



WashU Olin Business School

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DBA PROGRAM

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# ACADEMIC CALENDAR

## 2021

### Fall Semester

First day of classes	August 30
Thanksgiving break	November 24-28
Last day of classes	December 20

## 2022

### Spring Semester

First day of classes	January 18
Spring break	March 13-19
Last day of classes	April 29
Final exams	May 2-11
Commencement	May 20

# INTRODUCTION

Washington University in St. Louis is one of the nation's leading research institutions and is committed to excellence in teaching as well as scholarship. The Doctor of Business Administration (DBA) program – which is aimed at those who are working in industry, who may continue to work during their enrollment in the program— offers a collaborative atmosphere centered on industry-relevant applied research. This advanced graduate program crosses traditional boundaries and provides students the opportunity, under the guidance of Washington University faculty, for structured coursework along with focused, independent scholarly reading and research on important issues relating to business.

The Olin DBA is a 72-credit-hour doctoral degree designed for individuals with a serious interest in research who wish to pursue graduate study on either a part-time or a full-time basis. It differs from a traditional PhD and extends beyond the fundamental foundation of a master's degree to develop the necessary skills to conduct applied research. The DBA differs from a master's degree and a PhD in a number of ways, including the scope of study, the approach to research, and, essentially the definitive outcome.

The Olin DBA is a practitioner's doctoral degree designed to meet the needs of the *researching professional* rather than the *professional researcher*. Whereas a PhD is intended for those who wish to pursue research careers in academia, the DBA is extended graduate study beyond a master's degree for those who wish to pursue careers in corporations, consulting firms, or government agencies and who therefore can benefit from advanced research skills in analyzing business problems. The research capabilities developed in the DBA program are of a more applied nature, with more immediate real-world applicability than typical research pursued in the PhD program.

# OLIN'S MISSION

Create knowledge. Inspire individuals. Transform business.

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## CORE VALUES

Our shared values bond us together and inform the actions of everyone at Olin. These values are grounded in our heritage and will guide us in our second century of providing exceptional business education.

- **Excellence**—We have an unwavering commitment to excellence in all that we do, continually striving to provide the highest level of educational experience, learning opportunities, and research.
- **Leadership**—Olin cultivates a leadership mind-set, infusing students with both the value of acting responsibly and the desire to make an impact in whatever path they pursue.
- **Integrity**—Our Midwestern heritage is the cornerstone of our character—we are honest, hardworking, authentic, loyal, and supportive.
- **Collaboration**—Our culture fosters a collaborative community that creates innovative ideas, unique opportunities, and strong personal bonds.
- **Diversity**—We embrace the diversity of individuals, cultures, ideas, and opinions for the richness it brings to our school.

## MESSAGE FROM THE DIRECTOR

In today's unpredictable business environment, the ability to conduct and interpret applied research is crucial for corporations to address problems and spur growth.



Olin's Doctor of Business Administration (DBA) was created for individuals who want to pursue a career at the highest levels of research, create new knowledge, and impact the direction of an organization.

**Anjan Thakor**

Director of Doctoral Programs and  
John E. Simon Professor of Finance  
Olin Business School

# DOCTORAL PROGRAMS COMMITTEE

The Doctoral Programs Advisory Committee, listed for the 2021-2022 academic year, is responsible for the development and management of doctoral programs.

**Anjan Thakor** (Chair), Director of Doctoral Programs and John E. Simon Professor of Finance

**Stephen Ryan**, Myron Northrop Professor of Economics

**Cynthia Cryder**, Associate Professor of Marketing

**Song Yao**, Associate Professor of Marketing

**Markus Baer**, Professor of Organizational Behavior

**Richard Frankel**, Beverly and James Hance Professor of Accounting

**Asaf Manela**, Associate Professor of Finance

**Radhakrishnan Gopalan**, Professor of Finance

**Lamar Pierce**, Professor of Organization & Strategy

**Panos Kouvelis**, Emerson Distinguished Professor of Operations and Manufacturing Management

**Todd Milbourn** (Ex Officio), Vice Dean and Hubert C. & Dorothy R. Moog Professor of Finance

**Jessica Hatch** (Ex Officio), Associate Director of Doctoral Admissions and Student Affairs

# ACADEMICS

## DEGREE REQUIREMENTS

The completion of the DBA in Finance program requires 72 credit hours of graduate coursework. In addition, DBA students must maintain satisfactory academic progress; must pass examinations and complete paper requirements; and must write, submit, and defend a doctoral thesis. All full-time students are expected to finish the program within four years; part-time students must finish the program within six years.

The program includes coursework and a written doctoral thesis, which are assigned the following credits:

- 48 credit hours for required and elective coursework
- 12 credit hours for independent study courses and additional directed reading courses
- 12 credits for doctoral thesis work

### **Prerequisites and Admissions**

To be admitted to the program, students must complete an undergraduate degree. Completion of a graduate degree is preferred. Admission to the program is selective, based on parameters used for screening for other graduate programs at Olin, including transcripts of prior studies, GRE/GMAT scores, recommendations, and prior work experience.

### **Accounting for Prior Studies**

Students with relevant graduate-level degrees may be given credit toward a DBA degree based on their prior studies at the discretion of the program academic director. Specifically:

- Students with a master's degree in finance (MSF) may be permitted to transfer course credits to the DBA in Finance



program. For Olin MSF students, a maximum of 24 credits can be transferred.

- For students with other relevant master's degrees, up to 12 credits can be transferred (this is true for both the DBA in Finance and the DBA in Marketing)

## CURRICULUM -- DBA in Finance

The curriculum includes foundation courses, required courses, and elective courses.

### Foundation Courses

Depending on their academic background, students may be required to enroll in one or more foundation courses on entering the DBA in Finance program. Credits for these courses are not applied toward the DBA degree. The three foundation courses, which are offered in August, are:

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
FIN 510	Introduction to Finance	2
ACCT 560	Introduction to Financial Accounting	2
ACCT 562	Intermediate Accounting	2

The required courses provide the student with basic knowledge in all major aspects of finance: investment and asset-pricing of equity, fixed income, and derivatives; corporate finance (valuation and financing); and financial intermediation. The required courses also provide basic knowledge in microeconomics, financial statement analysis, and statistical and empirical methods.

### Required Courses (27 credits)

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
MEC 5400	Managerial Economics	3
MEC 5410	Managerial Statistics (or an equivalent course)	2
FIN 532	Investment Theory	1.5
FIN 525	Fixed-Income Securities	1.5

FIN 524	Options & Futures	1.5
FIN 534	Adv. Corporate Finance I – Valuation	1.5
FIN 534B	Adv. Corporate Finance II – Financing	1.5
FIN 521	Financial Intermediation	1.5
ACCT 503	Business Analysis – Financial Statements	1.5
ACCT 503B	Adv. Business Analysis – Financial Statements	1.5
MEC 537	Data Analysis Forecasting & Risk Analysis	3
FIN 560A	Research Methods in Finance	3
	Directed Reading in Finance	3
HRM B53 660	Seminar in Presentation Skills	1

### **Elective Courses (minimum 21 credits)**

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
FIN 500J	Mathematical Foundations for Finance	1.5
FIN 538	Stochastic Foundations of Finance	1.5
FIN 550	Numerical Methods and Optimization in Finance	1.5
FIN 532B	Data Analysis for Investments	1.5
FIN 527	Financial Markets	1.5
FIN 523B	Mergers & Acquisitions	1.5
FIN 524B	Derivative Securities	1.5
FIN 534C	Advanced Corporate Finance III – Frontiers of Valuation	1.5
MEC 540	Money, Capital Markets & Economic Growth	1.5
FIN 530	International Finance	1.5
FIN 533	Real Option Valuation	1.5
FIN 537	Adv. Derivative Securities	3
FIN 539	Mathematical Finance	3
FIN 551	Adv. Fixed Income and Credit-Risk Modeling	1.5
FIN 552	Fixed-Income Derivatives	1.5
FIN 549H	Special Topics: Real Estate Finance	1.5
FIN 500P	Computer Programming for Quantitative Finance	3
FIN 500R	Topics in Quantitative Finance	3
FIN 500Q	Risk Management	3
FIN 648	Independent Study	3

*You may take any other graduate-level (500 and above) course as an elective with the approval of the Doctoral Programs Office and the course instructor.*

# CURRICULUM -- DBA in Marketing

## Quantitative Track

### Required Courses (28 credits)

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
MKT 577	Marketing Strategy	3
MKT 571A	Market Research	1.5
MKT 571B	Advanced Marketing Research	1.5
MKT 500S	Predictive Analytics for Business Decision-Making	3
MKT 500T	Customer Analytics Using Probability Models	3
MKT 555A	Data Analysis for Brand Management	1.5
MKT 555	Analytics-Driven Brand Management	1.5
MKT 670	Seminar in Marketing Management	3
MGT 620	Empirical Methods in Business (first part of the two-year sequence)	3
MKT 679	Directed Readings in Marketing (taken twice)	3
HRM B53 660	Seminar in Presentation Skills	1

*(Depending on the knowledge on quantitative methods in marketing, students may request to replace the above required courses by more advanced graduate level courses. Faculty approval is required.)*

### Elective Courses (minimum 20 credits)

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
B55 MKT 678	Independent Study in Marketing	Variable credit
MATH 420	Experimental Design	3
Pol Sci 581	Causal Inference	3
Econ 5161	Applied Econometrics	3
Econ 5121	Advanced Quantitative Methods in Economics	3
MEC 625	Industrial Organizations I	1.5
MEC 626	Industrial Organization II	1.5
MEC 661	Analysis of Time Series Data	3
MEC 670	Seminar in Econometrics	3

MGT 620	Empirical Methods in Business (second part of the two-year sequence)	3
MKT 673	Analytical Modeling in Marketing	1.5
MKT 675	Empirical Methods in Structural Modeling	1.5
MKT 601	Consumer Behavior I	1.5
MKT 602	Consumer Behavior II	1.5
MKT 674	Judgement and Decision Making	1.5
MKT 679	Directed Readings in Marketing	3

*\*Other Graduate Courses (500 and above): With the approval of the faculty and the instructor of the specific courses.*

## Consumer Behavior Track

### Required Courses (20.5 credits)

Number	Course	Credit Hours
MKT 601	Seminar in Consumer Behavior I	1.5
MKT 602	Seminar in Consumer Behavior II	1.5
MKT 576A	Understanding and Influencing Consumer Behavior	1.5
MKT 571A	Marketing Research	1.5
MKT 571B	Advanced Marketing Research	1.5
MKT 679	Directed Readings in Marketing	3 credits (should be taken twice)
Psych 5066	Quantitative Methods I	3
Psych 5067	Quantitative Methods II	3
HRM B53 660	Seminar in Presentation Skills	1

*(Depending on the knowledge on quantitative methods in marketing, students may request to replace the above required courses by more advanced graduate level courses. Faculty approval is required.)*

### Elective Courses (minimum 27.5 credits)

Number	Course	Credit Hours
MKT 678	Independent Study in Marketing	Variable Credit
MKT 577	Marketing Strategy	3
MKT 558A	Pricing Strategies	1.5
MKT 500U	Digital Marketing and Customer Analytics	1.5
MKT 520	Creating and Building Brand Equity	1.5

MKT 559A	New Product Development I	1.5
MKT 559B	New Product Development II	1.5
MKT 647	Judgement and Decision Making	1.5
Psych 5991	Social Cognition	3
Psych 5087	Advanced Cognitive Psychology	3
Psych 5832	Personality and the Self	3
Psych 5012	Selected Topics in Design and Statistics	3
Psych 5011	Research Design and Methods	3
Psych 516	Applied Multivariate Analysis	3
Psych 5453	Introduction to Affective Science	3
Psych 5093	Imagery and Memory	3
Psych 5955	Memory, Emotion and Attitudes	3
Psych 503	Seminar: Experimental Social Psychology	3
Psych 5958	Emotion Regulation	3
MGT 533	Effective Managerial Communication	1.5
MGT 201	Management Communication	1.5
Drama 214	Public Speaking: Embodied Communication	3

*\* Other Graduate Courses (500 and above): With the approval of the faculty and the instructor of the specific courses.*

## **CURRICULUM -- DBA in Operations**

### **Required Courses (48 credits)**

<i>Number</i>	<i>Course</i>	<i>Credit Hours</i>
B67 5704	Operations Management	3
B67 576	Foundations of SC Management	1.5
B67 577	IT & Supply Chain Management	1.5
B67 500D	Project Management	3
B67 561	Data Science for SCM	3
B67 600C	Translating Research to Management Practice	3
B67 500E	Supply Chain Risk Management	1.5
B67 531	Supply Chain Finance	1.5
B53 620	Empirical Methods in Business (Second part of 2-year sequence)	3

B67 554	Operations Analytics	3
B67 558	Advanced Operations Strategy	3
B57 652	Theory and Research Methods in Inventory	3
B57 653	Stochastic Models for Production & Service Systems	3
B57 654	Inventory & Supply Chain Management	3
B57 657	Research Topics and Engineering Themes in Supply Chain and Revenue Management	3
B57 600A	Optimization Theory and Applications	3
B57 600B	Stochastic Processes	3

*\*Other Graduate Courses (500 and above): With the approval of the faculty and the instructor of the specific courses.*

## **ADDITIONAL EDUCATIONAL OPPORTUNITIES**

### **Teaching Citation**

The optional Teaching Citation program requires attendance at non-credit workshops on teaching, varied teaching experiences, faculty and student evaluations, and preparation of a detailed teaching philosophy statement. Students interested in earning a Teaching Citation should schedule a preliminary consultation, 314.935.5921.

### **MASTER OF SCIENCE IN FINANCE**

Students may pursue the Master of Science in Finance (MSF) as they progress toward the DBA. The process for pursuing this option is outlined below.

- 1) Approach the SMP Office (in the Graduate Programs Office in Knight Hall, Room 310) to discuss your interest.
- 2) Choose the MSF track (Quantitative or Corporate Finance) that you are interested in and complete a formal application.
- 3) The MSF application should be submitted shortly after beginning your DBA program and no later than six months prior to when you would graduate from the MSF program.
- 4) Make sure you satisfy all admission requirements.
- 5) The SMP office will independently decide about your eligibility to be admitted to the MSF program.

- 6) If they decide to extend admission, you will need to complete the coursework required to earn the relevant MSF degree.
- 7) You will be eligible for obtaining the MSF degree once you complete the relevant course work.
- 8) Out of the courses applied towards your MSF degree, 24 credit hours will be applied towards the DBA degree. Note that you will need to complete a total of 48 credit hours of course work for the DBA program.

**Satisfactory Academic Progress**

Olin Business School monitors the academic progress of students in DBA programs, who are required to pass all courses with a letter grade of at least “B-” and to maintain an average grade of at least “B+”. Failure to maintain satisfactory academic progress may result in a student’s immediate dismissal or placement on academic probation for the ensuing year (see “Probation,” below).

**Grading**

The following is the interpretation of grades for coursework in the DBA program:

<b>A</b>	Outstanding	The quality of work is distinctly superior.
<b>B</b>	Good	Performance is satisfactory and represents the academic attainment in the course expected of promising candidates for a graduate degree. Coursework receiving a grade of “B-” or below is not counted toward the degree.
<b>C</b>	Conditional - Unsatisfactory	Poor quality of performance that falls short of that regarded as entirely satisfactory at the graduate level. Units of credit with a grade of “C” must be matched by an equivalent number of credits with a grade of “A”. Coursework receiving a grade of “C” is not counted toward the degree.

<b>F</b>	Fail	The student will be placed on academic probation. Coursework receiving a grade of “F” is not counted toward the degree.
<b>N/I</b>	Incomplete	A grade of “N” is recorded when otherwise satisfactory work in a course or seminar is not completed. After twelve months, an unchanged “N” becomes a permanent part of the student’s transcript and may not be changed to another grade. Students with more than nine units of “N” or no grades reported are not permitted to register for courses.

**Satisfactory Academic Progress for Title IV Federal Financial Aid**

The minimum GPA requirements needed to maintain eligibility for Satisfactory Academic Progress are dictated by your specific program of study. In each case, per the requirements of 34 C.F. R. 668.34(a) (4)(ii), the program requires a minimum of a C average to maintain eligibility for aid, but any specific program may have a higher minimum GPA for federal Satisfactory Academic Progress. Olin Business School requires a 3.0 minimum GPA.

**Probation**

Students determined to be making unsatisfactory academic progress may be placed on academic probation. In such cases, the director of the DBA program or the program office will issue a probationary letter, in writing, to the student (with a copy to the advisor, if applicable) indicating the terms of the probation and outlining an appropriate time frame in which the student may regain good academic standing in the program. The outcome that will result if the conditions are not met will also be specified in the letter.

After the time frame specified in the initial probationary letter, a second letter will be sent to notify the student that the probationary status has been removed, that the student is being dismissed from the program for failure to meet the written terms of the academic



probation, or that a new set of conditions for the student to regain good academic standing applies. Students not meeting the written terms of their academic probation may be dismissed from the DBA program by the director of doctoral programs.

### **Dismissal**

Students may be involuntarily dismissed from the program for any of the following reasons: willful misrepresentation to gain admission to the program, breach of academic integrity, academic failure, or behavior that is destructive to the welfare of the academic community. Students who have been involuntarily dismissed from the program may appeal their dismissal to the Director of Doctoral Programs.

### **Withdrawal**

Students wishing to withdraw from the DBA program must give notice in writing, preferably by completing the Graduate School's Withdrawal Form with the Doctoral Programs office. This form, or any alternative style of written notice, must include the effective date of the withdrawal so as to avoid any financial repercussions for the student or the program.

## **ACADEMIC INTEGRITY**

Students in the DBA program are required to meet Olin Business School's academic integrity expectations and standards as outlined [HERE](#).

### **Doctoral Programs Academic Integrity Process**

- 1) Claims of academic integrity violations must be submitted in writing by faculty or administrator.
- 2) The Associate Director of Admissions and Student Affairs investigates the initial complaint. Based on a discussion with the Director of Doctoral programs, if the claim is initially viewed as having merit, the Associate Director notifies the student to discuss the allegation. The

student may claim to be in violation or not in violation. The Associate Director reviews the process with the accused student.

- 3) Confidentiality is required throughout the process, and information should be limited to a need-to-know basis. The accused student is presumed innocent at the outset.
- 4) The investigative report is shared with the Director of Doctoral Programs, the faculty member who filed the complaint, and the academic area's faculty coordinator for the program. If the student states his/her actions were in violation, a decision regarding a sanction may be determined.
- 5) Sanctions at this stage may include one or more of the following: a warning only, failing the assignment, failing the course, completion of a course on academic integrity, or disciplinary probation.
- 6) If the accused student states they are not in violation and there is evidence that a violation may have occurred. The Associate Director, Program Director, the charging faculty and area faculty coordinator may hold a meeting in which the evidence provided by the accused student and the charging party is reviewed.
- 7) Evidence must be provided by each party at least 3 days prior to the meeting.
- 8) The Associate Director, Program Director, charging faculty, and academic area faculty coordinator will determine if a violation occurred by majority vote.
- 9) In the event of a violation, sanctions will be recommended by the Associate Director, charging faculty and area faculty coordinator to the Program Director. The Program Director will determine and issue the sanction, and may decide to consult with other parties like the Dean's Office before doing so. For students who have been admitted to the Graduate School, the sanction may require the case to also be referred to the Graduate School with the evidence gathered.
- 10) Students found to have been in violation, may appeal to the Program Director on the basis of unfair process or extreme sanction within 14 days.

# **Olin Business School – Graduate Student Code of Professional Conduct**

## **Overview**

The Code of Professional Conduct (“the Code”) is meant to encourage and clarify appropriate classroom, interpersonal, and extra-curricular etiquette that is expected of each individual by their peers, the faculty and the institution. It is also intended to help describe the overall environment of excellence and professionalism that all members of the Olin community seek to establish and to continually enhance. It is the responsibility of each member of the Olin community to uphold the spirit, as well as the principles, of the Code of Professional Conduct.

## **Expectations – Professional Standards of Conduct**

In keeping with these shared expectations, Olin graduate students are expected to conduct themselves at all times in a professional manner. Professional behavior includes, but is not limited to, the following items:

### **In the classroom**

- **Attendance:** Students are expected to attend each class session. Students who must miss a session for any reason should make every effort to notify the instructor prior to the class meeting. Students should never register for courses scheduled in conflict with one another.
- **Punctuality:** Students are expected to arrive and be seated prior to the start of each class session.
- **Behavior:** Classroom interaction will be conducted in a spirited manner, but always while displaying professional courtesy and personal respect.
- **Preparation:** Students are expected to complete the readings, case preparations and other assignments prior to each class session and be prepared to actively participate in class discussions

**Distractions:**

- **Exiting and Entering:** Students are expected to remain in the classroom for the duration of the class session unless an urgent need arises or prior arrangements have been made with the professor.
- **Laptop, Tablet, and Other Electronic Device Usage:** Students are expected to use laptops, tablets, and other electronic devices only with the instructor's consent and for activities directly related to the class session. Accessing e-mail or the Internet during class is not permitted as this can be distracting for peers and faculty.
- **Smart/Mobile Phone Usage:** Students are expected to keep their mobile phones turned off or have them set on silent/vibrate during class. Answering phones while class is in session is not permitted.

**Outside the classroom**

- Students are expected to conduct themselves responsibly and professionally when dealing with all members of the Olin and Washington University communities as well as in the career search process, at club activities, networking events, job interviews, and other functions where they are representing the Olin community.
- Students are expected to abide by the Student Judicial Code [www.wustl.edu/policies/judicial.html](http://www.wustl.edu/policies/judicial.html).
- **Facilities:** Students are expected to help maintain the appearance and the functionality of the building, classrooms and other facilities.

**Should violations of this Code occur:**

- The matter may be referred to the Code of Professional Conduct Council for review and possible sanctions. The Council will consist of one appointed member from each of these groups: the graduate student bodies, the faculty, and the staff.

# REGISTRATION

Students are responsible for their own course registration.

- Registration for the fall semester begins in mid-April.
- Registration for the spring semester begins in mid-November.

## Getting Started

Students use their WUSTL Key to log in to WebSTAC, Washington University's student portal. There, students can manage their course Favorites, work with their Registration Worksheet, and see their Schedule.

Extra features throughout Course Listings include the ability to add Favorites or to add sections to the Registration Worksheet. Course Listings can be accessed by selecting a School and Department in Listings by Semester.

More advanced options can be accessed by clicking on Search by Semester and from there, searching by Attributes, Day, and Times.

## Drop/Add and Withdrawal

Students may drop or add a course to their registration during specified periods at the beginning of each term. These dates follow the graduate programs calendar which can be found on Campus Groups – [HERE](#).

Signature of a faculty member is not necessary to add or drop a class.

The following is the policy for dropping or withdrawing from a course once it has started:

- Within the first two weeks of a “mini” semester course or the first four weeks of a semester-long course, a student can *drop* the course by completing the online Drop/Add

procedure. Courses dropped during these time periods will not appear on the student's transcript.

- In the third or fourth week of a "mini" semester course or the fifth week through the eighth week of a semester-long course, a student can *withdraw* from the course by completing the online Withdraw procedure. However, such a course remains on the student's transcript with a code "W."
- If a student encounters extenuating health or other circumstances that necessitate withdrawal from a course beyond the fourth week of a "mini" course or beyond the eighth week of a semester-long course, the student may file a petition detailing the particular circumstances with the university's Academic Review Committee. If the student's petition to withdraw is approved by the Academic Review Committee, the course (or courses) will remain on the student's transcript with the code "W."

### **Auditing a Course**

Students who wish to *audit* a course should talk with the professor of the course to determine the specific requirements for a successful or unsuccessful audit *before* choosing this option (grade option "A" when registering for the course). The requirements vary by course and by professor. **Audited courses are not considered in calculating the 72 credit hours required for program completion.**

### **Course Waivers**

A course waiver process allows students to avoid redundant study of subjects already mastered and to advance in the program. However, a waiver does not reduce the total number of required program hours. Students may request a waiver of any required course by submitting a petition to their DBA advisor. Approval will be granted *only* if the student completed substantially equivalent coursework during his or her prior education or demonstrated competency via work experience. The DBA advisor may require the student to enroll

in a specific substitution course; if not, the student may choose to substitute other DBA coursework for which he or she has met the stated prerequisites.

### **Independent Study and Research Internship Credits**

Students who would like the opportunity to get more in-depth exposure to an area of interest under the supervision and direction of a faculty member may seek a faculty sponsor. Typically, a student will discuss with a faculty member the possibility of receiving supervision for directed research or an independent study research project. Faculty members have a variety of commitments, so the interested student should have an independent study project fairly well thought out prior to contacting a potential faculty sponsor. Projects may receive from 1.5 to 6 academic credits; normally, however, no more than 3 credits are granted in a single semester. Once a project is agreed upon between student and professor, the student must submit a petition to the Doctoral Programs Office and ask the faculty member to confirm his or her approval to the office. The petition should outline the topics to be covered, texts or other research material, methodology, and deliverables. Students must be in good academic standing to receive approval for independent study.

### **Directed Readings**

All DBA students are required to do at least one 3-credit directed reading course. This course consists of a program of readings developed by and with the approval of one or more members of the faculty. Students should identify the faculty based on their research interest. Based on these readings, students should produce a 4 – 5 page white paper on one of the recent working papers of the advising faculty. The white paper should be oriented towards practitioners, be motivated using recent events from the world of business, summarize the paper and detail key takeaways for finance professionals. Students should submit a syllabus of the approved readings and deliverable to the Doctoral Programs Office. Once approved, students will be registered for the course.

## **QUALIFYING FIELD EXAMINATIONS**

After completing all required courses, students take a four-hour, written field exam. Scheduling of this exam must be arranged with the faculty coordinator. Students must pass this exam in order to start work on a dissertation.

## **DISSERTATION**

After successfully passing the field exam, students will write an extended research paper under the guidance of a faculty member (“faculty advisor”).

The expectation is that the scope and depth of the dissertation will be greater than for a master’s level thesis but less than for a PhD dissertation. The student will defend his or her dissertation through an oral presentation to a dissertation committee of three tenured or tenure-track faculty members (including the student’s faculty advisor). The committee will assign a passing grade or a failing grade, or will ask the student to make revisions in order to receive a passing grade.

## **GRADUATION INFORMATION**

University commencement ceremonies, held in May, mark the end of the academic year. Advanced degrees, however, are awarded three times a year: in August, December, and May. The terminal dates for completing all degree requirements are listed in the academic calendar on the Graduate School’s website.

Students who earn May degrees and participate in their school’s recognition ceremony receive their diplomas in person. Otherwise, students pick up their diplomas at the Office of Student Records. Diplomas not picked up in a timely manner are mailed by Student Records to the address indicated on the student’s Intent to Graduate form. The Student Records office issues official transcripts showing



courses, grades, and awarded degrees at no charge, on student request. Information regarding these services is on the Student Records website.

## **GENERAL POLICIES AND PROCEDURES**

### **Transfer Credit/Accounting for Prior Studies**

Students with relevant graduate level degrees may be given credit toward their DBA degree based on their prior studies at the discretion of the program academic director. Specifically:

- Students with a Masters of Finance degree may be allowed to transfer course credits to the DBA in Finance Program, subject to the approval by the Doctoral Programs Office. For Olin MSF students, the maximum that be transferred is 24 credits.
- For students with another relevant master's degree, the maximum number of transfer credits allowed is 12 (this is true for the DBA in Finance and the DBA in Marketing).

Students seeking acceptance of transfer credits from another university must submit the Transfer Credit Evaluation Form along with a copy of their official transcript from the institution, a course description, a syllabus from the course, and course equivalency information.

Credits petitioned for transfer must be relevant to the DBA program, must not have been used to satisfy the requirements of another degree, and must have been earned in graduate-level courses for which the student earned at least a "B". Credit for courses in which the student received no letter grade cannot be transferred. Similarly, credits earned through correspondence courses or through courses or experiences offered under the auspices of proprietary schools, business or industrial training programs, or schools conducted by federal agencies are not considered for transfer.

Approved transfer credits are included on the student's official transcript as credits accepted in transfer. Letter grades for transfer

credits are neither reflected on the student's transcript nor considered in the determination of the grade-point average.

### **Leave of Absence**

Leaves of absence are generally granted in the event of a prolonged illness or other personal circumstance. Students who find it necessary to take a leave of absence from the program should first talk to their faculty advisor and then make an appointment with either the associate director of Doctoral Programs or the director of Doctoral Programs.

### **International Students**

The ability to communicate fluently is essential for progress and success in the DBA program. Communication is the vehicle for expressing knowledge and ideas in both written and verbal forms. All students who do not regard their mastery of English as strong are encouraged to enroll in English courses to improve their proficiency.

## **STUDENT RESOURCES**

### **The Al & Ruth Kopolow Business Library**

The Al and Ruth Kopolow Business Library is located in Simon Hall, second floor. Its resources include subscriptions to more than 55 databases, including Bloomberg, S&P, Capital IQ, IBISWorld, and Morningstar. Other online resources contain articles, market studies, time series data, etc.

An expert team is ready to assist online or in person. To search the full extent of library resources and services, visit

<http://library.wustl.edu/units/business/>.

### **Classrooms, Study Rooms, and Conference Rooms**

Required and elective courses offered by Olin Business School are taught in Simon Hall. Small rooms for students to meet in study groups are available, as are several conference rooms. To reserve a

classroom or conference room, email the doctoral programs coordinator.

### **Computing Resources**

Olin Business School provides various computing resources, which help to create a more productive work environment for students. All students are eligible for network accounts that include an email address, secured network storage for class work, a personal website, and remote access to the Olin network. Students can log on and access these resources from computers throughout Olin or from their own laptop.

More information about computer labs and printing can be found on campus groups: <http://olinwustl.campusgroups.com/ois/printing/>.

### **Computing Support/Help Desk**

Washington University Information Technology (WUIT) provides the university community with technology that supports and advances the University's missions. For general support, initiate a support or service request you may call, email, or make a web request.

Call: 314-933-3333

Email: [ithelp@wustl.edu](mailto:ithelp@wustl.edu)

Web Request: <https://wusm.service-now.com/>

### **Student Email Accounts**

One of the primary ways that the administration communicates with students is via email. New DBA students receive their email accounts after they have been enrolled for their first semester and can set them up through WebSTAC.

Washington University recognizes and utilizes electronic mail as a medium for official communications. The university provides all students with email accounts as well as access to email services from public clusters if students do not have personal computers of their own. All students are expected to access their email accounts on a regular basis to check for and respond as necessary to such communications, just as they currently do with paper/ postal service mail.

### **Student Mailboxes**

Individual student mailboxes are located in the doctoral programs suite, Simon Hall 290G. Students should check their mailboxes regularly for messages from faculty, administration, or other students. Information put in the mailboxes is considered confidential, and students are asked to respect this confidentiality.

## **UNIVERSITY RESOURCES AND SERVICES**

### **Washington University Libraries**

The website for the WU libraries offers more full-text resources and databases for you to consult plus guides to resources in many subject areas that have been created by WU librarians.

<http://library.wustl.edu>

### **Online Catalog**

The online catalog includes records for all the libraries on campus, including the Kopolow Business Library. You may link to the catalog from the KBL website site or directly at <http://catalog.wustl.edu>.

*Note:* In the catalog, the location Olin Library refers to the main library east of Simon Hall, just beyond Graham Chapel.

### **Student Health and Counseling**

Registered, full-time students are eligible for health coverage through the Student Health Insurance Plan. The student's tuition statement is automatically billed for the cost of health plan coverage. Complete information about eligibility, benefits, dependent coverage, and cost is on the Student Health Services website:

<http://shs.wustl.edu>.

The health plan includes on-campus health and counseling services, as well as wellness programs. The plan provides benefits while a student is both on campus and away from campus (such as during semester breaks, holidays, or travels abroad).

Health and counseling services under the plan are provided to all full-time students and their spouses/domestic partners (if enrolled) on campus, at Student Health and Counseling Service (SHCS), located in the Nathan Dardick House on the “South 40” (across Forsyth from Simon Hall). A visit fee is charged for all SHCS visits (excluding nutrition and some counseling appointments, which are free). The Student Health Insurance Plan will pay all charges after a copayment. Laboratory work completed in SHCS is free to students and any of their enrolled dependents; however, there are fees for lab work sent to outside labs (generally lower than community rates).

A well-equipped fitness center is available in Wohl Center, featuring cardiovascular and circuit training equipment. The fitness center offers special classes and programs to encourage a healthy lifestyle. In addition, a full-time dietician is available to work with students who have dietary restrictions due to medical issues, as well as students who want advice on healthy eating or vegetarian diets.

### **Parking**

Parking permits are available for purchase at the Transportation Office, 700 Rosedale (WU’s North Campus), or online at <http://parking.wustl.edu/permits.htm>. These entitle the bearer to park in designated areas, at designated times, on the main campus during the academic year.

### **U-Pass**

As the result of a partnership between Washington University and Metro, all **full-time** students can obtain Metro passes for use on both Metro buses and the MetroLink light-rail system. For more information and instructions on how to obtain a U-Pass, visit [http://transportation.wustl.edu/wustlmetro\\_pass.html](http://transportation.wustl.edu/wustlmetro_pass.html).

# RESEARCH AND LEARNING CENTERS

Olin Business School has established research and learning centers to provide students and the greater community with unique learning opportunities. By definition, a center is a focal point for organizing diverse activities. These centers are interdisciplinary in character, drawing together people and ideas from a wide range of areas.

## **Boeing Center for Supply Chain Innovation (BCSCI)**

The Boeing Center for Supply Chain Innovation was established jointly by Olin Business School, the Boeing Company, and other corporate partners, with a view to fostering a more meaningful, mutually beneficial interaction between industry and academia. The BCTIM seeks to better expose teachers and students to world-class technology, operations, and supply-chain management practices.

<http://www.olin.wustl.edu/bcsci>

## **Center for Experiential Learning**

Olin's experiential learning programs are designed to link the classroom with the dynamic world of business. Through the Center for Experiential Learning (CEL), organizations benefit from students' business expertise, and students have the opportunity, with the support of our faculty, to apply leading-edge practices and practical management solutions to real business challenges.

<http://www.olin.wustl.edu/cel>

## **Wells Fargo Advisors Center for Finance and Accounting Research**

The Wells Fargo Advisors Center for Finance and Accounting Research (WFA-CFAR) is the coordinating body for all Olin Business School activities that lead to research in finance and accounting. WFA-CFAR advances business practices through collaborative, applied research in finance and accounting by exposing students to leading-edge finance and accounting knowledge, tools and practice through company sponsored projects, and research challenges. WFA-CFAR also sponsors academic research conference and seminars.

<http://www.olin.wustl.edu/cfar>

## **Center for Research in Economics and Strategy**

The objective of the Center for Research in Economics and Strategy (CRES) is to advance understanding of firms and markets by supporting scientific research on such subjects, especially research employing analytical and/or empirical methods to address substantive questions. Research topics include business strategy, game theory and applications such as organization and incentive design, industrial organization, and pricing and industry evolution. Research at the interface of economics and strategy is of particular interest.

<http://www.olin.wustl.edu/cres>

## **Management Communication Lab**

On-site consultants at Olin's Management Communication Lab provide free assistance to Olin degree students in polishing their written communications and presentations. Consultants can help students:

- Plan and polish briefs, case write-ups, business reports, memos, and letters
- Practice oral presentations, lectures, and interviews
- Develop effective PowerPoint slides

Appointments are strongly recommended.

*Lab location:* Simon Hall, 121

For more information:

<http://olinwustl.campusgroups.com/mcc/about/>

## **Skandalaris Center for Entrepreneurial Studies**

The Skandalaris Center provides practical, hands-on training to complement what is learned in the classroom. The Center provides unique opportunities to learn and apply entrepreneurial skills through business plan competitions, intensive skills sessions, mentoring, an internship program, and a pre-orientation program for incoming freshmen. We are also available to create innovative programming for groups all across campus that will inspire students, faculty, and staff to be creative and entrepreneurial.

<http://www.sc.wustl.edu/>

## **SPECIAL EVENTS**

### **David R. Calhoun Jr. Memorial Lecture**

David R. Calhoun Jr. Memorial Lecture events are a tradition at Olin Business School, created to promote discussion of the important role of business in a free society. The lecture brings distinguished speakers of national and international prominence to the campus.

### **The Kellwood Lecture and Excellence in Business Award**

Supported by the Kellwood Company, the Kellwood Lecture brings to campus prominent leaders of major corporations who have demonstrated notable success in business. The Excellence in Business Award recognizes a company or individual who has demonstrated exceptional leadership in marketing and management.

### **Welcome-An Olin Gathering**

A welcome dinner for all Olin students is held at the beginning of the fall semester to provide an informal atmosphere for students, faculty, and staff to mingle and talk.

### **Century Club Breakfasts**

Each academic year, Olin's Century Club sponsors a series of continental breakfasts featuring prominent business leaders. Over 200 students, alumni, and friends attend each program. Among Olin's recent speakers were Rodger Riney, founder and CEO of Scottrade, Inc., Rakesh Sachdev, president and CEO of Sigma-Aldrich Corp., and Gregory Wasson, president and CEO of Walgreen Co.



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## LEARN MORE

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1 Brookings Drive  
St. Louis, MO 63130-4899

Phone: 314-935-6340  
[dbainfo@wustl.edu](mailto:dbainfo@wustl.edu)

To learn more or apply  
to the Olin DBA program,  
visit [olin.wustl.edu/dba](http://olin.wustl.edu/dba).

