

The mission of the Doctor of Management in Organizational Leadership with a specialization in Information Systems and Technology (DM/IST) is to enable professionals from any industry to understand and evaluate the scope and impact of information systems and technology (IST) from organizational, industry-wide, and global perspectives. The DM/IST curriculum lays a foundation of knowledge in critical thinking, leadership, and the application of information systems and technology content areas. Learners integrate this knowledge with their professional experiences and doctoral-level research to create innovative, positive, and practical contributions to the body of information systems and technology knowledge. Graduates will be able to influence their organization and environment positively with transformational information systems and technology leadership practices.

This doctoral program in information systems and technology management incorporates coursework in fundamental management, organizational, and leadership concepts to engender the development of information systems and technology leadership perspectives. As such, learners with a professional leadership background in any discipline will be able to add their unique perspective to the study of the context, breadth, and processes of information systems and technology management.

Upon completion of all program requirements of the Doctorate in Management in Organizational Leadership with a specialization in Information Systems degree, learners will be able to:

Conduct research as a foundation for executive action.

Demonstrate innovation and creativity in developing new IT models to explain, forecast, support and improve the strategic, tactical and operational performance of organizations.

Integrate and align IT initiatives with organizational strategy.

Lead the IT decision-making process toward positive outcomes.

Provide leadership to improve the overall performance of the organization in its industry, community and global environment.

The DM/IST program has a 68-credit requirement that involves both residency and online modalities of instruction. The majority of the program will be delivered in an online, virtual classroom setting. In these courses, learners will work in a cohort of approximately 12 peers and be required to spend approximately 25 hours per week on required coursework. Learners will attend 16 days in residency during the three-year program. Year One begins with a five-day residency; Year Two requires a three-day residency; Year Three requires an eight-day residency. Attendance during all days of the residencies is mandatory. Please note that learners can expect residencies to occur during both week days and weekend days. The courses offered during residency sessions cover a variety of areas essential to the successful completion of this advanced degree program, including insights into dissertation preparation. Additionally, in the Third Year residency, learners will apply their knowledge to a comprehensive, collaborative case study. This case study is the University's vehicle for assessing programmatic learning. Because of the nature and value of the information presented in the residency environment, learners must attend all residency sessions.

The U.S. Department of Education requires the University to provide the following information about each of our programs that lead to gainful employment in a recognized profession.

0% of students who completed this program during the most recent federal award year did so within normal time.¹

Related occupations²

Computer and Information Systems Managers #11-3021.00

Program costs ³		Median graduate debt ⁴	
Tuition and fees	\$41,540 to \$67,710	Federal	\$37,266
Includes cost per credit, application fee, and fees for resources (books/eResources) for students completing the program in normal time.		Private	\$0
		Institutional	\$0

¹ The on-time completion rate identifies the percentage of students completing this program during the most recent federal award year who completed it within "normal time." The term "normal time" means the length of time it would take a student to complete this program if the student is continuously enrolled, takes one course at a time, and successfully completes each attempted course. Students enrolled in this degree program are typically nontraditional students. Students may exceed "normal time" for a variety of reasons, including, but not limited to, internships, practicums, clinical rotations, student teaching or administrator experiences required for licensure.

² Graduates of this program will be educationally qualified to enter the occupations listed. Visit onetonline.org for job descriptions.

³ The range provided represents the sum of tuition and typical fees required to complete the program within normal time, based on the University's 2011/2012 tuition levels. The actual costs that will be incurred by a particular student to complete this program will depend upon factors specific to that student. Tuition rates for this program may vary due to factors such as: (i) geographic location of the student; (ii) modality of coursework; (iii) military service; and (iv) future changes in tuition rates. The number of credits required for a particular student to complete the program will be dependent upon various factors, including: (i) transfer credits available; (ii) repeated coursework; and (iii) completion of additional specializations within this program. Please contact an Enrollment Advisor for additional information.

⁴ The figure represents the median amount of debt incurred by students who completed the program during the relevant federal award year. The actual amount of debt a particular student will incur to complete this program is dependent on various factors specific to the student. Please contact an Enrollment Advisor for additional information.

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The most important milestone of the DM/IST degree is the successful completion and oral defense of a significant, substantial, and independently completed Doctoral Dissertation that adds new information to the body of educational leadership knowledge. The dissertation provides the learner an opportunity to demonstrate mastery of germinal and current literature and express their competence in applying learning to actual organizational issues. To ensure the quality of this effort, the program's curriculum is designed to develop the student's ability to create original solutions to complex issues and to carefully identify and apply the most appropriate research method for addressing these issues. Because of the highly independent nature of the program, learners must be self-disciplined and exceedingly motivated to earn this degree.

Required Course of Study Doctoral Foundations — 4 credits

COM 705 Communication Strategies

This three-week, online course provides new learners with an introduction to advanced communication strategies for academic success within the University of Phoenix adult learning model. Topics include enhanced communication skills, academic rigor, scholarly practices, APA formatting and style, individual and group presentation techniques, doctoral-level research tools, critical thinking strategies and skills, stress and time management and Learning Team dynamics. (1 credit)

SEM 700R Doctoral Program Orientation Seminar

Upon completion of this course, learners will have prepared a plan to navigate their doctoral program of study. This three-day orientation seminar includes journaling for success, advanced Learning Team tactics, finding and directing one's passion into a Doctoral Research Study, and APA doctoral applications. (0 credits) Prerequisite: COM 705

LDR 711A Leadership Theory and Practice

This course provides an opportunity for learners to examine leadership from various historical, theoretical, and practical perspectives. Upon completion of this course, learners will develop a reflexive leadership plan that integrates personal approaches to leadership into the scholar/practitioner/leader model. (3 credits) Prerequisite: COM 705

Foundations in Information Systems Management and Organizational Leadership — 12 credits

IST 710 Foundations of Information Systems Management

The primary focus of this course is the research and evaluation of innovative and practical IS approaches to problem resolution in various industries. Learners will research the strategies and leadership characteristics of IS industry leaders and analyze upcoming trends in the field. These considerations will be incorporated into the foundation of an IS leadership plan. (3 credits) Prerequisites: PHL 700R, SEM 700R, LDR 711A

PHL 717 Constructing Meaning

The postmodern world is an amalgam of our beliefs, physical sensory interpretations, psychological projections of our wants/needs/fantasies, a cultural interpretation of existence/meaning/purpose, a moral sense of right and wrong, a religious or spiritual interpretation of responsibility, and the sense of the relationship we have to each other. Learners explore the concept of postmodernism through the writings of some of the classic thinkers. Learners will also undertake an examination of the way they personally construct their world — what it means and what is meaningful at a personal level, with some insight into why that is the case for them. This information will be explored, and learners will use this to inform their leadership behavior and explain their style. (3 credits) Prerequisite: PHL 700R

ORG 716 Organizational Theory and Design

Upon completion of this course, learners will be prepared to analyze and select appropriate paradigms to guide organizational research. Additionally, learners will have the ability to systematically apply organizational theories to enrich existing models or develop new models to increase performance and effectiveness. (3 credits) Prerequisite: PHL 700R

MGT 716 Management Philosophies

Upon completion of this course, learners will be prepared to employ a research-based approach to investigate the body of knowledge relating to management philosophies from their recorded origins to current day applications. Learners will analyze and evaluate the evolution of management theory within historical timeframes with incremental assessments of the successes or failures to optimize resources to attain performance excellence in a customer-centered organization. (3 credits) Prerequisite: PHL 700R

Research Foundations — 6 credits

RES 711 Fundamental Principles of Sound Research

This course surveys a broad range of quantitative and qualitative research methodologies to prepare learners to apply them to a variety of research questions. Topics include an overview of the research process, developing problem statements, framing research questions, conducting a literature review (with an emphasis on reading and evaluating existing research) and plagiarism. (3 credits) Prerequisite: PHL 700R

RES 722A Research Design

This course is designed to provide students with an overview of qualitative and quantitative research approaches and the application to work in different types of organizational and institutional settings. Various qualitative and quantitative research designs are discussed. Students learn about the elements of a research plan and how to develop and align them within a given research method and design to address a problem in their field of study. (3 credits) Prerequisite: RES 711

Advanced Research Design Elective — 3 credits

Students are required to complete one Advanced Research Design course from the options outlined below:

RES 723 Advanced Statistical Research Methods and Design

The course builds on the learner's foundational knowledge in research methods and statistics. The importance of how to select appropriate measures for a study, different research designs — experimental, quasi-experimental, and correlational, and threats to reliability and validity are discussed. (3 credits) Prerequisites: DOC 21R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

RES 724 Qualitative Methods and Design

This class presumes some basic understanding of the foundations and underlying assumptions in the field of qualitative research as well as examples of practice. Building upon this pre-existing foundational understanding, the purpose of the class is to enhance students' understanding and craft through reading, writing and reflecting on the practice of qualitative inquiry. Specific focus is on the design and development of qualitative research studies. (3 credits) Prerequisites: DOC 21R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

Information Systems Across Organizations — 12 credits

IST 721 Knowledge Worker Information Systems

In this course, the learner will research and evaluate the information systems and technology tools necessary to support the individual knowledge worker in today's environment. This analysis of the systems and tools will be conducted from the viewpoint of the program domains and how the individual worker must be supported to create a productive and efficient environment. The scope of this course will include hardware and software product considerations for management. (3 credits) Prerequisites: DOC 721R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

IST 722 Information Technology for Teams

Learners in this course will further evaluate the application of the domains studied in IST 721 and how those domains are applied in a team setting. The application of the program domains will be examined in the context of support necessary to implement various organizational team models, ranging from co-located teams to geographically distributed virtual teams. Upon completion of this course, the learner will be prepared to define and analyze issues related to the management and support of information technology necessary for organizational teams' operations. (3 credits) Prerequisites: DOC 721R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

IST 723 Departmental Information Systems

This course will continue the analysis of the application of the domains used by individuals and teams studied in IST 721 and IST 722. The learner will evaluate the application of the program domains to departmental operations and strategy. The learner will research and evaluate information systems support techniques, both internal and external to the departmental interfaces. (3 credits) Prerequisites: DOC 721R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

IST 724 Organizational Information Systems Management

This course will build upon the considerations examined in the prior IST courses. Upon completion of this course, the learner will be prepared to evaluate and develop integrated strategies for the implementation of the IT domains within an organization. (3 credits) Prerequisites: DOC 721R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement

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Doctoral Residencies — 10 credits

PHL 700R Creative and Critical Thinking

This course challenges the learner to become a creative leader/problem solver and to begin the process of personal transformation by questioning one's assumptions and conventional patterns of thinking. Throughout the course, students will demonstrate characteristics of creative and critical thinking in individual and collaborative situations. (3 credits) Prerequisite: COM 705

DOC 721R Doctoral Seminar I

This three-day residency course begins the formal development of the learner's Doctoral Research Study. This development will be ongoing throughout the curriculum and result in the Research Study's submission at the end of the program. Topics in the course include research study methods, problem statements, research questions, hypotheses and testing, samples and populations, and the intended impact of the study on the profession and society. The outcome of this course is a prospectus (or blueprint) that articulates a specific goal and plan that will evolve into the learner's Doctoral Research Study. This course will incorporate learners from various doctoral programs/disciplines. (2 credits) Prerequisites: LDR 711, RES 722A

DOC 731R Collaborative Case Study

This five-day residency course is an exercise in practical, professional management decision making and is focused on the challenges faced by managers who must balance the needs of customers, shareholders, employees and other stakeholders. The course requires the learner to synthesize and integrate theory and practice and to apply them toward the development of recommended solutions for specific managerial situations found within the organization's environment. This course will incorporate learners from various doctoral programs/disciplines. (3 credits) Prerequisite: DOC 722

DOC 732R Doctoral Seminar III

This three-day residency course is designed to facilitate the process from an approved Doctoral Proposal to final submission of the Doctoral Research Study due at the end of the program. Chapters 4 and 5 requirements from the dissertation are explored for content and format. (2 credits) Prerequisite: DOC 731R

DOC 740R Annual Renewal Residency

This non-credit-bearing, three-day course is required only when a learner has not completed the dissertation within 12 months of completing all courses, excluding DOC 733 and DOC 734. This residency session is designed to allow for concentrated time between the learner and a faculty member, focusing on dissertation completion. This annual renewal residency will be required for every full

year that a learner remains in all-but-dissertation status. (0 credits)

Advanced Inquiry in Information Systems and Technology – 9 credits

IST 731 Partnership and Industry Information Systems

This course extends the learning from previous intra-company relationships to external IS organizational relationships. Upon completion, the learner will be prepared to define, evaluate and plan the application of IST domains that must be considered when developing partnerships and common industry relationships. (3 credits) Prerequisite: DOC 731R, 12-credit Information Systems Across Organizations program requirement

IST 732 Global Information Systems Management

This course extends the examination of the IST domains studied throughout the program to the global level. Learners will examine the application of the IST domains in the setting of a global economy and international business environment. Learners will be prepared to define the common information system management approaches for the development of business systems that can support global information systems requirements. (3 credits) Prerequisite: IST 731, 12-credit Information Systems Across Organizations program requirement

IST 733 Information Systems Management Architecture

In this course, learners will create an innovative model, incorporating the domains and models from previous coursework. In the model building, learners will demonstrate the leadership competencies as related to IT. Prerequisites: IST 732, 12 credit Information Systems Across Organizations program requirement

Advanced Research Analysis Elective — 3 credits

Students are required to complete one Advanced Research Analysis course from the options outlined below:

RES 725 Descriptive and Comparative Data Analysis

This course focuses on statistical analysis methods and reporting of results when describing and comparing data from groups. Learners will explore the assumptions, advantages, limitations, and appropriate applications of these quantitative approaches. The methods covered will include comparison of means for various forms of data including multiple means using methods of basic and advanced factorial ANOVA. Multivariate comparisons will also be explored under conditions of multiple independent and dependent variables using techniques including Hotelling's T², MANOVA, and related techniques. Depending on the learners' needs, other approaches may be covered. (3 credits) Prerequisites: DOC 732R, IRB Approval

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RES 726 Correlational Methods of Analysis

This course focuses on statistical approaches to analysis and reporting when examining bivariate and multivariate relationships among variables. Learners will explore the underlying assumptions, advantages, limitations and appropriate application of correlation/regression based approaches to data analysis. The course will cover basic correlation methods, simple and multiple regression techniques, and advanced multivariate procedures including factor analysis and structural equation models. Depending on the learners' needs, other approaches may be covered. (3 credits) Prerequisites: DOC 732R, IRB Approval

RES 727 Approaches to Phenomenological Inquiry and Data Analysis

This course is designed to provide advanced graduate students with instruction in qualitative phenomenological approaches as applied to social science research with the primary focus on data collection, analysis, interpretation and presentation. The course will emphasize individual and group interviewing as techniques for phenomenological data collection. Focus is placed on analysis approaches appropriate for and relevant to phenomenological research. (3 credits) Prerequisites: DOC 732R, IRB Approval

RES 728 Qualitative Case Study

This course is designed to provide advanced graduate students with instruction in qualitative case study research approaches as applied to social science research. The course will emphasize individual and group interviewing as techniques for qualitative case study data collection. This course is particularly useful for advanced doctoral students who plan to conduct a qualitative dissertation. Focus is placed on analysis approaches appropriate for and relevant to case study research. (3 credits) Prerequisites: DOC 732R, IRB Approval

RES 729 Ethnomethodology and the Study of Culture

In this course, students will build knowledge of and competence with data analysis techniques developed in the anthropological tradition of ethnography. Integrating data from multiple collection methods (e.g. observational field notes, interviews, analyses of cultural artifacts), students will develop coding/ thematic grouping protocols as well as strategies to develop findings into comprehensive interpretation of a particular culture. The course will conclude with a comprehensive overview of the process and practice of writing up ethnographic texts, centering largely on "thick description" as a critical mode of representation. Includes narrative, Grounded Theory, Critical perspectives. (3 credits) Prerequisites: DOC 732R, IRB Approval

Dissertation — 9 credits

DOC 722 Doctoral Seminar II

This is a mentor-guided course designed to focus on preparing the Research Study Proposal for approval. During this course, the learner's prospectus will be applied to the development of a proposal. Topics in this course include focused literature reviews, statistical and qualitative tools, data gathering and data analysis approaches, past research and current theories, proposal chapter format requirements, human subjects research requirements and submission timelines. (3 credits) Prerequisites: DOC 721R, Approved Concept Paper, 12-credit Foundations of Information Systems in Organizational Leadership program requirement, 3-credit Advanced Research Design program

DOC 733 Doctoral Dissertation

This is a mentor-guided course. Learners enroll for this course while finalizing their Doctoral Project with their Committee. The learner/mentor relationship is the catalyst for completing the Doctoral Project research, findings, recommendations and conclusions. (3 credits) Prerequisites: DOC 732R, 12-credit Information Systems Across Organizations program requirement, 3-credit Advanced Research Analysis program requirement

DOC 734 Doctoral Project IV

This is the final course in the program's sequence in which the learner, with the guidance of his or her mentor, completes the formal oral defense of the Doctoral Research Study and prepares and submits the study for University approval. An approved Doctoral Research Study is required to complete this class. (3 credits) Prerequisites: DOC 733, Approved Proposal, 9-credit Advanced Inquiry in Information Systems and Technology program requirement