



COURSE SYLLABUS

MGT 312: MANAGEMENT AND ORGANIZATIONAL LEADERSHIP

SCHOOL OF BUSINESS AND COMMUNICATION

Chaminade Mission Statement

Our Mission: Chaminade University offers its students an education in a collaborative learning environment that prepares them for life, service and successful careers. Guided by its Catholic, Marianist and liberal arts educational traditions, Chaminade encourages the development of moral character, personal competencies, and a commitment to build a just and peaceful society. The university offers both the civic and church communities of the Pacific region its academic and intellectual resources in the pursuit of common aims.

School of Business and Communication

We believe innovation is possible in every sector, excellence is a state of mind, and that entrepreneurs aren't born—they're made. That's why we're proud to be home to world-class programs that not only tackle societal issues but help find solutions. From accounting to communication degree programs, you'll be part of a collaborative learning community that is industry-informed and forward-looking. We have this message for students: you have the power to change the world. Time to show the world what you can do.



The School of Business and Communication at Chaminade University has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE) located at 11960 Quivira Road, Suite 300, Overland Park, KS 66213 USA.

1. COURSE Instructor

Dr. John J. Rivera, PhD, L5, AIF, CFE, CM, SHRM-SCP, SPHRI, PHR, CFD, KHS, KSS

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Office: By Appointment

Office Hrs: By Appointment

For communication purposes you may email me or text me. I will typically respond withing 24hours. If it's urgent, a text or call will be your best option. I am in Chamorro Standard Time / ChST.

2. COURSE Information

- Course Designation: MGT 312-90-01
- Course Name: Management and Organizational Leadership
- Dates: January 06, 2025 – May 02, 2025
- Term: Spring 2025
- Department Name: School of Business and Communication (SOBC)
- Course Credits: 3
- Meetings and Schedule: Asynchronous, at your own pace within assigned course week(s)

3. COURSE Delivery

This course will be delivered via Canvas: <https://chaminade.instructure.com/courses/36731>

You will find all course materials on the web address above. If you are new to Canvas or need assistance in learning not to navigate Canvas, please refer to the resources below:

- [How do I get help with Canvas as a student?](#)
- [Watch this video to get you started](#)
- [Live chat with Canvas Support for students](#)
- Canvas Support Hotline for students: +1-833-209-6111
- [Online Tutorials](#) (click on “Students” role to access tutorials)
- Contact the Chaminade IT Helpdesk for technical issues: helpdesk@chaminade.edu or call (808) 735-4855

4. COURSE Catalog Description

This course presents a broad survey of management and leadership theory and research as they are currently practiced in formal organizations. It includes: an examination of leadership models, functions, and skill development; managerial tools for planning, monitoring, and analyzing; perspectives on managing and motivating people in organizations; and practical applications in decision-making. The course is designed for students interested in careers in organizations and for those intending to major or minor in business. Prerequisites: BU 200 or BU 201, EN 102, and COM 101.

5. COURSE Learning Objectives (CLOs):

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

1. Utilize appropriate vocabulary, concepts, and terminology related to management and leadership
2. Compare and contrast the characteristics of managers and leaders
3. Assess the functional areas managers are responsible for within organizations
4. Analyze various leadership theories
5. Evaluate current issues facing organizations generally, and managers/leaders, specifically

6. 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 (value represented by this course)*

7. BA Program Learning Outcomes (PLOs)

Upon completion of the B.A. undergraduate program in Business Administration, students will be able to:

1. Communicate effectively regarding business related tasks, in both oral and written modes.

2. Select and use the appropriate quantitative tools for decision-making.
3. Undertake analysis, perform tasks, and develop strategies using the central concepts of each functional area of business.
4. Assess and create business strategy appropriate for organizations in specified business environments, including global and domestic markets.
5. Discuss the legal obligations of organizations and the ethical dilemmas they face, along with appropriate frameworks for addressing these dilemmas.
6. Discuss the distinctive features and challenges of conducting business internationally.
7. Serve as an effective individual contributor to a group process and deliverable
8. Use business skills to promote service, justice and peace within community organizations.

8. 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 (‘Ölelo 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 (‘Ölelo 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 (‘Ölelo 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 (‘Ölelo 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 (‘Ölelo No’eau 203) All knowledge is not taught in the same school.

9. ALIGNMENT of Course Learning Outcomes

	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
Marianist Values	5	5	5	5	5
PLOs	1	3	3	3	5, 6
Native Hawaiian Values					4, 5

10. GENERAL Expectations:

Your final grade will be based on your performance on exams and quizzes, assignments, class participation, professionalism, and attendance.

- Please note that the “course week” starts on a Monday at midnight (0000 hours) HST and ends on a Sunday at 11:59pm (23:59 hours) HST.
- Students can expect to spend 15 hours per week preparing for this class.
- Active student participation in class as well as all required discussions and weekly assignments is required.

- Students are expected to attend class and log in to Canvas daily to check for course announcements, materials, and assignments.
- Course work will be expected to be completed within the course week assigned. As an example, all work assigned in week 1 will need to be completed before the end on week one on Sunday, 11:59pm (23:59hours) HST. Once the course week ends the course week's work will lock and students will not be able to submit work.
- Honest communication with me personally or via e-mail is expected if any unexpected changes occur in your life.
- In case of class cancelation, you will be notified via Canvas and your Chaminade email.

11.Methods of Delivery

This class is run as a workshop, meaning, students will be expected to participate in and complete relevant activities to achieve course and program objectives. Methods of delivery include (but are not limited to) lectures, case studies, class exercises and/or activities, discussions, and guest speakers to name a few.

12.Computer Proficiency Expectations

Students in this course are expected to be proficient in the following technology areas:

- Canvas LMS
- Chaminade email
- Word Processing Software
- Presentation Software

13.EMAIL Communication Expectation:

- When you send an email please ensure:
 - Use your Chaminade email
 - In your subject line include:
 - Full Name
 - Course Designation: MGT-312-90-01
 - Brief Subject
 - Ex: John Rivera / MGT-312-90-01 / Assignment Question
 - Ex: John Rivera / MGT-312-90-01 / Urgent Meeting Request

This helps me expedite my response and cut down on unnecessary email exchanges trying to find out what class you are in.

- Please be specific in your emails! I can't stress this enough. If you are asking a question about an assignment, please state the assignment you have a question about, and be as detailed as possible in the way you phrase your question(s).
 - For example, something like, "I'm working on the research paper assignment in BUS 123. The instructions state that I need to include 3 credible resources. I'm vetting a source from Vox.com (attached below) and wanted to find out if it is appropriate for this assignment. Would you please review it and verify that it is acceptable?" is far more detailed and easier to answer right away than, "I'm working on the research paper but I don't know what a credible source is."

- If you are asking multiple questions in one email, try using a numbered or bulleted list so I can respond to each question directly.
- Please be sure to read the entire syllabus, relevant supporting documentation in Canvas, and the entire assignment instructions (including supporting materials that have been provided with the assignment) BEFORE sending an email. Often the answers to your questions have already been addressed, you just didn't realize it. If you read through everything and still have questions, I'm happy to help.
- I consider sending email as professional preparation. Email is a primary method of communication in the workplace, so it is important to practice now. All emails should exercise professional language and use correct spelling and grammar.

14. GRADING Policies:

Class sessions are designed to promote student participation through the discussion of current events in the business world as they relate to the use of quantitative analysis for managerial decision-making processes.

Grading Distribution

• Exam #1 (Midterm Exam)	100 points
• Exam #2 (Final Exam)	100 points
• Weekly Quizzes	180 points
• Weekly Case Applications	180 points
• Weekly It's Your Career	90 points
• Weekly Leadership Development	180 points
• Final Paper	170 points
Total: 1,000 points	

Final Grade Requirements

A	= 900 or more
B	= 800 to 899
C	= 700 to 799
D	= 600 to 699
F	= Below 600

Your final grade will be based on your performance on work required/assigned, but not limited to, the items above.

Late Work

All work in this course will be due at 11:59PM HST on the assigned due date, at which point online submission boxes will promptly close. This class is designed as professional preparation, therefore **late work is not accepted.** Assignments which are not submitted on or before their due date will receive a zero. If you find that you are having technical difficulties please contact the Chaminade IT Helpdesk for issues related to Chaminade technology. If you have documentation from the Helpdesk indicating that they have identified a problem with the technology, I will allow you to submit the assignment once a resolution has been reached at no penalty to you. If students are unsure of their home technology, they should plan ahead to use the computer lab on-campus in order to submit work in a timely manner. If you have life circumstances that you feel will prohibit you from submitting an assignment on time, please contact me BEFORE the assignment is due to find out possibilities of accommodation.

Assessment Methods

Assessment methods include quizzes, exams, oral and written assignments, projects, class discussions, class activities, and group work. Every effort will be made to return all student work within two-weeks of the due date.

Challenging a Grade on an Individual Assignment

Should a student find at any point during the semester that they wish to challenge a grade they have received on an assignment, they are welcome to do so. Following are the grade challenging guidelines:

- Students must wait 48 hours after receipt of their assignment before challenging the grade
- Grade challenges must be submitted in writing via email, in respectful and professional prose
- Students must articulate, based on the merits of their work (not on circumstances) and the guidelines of the assignment/rubric, why they feel their grade should be amended
- Students have up to 2 weeks to challenge an assignment grade, attempts to challenge a grade after 2 weeks from receiving an assignment back will be automatically forfeited
- Students also retain the right to academic grievance for final course grades through standard Chaminade processes should they feel this step is necessary.

15. REQUIRED TEXT and other Course Materials:

a. Required text:



Textbook: Robbins, S.P. & Coulter, M.A. (2021). Pearson eText Management. 15th Edition. New Jersey: Pearson

Pearson eText | Copyright 2021: Hoboken, NJ
ISBN-13: 9780135581872 (eBook other)

b. Required Writing Style: APA 7th edition

16. ONLINE Class Policies

a. Online Etiquette

You are expected to adhere to the general rules of online etiquette.

- Be polite.
- Do not write anything you would be embarrassed to have printed in the newspaper. Computer messages are not private.
- Keep in mind that any message you write can and may be forwarded to others. Again, be careful what you write.
- Do not forward personal notes or messages to others or a group unless you are certain the content is appropriate and you have asked the author.
- Respond to the whole group, through the conference, only when appropriate. Use email to send a private message to your instructor.
- Be aware how your words may affect others. Since you do not have body language cues, you must be more careful.
- When using quoted material or someone else's idea, include the citation just as you would in a hard-copy version.
- Keep messages within a reasonable length. Unless otherwise specified, it is best to limit messages to one screen of text. Reading longer text online can be awkward.
- Reread your message before sending it; edit if necessary.

Reference: "[The Net User Guidelines and Netiquette](#)" by Arlene H. Rinaldi. *Computer Users Services*, Florida Atlantic University, September 3, 1992.

*The instructor reserves the absolute right to cancel, change, and/or modify this document without notice.
Revised 01/05/2025*

b. Policy on the use of Generative AI (ChatGPT, Bing! Autopilot, and others)

The use of generative AI tools is permitted in this course for the following activities:

- Brainstorming and refining your ideas;
- Fine tuning your research questions;
- Finding information on your topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style

While use of generative AI is permitted for the above activities, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic (producing hallucinations). Beware that use of such programs may also stifle your own independent thinking and creativity.

The use of generative AI is NOT permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat
- Completing any type of group work that your group has assigned to you
- Writing a draft of a writing assignment
- Writing entire sentences, paragraphs, or papers to complete class assignments

You are responsible for the information you submit. If you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor). Citations of all AI generated content should be in APA 7th edition format.

c. RECORDING Policy

Recording of online class meetings is not allowed. Not only is the delivery of course content the intellectual property of the instructor, but students enrolled in the course have privacy rights.

17.CHAMINADE Policies

- **Student Conduct Policy**

Campus life is a unique situation requiring the full cooperation of each individual. For many, Chaminade is home, school, recreation center, and work, all in one. That makes it a community environment in which the actions of one student may directly affect other students. Therefore, each person must exercise a high degree of responsibility. The university expects students to remain in good conduct standing, which is defined as not currently being under a resolution status (i.e., student conduct probation, suspension, or expulsion). Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website.

- **Academic Honesty**

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an “F” grade for the work in question, an “F” grade for the course, suspension, or dismissal from the University.

For the most up to date information, please refer to the Academic Honesty Policy on the Chaminade University Catalog website.

- **Violations of Academic Integrity**

Violations of Academic Honesty and Integrity includes but is not limited to:

- Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise.
- Fabrication and Falsification: Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of inventing or counterfeiting information for use in any academic exercise.
- Unauthorized Multiple Submissions: The submission of substantial portions of the same academic work for credit (including oral reports) more than once without authorization.
- Plagiarism: Intentionally or knowingly presenting the work of another as one’s own (i.e., without proper acknowledgment of the source).
- Abuse of Academic Materials: Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource materials.
- Complicity in Academic Dishonesty: Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Plagiarism includes, but is not limited to:

- Copying or borrowing liberally from someone else’s work without his/her knowledge or permission; or with his/her knowledge or permission and turning it in as your own work.
- Copying of someone else’s exam or paper.
- Allowing someone to turn in your work as his or her own.
- Not providing adequate references for cited work.
- Copying and pasting large quotes or passages without properly citing them.

- **Title IX and Nondiscrimination Statement**

Chaminade University of Honolulu is committed to providing a learning, working and living environment that promotes the dignity of all people, inclusivity and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

- **Nondiscrimination Policy & Notice of Nondiscrimination**

Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University's Title IX Coordinator, the U.S. Department of Education's Office for Civil Rights, or both and contact information may be found at the [Chaminade University Title IX Office Contact Information and Confidential Resources website](#). On-campus Confidential Resources may also be found here at [CAMPUS CONFIDENTIAL RESOURCES](#).

The University's Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: <https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/>.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the [Campus Incident Report form](#). Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: [Notice of Nondiscrimination](#).

- **CUH Alert Emergency Notification**

To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

- **Assessment for Student Work**

With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

- **Student with Disabilities Statement**

Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008).

Students are responsible for contacting Kokua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kokua Ike via email at ada@chaminade.edu each semester if changes or notifications are needed.

- **Kōkua ‘Ike: Tutoring & Learning 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 on Account > TutorMe. For more information, please contact Kōkua ‘Ike at tutoring@chaminade.edu or 808-739-8305.

- **Academic Conduct Policy**

From the 2019-2020 Undergraduate Academic Catalog (p. 39):

Any community must have a set of rules and standards of conduct 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. For further information, please refer to the Student Handbook.

- **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.

- **How This Course Meets the Credit Hour Policy**

This is a three-credit hour course requiring 135 clock hours of student engagement, per the official CUH Credit Hour Policy. Students enrolled in this course are anticipated to spend 37.5 hours in class, 24 hours researching and writing the research project, 8 hours studying for the midterm exam, and 10 hours studying for and taking the final exam. There will be an additional 55.5 hours of work required beyond what is listed here (course readings, weekly quizzes, homework assignments, etc.), averaging 3.7 hours each week.