

Fall 2025

Meeting days: Thursday	Instructor title and name: Dr. Carsten Hennings
Meeting times: 5:30 – 8:15 PM	Phone: (619) 849-2667
Meeting location: Fermanian 102	E-mail: chennin1@pointloma.edu
Final Exam: December 18, 7:30PM	Office location and hours: By Appointment

Table 1 Course Information

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).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Nelson, D., Gooty, J., & Quick, J. (2024). ORGB⁷ (7th ed.). South-Western College Publishing.

Lomabooks Instructions for Students:

*This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.*

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

*For more information about **LomaBooks**, please go: [HERE](#)*

ASSESSMENT AND GRADING

Students are expected to attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time, or risk the loss of points. Approximate points available are as follows:

Class Quizzes	180
Individual Weekly Assignments & Attendance	220
Weekly Group Assignment	180
Term Test	80
Final Exam	120
Final Paper	100
Group Presentation	120
Total Points Available	1,000

Points will be converted to grades as follows

Points	Grade	Points	Grade
930-1000	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	670-699	D+
830-869	B	630-669	D
800-829	B-	600-629	D-
770-799	C+	0-599	F

INCOMPLETES AND LATE ASSIGNMENTS

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

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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

While I do recognize the usefulness of AI tools in many applications, this course is primarily dedicated to your reflection on and wrestling with the practice of management – it is dedicated to your growth as a manager. As a result, unless indicated otherwise for a particular assignment, the use of Artificial Intelligence (AI) tools (e.g. ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) is not permitted, and use of these tools will be treated as breaches of academic integrity. If you have any doubts about using AI, please gain permission from the instructor.

For those assignments for which you are allowed to use AI, any work that utilizes these tools must be clearly identified as such, including the specific tool(s) used. Please use the following sources to guide your citations when using AI.

[APA Style: How to Cite ChatGPT](#)

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 other forms of discrimination, you can find more information on reporting and resources at www.pointloma.edu/nondiscrimination.

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](#).

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 619-849-2533). 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. Professors are able to view a student's approved accommodations through Accommodate.

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 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.

COURSE SCHEDULE AND ASSIGNMENTS

The 'official' and up-to-date schedule of all activities will be on the Canvas website. Make sure to check this regularly.

Week	Class Dates	Textbook Readings	Topics
1	9/4	Chapter 1	Course Introduction. Organizational Behavior and Opportunity Individual Weekly Assignment & Attendance (IWAA)
2	9/11	Chapter 2	Challenges for Managers. Ethics IWAA, Quiz & Group Weekly Assignment
3	9/18	Chapter 3	Personality, Perception, and Attribution IWAA, Quiz & Group Weekly Assignment
4	9/25	Chapter 4	Attitudes, Emotions, and Ethics IWAA, Quiz & Group Weekly Assignment
5	10/2	Chapter 5	Motivation and Work IWAA, Quiz & Group Weekly Assignment
6	10/9	Chapter 9	Work Teams and Groups Term Test , IWAA & Group Weekly Assignment
7	10/16	Chapter 11	Power and Political Behavior IWAA, Quiz & Group Weekly Assignment
8		Fall Break	No Class
9	10/30	Chapter 12	Leadership and Followership IWAA, Quiz & Group Weekly Assignment
10	11/6	Chapter 13	Conflict and Negotiation IWAA, Quiz & Group Weekly Assignment
11	11/13	Chapter 10	Decision Making IWAA, Quiz & Group Weekly Assignment
12	11/20	Chapter 15	Organizational Design and Structure IWAA, Quiz & Group Weekly Assignment
13		Thanksgiving Break	No Class
14	12/04	Chapters 16 & 18	Organizational Culture & Managing Change IWAA, Quiz & Final Paper
15	12/11	None	Group Presentations
16	12/18	Exam Week	Final Exam

Individual Weekly Assignment & Attendance

Students are expected to prepare for class by watching any lecture videos and doing the relevant preparatory readings. To help connect this preparation to our class activities, there will be a weekly individual assignment due at class time. The format of the assignment will vary from week to week. Grades will be assigned both for watching lecture videos and for the individual assignment. Attendance is also key for this 'flipped' class, so some grade points will be assigned for regular attendance.

Class Quizzes

Most weeks will feature an in-class quiz covering the week's chapter(s). The quiz will usually be taken individually first and then repeated by the class groups. The quiz grade will be a combination of the individual and team scores. We will typically debrief the quiz immediately after.

Group Weekly Assignment

Each class session will involve one or more group activities. The weekly group assignment will typically flow out of these group activities and will be submitted by the group. It may be a reflection on an activity, a deliverable from an activity or an extension of an activity. The group assignment will typically be due before the following class session.

Group Presentations

This assignment is designed to allow a group to research, review, and prepare a 10-minute presentation on a topic related to Organizational Behavior. The final topic will be determined in the first 2 weeks of the course. Students will be asked to connect theory to application with examples. The class will also offer feedback to each of the groups. Grades will be allocated for both the presentation and feedback.

Final Paper

This individual paper will ask students to reflect on their own learning in Organizational Behavior. The paper will require how this learning was shaped by course theories and models.

Term Test

The term test will cover the chapters and topics of the course up to the week of the test. The test will be predominantly short answer questions with the possibility of some short essay questions.

Final Exam

The final exam will largely focus on material covered after the term test – but may include questions that require some reference to earlier material as well. It will likely have a mix of short answer and short essay questions.