# CityUniversity
of Seattle

## Syllabus

**SCHOOL OF MANAGEMENT**
BAM 495: Strategic Business Management Degree Capstone

5 Credits
Effective Fall 2020

# FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

# COURSE DESCRIPTION

In this course students will gain a broad foundational knowledge of the many facets of management by practicing effective communication skills, employing best practices in project management, and demonstrating their ability to lead and participate in diverse work teams. Students will apply research and critical thinking skills to develop creative, ethical solutions to a variety of business problems and to support professional and organizational development.

# COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course Reading List. The Reading List can be found under Course Information in Blackboard as well as from the Library homepage.

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 at no cost to students.

Students in Canada will see required resources they need to purchase tagged "Purchase from the Canadian Bookstore." 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:

- Commitment to ethical practice and service

# COURSE OUTCOMES

In this course, learners:
- Critically analyze a variety of business problems and create effective, ethical solutions.
- Communicate effectively both orally and in writing.
- Apply leadership theories to the work environment.
- Gain a broad foundational knowledge of the many facets of management, including marketing, human resources, and project management.
- Participate in productive and diverse teams.
- Demonstrate critical use and application of information in making strategic and tactical business decisions.

# CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Critical Evaluation
- Effective Analysis
- Facets of Management
- Global Perspective
- Interpersonal Communication
- Leadership Theories
- Management Competency
- Organizational Management
- Professional Ethics
- Strategic Thinking
- Team Work Strategy

# 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:

| Overview of Required Assignments | % of Final Grade |
|---|---|
| Outcome 1 - Analysis of cross-cultural leadership practices | 15% |
| Outcome 2 - Integrated systems analysis | 40% |
| Outcome 3 - Interpersonal communication portfolio | 15% |
| Outcome 5 - Ethical leadership analysis | 15% |
| Outcome 6 - Conflict management plan | 15% |
| **TOTAL** | **100%** |

# SPECIFICS OF COURSE ASSIGNMENTS

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

## Outcome 1 - Analysis of cross-cultural leadership practices

Today's international organizations require leaders who can adjust to different environments quickly and work with partners and employees from other countries and cultures. Students will identify an organization that does business with international stakeholders and analyze leadership practices of working across different cultures.

This 8-10 page paper should address: (1) What does the organization do well regarding communication, problem-solving, employee motivation, goal orientation, team orientation, etc. across the different cultural contexts, and what opportunities exist for improvement? (2) What actions should be taken to make improvements in relations with international stakeholders?

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

Students are required to use at least 3-5 authoritative sources. APA format must be used.

| *Components* | *% of Grade* |
|---|---|
| Leadership Style and Practice | 35% |
| Diverse and Global Perspectives | 30% |
| APA Style (citations, references, formatting) | 10% |
| Evaluating information | 25% |
| **TOTAL** | **100%** |

## Outcome 2 - Integrated systems analysis

From a leadership perspective, students will compose a written analysis along with a top line summary in PowerPoint. Using previously completed assignments, including 1) a marketing plan; 2) an overall project plan; and 3) an analysis of human resources practices, draft a unified plan to integrate these three discipline areas within the organizational structure.

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

The comprehensive written analysis must be at least 8-10 pages in length following APA formatting. Students are required to use at least 3-5 authoritative sources.

| *Components* | *% of Grade* |
|---|---|
| Purpose & Content | 30% |
| Management Facets | 30% |
| APA Style (citations, references, formatting) | 10% |
| Leadership Style and Practice | 30% |
| **TOTAL** | **100%** |

## Outcome 3 - Interpersonal communication portfolio

Students will use an organizational or group situation with which they are very familiar to construct a portfolio of interpersonal communication with groups/audiences supported by technology.

The first part of the portfolio will include: • A clearly identified message to be communicated; • A clearly identified audience to receive the message, described in terms of the number of people in the audience, the reason they need to receive the message, and their characteristics (organizational role(s), cultural group(s) represented, preferred communication styles and methods, etc.); • A strategy for communicating the message that includes its format, timing, delivery options, and how technology will be used to support the delivery and/or content of the message; • A record of the message being delivered, such as a video or audio recording of a presentation, or a copy of a written document. Lastly, a written reflection of 8 - 10 pages in APA format on the relative effectiveness of the communication, including consideration of how well the message was delivered, how it was received, and how the student gathered feedback from the audience regarding the effectiveness of the communication. The written reflection will also include specific lessons learned and recommendations for improvement.

Students may propose an alternative project of their own design that shows attainment of the

corresponding course outcome. The mentor must approve the alternative project.

| Components | % of Grade |
|---|---|
| Interpersonal Communication | 50% |
| Style and Mechanics | 25% |
| APA Style (citations, references, formatting) | 25% |
| **TOTAL** | **100%** |

## Outcome 5 - Ethical leadership analysis

From a leadership perspective, students will demonstrate critical and ethical thinking skills by creating an analysis that applies ethical principles to an ethical issue in business. Students will select an issue to research that is more common in a non-profit operation and also a for-profit business, such as misrepresentation in sales or marketing, fiduciary responsibility in accounting, etc. Issues selected must be about something that reasonable people might disagree with.

The analysis for both the non-profit and the for-profit should include: 1. Define the ethical issue selected and its relevance to each entity; 2. Provide an explanation of how the issue has developed or changed over time; 3. Give examples of cases involving this ethical issue; 4. Give a brief explanation about what, if any, personal experience relates to this issue, along with thoughts and feelings at the time of the experience; 5. Offer an explanation of what the student's opinion is and what they think should be done; 6. Back up the opinion/solution with ethical concepts; 7. Provide an explanation of at least one additional perspective on the issue based on ethical theories that the student has studied. The analysis should be 8-10 pages in length and written using APA formatting.

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

| Components | % of Grade |
|---|---|
| Professional Ethics | 30% |
| Critical Thinking and Analysis | 20% |
| APA Style (citations, references, formatting) | 10% |
| Leadership Style and Practice | 20% |
| Support and Development | 20% |
| **TOTAL** | **100%** |

## Outcome 6 - Conflict management plan

Students will Identify a conflict that exists in their organization or an organization with which they are familiar and draft a conflict management plan that demonstrates the use of systems-thinking in terms of training, diversity, team/task force management, and coaching.

The following items must be addressed in the analysis: a) What are the root causes of the conflict? b) What are the symptoms of the conflict? c) What, if anything, has been done to resolve the conflict? d) What would happen if nothing was done to resolve the conflict? Analyze the conflict and address the following in the analysis: a) Develop a strategy to resolve the conflict. Identify and explain specific steps to take and a time frame for the accomplishment of the steps. b) What needs to happen for the resolution to succeed? c) How will the results be measured? d) What adjustments will be made if the solution is not working?

Students may propose an alternative project of their own design that shows attainment of the

corresponding course outcome. The mentor must approve the alternative project.

APA formatting is required for this written analysis of 8-10 pages.

| Components | % of Grade |
|---|---|
| Support and Development | 20% |
| Management Facets | 50% |
| APA Style (citations, references, formatting) | 10% |
| Professional Ethics | 20% |
| **TOTAL** | **100%** |

# COURSE POLICIES

**Late Assignments**: This is a self-paced course that extends beyond the traditional 10- week course.  Late assignments are considered those that go beyond the extension( 20 weeks) that that course is allowed.

**Participation:** There is no discussion board for this course.

**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

You 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.

**Non-Discrimination & Prohibition of Sexual Misconduct**

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.

**Scholastic Honesty**

Scholastic honesty in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. You are responsible for understanding CityU's policy on scholastic honesty and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog in the section titled *Scholastic Honesty* under *Student Rights & Responsibilities*.

**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 s/he is present at any time during the class session.  For online classes, a student has attended if s/he has posted or submitted an assignment. A complete copy of this policy can be found in the University Catalog in the section titled *Attendance Policy for Mixed Mode, Online and Correspondence Courses*.

# 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  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 you find the resources and information you 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**

As a CityU student, you have access to 10 free hours of 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.edu to request your user name and password.