



School of Business and Communication

MGT 312 – Management and Organizational Leadership

T/Th: 10:00 AM – 11:20 AM | Kieffer 9

Credits: 3 Section: 1 Term: Spring 2026

Instructor Information

Instructor: Pam Estell, Ph.D., M.A.

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Phone: (808) 440-4225

Office Location: Kieffer 23

Office Hours (by appt): T/Th 8:30 AM – 10:00AM; 11:30 AM – 1:00 PM

Virtual Office: Please email me for a link

Virtual Office Hours: By appointment

Communication

Email Etiquette

I strive to know all of my students by name as it makes our classroom environment much warmer and more welcoming. Having said that, I have many classes with many students. Please ensure that you include your 1) full name, 2) your class title, and 3) your section number (if applicable) when you send me an email. 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 ☺

Remember—sending email is considered professional preparation. Email is a primary method of communication in the workplace, so it is important to practice good email etiquette now. All emails should exercise professional language and use correct spelling and grammar.

Response Times to Email

As many of you are aware, the nature of the Internet and email, specifically, creates an “always on” culture that blurs the boundaries of work life and home life. In an effort to protect this sensitive balance, I check my emails once daily (usually in the mid-morning). If you send me an email message, you can expect a response by the next school/business day. Students should take care to plan ahead when sending emails. If an email is received on a Friday, the next school day is Monday. If a holiday interrupts our regular school schedule, emails will be returned the next day classes resume. Since all of our assignments are due on Sunday nights, it’s imperative that students plan ahead. When you don’t begin an assignment until Friday, Saturday, or Sunday, I will not be available to respond to your email concerns until the following school day (which is after the due date).

School & Department Information

School of Business and Communication

Office Location: Kieffer Hall

Phone: (808) 739-8369

If you have questions regarding the School of Business and Communication, please reach out to your me or the main email for the School of Business and Communication at sbc@chaminade.edu.

Course Description & Materials

Catalog Course 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: EN-102, COM-101 and BU-200 or BU-201

Time Allocation

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 45 hours of engagement. 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, 10-week term, or equivalent amount of work over a different amount of time. Direct instructor engagement and out-of-class work result in total student engagement time of 45 hours for one credit.

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 preparing for the final paper and presentation, 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.

Required Materials

Required Resources:

- A personal notebook computer
- An Internet connection
- Chaminade Canvas Learning Management System

Required Textbook:

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



Stephen P. Robbins & Mary A. Coulter
Pearson eText | Copyright 2021: Hoboken, NJ

ISBN-13: 9780135581872 (eBook other)

*Please check the CUH bookstore for competitive prices.



Canvas Course Site (<https://chaminade.instructure.com/courses/42987>)

Canvas is Chaminade University's official Learning Management System (LMS). Canvas is used in this class extensively and students are expected to log-in daily to check for course announcements, materials, assignments, and updates.

Learning Outcomes

Program Learning Outcomes (PLOs)

Upon successful completion of this course, students will be able to:

- **PLO2:** Demonstrate effective business communication skills.
- **PLO4:** Evaluate how global dynamics and cross-cultural differences influence the development and execution of business practices.

Course Learning Outcomes (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.

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, and integrity of creation.
5. Educate for adaptation and change.

This course fulfills the following Marianist Value Objectives:

- (2) Provide an integral quality education.
- (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

Alignment of Course Learning Outcomes

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

Course Activities and Assignments

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.

Assessment Methods

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

Course Assignments:

Case Applications (9 @ 10 points each = 90 points)

Nine case applications will cover material from class readings, discussions, and lectures. Case applications are due every Sunday by 11:59PM HST.

Preparing for Your Career Reflections (9 @ 10 points each = 90 points)

Nine career development reflections will cover material from class discussions, lectures, videos, and supplemental readings. Career Development reflections are due every Sunday by 11:59PM HST.

Leadership Development Reflections (9 @ 20 points each = 180 points)

Nine leadership development reflections will cover material from class lectures, discussions, videos, and activities. Leadership Development Reflections are due every Sunday by 11:59PM HST.

Quizzes (9 quizzes @ 20 points each = 180 points) CLO_, PLO_

Nine quizzes will cover material from class lectures, discussions, videos, handouts and assigned readings. Each quiz has approximately 10 to 20 questions. Quizzes are due every Sunday by 11:59PM HST. **There are absolutely no make-up quizzes** without proper documentation, which must be provided prior to the missed quiz if at all possible. Any missed quiz will count as a zero.

Exams (100 points + 100 points = 200 points) CLO_, PLO_

Two major exams will cover material from class lectures, class discussion, guest speakers (if any), handouts and assigned readings. Exams may include multiple-choice, short-answer and essay questions. **There are absolutely no make-up exams** without proper documentation for your absence, which must be provided prior to the absence if at all possible. A missed exam will count as a zero.

Final Project (1 Research paper/presentation @ 170 points)

The final culminating research paper and presentation provides students the opportunity to apply all the learning from course into analyzing a real-life management and leadership case. Students will apply theories and relevant management and leadership concepts to a contemporary business case and reflect on the nature of the consequences and effects of management and leadership actions. Details will be provided in the LMS.

Course Policies

Course Expectations

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

The average student can expect to spend approximately 6-9 hours per week preparing for this class.

Please **DO NOT** bring guests/children to class.

In case of class cancelation, you will be notified via Canvas and your Chaminade email.

As a matter of professionalism, **I DO NOT accept late work**. Early assignments, however, are always happily accepted! ☺

Behavioral Expectations

Students are expected to conduct themselves in a manner compatible with the college's function as an institute of higher learning. To uphold this principle in the face-to-face classroom, no cell phones, or

“side conversations” that disrupt the learning process or interfere with the primary activity are allowed. Laptop computers may be used for taking notes or engaging in class activities. Please refrain from surfing the Internet, instant messaging, or using your computer for anything other than classwork. **TEXT MESSAGING DURING CLASS IS NOT ALLOWED.** Not only is it disruptive to those around you, it is distracting to the instructor and interrupts the learning environment. Students should silence their cell phones before entering class. I find this to be a very serious matter. Each student in this course has paid to receive an education, and inhibiting the learning of those around you via use of cell phone, personal computer, and/or visitation unrelated to coursework is not allowed. In the face-to-face and online course spaces, civil discourse must be adhered to synchronous as well as asynchronous meetings, discussion rooms and/or interactions whether they are with the instructor or peers. When working online in any capacity, students should use proper netiquette at all times online.

Every student has the right to a respectful learning environment. In order to provide this right, students must take individual responsibility to conduct themselves in a mature and appropriate manner and will be held accountable for their behavior. Any student who disrupts the class or communicates or behaves inappropriately or disrespectfully, as determined by the instructor and/or institution, will be referred for disciplinary action.

Policy on the use of Generative AI (ChatGPT, Bing! Autopilot, and all 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.

Attendance

Attendance will be taken in class daily. Students are expected to attend class and log in to Canvas daily to check for course announcements, materials, and assignments. Class begins on time. Arriving to class late will be counted as ½ an absence from class; leaving early from class will be counted as ½ an absence. Unexcused absences equivalent to more than a week of class will result in a final grade reduction for the course. More than three weeks of unexcused absences from class will result in referral to the Dean of the School of Business and Communication as well as failure of the course by the instructor. Excused absences include documented events such as: medically related conflicts, accidents, injuries, deaths, or sports. While advance notification of an absence is considered professional courtesy, please note that notification does not mean the absence will be excused.

Late Work

This class is designed as professional preparation. In the workplace, failure to submit projects by assigned deadlines leads to disciplinary action and/or termination. As such, **late work is NOT accepted** in this class. 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. Assignments which are not submitted on or before their due date will receive zero credit. If you know you may have a conflict in advance, please reach out to me as soon as you find out so I can work with you to make alternate arrangements for assignment due dates. 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 campus 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/dorm technology, they should plan ahead to use the computer lab on-campus in order to submit work in a timely manner.

Extra Credit

Extra Credit is not offered in MGT 312. Students are highly encouraged to practice good time management skills and exert their best effort in all course assignments.

Changes to the Syllabus

While the provisions of this syllabus are as accurate and complete as possible, I reserve the right to change any provision herein at any time. Every effort will be made to keep you advised of such changes, and information about such changes will be available from your instructor. Should changes to the syllabus be necessary, you will be notified via Canvas.

Grades of Incomplete

Grades of incomplete will only be issued in rare cases in which a student can provide appropriate documentation (medical, or other) that indicates why the student was not able to complete the course within the regular term.

Final Grade Distribution

Final grades are submitted to [Self-Service](#) and are based on the following distribution scale:

A = 900 points and above

B = 800-899 points

C = 700-799 points

D = 600-699 points

F = below 600 points

Grading Standards

“A” students do not miss classes during the semester. They read and critically engage all the assigned readings before class on their own, and with classmates and the instructor. All assignments are not only complete, but go beyond more than just the minimum requirements. Their assignments are turned in on time or early, exhibit proper style, grammar and format, are well-organized, integrate strategic planning and targeting, and are written precisely and concisely. They take advantage of all rewrite and extra credit opportunities. These students always keep up with current news events, both locally and globally.

“B” students miss a few classes during the semester. They usually read the assigned readings before class. Their assignments exhibit proper style, grammar and format, are well-organized, integrate strategic planning and targeting, and are written precisely and concisely. They take advantage of all rewrite and extra credit opportunities. These students usually keep up with current events.

“C” students miss several classes during the semester. They complete the assigned readings before exams. Written assignments and exams usually exhibit proper style and formatting, but do not always integrate strategic planning and targeting, and are not always well organized or written precisely and concisely. All assignments are turned in on time, and most rewrite opportunities are used. These students sometimes keep up with current events.

“D” students miss four or more classes during the semester and skim assigned readings. Assignments and exams usually exhibit proper style and formatting, but they often lack integrated strategic planning and targeting, and are often not well-organized, or written precisely and concisely. Assignments are not always turned in on time and only some rewrite opportunities are used. They don’t keep up with current events.

“F” students fail to attend class consistently, miss exams, written assignments; don’t use rewrite opportunities.

Suggestions for Success

Manage your time wisely and stay organized! Learn how to use the required technology. Come to class prepared. Engage in the learning, discussions, and activities that take place in the classroom. Don’t be distracted or distract others. Always do your best! ☺

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.

Important Information

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.

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. For pregnant and parenting students, I am also obligated to provide you with similar resources for support and protections available to you. My goal is to make sure that you are aware of the range of options available to you and have access to the resources and support you need.

Nondiscrimination Policy & Notice of Nondiscrimination

The university is committed to comply with all State and Federal statutes, rules, and regulations which prohibit discrimination. The university is committed to a policy of nondiscrimination on the basis of race, sex, gender identity and expression, age, religion, color, national origin (including shared ancestry and ethnic characteristics), ancestry, citizenship, disability, genetic information, marital status, breastfeeding, arrest and court record (except as permissible under State law), sexual orientation, or status as a covered veteran. Inquiries about Title IX or general Civil Rights concerns 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 [HERE](#). *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](#).

Hazing Prevention Resources and Athlete Helpline:

Assists athletes, parents, coaches, and any allies interested in ensuring physical and mental safety for sports communities by offering confidential emotional support, crisis intervention, informational athlete-focused resources, and guidance related to concerns about any type of abuse—including hazing.

Chaminade University's Hazing Policy: <https://catalog.chaminade.edu/studenthandbook/codeofconduct>

<https://hazingpreventionnetwork.org/athlete-helpline/>

<https://hazingpreventionnetwork.org/how-to-report-hazing/>

Basic Needs Resources: <https://chaminade.edu/basic-needs/>

Campus Safety/ SafeSwords

A program for students, faculty and staff, who may feel uncomfortable or unsafe walking alone on campus, at any time of the day. Call security, and a security professional will meet you at your location on campus. The security professional will escort you to your residence hall, car, etc. Students may utilize this when walking to and from night classes around campus or after late night events. [SafeSwords Webpage](#)

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.