



Leadership/Fermanian School of Business

BUS/LDR 6060 Managing in a Changing Environment

3 Units

Summer 2025

Meeting days: Mondays	Instructor title and name: Dr. Matthew Hudson
Meeting times: 5:30-8:15 pm	Phone: 619-884-2298
Meeting location: Mission Valley Regional Center 316	E-mail: mhudson@pointloma.edu
Final Exam: August 27, 5:30 pm	Office location and hours: Mission Valley and Zoom

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 explores how high performance in organizations is related to the ability to adapt to changing internal and external needs, and the impact of values upon the success of the organization. Students will examine the environmental, structural, and human dynamics of organizational change, including factors bearing on organizational rigidity or flexibility. The role of leaders in implementing collaborative change processes is stressed along with a study of

strategies for involving others in the design and execution of change projects in a technologically and culturally changing world.

COURSE LEARNING OUTCOMES

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

1. Exhibit an understanding of the change management process (MBA: PLO 1); (MAOL: PLO 1).
2. Discuss the role of environment, structure and human dynamics in managing organizational change (MBA: PLO 1 & A1); (MAOL: PLO 1).
3. Analyze problems in a firm and propose possible solutions (MBA: PLO 2 & 3); (MAOL: PLO 1 & 2).
4. Present recommendations through effective written and verbal communication (MBA: PLO 6); (MAOL: PLO 4).
5. Demonstrate the ability to add value in a high-performing team (MBA: PLO 7); (MAOL: PLO 5).
6. Analyze the impacts of change management processes on stakeholders from an ethical perspective (MBA: PLO 5); (MAOL: PLO 3).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Our PLNU Bookstore has a course pack specially designed for BUS 6060. If you desire a physical copy, you must purchase it through our Bookstore located on the Main Campus. They ship but if you'd prefer not to go, or are out of town, please call [\(619\) 849-2342](tel:6198492342) to be sure of availability. The ISBN - 13 is 9781307929973. You may email the Bookstore at ATan@bnccollege.com to check on the Coursepack as well.

If you want to use an eBook, our McGraw eBook, BUS 6060 Summer 2025, is now available for purchase. Students can locate and purchase the book online by following these steps:

1. Go to <https://www.mheducation.com/highered/custom/product/9781307929997.html>
2. Add the book to your cart and pay using a credit card or access code.
3. Follow the on-screen instructions to checkout.

For detailed instructions use the links below.

- [Purchasing a book using a credit card - PDF](#)

Please get a [student digital subscription to the Wall Street Journal](#).

ASSESSMENT AND GRADING

Note: Clearly define a grading policy to avoid any confusion concerning expectations. It is most helpful if at least two things are present: 1) a point distribution and 2) a grading scale.

Assignment distribution by percentage:	Grade scale:	
• Week 1 Video Analysis (50 pts) 5% • Ten (10) short cases (250 pts) 25% • Five (5) Team Quizzes in Class (250 pts) 25% • Week 7 GE Essay (100 pts) 10% • Week 15 GE Essay Exam (100 pts) 10% • Midterm (100 pts) 10% • Final (150 pts) 15%	A= (930-1,000 pts) 93-100%	C= (730-769 pts) 73-76%
	A-= (900-929 pts) 90-92%	C-= (700-729 pts) 70-72%
	B+= (870-899 pts) 87-89%	D+= (670-699 pts) 67-69%
	B= (830-869 pts) 83-86%	D= (630-669 pts) 63-66%
	B-= (800-829 pts) 80-82%	D-= (600-629 pts) 60-62%
	C+= (770-799 pts) 77-79%	F= (0-599 pts) 0-59%

Class Professional Standards from Fermanian Values:

- Punctuality. Is the student on time for every class showing the Fermanian Value of Commitment? If late, by more than 10 minutes 5 times; 50 points will be deducted.
- Attendance. Are the University's policies of absences and attendance adhered to? If missing 2 classes, 50 points will be deducted. 3 classes will result in a 150-point deduction. The 4th miss will cause a Drop. Only Covid can count as an excused absence if following the University policy.
- Professionalism per Fermanian Values. Is the student engaged in the material, using electronic resources properly, fully present in the class, and contributing to the body of knowledge we are developing as a class? Professionalism in engagement is defined as contributing in person, with comments, questions, professional articles and alternative perspectives 10 times over the semester.
- Excellence per Fermanian Values. Are questions, comments, positions and effort in line with standards of Excellence as stated in the Fermanian Values of Respect?

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 under extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

Use of Artificial Intelligence (AI) tools (e.g., ChatGPT, iA Writer, Marmot, Botowski) is not permitted, and use of these tools will be treated as plagiarism.

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 this class, 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

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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.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request please email mvchaplain@pointloma.edu.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

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. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Graduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. 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 issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

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 and/or if they do not wish to utilize some or all of the elements of their AP in that course.

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

Face-to-Face MBA/MAOL Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

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 withdrawal date or, after that date, receive an "F" grade.

Students who anticipate being absent for an entire week of a course should contact the

instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional details.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

The class builds the learning actives constructively into alignment from assignment to assignment. The Team Quizzes in class will create a study bank for the Midterm and Final. The short cases will apply material needed for the essay assignments.

Assignments:

- Ten (10) short case assignments – Week 4-8 and 10-14 250 Points
- Five (5) Team Quizzes in class-Week 4-8 and 10-14 250 Points
- Two (2) Essays Week 8 and 15 analyzing General Electric Case-200 Points
- Midterm Week 9 – 150 Points
- Final Week 16 – 150 Points

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Week 1 Online (Canvas) “Quiet Week”	•Read Syllabus •Chapter 1 of the Coursepack (CP) •Answer the short assignment on Canvas for class participation credit. The assignment asks for an analysis of Zeynep Ton’s Good Jobs Strategy graded with the MBA Written Communication Rubric	May 20
Week 2 (Class May 21)	•Chapter 3 of the Coursepack (CP) •In class – Guided readings on Drucker from the CP Chapter 2	May 27
Week 3 (Class May 28)	•Short Case •Team Quiz Work in Class •Chapter 4 CP	June 3

Week 4 (Class June 4)	•Short Case •Team Quiz Submitted •Chapter 5 CP	June 10
Week 5 (Class June 11)	•Short Case •Team Quiz Work in Class •Chapter 6 CP	June 17
Week 6 (Class June 18)	•Short Case •Team Quiz Submitted •Chapter 7 CP	June 24
Week 7 (Class June 25)	•Short Case •Team Quiz Work in Class (Prep for Midterm) •Chapter 8 CP •GE Essay Due October 16	July 1
Week 8 Independence Day	No Class	None
Week 9 (Class July 9)	•Midterm in Class	July 15
Week 10 (Class July 16)	•Short Case •Team Quiz Work in Class •Chapter 9 CP	July 22
Week 11 (Class July 23)	•Short Case •Team Quiz Submitted •Chapter 10 CP	July 29
Week 12 Class July 30)	•Short Case •Team Quiz Work in Class •Chapter 11 CP	August 5
Week 13 Class August 6)	•Short Case •Team Quiz Submitted •Chapter 12 CP	August 12
Week 14 Class August 13)	•Short Case •Team Quiz Work in Class •Chapter 13 CP	August 19
Week 15 Class August 20)	•Final Review-Team Work Submitted •Chapter 14 CP Project Oxygen	August 26

	•2nd Essay on General Electric Due December 10th	
Week 16 Class August 27)	•Final in Class	August 31