

DOCTOR OF EXECUTIVE LEADERSHIP (DEL)

DEL 700. Research: Culture of Inquiry **2 credits**

Examines research as a culture of inquiry including elements of critical thought, ways of knowing, practices of scientific and intellectual communities, the role of concepts and theory in research, and conceptual frameworks for research performance. Initiates skill building for critical reading and writing for research performance.

DEL 710. Leadership Theories and Perspectives **3 credits**

Reviews and critically analyzes the foundations of leadership theories; identifies connections between theories; introduces leadership as a field of study and discusses researchable questions in the field.

DEL 720. Leadership in Context **3 credits**

Critically assesses the role of the contextual environment from two perspectives: (1) the moderating effect of context on leadership effectiveness and (2) the ways leaders imagine, shape, and leverage context to accomplish organizational sustainment. Focuses on executive leadership but within a multi-level framework and on the role of context in leadership research.

DEL 727. Leadership Research and Design Logic **3 credits**

Critically reviews current approaches for leadership research and examines development of significant research questions for advancing leadership scholarship and practice.

Explores design logic and alignment with research questions.

DEL 730. Ethics: Values and Decision Making **3 credits**

Focuses on ethics as challenges leaders face in organizations. Addresses contemporary challenges, including the effect of the increasingly complex environment on the nature of ethical behavior, and considers the consequence of historical events.

DEL 740. Organizational Dynamics **3 credits**

Examines complex strategic problem solving for sustained organizational success. Provides participants with an understanding of the role of leadership in creating long-term viability. Focuses primarily on learning, innovation, and dynamic capabilities.

DEL 750. Collaborative Leadership **3 credits**

Examines issues related to collaboration and communication primarily in the context of organizations and interests external to the organization. Identifies unique aspects of effective leadership in collaborations, including the need to be politically savvy.

DEL 760. Leadership Development **3 credits**

Examines the relationship between practices and processes of developing leaders in various contexts (e.g., industry, nonprofit, human services, political, and military) and strategically managing talent as a source of organizational sustainability.

DEL 800. Research: Responsible Conduct of Research **1 credit**

Analyses the ethical standards and guidelines for social and behavioral research and addresses issues related to protected subjects, potential harm, informed consent, and confidentiality, as well as the consideration of the institutional research approval processes.

DEL 802. Conceptual Frameworks for Leadership **3 credits**

Explores topical areas of leadership research through reading broadly in leadership literature and developing a conceptual framework as it relates to an integrated research design. Activities build specialized knowledge in the topical areas and facilitate dialogic engagement in the intellectual community to generate, conserve and transform knowledge on the topics.

DEL 805. Quantitative Research **3 credits**

Examines the nature of quantitative research, discusses quantitative research methodologies, and develops the skills appropriate for those methodologies. Explores criteria for decisions in quantitative research from design through data collection, analysis, and interpretation. Investigates quantitative methodologies within mixed methods research, and requires conceptualization and completion of a quantitative phase of a mixed method mini-research study.

DEL 815. Qualitative Research **3 credits**

Examines the nature of qualitative research, discusses qualitative research methodologies, and develops the skills appropriate for those methodologies. Explores criteria for decisions in qualitative research from design through data collection, analysis, and interpretation. Investigates qualitative methodologies within mixed methods research and requires conceptualization and completion of a qualitative phase of a mixed method mini- research study.

DEL 810. Complexity and Sustainability **3 credits**

Focuses on exploring complex adaptive systems and complexity leadership as ways to achieve sustainability for organizations during times of uncertainty and ambiguity.

DEL 830 Executive Decision-Making **3 credits**

Integrates the concepts and skills in the program's core leadership courses in a capstone exploration which investigates the challenges executive leaders face in the design and execution of strategy. Focuses on the art and science of decision-making, including constrained optimization and process analysis. Considers decision making during periods of uncertainty, how to involve internal resources and knowing when to tap external resources during the decision-making process

DEL 860 Special Topics **1-3 credits** Special Topics in Leadership is a seminar course offered in response to departmental needs. The content may vary depending on the leadership topic selected. This seminar explores the executive leader's strategic role in aligning people, processes and resources in today's rapidly changing competitive environment impacted by a specialized topic area in leadership. Participants will critically reflect on discussions and scenarios drawn from literature on a specialized topic area in leadership.

DEL 895X. Executive Leadership Seminar II: Futuring **3 credits**

This Executive Leadership Seminar explores the challenges for executive leadership in learning agility and expanding it within their organization. With the rapid growth of

knowledge, the business landscape is rapidly changing. Participants will critically reflect on discussions and scenarios drawn from literature on knowledge management, complexity, innovation, ethics, and dynamic capabilities. Participants will identify how their research and their practice of leadership helps expand forward-thinking.

DEL 896X. Executive Leadership Seminar I: Stewardship **3 credits**

This Executive Leadership Seminar explores the role of the executive leader as a steward. Participants will critically reflect on discussions and scenarios drawn from literature on philosophies of ethics, leadership development and leadership in context. Participants will identify how their research and their practice of leadership will extend stewardship to their own professional context.

DEL 900. Creating Portfolios **1 credit**

Participants review, reflect on, and develop artifacts in preparation for the Pro-seminar series. During the course, participants begin to create portfolios for use as scholars and practitioners.

DEL 901/902/903. Dissertation I/II/III **3 credits each**

DEL 904. Dissertation Continuation **1-3 credits**

The doctoral dissertation is designed to demonstrate the researcher's ability to conduct research as a scholar practitioner. This process begins after the approval of the dissertation proposal. The goal is to generate new knowledge within the discipline of leadership. This research project is accomplished through the collection and analysis of both primary and original data on a specific problem. The researcher's project culminates with a scholarly document and presentation that represents the three elements of stewardship: generation, conservation, and transformation of knowledge within the discipline.

DEL 910/920/930. Pro-seminar: Generating, Conserving, and Transforming Knowledge I/II/III **3 credits each**

Participants answer this question: As stewards of the discipline, how will they and others meet the expectations of generating new knowledge, conserving the discipline, and transforming knowledge to others? Participants assess existing knowledge in the leadership discipline to determine goals and directions for their professional activities, engage in experiential learning in support of their professional goals, and create and present their post-graduate personal plan as a scholar-practitioner.