

Analysis of Doctor of Management Degree Program (DM) in the U.S. Comparisons of Seven Institutions

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Abstract: The objective of this study was to analyze Doctor of Management program (DM) offered by accredited universities in the U.S. Google search engine was utilized as a key tool for data collection. Key words were limited to “Doctor of Management” program in the U.S. Basic elements of doctor of management programs in listed universities were considered for data analysis including curriculum structure, program objectives, faculty, tuition fees, and program highlights based on the suggestions of Crawford, Brungardt, Scott, and Gould [1] and Promsri [2]. Findings demonstrated that only seven accredited universities in the U.S. delivered a curriculum in Doctor of Management (DM) including Webster University, Colorado Technical University, Case Western Reserve University, Wayland Baptist University, Thomas Jefferson University, University of Phoenix, and Touro University Worldwide. The lowest credit hours of DM program were 45 credit hours to completion while the highest credit hours were 100 credit hours. In addition, three institutions including Webster University, Colorado Technical University and University of Phoenix were accredited by The Accreditation Council for Business Schools and Programs (ACBSP). Only Case Western Reserve University was accredited by The Association to Advance Collegiate Schools of Business (AACSB). For tuition fees, this study found that Case Western Reserve University had the highest tuition fees while Webster University had the lowest tuition fees for program completion as this university’s DM program offered only 45 credit hours. However, if considered only the cost of tuition fees per credit hour, Wayland Baptist University had the cheapest tuition fees per credit hour. For admission requirements, these practical degree programs required the minimum years of working experience for their admission consideration. The maximum years of working experience in management level found in this study was 15 years (Case Western Reserve University) and the minimum years of working professional experience discovered in this study was 3 years (Webster University).

Keywords: Doctoral degree, Doctoral program, Doctor of Management, Graduate degree.

INTRODUCTION

The most advanced degree in academic disciplines that an individual can obtain is a doctorate degree [3]. A doctoral degree is the highest graduate-level credential in most fields, which is granted to those who meet all criteria and requirements of a doctoral program’s graduation. Pursuing a doctoral degree has increasingly become utmost significance in working in today’s business where new knowledge development is a vital key to business growth and building innovation [4]. Individuals who earn a doctorate degree can contribute benefits for improving society, culture, and economy [5]. According to United States Census

Bureau [6], the number of individuals who earned a doctoral degree has risen from 2 million to 4.5 million from 2000 to 2018. These statistics indicated the importance of pursuing a doctoral education for career advancement and opportunity in the U.S.

From individual perspective, the pursuit of doctoral degree is viewed as a huge investment in terms of money, time, and efforts. Studying in a doctoral level requires personal dedication and sacrifice to complete. However, many people strongly believe that the doctor education has impacts and benefits for those who are seeking for a doctoral degree. Bryan and Guccion [7] designated four areas of doctoral value including career

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value, skills, values, social values, and personal values, which were influenced by time, supervision, accrued social networking, and employer value of doctorate degree experienced during and after graduates' degree completion. In addition, past research indicated the influential factors that help strengthen and boost up the number of graduates in doctoral degree programs including opportunity, personal attributes, working relevant knowledge, financial support, program structure, and social support [8]. Earning a doctorate degree obviously provides benefits and values for those who seek to upsurge their opportunities in career and profession. As shown in the Bureau of Labor Statistics (BLS), individuals who hold a doctoral degree earn a higher wage approximately 63 percent than those with an undergraduate degree [9].

As transferring knowledge learned in a doctoral level to a real business world is crucial for developing competitiveness and innovation, several doctoral degree programs have attempted to redesign their curriculum to fit the needs of today's organizations [10]. Typically, doctoral degrees are delivered in two basic types: a research degree like a PhD, or a professional degree like a DBA or DM. Both types of doctoral degrees denote the highest level of learning in the specific area leading to enhance an opportunity to get promoted to an advanced level and earn higher salaries [11]. Although these two categories can be found in different programs and universities across the U.S., the combination between theoretically-based subject disciplines (research based) and practice-based (practice based) is developed as a main curriculum for various doctoral degree programs nowadays [12]. In particular, the practical degree program such as doctor of business administration (DBA) and doctor of management (DM) is heavily relied on this concept.

Prospective students seeking for pursuing their further education in the doctoral level in management may have some misunderstanding as they come across two distinctive degrees, Doctor of Philosophy (PhD) in management and Doctor of Management (DM). Often, PhD is perceived as a theoretical or research based degree, prepared and developed for those who want to get career in academia while DM is viewed as an applied or practical degree designed for practitioners in management and leadership position [13, 14]. In the light of this, it is crucial for individuals who look for the doctorate degree in management to select the appropriate degree that best fit their personal interests and professional goals. If they need a doctorate degree in management that permits them to carry on their professional career in the management and leadership fields, the Doctor of Management degree is apparently suitable for them [15].

The Doctor of Management program has gradually become more popular in the U.S. since the first introduction of this type of degree program at Case

Western Reserve University in 1995, and numerous universities both accredited and non-accredited universities have developed and offered this sort of program [14]. The DM program is an applied professional practice degree, which outlines and highlights its curriculum on the application of management theories rather than developing new knowledge or theories. The aim of conducting research as part of degree completion is to help improve and heighten leader's talents, skills, and abilities [16]. For the traditional doctoral degree like PhD, the focus of this degree places on developing theoretical knowledge while the practical degree like DM emphasizes on applied research leading to the practical application based on theoretical knowledge. Another difference of these two categories of doctoral degree is the career focus. The PhD prepares learners to become a researcher, a scholar, or an academician whereas the DM aims to formulate students to be more professional in management career [14].

Although the popularity of a practical degree program like Doctor of Management (DM) has augmented in the U.S. education, the examination on differences of doctor of management program characteristics and highlights offered by distinctive accredited universities in the U.S. has been overlooked, and needed to be observed broadly. Hence, this present study aims at scrutinizing the differences among doctor of management program in the U.S. and analyzing pros and cons of those programs for prospective students' benefits to select the proper program.

LITERATURE REVIEWS

The Doctor of Management (DM) is typically recognized as a practical research degree in the area of management. The focus of this doctoral degree is on management theories applications to find the solutions for organizations' problems. Mostly, the DM program is designed to serve the needs of working senior executives and top management to gain more knowledge and capability based on theoretical analysis and research to improve their work performance. As the purpose of DM program is similar to PhD where theoretical based research focus is needed as part of degree completion, people who complete the DM program can also work in academia as those who hold the PhD degree. Nonetheless, the emphasis of DM program is to apply management theories into practices in the real business world, which enhances skills of practitioners [14, 17]. Despite the popularity and significance of DM program has increased progressively in the past years, no research has attempted to investigate the difference of existing DM programs offered by the U.S. institutions. Based on the literature reviews, this study found no evidence on comparative analyzes of DM programs in the U.S. Only some related literatures about graduate programs comparisons were reviewed and proposed as follows.

Crawford, Brungardt, Scott, and Gould [1] gathered the information about graduate programs in organizational leadership to conduct data analysis. There were 38 programs from 37 institutions offering graduate program in organizational leadership included in this study. Essential components of each program were reviewed including characteristics and focus, number of faculty, tuition fees, and delivery method. This study provided various benefits for related study in graduate programs as key elements can be used for reviewing and analyzing programs' strengths and weaknesses.

Promsri [2] investigated doctoral degree programs in leadership offered by Thai universities. This study compared strengths and weaknesses of doctorate's degree programs in leadership by using a documentary analysis. Google search engine was utilized as a key tool for data collection. Findings revealed that only three universities in Thailand still provided the curriculums in leadership. The key components used for data analysis consisted of characteristics and focus, numbers of faculty, tuition fees, and program benefits. This study found that most of these universities failed to deliver program information in other platforms rather than websites.

METHODOLOGY

This documentary analysis study sought to investigate doctor of management program in the U.S. The utilization of Google as a key search engine was conducted for data collection. Key words were confined to "Doctor of Management" program in the U.S. This study placed its emphasis on the accredited institutions and degrees based on their regional accreditations. Lists of institutions' websites that offered Doctor of Management (DM) program were carefully reviewed and arranged for the in-depth data analysis. Key elements of doctor of management programs in listed universities were considered for data analysis including curriculum structure, program objectives, faculty, tuition fees, and program highlights. The content analysis was used as the main methodology for data analysis in this study. A tabular matrix for various doctor of management programs comparisons was structured based on the suggestions of Crawford, Brungardt, Scott, and Gould [1] and Promsri [2].

RESULTS

Findings of data analysis revealed that only seven accredited universities in the U.S. delivered a curriculum in Doctor of Management (DM). These six institutions consisted of Webster University, Colorado Technical University, Case Western Reserve University, Wayland Baptist University, Thomas Jefferson University, University of Phoenix, and Touro University Worldwide. Results demonstrated that these universities sufficiently provided information about their doctor of management program on their website.

However, many of them did not include some information in the same page to be easier for prospective students to search for the relevant information such as tuition fees and admission requirements, which needed to be searched on the university's website instead of the program's website.

Among these doctor of management programs, two universities (Webster University and Thomas Jefferson University) offered the lowest credit hours (45 credits) for doctoral education completion while Colorado Technical University conducted the highest credit hours (100 credits) curriculum for doctor of management program followed by University of Phoenix (62 credits), Wayland Baptist University (60 credits), and Case Western Reserve University (54 credits), respectively. For program accreditation, three institutions including Webster University, Colorado Technical University and University of Phoenix were accredited by The Accreditation Council for Business Schools and Programs (ACBSP). Only Case Western Reserve University was accredited by The Association to Advance Collegiate Schools of Business (AACSB). The other three universities offering doctor of management program (Wayland Baptist University, Thomas Jefferson University, and Touro University Worldwide) did not have a specific accreditation for their business program.

For a number of faculties, this study found that only three doctor of management programs revealed this information on their websites. Thomas Jefferson University was found to have the largest number of faculty members in doctor of management program (17 members) followed by Wayland Baptist University (15 members), and Webster University (8 members). In addition, Case Western Reserve University also provided lists of faculty members for Weatherhead School of Management, which consisted of 71 full-time members, but this study could not identify how many of them were belong to doctor of management program. Colorado Technical University and University of Phoenix were two institutions that failed to provide this information on their doctor of management program's websites.

For tuition fees, this study demonstrated that Case Western Reserve University had the highest tuition fees among these six DM programs in the U.S., which the estimated total cost of \$150,002 for program completion while Webster University had the lowest tuition fees for program completion as this university's DM program offered only 45 credit hours. However, if considered only the cost of tuition fees per credit hour, Wayland Baptist University had the cheapest tuition fees per credit hour.

Most of these seven DM programs excluding Case Western Reserve University delivered their program through online format plus residency

requirements. Many of them tended to focus on research application based on management, leadership, and organization theories to solve organizations' problems and develop solutions for business. However, Case Western Reserve University heavily emphasize its curriculum on research-based as well as practice-based in order to ensure that their graduates had ample research knowledge to elucidate phenomenon occurred in their workplace and develop proper methods to solve problems.

For admission requirements, all universities had the similar requirements such as writing essays, working experience, GMAT or GRE scores, and the proof of English proficiency for international students. However, since doctor of management (DM) program is a practical and professional degree program in which working experience in management or leadership level was required. These universities, therefore, required the minimum years of working experience for their admission consideration. The maximum years of

working experience in management level found in this study was 15 years (Case Western Reserve University) and the minimum years of working professional experience discovered in this study was 3 years (Webster University). Touro University Worldwide was found to be only university among these seven institutions that did not require GRE and working experience on its admission requirements. However, doctoral entrance essay deems to encompass working experience and professional achievements for admission consideration.

For length of time to degree completion, the average of study in DM program was approximately 3 years. However, Thomas Jefferson University offered "fast track" cohort option for students to complete their degree as quickly as within 2.5 years. University of Phoenix provided the approximate time of study on its website indicated that average students had finished their doctor of management program within 4 years.

Table-1: A Tabular Matrix of Doctoral Of Management Program in the U.S.

Institutions	Characteristics and Focus	Accreditation	Faculty	Tuition Fees	Admission Requirements	Program Benefits	Websites
Webster University	Doctor of Management (DMgt) 45 credits (36 credits for coursework and 9 credits for research project)	The Higher Learning Commission; The Accreditation Council for Business Schools and Programs (ACBSP)	8 full-time faculty	\$880 per credit hour for regular students and \$585 per credit hour for military and first responder (2019-2020 academic year)	- GMAT Score of at least 500 - A minimum of 3 years of management experience - For international students, English proficiency such as TOEFL (575), IELTS (6.5), and Pearson (53) was required.	- This program is accredited by The Accreditation Council for Business Schools and Programs (ACBSP) - Students can gain advantage of distinctive experiences and wisdom of faculty and alumni - Faculty has very strong academic and professional experience in management - Student can transfer 6 credits of graduate level to this program	http://www.webster.edu/business-and-technology/academics/doctor-of-management.html
Colorado Technical University	Doctor of Management 100 credits	The Higher Learning Commission; The Accreditation Council for Business Schools and Programs (ACBSP)	N/A	Estimated total cost for regular students is \$64,640	- For international students, English proficiency such as TOEFL (550), IELTS (6.0) was required.	- 13 concentrations to choose from An online curriculum with a residency component - Multiple start dates throughout the year - An opportunity to complete the program in three years - Dissertation development integrated into the program In-person symposium experiences - Credits transferred from other graduate programs are available	https://www.coloradotech.edu/degrees/doctorates/management
Case Western Reserve University	Doctor of Management 54 credits	Program is accredited by The Association to Advance Collegiate Schools of Business (AACSB)	N/A for DM program, but for the Weatherhead School of Management, a total of 71 faculties was listed.	Total cost for 2018 academic year for a three-year program is \$150,012 or \$25,002 per semester	- At least 15 years of leadership experience - A long professional essay is required.	- Complete degree within three years, which students need to take four on-campus and two virtual residencies per semester - Unique research requirements with the combination of qualitative research paper and quantitative research paper called integrative paper as part of DM dissertation - AACSB accredited	https://weatherhead.case.edu/degrees/doctorate/doctor-management/program-features/
Wayland Baptist University	Doctor of Management (DMGT) 60 credits (57 credit hours of coursework, 1 credit hour for comprehens	Accredited by the Southern Association of Colleges and Schools Commission on Colleges.	15 full-time faculty	\$754 per credit hour for online program	- GMAT or GRE is required. Portfolio can be substituted for GMAT or GRE - Working experience is required but did not specify the minimum years of experience. However, each year of experience will be multiply by 10 point	Doctoral program is available in seven states (15 locations)+ online format	https://www.wbu.edu/academics/schools/school-of-business/programs-and-majors/graduate/management-doctor.htm

	ive exam, and 2 credit hours for research project)				when added for admission requirement assessment - Two pages of essay		
Thomas Jefferson University	Doctor of Management in Strategic Leadership 45 credits	Accredited by the Middle States Association of Colleges and Schools.	17 full-time faculty	\$1,625 per credit	- At least 7 years of experience in management or leadership level - Two essays are required - Interview - Proof of English Proficiency such as TOELF (79 CBT) or IELTS (6.5) for international students	Provide two formats of program study: Fast track- completed within 2.5 years and individual track- completed within 5 years	http://www.phila.edu/strategic-leadership/
University of Phoenix	Doctor of Management in Organizational Leadership 62 credits	The Higher Learning Commission; The Accreditation Council for Business Schools and Programs (ACBSP)	N/A	\$810 per credit	- English proficiency requirement - Working experience	- Up to 6 credits can be transferred from master degree and Up to 39 credits can be transferred from previous doctoral degree - Online delivery format with the residency requirement	https://www.phoenix.edu/degrees/business/business-management/dm.html
Touro University Worldwide	Doctor of Management	Accredited by the WASC Senior College and University Commission (WSCUC).	N/A	\$700 per semester credit unit	- No GRE required for application - English proficiency is required for international students - Doctoral entrance essay is required - GPA of 3.4 in the accredited master's degree	-100% online -No residency required -No GRE required -Accelerated admissions process -Affordable tuition	https://www.touroworldwide.edu/academics/business/doctor-of-management/

CONCLUSION, DISCUSSIONS, AND RECOMMENDATIONS

This study aimed at comparing information about Doctor of Management program (DM) offered by accredited universities in the U.S. Google search engine was utilized as a key tool for data collection. Key words were limited to “Doctor of Management” program in the U.S. Results showed that only seven accredited universities in the U.S. delivered a curriculum in Doctor of Management (DM) including Webster University, Colorado Technical University, Case Western Reserve University, Wayland Baptist University, Thomas Jefferson University, University of Phoenix, and Touro University Worldwide. Not all of these DM programs provided complete information on their websites. Some important information was omitted such as the number of faculties. However, most of them had given crucial information for prospective students to make decision whether or not they wanted to study in this specific program. Some universities also provided articles that distinguished the difference between PhD and DM program to make better understanding of students who look for pursuing doctoral degree in management.

The limitations of this study were the focus on the DM program in the U.S. only, and utilized only secondary data for data analysis. Thus, the further study should extend its emphasis on the DM program outside the U.S., probably worldwide and use structured interview approach to receive more information rather

than existing ones provided on the website such as the attitude of current students and alumni who studied in this particular program. The comparison between PhD in management program and DM program must be conducted to examine advantages and disadvantages of these programs.

The accredited universities around the world can utilize findings of this study to design their curriculum for the DM program (if preferred) in order to enhance the quality and reputation of the university in the future.

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