

The Doctor of Professional Studies (DPS) in Business, Fall 2019

The world of business has become increasingly complex and the amount of information available has mushroomed, posing new challenges in every traditional business discipline. The complexity of these challenges requires research tools that are significantly more advanced than those usually taught in MBA and business-oriented MS programs. This program has been designed by the doctoral faculty of the Zicklin School of Business to meet the needs of executives to gain research knowledge and skills essential for rigorous analysis of these modern-day problems and challenges. All of the courses in the program have been specially created for this innovative, distinctive approach to post-master's education in business.

The Doctor of Professional Studies in Business Program leads to the Doctor of Professional Studies (DPS) degree.

The three-year program is offered in the format of three residencies each semester for the first two years, and for the third year to be devoted to dissertation research. This format is tailored to the needs of working executives with full-time positions and responsibilities.

The Doctor of Professional Studies in Business program requires 60 graduate-level credits, the passing of Examinations 1 and 2, and a publicly-defended dissertation. The student will transfer 18 credits from an accredited Master's program or by taking graduate-level courses at a recognized, accredited university. An assessment of all transfer credits will be conducted and approved by the executive director and the admissions committee. The student will take 42 credits in the program. As shown below, the remaining courses (42 credits) in the DPS program are carefully structured to guide students through the program.

		Credits
Prerequisite Courses	A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree was not awarded) will be applied towards the Doctor of Professional Studies in Business program. Any student with a deficiency will be able to make up the deficiency with approved courses.	18
Summer Orientation		
Year 1, Fall Semester		
Course	Description	
DCT 90101	Research Design and Methodology	3
DCT 90102	Econometric Methods for Business Research I	3
DCT 90103	Foundations of Leadership Theory and Competency	3
Year 1, Winter		
Optional course choices (with permission):		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3
Year 1, Spring Semester		
DCT 90111	Qualitative Methods in Business Research	3
DCT 90112	Econometric Methods for Business Research II	3
DCT 90113	Competition Analysis and Regulation	3

End of Year 1: Qualifying Examination I

A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.

Year 1, Summer

DCT 90120	Position Paper Research	1
Optional course choices (with permission)		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3

Year 2, Fall and Spring Semesters

The Academic Director will select six seminars from among the courses listed below. Each semester will have 3 courses, 9 credits, for a total of 18 credits. Please note that not all courses will be offered each semester.

DCT 90201	Understanding the Consumer Journey	3
DCT 90202	International Corporate Finance and Governance	3
DCT 90203	Ideation, Technology, and Entrepreneurship	3
DCT 90204	Management of Innovation	3
DCT 90205	Human Capital and the Triple Bottom Line	3
DCT 90206	Understanding the Employee and the Customer as Users of Technology	3
DCT 90207	Information-based Strategies	3
DCT 90208	Technology-driven Organizational Change	3
DCT 90209	Marketing Communications Strategy	3
DCT 90225	Special Topics	3

Year 2, Winter

Optional course choices (with permission)

DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3

Year 2, Summer

DCT 90220	Position Paper Defense (Examination 2) A student who fails this examination will be allowed to retake it within a year. A failure on the second attempt of this examination will result in dismissal from the program.	1
-----------	---	---

Optional course choices (with permission)		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study	1-6
Total credits for Years 1 and 2		56
Year 3, Fall Semester		
DCT 90301	Dissertation Research - Proposal defense	1
DCT 90302	Dissertation Research - Proposal defense	1
Note: DCT 90301 and DCT 90302 are taken concurrently.		
Year 3, Spring Semester		
DCT 90311	Dissertation Research - Final Dissertation Defense	1
DCT 90312	Dissertation Research - Final Dissertation Defense	1
Note: DCT 90311 and DCT 90312 are taken concurrently.		
Total credits including dissertation and transfer credits		60

Note: The Doctor of Professional Studies program reserves the right to make changes in course sequencing and all students to make course substitutions, with permission of the DPS Ad Hoc Steering Committee or its designated sub-committee.

The total cost of the program covers the cost of these 42 credits.

Six of these 42 credits may be taken at an AACSB-accredited university that has a formal institutional agreement with Baruch College to coordinate academic courses with the equivalent at Baruch College.

Students needing to enroll in any graduate courses not included in the 42 credits outlined above are responsible for their own tuition at the prevailing tuition rates at CUNY or the institution of their choice. If any of those courses are intended to meet the prerequisite list of courses with 18 credits, students should seek prior approval from the Executive Director to ensure transfer of credits will be conferred.

International students must review financial requirements for visa applications. No financial assistance is available to international students at The City University of New York. Before receiving a visa for entrance into the United States on a student status, International students must certify that they will have sufficient support for the entire period of their stay in the United States while pursuing a full-time program of study. Instructions for applying for a Certificate of Eligibility (COE) to study in the United States may be accessed at Baruch's International Student Service Center.

Admission Requirements

An applicant must have earned a bachelor's degree from an accredited institution whose requirements for the degree are substantially equivalent to those of The City University of New York (CUNY). In addition, the applicant must submit evidence that he or she shows promise of the ability to carry out research, and be interviewed and approved by the program's admissions committee. University transcripts, at least two letters of reference, and two essays are required.

International students who are graduates of international colleges and universities and who meet the standards of admission equivalent to those described above may be considered for admission to the doctoral program.

Evaluation of Transfer Credits for the 18 Credits of Prerequisites

A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree wasn't awarded) will be applied toward the DPS program, provided that credits from prior graduate studies were completed in a regionally accredited college or university in the U.S. or in an institution outside the U.S. accredited by a recognized accrediting entity, and reflect academic coverage in the candidate's designated area of research interest. Please note that accreditation does not guarantee transfer credit.

The courses are subject to evaluation by an ad hoc academic review committee established by the Academic Director of the Doctor of Professional Studies in Business program. Given the varied background of the students, the members of the ad hoc committee will vary in academic background. All graduate level courses will be examined and students may be asked to submit course syllabi. A minimum grade of B is required for courses to be considered for transfer credit. Grades in transfer credit courses are not calculated in the GPA. Any student with a deficiency will be able to make up the deficiency with approved courses. Thus, a candidate who does not have an MBA or related MS degree can be admitted to the program, and will be advised by the admissions committee of specific courses needed to graduate. This applies to a candidate who has significant business experience but no prior graduate business courses.

Evaluations will take place during the admissions process. Students who do not qualify for all 18 transfer credits will be admitted conditionally, with the understanding that they make up any missing credits in consultation with the Academic Director. Students may not seek reassessment of transfer credit once they have accepted a place in the program.

Application Deadlines

Application deadlines for Fall Semester admissions vary from year to year. Please visit our website for current program deadlines.

Financial Assistance

At this time, financial assistance through Federal student loans is available to DPS students.

Program Load

Students in the DPS program are expected to enroll in 9 credits in each of the first four semesters. A program of two DPS courses (6 credits) is considered the minimum graduate course load.

Students registered for 9 credits or more in a semester are deemed to be full-time students.

EPermit

EPermits are not allowed.

Leaves of Absence

To request a leave of absence from the DPS program, a student must apply in writing to the Executive Director of the DPS program prior to the semester or academic year during which the leave is requested. A leave of absence is not counted toward the time limit for completion of degree requirements.

Any international student with F-1 visa or J-1 visa status should consult Baruch's International Student Service Center before applying for a leave. During the period of the leave, no changes in academic status, including such matters as the scheduling and taking of qualifying exams and advancement to candidacy, may be made.

Students who interrupt their graduate studies for one or more semesters must file for re-entry and receive approval for the re-entry of the Executive Director of the DPS program.

Resignation or Withdrawal

Students who enroll for courses and find it impossible to continue with one or more of the courses must notify the Executive Programs Office of the intent to withdraw and receive formal approval from the Executive Director of the DPS program. Failure to properly withdraw from a course will result in a grade of F for the course.

Students who drop all courses during the refund period must file a re-entry application. Re-entry is subject to the approval of the Executive Director of the DPS program. International students must also obtain approval from Baruch's International Student Service Center.

Extension of Time Limit for Degree

All requirements for the degree must be completed no later than four years after matriculation. Periods of official leaves of absence are excluded from the time limits set for completion of degrees.

Currently-enrolled students who find that they will not be able to complete the degree requirements within the four-year specified time limit and who wish an extension, must apply to the Executive Director of the DPS program for an extension. The request must include the reason for the extension and the length of time required. The request will be adjudicated by the Executive Director of the DPS program. All courses are subject to review after four years. Courses needing to be retaken require additional fees at the time of re-entry. Students will be required to register in the DPS program for the semester and pay the semester program fee.

Requirements for Graduation

Computation of Grade Point Average (GPA) and Cumulative Index

All credits with the following grades are counted in the total credits used to compute a student's grade point average/cumulative index: "A" (or -), "B" (+ or -), "C" (+ or -), and "F."

Credits for any other grades are not counted toward a student's GPA.

To compute your grade point average, complete the following steps:

1. Determine the total number of G.P.A. credits by adding up all the credits with letter grades "A" through "F."
2. For each course with a letter grade that counts toward your average, multiply the number of credits by the appropriate quality point value, as indicated below:

Grade	Quality Point Value
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C -	1.70
F	0.00

Credits with a grade of "Pass" do not figure into the computation of the GPA but do count toward the degree. Advanced standing transfer credits also count toward the degree but do not figure into the index.

Pass = The grade of P can be used in the thesis or research courses when a thesis has not been completed but progress has been made.

Fail = Failing Grade. The grade of F is computed in the GPA. A failed course must be repeated if it is a required course in the student's program. Students who repeat a failed course and earn a grade of B- or better may petition to drop the grade of F from the computation of the grade point average; the grade of F will remain on the transcript. Only one F grade may be dropped from the calculation of the grade point average. Request may be submitted to the Registrar's Office.

**Grades of D and D+ are not assigned to graduate courses.*

W = Withdrew without academic penalty. This is a student-initiated grade, which may be requested before the second residence of the term.

WA = Administrative withdrawal. This grade, which does not affect a student's GPA, is assigned administratively.

INC Grades

Students must be doing passing work to obtain an instructor's permission to receive a grade of incomplete (INC).

A grade INC received in the fall semester must be resolved by the beginning of the following spring semester. A grade of INC received in the spring semester must be resolved by the beginning of the following fall semester.

Students with any incomplete grades will not be registered for additional courses, nor may they register for, audit, or attend ("sit in") any classes of the course in the following semester.

To resolve INC grades issued for missing coursework, the student should meet with the instructor and arrange to complete the requirements for a letter grade before the end of the following semester.

Any unresolved INC grades will be converted to FIN and calculated as an F in the computation of the cumulative GPA after the end of the following semester.

Probation

A student's record will be evaluated at the end of each semester, and matriculation may be terminated for unsatisfactory academic performance. Students are considered to be on academic probation if their GPA falls below the acceptable level of 3.000 and/or failure to meet any other program requirements.

A written appeal to the Committee on Academic Appeals outlining how the student can raise the GPA to 3.000 must be presented. If approved by this committee, the student will be allowed to register for that semester.

Satisfactory Academic Progress

A student must make satisfactory progress toward the degree in order to maintain his or her status as a matriculated student. In the DPS program, a student is deemed not to be making satisfactory progress if any one (or more) of these conditions are met. He or she has:

- a Grade Point Average (GPA) below 3.000
- completed 45 credits without having passed Examination 1
- completed four semesters without having passed Examination 2
- received two "Fail" grades in succession
- exceeded the time limit for the degree.

A student who fails Examination 1 will be allowed to retake the examination within a year. A failure on the second attempt of this examination will result in dismissal from the program.

A student who fails the Examination 2 will be allowed to retake the examination within a year. A failure on the second attempt of this examination will result in dismissal from the program.

A student's records will be evaluated at the end of each semester, and matriculation may be terminated for unsatisfactory academic performance. This is considered lower than a GPA of 3.000 and/or failure to meet any other program requirements.

Human Subjects Research Approval

The CUNY Human Research Protection Program (HRPP) is responsible for the protection of the rights and welfare of human subjects in research projects conducted at CUNY or by CUNY faculty, staff, students, and Research Foundation (RF) staff. The program provides oversight, administrative support, and educational training to ensure that CUNY research complies with federal and state regulations, university policy, and the highest ethical standards. The CUNY HRPP comprises five University Integrated Institutional Review Boards (IRBs) and 19 on-site HRPP offices.

For further guidance, please visit Baruch College web site for research on human subjects.

All students, regardless of the dissertation topic, must consult with the Executive Director of the DPS program regarding requirements concerning the protection of human subjects prior to beginning his or her dissertation research.

After the dissertation topic and methodology are approved by the dissertation committee but before the start of any research procedures, a student must submit the Dissertation Proposal Human Subjects Research Clearance Form to the Baruch College HRPP coordinator. The dissertation proposal and methodology, and, if applicable, documentation of IRB review and approval, must also be included.

Advancement to Doctoral Candidacy

Before a student may be certified as a candidate for a doctoral degree, he or she must have completed 56 credits of coursework with an overall grade point average of at least 3.000; must have passed Examinations 1 and 2; and must be registered for the current semester.

A student who has graduated from a relevant accredited Master's Program is potentially able to transfer 18 credits, subject to the approval of the Executive Director. The remaining 36 credits are to be taken in the first four semesters, 2 credits in Summer 1 and 2. This accounts for the total of 56 credits (18 transfer credits + 36 course credits + 2 summer research credits).

After advancement to doctoral candidacy, students are expected to maintain their matriculation by enrolling in the appropriate dissertation supervision course (except for approved leaves of absence) until completion of all remaining requirements for the degree.

All students, regardless of the dissertation topic, must consult with the Executive Director of the DPS program regarding requirements concerning the protection of human subjects prior to beginning his or her dissertation research.

Dissertation defenses will not be scheduled until after a student has been advanced to candidacy.

The Dissertation and Defense

Students are required to deposit dissertations with the Executive Director of the DPS program electronically in PDF format.

At least two members of the dissertation defense committee must be members of the Zicklin DPS faculty or approved by the Executive Director of the DPS program. The dissertation chair must be a full-time Zicklin faculty member. Three weeks prior to the scheduled dissertation defense the student must notify the Executive Director of the DPS program of the decision to defend the dissertation. The student must provide: (1) Title of dissertation; (2) Date, time, and place of the defense; and (3) Names of committee members, their affiliation, and addresses to which invitations are to be sent.

Written Application for the Doctoral Degree

A graduate student must file a graduation application for the degree in the semester in which all the requirements for the degree will be completed. This application should be filed with the Zicklin Executive Programs office. That office should be consulted for applicable deadlines.

Prior to graduation, student records will be checked by the Bursar, the Registrar, the Director of the Baruch's International Student Service Center (if applicable), and the Baruch's Newman Library. Proof of graduation will be withheld until all account holds are cleared.

After graduation, students are not allowed to take additional courses at Baruch College or any other unit in The City University of New York without being accepted into another program.

Time Limits for the Doctoral Degree

All requirements for the degree must be completed no later than four years after matriculation. Periods of official leaves of absence are excluded from the time limits set for completion of degrees. Extension of a time limit must be approved by the Executive Director of the DPS Program.

Maintenance of Matriculation

Students must maintain matriculated status during the semester in which they obtain their degree if they are not registered for courses.

They must contact the Registrar's Office at the beginning of the semester in which they plan to receive their degree. After a satisfactory review of the student's record, the student will be charged maintenance of matriculation and re-entry application fees if needed.

Auditor Status

No classes in the DPS program are available for audit.

Non-matriculated Enrollment

There is no provision for non-matriculated students.

Cross-listed Courses

There are no cross-listed classes.

Scholarships

At this time, there are no CUNY-approved scholarships.

Student Appeals

The DPS Committee on Academic Standing will hear all appeal cases.

Tuition and Fees: EDB, Cohort 2, Total \$125,000.

Semesters 1 through 4: \$25,000 each.

Semesters 5 and 6: \$12,500 each.

Fees include tuition for 42 credits, all texts, computer, software, breakfast, lunch and breaks, and travel to a conference to present the student's research.

Withdrawals and Leaves of Absence

Each student registration, once classes have begun and regardless of whether or not the student has paid tuition at the point of registration, constitutes a financial obligation to the State of New York that cannot be rescinded. Any leave of absence or withdrawal from an academic program or individual courses must be requested by the student in writing.

Any students who are administratively withdrawn from classes and receive grades of "WA" or "WN" are liable for full tuition. Withdrawal requests submitted after classes have begun but before the deadline for program changes will entitle the student to a partial adjustment in tuition, according to The City University of New York's established refund policies

Refunds for Withdrawal and Leaves of Absence

Before the official starting day of classes for the semester	100% (less non-refundable deposit)
Before 8:00 pm, Friday evening of the first residency	75%
Before 8:00 pm, Sunday evening of the first residency	50%
Within 5 business days of the end of the first residency	25%

After 5 business days following first residency	none
---	------

*Residency dates for each cohort are available on request.

Please Note: *Tuition and fees are subject to change without prior notice by The City University of New York Board of Trustees.*

Academic Honesty

Please see Baruch College policies.

Student Appeal Policies and Procedures

There may at times be problems affecting a student's academic success, progress toward the degree, or relationships within the program. As such situations arise, students are advised to first address the issues with the individual faculty, the Executive Director of the DPS, and/or the Executive Committee of the DPS.

The Baruch Ombudsman Officer is also available for confidential consultation.

Grading Policies

The DPS program is responsible for determining the requirements and standards of performance for courses and for all examinations. The instructor is obliged to ensure that the course syllabus is consistent with the goals of the program. The expected level of performance in a given course reflects the level of difficulty relevant to the educational objective of the program. In addition, the instructor has an obligation to students to make clear the basis of evaluation (e.g., reading assignments, papers, contributions to seminar discussions, experimental work) at the start of each course so that students are not surprised by unexpected or untimely demands. Grades on examinations or for work in a course are the sole responsibility of the instructor.

Disputes Concerning Academic Termination

A student may be terminated from the DPS program by a formal action of the Executive Committee of the DPS program or by established formal policy of the program.

Matriculation and Class Status

Students officially matriculated in Baruch's Doctoral of Professional Studies in Business program are allowed to register for courses. Once admitted to the doctoral program (this includes the period between acceptance by and registration at Baruch), students may not take undergraduate courses in order to waive preliminary requirements. Concurrent acceptance to and enrollment in a second undergraduate degree program and/or a graduate-level program is not permitted.

Academic Advisement

The Office of Executive Programs of the Zicklin School of Business provides administrative and curricular services to students enrolled in the Doctor of Professional Studies (DPS) program.

Doctor of Professional Studies in Business Program Degree Competencies & Learning Goals

Research Skills	Students must effectively use quantitative and qualitative research methodologies to structure their research question in a form that leads to a meaningful form of analysis.
-----------------	---

Communications	Students must be able to effectively convey their ideas in writing and speech to practitioners as well as the academic community. They must also be able to teach and deliver their ideas in ways that bring value to their firms.
Intellectual Competence in Business	Students must be familiar with the relevant literature in business, as well as current and emerging challenges facing their firm and industry. They must be able to initiate and complete research projects using well-tested and reasoned research methodologies.
Ethical Awareness	Students should be aware of ethical considerations in their research and professional work.

Contact Information

Executive Programs
Zicklin School of Business
Baruch College/CUNY
One Bernard Baruch Way, Box B13-282
New York, NY 10010-5585

Phone: (646) 312-3100
Fax: (646) 312-3101
Email: edbzicklin@baruch.cuny.edu