

Doctoral Program Curriculum Overview

YEAR 1: Foundations + Research Framing | Systems, Sustainability & Inquiry (18 credits)

- MNGT 7132 - Foundations of Organization Development (3)
- MNGT 7140 - Doctoral Research Seminar I: Inquiry & Problem Framing (3)
- MNGT 8830 - Leadership Development & Executive Coaching (3)
- MNGT 7150 - Leading Transformational Change (3)
- MNGT 7750 - Systems Thinking, Design & Regenerative Organizations (3)
- MNGT 8119 - Organizational Climate & Culture (3)

YEAR 2: Advanced Practice + Proposal Development | Application, Measurement & Intervention (18 credits)

- MNGT 8112 - Qualitative Methods for Organizational Research (3)
- MNGT 7740 - Team Dynamics, Dialogue & Facilitation (3)
- MNGT 8113 - Quantitative Methods & Impact Measurement (3)
- MNGT 8118 - Organization Consultation & Contracting (3)
- MNGT 8116 - Mixed Methods & Evidence-Based OD (3)
- MNGT 7145 – Doctoral Research Seminar II (Proposal Development) (3)

YEAR 3: Strategic Integration + Dissertation Execution | Impact, Strategy & Scholarly Contribution (24 credits)

- MNGT 7770 - Ethics, Power & Justice in Systems (3)
- MNGT 8850 - Strategic Leadership (3)
- MNGT 8902 - Dissertation I: Research & Data Collection (9)
- MNGT 8903 - Dissertation II: Analysis, Defense & Contribution (9)

Year One Courses

MNGT 7132 - Foundations of Organization Development (3)

This course focuses on the role and potential contribution of the fields and practice of organization development (OD) and leadership. It will cover the major streams of thought foundational to current theory, research, and practice in both fields. It is also designed to explore and understand the history and the development of the fields of OD and leadership. This course assists in providing a frame of reference for understanding past, present and future issues in OD and leadership.

MNGT 7140 - Doctoral Research Seminar I: Inquiry & Problem Framing (3)

This seminar introduces doctoral students to the foundations of scholarly inquiry in the social and organizational sciences, with particular emphasis on identifying and framing meaningful research problems. Students will explore how knowledge is constructed, refined, and advanced within the field of Organization Development. Through critical engagement with contemporary scholarship, the course strengthens students' conceptual and analytical skills in defining researchable questions, situating problems within relevant literature, and developing clear lines of inquiry. Attention is given to the purposes of scientific investigation—including understanding, explanation, generativity, and prediction—as students begin shaping research interests that may evolve into dissertation-level work.

MNGT 8830 - Leadership Development & Executive Coaching (3)

This course provides an in-depth exploration of the theory and practice of leadership development. It focuses on three primary areas: (1) human development theory, particularly from the perspective of the new and emerging field of positive psychology and strength-based leadership, (2) leadership capacity building, and (3) the dynamics of executive coaching. Students put theory into practice via application projects both in class and in their organizations and strengthen their capacity to build cultures of inclusive leadership.

MNGT 7150 - Leading Transformational Change (3)

This course examines the theory and practice of leading transformational change within complex organizations. Designed for scholar-practitioners in Organization Development, the course explores how leaders diagnose organizational systems, design effective change strategies, and guide large-scale transformation efforts. Students will analyze frameworks for organizational diagnosis, examine different types and levels of change, and evaluate approaches to leading sustainable transformation across structures, cultures, and processes. Emphasis is placed on integrating organization design, change leadership, and systems thinking to address contemporary organizational challenges. Through case

analysis, applied exercises, and reflective dialogue, students will develop the capabilities needed to lead and sustain meaningful organizational change.

MNGT 7750 - Systems Thinking, Design & Regenerative Organizations (3)

Sustainable organizations require leaders who can understand and influence complex, interconnected systems. In the field of OD, systems thinking provides a foundational framework for diagnosing challenges, designing interventions, and facilitating meaningful change. This course explores holistic and nonlinear approaches to organizational change and sustainable development. Core topics include systems thinking, regenerative and sustainable design principles, the integrative design process, and interdisciplinary collaboration. Through an OD lens, students will examine how these approaches support transformational change, enabling organizations to align strategy, culture, and operations in ways that promote long-term social, environmental, and economic sustainability.

MNGT 8119 - Organizational Climate & Culture (3)

This course examines the concepts of organizational climate and culture and their influence on leadership, employee experience, and organizational effectiveness. Drawing on foundational and contemporary scholarship in OD and the organizational sciences, students explore how shared values, norms, perceptions, and behavioral patterns shape workplace environments and outcomes. The course emphasizes frameworks for diagnosing, measuring, and interpreting climate and culture, as well as the role leaders and change agents play in shaping healthy, high-performing organizational systems.

Year Two Courses

MNGT 8112 - Qualitative Methods for Organizational Research (3)

This seminar will focus on the qualitative approach to designing social and organizational research. Topics include observations and conversations/interviews, about the experiences of people and move toward building theory to help illuminate, explain, and extend those experiences. Emphasizes grounded theory, participant observation and case study.

MNGT 7740 - Team Dynamics, Dialogue & Facilitation (3)

Although most of us have been on various kinds of teams throughout our lives, we seldom take time to systematically observe and analyze how teams function and consider how they could be shaped and structured to function better. Yet observation and analysis are the first steps in understanding teams, shaping their dynamics, and ultimately improving their performance. In this course, students can analyze their own team processes and

explore the dynamics of leading diverse, high-performing teams, while learning from and applying the best of the team process and development literature.

MNGT 8113 - Quantitative Methods & Impact Measurement (3)

This course emphasizes the understanding of the connection between research design, measurement, data reduction and analysis. Focuses on the evolution of a quantitative study from research questions, hypotheses and conceptual understanding to variable operationalization, data collection, data reduction and the resulting data files used in statistical analysis.

MNGT 8118 - Organization Consultation & Contracting (3)

This course examines the principles and practices of organizational consultation within the field of OD. Students explore the consultant's role in partnering with leaders and organizations to diagnose challenges, design interventions, and support sustainable change. Emphasis is placed on the consultation process, including entry, contracting, assessment, diagnosis, and feedback. The course also examines consulting styles, ethical considerations, influence and power dynamics, and the use of evidence-based tools and frameworks. Through applied exercises and case analysis, students develop practical skills necessary to effectively establish consulting relationships and facilitate meaningful organizational improvement.

MNGT 8116 - Mixed Methods & Evidence-Based OD (3)

This course considers both quantitative and qualitative research approaches with an emphasis on integration. Three course topic themes include 1) mixed method designs; 2) approaches and strategies for maximizing constant comparative methods; and 3) principles for writing convincing research.

MNGT 7145 – Doctoral Research Seminar II (Proposal Development) (3)

Students will focus on dissertation planning and development. They will develop focus statements for their dissertations, with a draft of possible outcomes, develop plans for the literature review, identify a possible research design, and discuss dissertation committee structures.

Year Three Courses

MNGT 7770 - Ethics, Power & Justice in Systems (3)

This course explores social, moral, and ethical philosophy as it relates to leadership and change in the corporate arena. Specific attention is paid to comparing and contrasting theories on the purpose of business, human nature and relationships, ethical decision

making, and the meaning of sustainability and relational accountability on an organizational, societal, and global level. Students relate these theoretical perspectives to their own purpose, values, and commitments as leaders, their approach to leading and enriching the lives of others, and the role they play in shaping the vision, mission, priorities, and strategies of their organizations

MNGT 8850 - Strategic Leadership (3)

This course focuses on the role of senior leadership in developing and executing corporate strategy. It examines historical and contemporary approaches and the underlying theories that support them. It addresses governance, market, organizational, and process issues that affect successful strategy formation and implementation. Emphasis is placed on the unique challenges and opportunities of developing corporate strategy for sustainable value creation.

MNGT 8902 - Dissertation I: Research & Data Collection (9)

Continuation of Research, Chapter Writing, and Dissertation Publishing in Organization Development.

MNGT 8903 - Dissertation II: Analysis, Defense & Contribution (9)

Continuation of Research, Chapter Writing, and Dissertation Publishing in Organization Development.

MNGT 8904 - Dissertation Research Continuation - PhD OD (1-4)

This is a continuation course in the event a student's research requires an extra semester.