



# Chaminade University OF HONOLULU

## Course Syllabus

[Chaminade University Honolulu](https://www.chaminade.edu)

3140 Waialae Avenue - Honolulu, HI 96816

**Course Number:** MBA-761-90-3

**Course Title:** Leading Organizational Change

**School:** School of Business and Communication

**Term:** Winter 2024 Graduate Online

**Course Credits:** 3

**Class Location:** Online

**Instructor Name:** Asoke Datta, Ed.D.

**Email:** [asoke.datta@chaminade.edu](mailto:asoke.datta@chaminade.edu)

**Phone:** 808.739.4612

**Office Location:** Kieffer Hall

**Office Hours:** By Appointment

### University Course Catalog Description

Provides concepts and skills needed to lead change and development efforts at the individual, team, and systems levels. Focus is given to the diagnosis of organizational events and the creation of interventions to improve them. Emphasis is on using consulting models and applying behavioral science knowledge and techniques to improve the performance of people and organizations. The course includes structural process and human resource interventions.

Prerequisite: MBA 600

### Course Overview

The study of leadership and organizational change increases our understanding of the complex nature of employees and how their individual interactions impact corporations, government agencies, academic institutions and other working environments. Leadership, on the one hand, involves making sound judgments to inspire others to perform well while working toward a common goal. Organizational behaviors, on the other hand, reflect the impact of environmental characteristics and job duties on the health, safety and wellbeing of employees. Therefore, leadership and organizational behavior are inextricably linked. To understand this connection, this course presents the primary theories of leadership, which drive interaction and the key elements of organizational behavior. The course helps students build knowledge and skills to develop protocols for leadership and organizational behavior that result in increased efficiency and productivity in the workplace.

## **Marianist Values**

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith
2. Provide an integral, quality education
3. Educate in family spirit
4. Educate for service, justice and peace
5. Educate for adaptation and change

## **Native Hawaiian Values**

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the 'Olelo No'eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua ('Olelo No'eau 364) May I live by God
2. Provide an Integral, Quality Education (Na'auao) Lawe i ka ma'alea a kū'ono'ono ('Olelo No'eau 1957) Acquire skill and make it deep
3. Educate in Family Spirit ('Ohana) 'Ike aku, 'ike mai, kōkua aku kōkua mai; pela iho la ka nohana 'ohana ('Olelo No'eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship
4. Educate for Service, Justice and Peace (Aloha) Ka lama kū o ka no'eau ('Olelo No'eau 1430) Education is the standing torch of wisdom
5. Educate for Adaptation and Change (Aina) 'A'ohe pau ka 'ike i ka hālau ho'okahi ('Olelo No'eau 203) All knowledge is not taught in the same school

## **Course Learning Outcomes**

By the end of our course, students will be able to:

1. Analyze key elements of leadership and organizational behavior/change (i.e., people, structure and technology) and describe prospective interactions in the workplace
2. Apply frameworks of organizational structure to organizational operations
3. Compare the outcomes of leadership theories
4. Explain key Organizational Change theories
5. Self-assess individual leadership style
6. Apply best practices in leadership and organizational change/behavior to create and/or maintain an ethical and human-centered organizational culture

## **Program Learning Outcomes**

**PLO1 Critical Thinking:** Critically evaluate business problems and opportunities using a process of inquiry that supports the development of innovative, creative, and data driven solutions.

**PLO6 Organizational Behavior:** Develop authentic and socially responsible management and administrative strategies that are responsive to complex organizational situations and changes.

## **Alignment of Course Learning Outcomes**

	CL 1	CLO 2	CLO 3	CLO 4	CLO 5	CLO 6
Marianist Values	5			5		4
Program Learning Outcomes	1	6		6	1	6

### Required Learning Materials

**Leadership: Theory and Practice, Edition 8** by [Peter G. Northouse](#), ISBN-13: 978-1506362311, ISBN-10: 1506362311

Additional materials will be provided by the instructor

### Course Website:

<https://chaminade.instructure.com/>

### Technical Assistance for Canvas Users:

- Search for help on specific topics or get tips in [Canvas Students](#)
- [Live chat with Canvas Support for students](#)
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this [video to get you started](#)
- [Online tutorials](#): click on “Students” role to access tutorials
- Contact the Chaminade IT Helpdesk for technical issues: [helpdesk@chaminade.edu](mailto:helpdesk@chaminade.edu) or call (808) 735-4855

### Tutoring and Writing Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua ‘Ike: Center for Student Learning in a variety of subjects (including, but are not limited to: biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua ‘Ike’s website](#) for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click Account – Notifications – TutorMe. For more information, please contact Kōkua ‘Ike at [tutoring@chaminade.edu](mailto:tutoring@chaminade.edu) or 808-739-8305.

### Assessment

Provide a listing of assessments and their weighting. In addition to (or even in lieu of) tests, you may wish to consider creating “authentic” assessments, which are aligned to experiences that students will encounter in their careers. You also may wish to include service learning assignments and connect with the CUH [Service Learning Center](#).

## Grading Scale

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student's daily work, class participation, quizzes, tests, term papers, reports and the final examination. They are interpreted as follows:

- A Outstanding scholarship and an unusual degree of intellectual initiative
- B Superior work done in a consistent and intellectual manner
- C Average grade indicating a competent grasp of subject matter
- D Inferior work of the lowest passing grade, not satisfactory for fulfillment of prerequisite course work
- F Failed to grasp the minimum subject matter; no credit given

A = 90 or more

B = 80 to 89

C = 70 to 79

D = 60 to 69

F = Below 60

<b>Graded Activity</b>	<b>Due Dates (Eastern Time)</b>	<b>Assignment Value</b>
<b>Discussions/Course Engagement</b> You are expected to have an active presence in course discussions, and complete course activities as noted in the assignment guidelines to maximize your learning. Participation in activities should be consistent, of high quality, and reflect both a high level of academic thinking and your own personal perspectives, opinion, and ideas.	Each Module by 11:59 PM on Sunday	20pts total/20%
<b>Assignment 1: Personal Leadership Action Plan Part 1</b> Design a personal plan for enhancing your leadership skills.	By 11:59 PM, Sunday in Module 3	5pts/5%
<b>Assignment 2: Personal Leadership Action Plan Part 2</b> Submit your final action plan for enhancing your leadership skills.	By 11:59 PM, Sunday in Module 9	10pts/10%
<b>Assignment 3: Individual Case Study</b> You will draw upon the leadership and ethical theories covered in class to address several questions related to the assigned case study.	By 11:59 PM, Sunday in Module 9	35pts/35%
<b>Assignment 4: Reflection</b> This assignment ties the course objectives together in an exercise that requires you to think carefully and honestly about your journey as a leader and graduate student. What aspects of this course have been of benefit and how will you take what you have learned to transform your career and place of work? Those questions will be answered in this assignment.	By 11:59 PM, Sunday in Module 15	25pts/25%
<i>Total</i>		<i>100pts/100%</i>

# Course Policies

## Late Work Policy

Late work may be accepted with prior approval of the instructor

## Grades of "Incomplete"

Incomplete grades may be considered upon approval of the instructor prior to the end of the term.

## Instructor and Student Communication

Questions for this course can be emailed to the instructor at [asoke.datta@chaminade.edu](mailto:asoke.datta@chaminade.edu). Online, in-person and phone conferences can be arranged. Response time will take place up to 48 hours.

## Disability Access

If you need individual accommodations to meet course outcomes because of a documented disability, please speak with me to discuss your needs as soon as possible so that we can ensure your full participation in class and fair assessment of your work. Students with special needs who meet criteria for the Americans with Disabilities Act (ADA) provisions must provide written documentation of the need for accommodations from Kōkua 'Ike: Center for Student Learning by the end of week three of the class, in order for instructors to plan accordingly. If a student would like to determine if they meet the criteria for accommodations, they should contact the Kōkua 'Ike Coordinator at (808) 739-8305 for further information ([ada@chaminade.edu](mailto:ada@chaminade.edu)).

## Title IX Compliance

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

## Attendance Policy

Students are expected to attend regularly all courses for which they are registered. Student should notify their instructors when illness or other extenuating circumstances prevents them from attending class and make arrangements to complete missed assignments. Notification may be done by emailing the instructor's Chaminade email address, calling the instructor's campus extension, or by leaving a message with the instructor's division office. It is the instructor's prerogative to modify deadlines of course requirements accordingly. Any student who stops attending a course without officially withdrawing may receive a failing grade.

Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any unexcused absence of two consecutive weeks or more may result in being withdrawn from the course by the instructor, although the instructor is not required to withdraw students in that scenario. Repeated absences put students at risk of failing grades.

Students with disabilities who have obtained accommodations from the Chaminade University of Honolulu Tutor Coordinator may be considered for an exception when the accommodation does not materially alter the attainment of the learning outcomes.

Federal regulations require continued attendance for continuing payment of financial aid. When illness or personal reasons necessitate continued absence, the student should communicate first with the instructor to review the options. Anyone who stops attending a course without official withdrawal may receive a failing grade or be withdrawn by the instructor at the instructor's discretion.

### Student Conduct Policy

Campus life is a unique situation requiring the full cooperation of each individual. For many, Chaminade is not only a school, but a home and a place of work as well. That makes it a community environment in which the actions of one students may directly affect other students. Therefore, each person must exercise a high degree of responsibility. Any community must have standards of conduct and rules by which it operates. At Chaminade, these standards are outlined so as to reflect both the Catholic, Marianist values of the institution and to honor and respect students as responsible adults. All alleged violations of the community standards are handled through an established student conduct process, outlined in the Student Handbook, and operated within the guidelines set to honor both students' rights and campus values.

Students should conduct themselves in a manner that reflects the ideals of the University. This includes knowing and respecting the intent of rules, regulations, and/or policies presented in the Student Handbook, and realizing that students are subject to the University's jurisdiction from the time of their admission until their enrollment has been formally terminated. Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website under Student Life.

For further information, [please refer to the Chaminade Catalogue](#).

### Schedule

Module	Dates	Topics	Activities & Assessments
1	1/8- 1/14	Leadership Defined	<ul style="list-style-type: none"> <li>Do the Leadership Legacy Assessment Test. Link is posted in the classroom.</li> <li>Participate in the Module 1 discussion.</li> </ul>
2	1/15- 1/21	Early Leadership Theories	<ul style="list-style-type: none"> <li>Participate in the Module 2 discussion.</li> <li>Submit Assignment 1: Personal Leadership Action Plan Part 1</li> </ul>
3	1/22- 1/28	Early Leadership Theories Continued	<ul style="list-style-type: none"> <li>Participate in the Module 3 discussion</li> </ul>
4	1/29- 2/4	Relational Leadership Theories	<ul style="list-style-type: none"> <li>Participate in the Module 4 discussion</li> </ul>
5	2/5- 2/11	Modern Leadership Theories	<ul style="list-style-type: none"> <li>Participate in the Module 5 Discussion</li> <li>Post your progress on your Assignment 2: Leadership</li> </ul>

Module	Dates	Topics	Activities & Assessments
			Action Plan Part 2 for your professor and classmates to provide feedback (ungraded)
6	2/12-2/18	Making Sense of Organizations	<ul style="list-style-type: none"> <li>Participate in the Module 6 discussion</li> </ul>
7	2/19-2/25	The Structural Frame	<ul style="list-style-type: none"> <li>Submit Assignment 2: Personal Leadership Development Plan Part 2</li> <li>Participate in the Module 7 discussion</li> </ul>
8	2/26- 3/3	The Human Resource Frame	<ul style="list-style-type: none"> <li>Participate in Module 8 discussion</li> <li>Submit Outline or Draft Assignment 4: Application Project for professor feedback</li> </ul>
9	3/ 4-3/10	The Political Frame	<ul style="list-style-type: none"> <li>Begin Assignment 3: Individual Case Study</li> <li>Participate in Module 9 discussion</li> <li>Submit Assignment 2: Personal Leadership Development Plan Part 2</li> </ul>
10	3/11-3/18	The Symbolic Frame	<ul style="list-style-type: none"> <li>Participate in Module 10 discussion</li> <li>Submit Final Assignment 3: Individual Case Study</li> <li>Submit: Reflection</li> </ul>

### Credit Hour Policy

The unit of semester credit is defined as university-level credit that is awarded for the completion of coursework. One credit hour reflects the amount of work represented in the intended learning outcomes and verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in a minimum of 45 hours of engagement, regardless of varying credits, duration, modality, or degree level. This equates to one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester. Terms that have alternative lengths, such as 10 week terms, should have an equivalent amount of faculty instruction and out-of-class student work to meet each credit hour. Direct instructor engagement and

out-of-class work result in total student engagement time of 45 hours for one credit. The number of engagement hours may be higher, as needed to meet specific learning outcomes.

### *Specific Credit Situations*

The minimum 45 hours of engagement per credit hour can be satisfied in fully online, internship, or other specialized courses through several means, including (a) regular online instruction or interaction with the faculty member and fellow students and (b) academic engagement through extensive reading, research, online discussion, online quizzes or exams; instruction, collaborative group work, internships, laboratory work, practica, studio work, and preparation of papers, presentations, or other forms of assessment. This policy is in accordance with federal regulations and regional accrediting agencies.

### **RSI Statement**

Weekly announcement will be sent out combined with designated office hours listed on page #1 of this syllabus to ensure that students are informed of class content availability, updates, and individual progress in this course. The instructor also enabled “Ask a Question” in our main discussion forum in this course to ensure all students have an opportunity to ask any class-related questions to the instructor with the response time of 24 hours by the instructor to make sure there is streamlined communication between the students and the instructor.

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This course is divided into specific, chapter-related modules as outlined in the activities schedule below. There are ten modules in this course and each module should take approximately 18 hours to complete. The chapter readings, case study analysis, assignments and discussions should each take approximately 3-5 hours to complete, with the exception of the Case Study Assignment and Reflection Assignment in Week 10, which should take approximately 10-12 hours to complete. The total time required to complete all the course related activities for this class is 180 hours (4 credits: 45 hours per credit = 180 hours).