

Fall 2024
Wednesday 9/4/2024 (First Class) – Monday 12/16/2024 (Last Class)

Meeting days: Monday & Wednesday	Instructor title and name: Professor Dan Toro
Meeting times: 1:25pm – 2:40pm	Phone: 714.403.8959 (cell)
Meeting location: FSB104	E-mail: dtoro@pointloma.edu
Final Exam: Monday 12/16/2024 @1:30pm	Office location and hours: Campus Facilities Building-M/W 8:30am-11:30am or by Zoom (email for appointment)

PLNU Mission ☼

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission ☼

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION ☼

This course is a study of human behavior in social organizations, with a focus on the environment, structure, and human behavior at the individual, group, and organizational level. Emphasis is on acquiring skills and analytical concepts to improve organizational relationships and effectiveness.

COURSE LEARNING OUTCOMES ☼

In this course, we will examine the various factors that influence the culture of an organization and focus on the importance of utilizing that understanding to build a well-performing organization. You will discern the importance of identifying strategic values and, as servant leaders, set realistic objectives for improving effectiveness as group members.

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

1. Identify the key management principles relating to environment, structure and human behavior at the individual, group and organizational levels (PLO 1 & F1).
2. Prepare strategies for improving work performance and organizational effectiveness (PLO 2 & F1).
3. Assess the impact of various organizational structures on corporate culture and behavior (PLO F2).
4. Analyze the ethical impacts when managing people and resources (PLO 4).
5. Collaborate effectively in a team to thoroughly assess an organization and make sound recommendations (PLO 5).
6. Demonstrate effective business communication through written and verbal means (PLO 3).

COURSE CREDIT HOUR INFORMATION ☼ (required for online and hybrid delivery ONLY)

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 16 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Nelson, D. L. and Quick, J. C., (2017), ORGB⁵. Organizational Behavior. 5th [Cengage Learning](#) 4LTR Press.
2. Gladwell, M., (2005). Blink: The power of thinking without thinking. Back Bay Books, Little and Brown ISBN [0-316-17232-4](#)

ASSESSMENT AND GRADING ☼

Standard Grade Scale Based on Percentage of Points Earned				
A	B	C	D	F
A 93-100	B+ 87-89	C+ 77-79	D+ 67-69	F ≤ 59
A- 90-92	B 83-86	C 73-76	D 63-66	
	B- 80-82	C- 70-72	D- 60-62	

Graded Allocation:

Graded Event	Points	Notes
Weekly Quiz	240	20 points per week (x) 12
Weekly Discussion Post	300	20 points weekly (x) 15
Essays	200	20 Points each (x) 10
Midterm	65	Material included for weeks 1-7
Final Exam	65	Material included week 8-14
Final Paper	50	Comprehensive
Group Presentation	50	
End-of-Course Evaluation	10	
Total	1,000	

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) to **generate ideas**, but **you are not allowed to use AI tools to generate content** (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In [class name], all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include [list topics]. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In [class name], we will cover a variety of topics, some of which you may find triggering. These topics include [list topics]. Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced a bias incident regarding language, you can find more information on reporting and resources at www.pointloma.edu/bias.

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

- Appointment Calendar: <https://plnu.mywconline.com/>
- Website: <https://www.pointloma.edu/centers-institutes/loma-writing-center>
- Email: writingcenter@pointloma.edu

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

STATE AUTHORIZATION (⊕ FOR FULLY ONLINE COURSES ONLY)

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education

courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

PLNU COPYRIGHT POLICY Ⓢ

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU Recording Notification Ⓢ

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU ACADEMIC HONESTY POLICY Ⓢ

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY Ⓢ

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. The EAC makes accommodations available to professors at the student's request.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any special accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY Ⓢ

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive an "F" grade.

Note: The information below must be included under the “PLNU Attendance and Participation Policy” Section if you are teaching an Online or Hybrid course.

PLNU Course Modality Definitions*

1. Online Courses: These are courses with class meetings where all instruction and interaction is fully online.
 - a. Synchronous Courses: At least one class meeting takes place at a designated time.
 - b. Asynchronous Courses: All class meetings are asynchronous.
2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

In some courses, a portion of the credit hour content will be delivered asynchronously and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Undergraduate Academic Catalog.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

USE OF TECHNOLOGY⊕(required for online and hybrid delivery ONLY)

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible nor allowable) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY⊕

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Traditional Undergraduate Records: Final Exam Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

COURSE SCHEDULE AND ASSIGNMENTS ⊕

Note: For each assignment, provide the following things:

- Description: Clear explanation of the assignment
- Requirements: Clearly identify all evaluation requirements for each assignment, including rubrics, if any, for assignments.
- Style standard: APA, Chicago, etc, if applicable.

DATE PRESENTED	CLASS CONTENT & ASSIGNMENTS	ASSIGNMENT DUE DATE
9/2 - 9/6	Intro to Organizational Behavior (Org.B Ch.1, Blink Ch. 1)	9/4
9/4	Week 1 Quiz (Org.B Ch.1, Blink Ch. 1)	9/6
9/4	Weekly Discussion Post – 5 Disciplines (Attendance-Participation)	9/6
9/9 - 9/13	Week 2 - Challenges (Org.B Ch.2, Blink Ch. 2)	9/11
9/9	Weekly Discussion Post – What is average?	9/9
9/11	Week 2 Quiz (Org.B Ch.2, Blink Ch. 2)	9/11
9/11	Group Essay	9/13
9/16 - 9/20	Week 3 - Individuals (Org.B Ch.3, Blink Ch. 3)	9/18
9/16	Weekly Discussion Post – Personalities	9/16
9/18	Week 3 Quiz (Org.B Ch.3, Blink Ch. 3)	9/18
9/18	Group Essay	9/20
9/23 – 9/27	Week 4 - Ethics (Org.B Ch.4, Blink Ch. 4)	9/25
9/23	Weekly Discussion Post – EI	9/23
9/25	Week 4 Quiz (Org.B Ch.4, Blink Ch. 4)	9/25
9/25	Group Essay	9/27
9/30 – 10/4	Week 5 - Motivation (Org.B Ch.5, Blink Ch. 5)	10/2
9/30	Weekly Discussion Post – What Motivates You?	9/30
10/2	Week 5 Quiz (Org.B Ch.5, Blink Ch. 5)	10/2
10/2	Group Essay	10/4
10/7 – 10/11	Week 6 - Communication (Org.B Ch.8, Blink Ch. 6)	10/9
10/7	Weekly Discussion Post – Communication	10/7
10/9	Week 6 Quiz (Org.B Ch.8, Blink Ch. 6)	10/9
10/9	Individual Reflection Essay	10/11
10/14 – 10/18	Week 7 - Teams (Org.B Ch.9)	10/16
10/14	Weekly Discussion Post – Teams	10/14
10/16	Midterm Exam	10/16
10/21 – 10/25	Week 8 - Power (Org.B Ch. 11)	10/23
10/21	Weekly Discussion Post – Power	10/21
10/23	Week 8 Quiz (Org.B Ch.11)	10/23
10/28 – 11/1	Week 9 - Culture (Org.B Ch.16)	10/30
10/28	Weekly Discussion Post – Culture	10/28
10/30	Week 9 Quiz (Org.B Ch.16)	10/30
10/30	Group Essay	11/1
11/4 – 11/8	Week 10 - Leadership (Org.B Ch.12)	11/6
11/4	Weekly Discussion Post – Leadership Opportunities all around you	11/4
11/6	Week 10 Quiz (Org.B Ch.12)	11/6
11/6	Group Essay	11/8
11/11 – 11/15	Week 11 - Structure (Org.B Ch.15)	11/13
11/11	Weekly Discussion Post – A Different Approach	11/11
11/13	Week 11 Quiz (Org.B Ch.15)	11/13
11/13	Group Essay	11/15
11/18 – 11/22	Week 12 - Decision Making (Org.B Ch.10)	11/20

11/18	Weekly Discussion Post – Decisions	11/18
11/20	Week 12 Quiz (Org.B Ch.10)	11/20
11/20	Group Essay	11/22
11/25 – 11/29	Week 13 - Change (Org.B Ch.18)	11/27
11/25	Weekly Discussion Post – Change & Fear	11/25
12/2 – 12/6	Week 14 - Conflict (Org.B Ch.13)	12/4
12/2	Weekly Discussion Post – Conflict	12/2
12/4	Week 14 Quiz (Org.B Ch.13)	12/4
12/4	Group Essay	12/6
12/9 – 12/13	Week 15 Summary	12/11
12/9	Weekly Discussion Post – Workplace of the Future	12/9
12/11	End of Course Evaluation	12/13
12/11	GROUP PRESENTATIONS	12/11
12/16	Week 16 Final Paper	12/16