the next DM cohort group (generally one year later).

Students receiving federal financial aid are encouraged to contact the Financial Aid office before withdrawing from classes to determine if there are any financial implications as a result of the withdrawal.

International students on an F-1 visa must consult with the designated school official/international student advisor in the Admissions and Academic Advising office before withdrawing from a class that will result in less than full-time status.

**DM Graduation Requirements**

- Successfully complete 60 credit hours:
  - 48 semester credit hours of coursework completed within 2 years
    - 15 courses graded – graded A-C, F
    - MGT 795 (3 credits) Proposal and Dissertation Process (Summer) graded P/N
  - 12 semester credit hours of dissertation work during 1 year
    - MGT 796 (3 credits) Dissertation Research I – graded S/U
    - MGT 797 (3 credits) Dissertation Research II – graded S/U
    - MGT 798 (3 credits) Dissertation Research III – graded S/U
    - MGT 799 (3 credits) Dissertation Research IV – graded S/U
- Successfully pass one Qualifying Examination
  - The qualifying examination is graded as “Pass” or “Fail - Retake Permitted”
  - Should a student fail a qualifying examination, the examination must be retaken within a period of not more than 60 days. Any retake of any part of the qualifying examination will be written, closed book, proctored, and timed using different question(s) submitted by the examining faculty.
  - If a student “Fails” a section of the retake of the qualifying exam, the student will either:
    - Not be permitted to continue in the Program, or
    - Be moved to another Cohort to repeat courses on an Audit basis and complete the written exam(s) not successfully passed. Students will pay regular tuition fees to audit courses.
    - These decisions will be made by the Program Director.
- Students must successfully defend their dissertation.
- Achieve a cumulative grade point average of 3.000.

**DM Student Handbook**

Admitted students will receive a handbook containing program information, orientation, course rollouts, academic progress, comprehensive exams, program governance and compliance, and dissertation specifications, along with other information pertinent to the DM Program.