



## Syllabus

### **SCHOOL OF BUSINESS AND MANAGEMENT** **MBA 545: People and Systems in Organizations**

3 Credits  
Effective: Fall 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**

Competence working with diverse individuals in organizations is essential for success in the global business environment. This course covers the interplay and impact of organizational culture and structure, politics, ethics, diversity, teams, and leadership styles in decision-making and achieving organizational goals. Students will learn about different organizational structural frames, leadership styles, understanding and managing diversity, managing ethically, and positive and negative organizational politics.

## **COURSE RESOURCES**

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” 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:

- Diverse and global perspectives

## **COURSE OUTCOMES**

In this course, learners:

- Differentiate the components of diverse and unique sociocultural identities that effect work performance of people and organizational culture.
- Conduct an analysis of the elements of team dynamics, and how effective team communication, teamwork and decision-making are affected.
- Assess what attracts, motivates and retains diverse employees.
- Evaluate leadership ethics and politics in organizational decision-making and achievement of goals.
- Compare and contrast leadership styles for diverse teams and situations.
- Demonstrate the impact of organizational structural frames and change models on organizational effectiveness.

## CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Communication styles
- Core values
- Corporate culture
- Diversity
- Leadership styles
- Learning styles
- Motivation
- Organization structure
- Organizational learning
- Personality
- Power and influence
- Psychological contracts
- Stress management
- Team dynamics
- Work flow
- Work teams

## 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>
Individual Assignment: Leadership Ethics and Decision Making Case Study	20%
Team Assignment: Human Resources Management Plan	30%
Team Assignment: Organizational Change Plan	30%
Instructor-Determined Activities	20%
<b>TOTAL</b>	<b>100%</b>

## SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

### Individual Assignment: Leadership Ethics and Decision-Making Case Study

The instructor will provide a case to students that is focused on leadership and ethical decision-making challenges within the international business domain. Students will need to respond to the case questions and incorporate relevant concepts from the lecture materials to support their responses. Each answer should NOT exceed 300 words. APA writing conventions should be followed with a minimum of five (5)

sources (total – for the entire case/questions) referenced and cited.

<i>Components</i>	<i>% of Grade</i>
Analysis, Assumptions, Reasoning, Pertinent Issues, and Justification	75%
Style including Structure, Flow, Grammar, and Spelling	15%
APA	10%
<b>TOTAL</b>	<b>100%</b>

#### Team Assignment: Human Resources Management Plan

A business plan is a blueprint – a detailed plan for starting, building, operating and managing a business. Key components include an executive summary, business concept/description, company analysis, industry analysis, competition analysis, customer analysis, marketing plan, operations plan, HR/management plan, financial plan, and appendix (includes financial projections, agreements, etc.)

This assignment includes two business plan components: 1. Business concept/description and 2. HR/management plan. Each team will select and describe a concept for a business that includes at least five employees (positions.) The business description needs to include geographic location and industry. Based on the business concept/description, the team will develop a HR/management plan for the business. The HR/management plan will cover management policies and processes for attracting, motivating, training, managing, compensating, replacing and retaining diverse human resources to operate and manage the business. The HR/management plan will include specifics such as an organization chart, management team, employee positions, compensation and benefits, and policies and processes for attracting, motivating and retaining employees, making ethical decisions, managing diversity, evaluating performance, planning succession, and ensuring a safe and non-discriminatory work environment.

This paper is to be 6-8 pages, be in proper APA format, and contain a minimum of 7 professional references. References must include current industry and local geographic market salary/compensation information. The instructor may provide additional instructions about the assignment.

<i>Components</i>	<i>% of Grade</i>
Awareness of purpose and audience	15%
Human Resources Plan Content	30%
Integration of course concepts and research information	20%
Writing mechanics	10%
Research and References	15%
APA Style (citations/references)	10%
<b>TOTAL</b>	<b>100%</b>

#### Team Assignment: Organizational Change Plan

Students will be placed into teams by instructors. Within their teams, students will design and develop a change plan for an improvement to an organization where at least one team member has been or is employed. The team will select the specific organization by first discussing problems and issues personally experienced and/or observed by individual team members in previous and/or current employer organizations.

Each individual team member will provide the team a brief (200 to 300 words) overview of at least one problem or issue for team discussion. The brief should include name of organization (a fictional name may be used for confidentiality) specific department or area description, why the problem or issue is

significant to the department or area's effectiveness, why making changes are needed to improve the department or area, and the recommended solutions. The brief overviews are for team discussion only and do not need to be submitted to the instructor. Based on the discussion, each team will select one problem or issue for the team's organizational change plan. The organization change plan will be for one specific department or area of the organization, and not the complete organization. The plan will include description of the selected organization, problem or issue, assessment of the culture of the organization and specific department/area, influence of culture on the plan, and detailed action plan to implement the team's selected solution to improve the department/area. The organizational change plan must be for one department/area and realistic – the plan can be implemented by department/area personnel.

This 6-8 page paper must be written in APA format and contain a minimum of 7 professional references. Each team member must individually complete and submit a team peer evaluation assessing team effectiveness and individual team member contribution. The instructor may provide additional instructions about the assignment.

<i>Components</i>	<i>% of Grade</i>
Awareness of purpose and audience	15%
Action Plan for Implementation	25%
Teaming	20%
Integration of course concepts and research information	10%
Writing mechanics	10%
Research and References	20%
<b>TOTAL</b>	<b>100%</b>

### **Instructor Determined Assignments and Activities**

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
<b>TOTAL</b>	<b>100%</b>

## **COURSE POLICIES**

### **Late Assignments**

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

### **Participation**

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

### **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.