



## Syllabus

### SCHOOL OF BUSINESS AND MANAGEMENT

### BAM 405: Organizational Leadership

15 Credits

Effective: Spring 2020/2021

*Access to the Internet is required.*

*All written assignments must be in Microsoft-Word-compatible formats.*

*See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

## FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

## COURSE DESCRIPTION

Students will study organizational behavior and leadership, incorporating a global perspective to understand what it takes to select and develop staff, build departments and teams, and develop and support organizational cultures to meet the needs of companies in a global economy. Beginning with a strategic approach to human resource management, students will learn the steps necessary to systematically run diverse organizations through the development of skills in conflict resolution and negotiation, motivation, leadership styles, and employee performance analysis. Under the guidance of a mentor, students will work independently to complete the list of assignments associated with this block. Through their coursework, students will be required to demonstrate competence on the outcomes and core concepts, knowledge and skills associated with this block.

## COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under *Course Information* in Blackboard as well as from the library homepage (“Find Your Textbook” button).

**Note:** Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

## CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Diverse and global perspectives

## COURSE OUTCOMES

In this course, learners:

- Design a global staffing, technology, and operational strategy that supports effective cross-cultural collaboration and trust.

- Design organizational plans to address Human Resources issues of effective employee motivation, empowerment, compensation and benefits, and performance analysis.
- Compare and contrast various leadership styles and identify situations in which each should or should not be applied.
- Describe the process of establishing an organization’s vision, mission and strategy; and describe the value of properly communicating these items to all key stakeholders
- Evaluate the systems-thinking role of leaders in relation to training, diversity, team/task force management, conflict management, and coaching.

## **CORE CONCEPTS, KNOWLEDGE, AND SKILLS**

- Building mutual trust and respect
- Coaching
- Compensation and benefits
- Conflict management
- Cross-cultural ethical standards, social behavior, and accountability
- Cultural dimensions in global organizations
- Employee motivation and empowerment
- Global strategic planning and implementation
- Global technology
- Labor relations
- Leadership styles and practices
- Organizational vision, mission, and strategy
- Performance evaluation and analysis
- Staffing and training aligned with organizational mission
- Team building

## **OVERVIEW OF COURSE GRADING**

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Analysis of Human Resources Practices	25%
Business Unit's Sustainability Plan	25%
Analysis of Global Leadership Practices	25%
Analysis of Organizational Conflict Management	25%
<b>TOTAL</b>	<b>100%</b>

# SPECIFICS OF COURSE ASSIGNMENTS

## Outcomes 1& 4 - Business Unit's Sustainability Plan

Evaluate the future direction of an organization or business unit. Suggest a sustainable pathway for this organization or unit that incorporates effective leadership and ethical practices. Draft a 3-year plan that addresses the vision/mission of the organization, leadership climate, process of motivating and empowering employees, and the challenges that the organizational leaders are likely to encounter in the future. Develop an action plan analysis matrix, with timelines, that you would recommend to turn the anticipated challenges into opportunities.

The Plan will be at least seven pages long (not counting the title page, executive summary or references pages). You are required to use at least 3-5 authoritative sources. APA format must be used for citations & references.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Reflection	10%
Analyze ideas and proposals	60%
Writing Mechanics	10%
Organization	20%
<b>TOTAL</b>	<b>100%</b>

## Outcome #2 - Analysis of Human Resources Practices

Conduct an analysis of the human resources practices of three selected organizations or business units. For each organization, identify the current processes related to selection, training, evaluation, and labor relations. Include an analysis of the methods that the organization or business unit uses to determine methods for employee motivation and empowerment, compensation, and benefits. Draft a document that compares and contrasts the differing approaches to the major HR practices for the three selected organizations. Clearly state the advantages of each practice and state why differing HR practices are being used in the different organizations.

The written analysis will be at least five pages long (not counting the title page, executive summary or references pages) . In addition to the appropriate citation and references, any other claims or information included that go beyond common knowledge must be cited and referenced. You are required to use at least 3-5 authoritative sources. APA format must be used for citations & references.

You may propose an alternative project of your own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Reflection	10%
Analysis of HR practices	60%
Writing Mechanics	10%
Organization	20%
<b>TOTAL</b>	<b>100%</b>

### Outcome #3 - Analysis of Global Leadership Practices

Identify an organization that does business with international stakeholders and analyze leadership practices of working across cultures. What does the organization do well in this regard and what opportunities exist for improvement? What actions should be taken to make improvements in relations with international stakeholders?

Your analysis paper must be at least 7 pages in length (not counting the title page, executive summary or references pages). You are required to use at least 3-5 authoritative sources. APA format must be used for citations & references.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Reflection	10%
Analyze ideas and proposals	60%
Writing Mechanics	10%
Organization	20%
<b>TOTAL</b>	<b>100%</b>

### Outcome #5 - Analysis of Organizational Conflict Management

Identify a conflict that exists in your organizations or an organization with which you are familiar. Address the following in your analysis:

- What are the root causes of the conflict?
- What are the symptoms of the conflict?
- What, if anything, has been done to resolve the conflict?
- What would happen if nothing was done to resolve the conflict?

Analyze the conflict and address the following in your analysis:

- Develop a strategy to resolve the conflict. Identify and explain specific steps you would take and timeframe for accomplishment of the steps.
- What needs to happen for your resolution to succeed?
- How will you measure results?
- What adjustments will you make if your solution is not working?

Your analysis paper must be at least 7 pages in length (not counting the title page, executive summary or references pages). You are required to use at least 3-5 authoritative sources. APA format must be used for citations & references.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Reflection	10%
Analyze ideas and proposals	60%
Writing Mechanics	10%
Organization	20%
<b>TOTAL</b>	<b>100%</b>

## **COURSE POLICIES**

### **Late Assignments**

There is no late assignment policy for this class as it is self-paced. If you should find that this is too much work for you to accomplish in a single quarter, you may take no more than one more quarter to complete all of the assignments. To be considered for this extension you must have completed and been graded on at least one assignment. This is to assure that you and your mentor are in communication and operating from your self-imposed timeline for completion.

### **Participation**

Students who engage actively with the mentor are the most successful. There are opportunities to participate with other students in the same course via the discussion board, though this is not required.

### **Professional Writing**

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

## **UNIVERSITY POLICIES**

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

### **Antidiscrimination**

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

### **Non-Discrimination & Prohibition of Sexual Harassment**

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

### **Religious Accommodations**

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

### **Academic Integrity**

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

## **Attendance**

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

## **Final Assignment Due Date**

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

## **SUPPORT SERVICES**

### **Disability Services Accommodations Statement**

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at [disability@cityu.edu](mailto:disability@cityu.edu) or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

### **Library Services**

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

### **Smarthinking Tutoring**

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at [help@cityu.ed](mailto:help@cityu.ed) to request a user name and password.