

# Doctoral Program Curriculum Overview

## Year 1: 24 Credits

- MNGT 7132 Foundations of Organization Development and Leadership (3 credits)
- MNGT 7135 Philosophy of Science (3 credits)
- MNGT 8830 Leading Self and Developing Others (3 credits)
- MNGT 7740 Leading Teams and Group Processes (3 credits)
- MNGT 7770 Moral and Ethical Foundations of Leadership and Change (3 credits)
- MNGT 7780 Organizational Theory and Behavior (3 credits)
- MNGT 7138 Leading Organization Change and Design (3 credits)
- MNGT 8810 Leadership and Corporate Social Responsibility (2 credits)
- MNGT 7191 Lecture Series Seminar (1 credit)

## Year 2: 24 Credits

- MNGT 8114 Organization Consultation (3 credits)
- MNGT 8115 Advanced Topics: Views of Organization Development and Leadership (2 credits)
- MNGT 8820 Leading Corporate Sustainability (1 credit)
- MNGT 8840 Leading in the Global Environment (3 credits)
- MNGT 8850 Strategic Leadership (3 credits)
- MNGT 8191 Lecture Series Seminar (1 credit)
- MNGT 8112 Qualitative Methods (3 credits)
- MNGT 8113 Quantitative Methods (3 credits)
- MNGT 8116 Integrative Quantitative and Qualitative Seminar (3 credits)

*Students will decide on degree and choose a respective research course:*

- PhD Organization Development - MNGT 8901 Research in Organization Development (2 credits)
- PhD Values Driven Leadership - MNGT 8911 Research in Values-Driven Leadership (2 credits)
- DBA Values Driven Leadership – MNGT 8921 Research in Business Administration (2 credits)

## Year 3: 24 Credits

- MNGT 8197 International Conference/Global Exchange (6 credits)
- Dissertation – Phase I (9 credits)
  - MNGT 8902 Research in Organization Development OR
  - MNGT 8912 Research in Values-Driven Leadership OR
  - MNGT 8922 Research in Business Administration
- Dissertation – Phase II (9 credits)
  - MNGT 8903 Research in Organization Development OR
  - MNGT 8913 Research in Values-Driven Leadership OR
  - MNGT 8923 Research in Business Administration

## Year 4: Dissertation Continuation if Needed

- MNGT 8200 Dissertation Continuation – Phase III (6 credits)

# Year One Courses

## **MNGT 7132 Foundations of Organization Development and Leadership (3 credits)**

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 7135 Philosophy of Science (3 credits)**

This course is devoted to understanding the construction, development and refinement of knowledge in the social organizational sciences. It seeks to help students strengthen conceptual skills in advancing knowledge in the social sciences, to navigate through the process of structured inquiry, to understand the different goals of scientific inquiry (understanding, explanation, generativity and prediction).

## **MNGT 8830 Leading Self and Developing Others (3 credits)**

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 7740 Leading Teams and Group Process (3 credits)**

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 have the opportunity to analyze their own team processes and explore the dynamics of leading diverse teams while learning from and applying the best of the team process and development literature. This course uses group experience to help students become more aware of how their actions affect and are affected by others. Studies major concepts in group and interpersonal relations, including perceptions, leadership, trust, and power dynamics.

## **MNGT 7770 Moral and Ethical Foundations of Leadership and Change (3 credits)**

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 7780 Organizational Theory and Behavior (3 credits)**

This course focuses on identifying theory and research that frames the current study of organizations from the macro and micro perspectives. The first weekend examines competing schools of organizational theory that facilitate our attempts to understand organizations and key issues/topics. The second weekend focuses on micro issues of organizational behavior, including topics such as human needs and motivation, emotions, conflict, work stress, trust and cross-cultural issues; as well as recent topics in positive organizational scholarship that capitalize on human strengths and capacities (peak performance; thriving and human flourishing; resilience; positive identity, meaning, emotions, and relationships; creativity; compassion).

## **MNGT 7138 Organization Change and Design (3 credits)**

This course focuses on organization change, with a particular emphasis on social constructionism and the emerging area of positive approaches to change. Revisits the social constructionist paradigm and compares/contrasts it with the social cognitivist view. Reviews practical implications for organization change of both the constructionist and cognitive perspectives.

## **MNGT 8810 Leadership and Corporate Social Responsibility (2 credits)**

This course provides an overview of the origins, evolution and leading thinking around the theory and practice of socially responsible business and social entrepreneurship. Students explore current trends, leading literature, theory and case studies while participating in experiential exercises and interactive projects in order to gain practical insights into how society's increasing expectations are driving innovation and impacting the firm's social license to operate. The goal of this course is for students to better understand how business relates to society and the ways in which corporate social responsibility can be integrated into all facets of organizational life to drive the creation of shared value.

## **MNGT 719I Lecture Series Seminar (1 credit)**

This series for first-year concepts brings to campus top national academicians and consultants to address state-of-the-art issues in Organizational Behavior, Organization Development and Human Resources Management.

# Year Two Courses

## **MNGT 8114 Organization Consultation (3 credits)**

This course is an overview of organizational consultation tools and methods. Emphasizes assessment, diagnosis, style, techniques, strategies, approaches, knowledge base and power.

## **MNGT 8115 Advanced Topics: Views of Org. Development and Leadership (2 credits)**

This course uses a seminar format designed to provide additional preparation for the student's dissertation and their responsibilities as scholar-practitioners. The course focuses on current and projected future approaches and trends in the field and provides the opportunity to discuss dissertation topics as the contribution to the field within the context of these current and future trends.

## **MNGT 8820 Leading Corporate Sustainability (1 credit)**

This course explores the application of economic, legal, and political theory to the task of leadership in today's global context. Included are discussions of historical and current economic and political trends and their relationship to corporate sustainability, corporate strategy, and leadership decision-making. Specific emphasis is placed on the future of global business, approaches to successful economic development of organizations, risk assessment and management, issues relating to governmental regulations, and leading in diverse cross-cultural settings. Case studies of successful and unsuccessful global leadership are analyzed.

## **MNGT 8840 Leading in the Global Environment (3 credits)**

This course explores the application of economic, legal, and political theory to the task of leadership in today's global context. Included are discussions of historical and current economic and political trends and their relationship to corporate sustainability, corporate strategy, and leadership decision-making. Specific emphasis is placed on the future of global business, approaches to successful economic development of organizations, risk assessment and management, issues relating to governmental regulations, and leading in diverse cross-cultural settings. Case studies of successful and unsuccessful global leadership are analyzed.

## **MNGT 8850 Strategic Leadership (3 credits)**

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. Particular emphasis is placed on the unique challenges and opportunities of developing corporate strategy for sustainable value creation.

### **MNGT 819I Lecture Series Seminar (1 credit)**

This series for second-year concepts brings to campus top national academicians and consultants to address state-of-the-art issues in Organizational Behavior, Organization Development and Human Resources Management.

### **MNGT 81I2 Qualitative Methods (3 credits)**

This course explores the philosophical roots of qualitative research such as phenomenology, hermeneutics, deconstructionism and postmodernism. Emphasizes grounded theory, participant observation and case study.

### **MNGT 81I3 Quantitative Methods (3 credits)**

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 top variable operationalization, data collection, data reduction and the resulting data files used in statistical analysis.

### **MNGT 81I6 Integrative Quantitative and Qualitative Seminar (3 credits)**

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.

*Students will decide on degree and choose a respective research course*

### **MNGT 890I Research in Organization Development (2 credits)**

This course prepares students to conduct dissertation research in Organization Development.

### **MNGT 891I Research in Values-Driven Leadership (2 credits)**

This course prepares students to conduct dissertation research in Values-Driven Leadership.

### **MNGT 892I Research in Business Administration (2 credits)**

This course prepares students to conduct dissertation research in Business Administration.

# Year Three Courses

## MNGT 8197: International Conference/Global Exchange (6 credits)

This seminar involves travelling abroad to explore the concept of Organization Development and Leadership in different cultures. This is an opportunity to create a scholar-practitioner professional network to serve as the foundation for future work as a global practitioner.

## Dissertation – Phase I (9 credits)

Continuation of Research, Chapter Writing and Dissertation Publishing.

*Students will decide on degree and choose a respective research course:*

- MNGT 8902 Research in Organization Development OR
- MNGT 8912 Research in Values-Driven Leadership OR
- MNGT 8922 Research in Business Administration

## Dissertation – Phase II (9 credits)

Completion of Research, Chapter Writing and Dissertation Publishing.

*Students will decide on degree and choose a respective research course:*

- MNGT 8903 PhD Organization Development OR
- MNGT 8913 PhD Values-Driven Leadership OR
- MNGT 8923 DBA Values-Driven Leadership

# Year Four +

## MNGT 8200: Dissertation Continuation – Phase III (6 credits)

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