

Fall 2025

Meeting days: Tue/Thu	Instructor title/name: Prof. José Muñoz
Meeting times: Section 1: 3:00pm-4:15pm Section 2: 5:00pm-6:15pm	Email (preferred method of communication): jmunoz@pointloma.edu
Meeting location: Section 1: FSB-101 Section 2: FSB-101	Phone: 619.972.4082
Final Exam: Section 1: Tue, Dec 16, 4:30pm-7:00pm Section 2: Tue, Dec 16, 7:30pm-10:00pm	Office location and hours: Before/after class, or by 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

A study of the manager's role in the organization, including the tasks of planning, organizing, leading, and controlling. Topics include an introduction to change and innovation, corporate culture, global business, ethics, corporate social responsibility, organizational structure, decision-making, human resources, and leadership.

COURSE LEARNING OUTCOMES

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

1. Recognize management theorists and examine the importance of management theories (PLO 1, E2 & F1).
2. Describe the four functions of management (PLO 1, F1 & F2).
3. Exhibit and illustrate an understanding of management principles, including: human resources, operations management, organizations and leadership (PLO 1, 2, E2,

F1 & F2).

4. Employ decision making capabilities within a team (PLO 5, E2)
5. Use effective verbal and written communication to exhibit management principles, theories and current events (PLO 3).
6. Analyze ethical issues in the context of management theories (PLO 4).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. **Exploring Management 7th Edition** (2020) Schermerhorn and Bachrach. Wiley. ISBN: 978-1-119-70418-8 (Wiley PLUS not required)
2. **Good to Great** Collins, J. (2001). Harper. ISBN: 978-0066620992

Important: There will be course content needed to successfully complete assignments, quizzes, and exams that will not be covered in class sessions. Students are expected to obtain and make use of required texts to be successful in this class.

LOMABOOKS INSTRUCTIONS

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

Assignment	Points	% of Total	Grade scale	
Assigned Reading Questions (10 X 10 pts each)	100	10%	A=94-100	C=72-75.9
Frontline Supervisor Interview Paper	50	5%	A-=90-93.9	C-=70-71.9
Personal Mission, Vision, & Values (MVV)	20	2%	B+=86-89.9	D+=66-69.9
Case Study Analysis	100	10%	B=82-85.9	D=62-65.9
Executive Interview Paper	100	10%	B-=80-81.9	D-=60-61.9
Quizzes (10 X 20pts each)	200	20%	C+=76-79.9	F=0-59.9
Final Exam	150	15%		
Discussion	30	3%		
Christian Community	50	5%		
Company Analysis Project	200	20%		
Total	1000	100%		

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted via Canvas on or before the required deadline and in the required format. Email submissions will not be accepted. Grade reductions will be taken for late assignments; 10% per day for a maximum of 3 days. If you anticipate an assignment will be late, please contact me as

soon as possible. Missed assignments will receive a zero grade. Late submissions of the Group Project will receive a zero grade. Incompletes will only be assigned in extremely unusual circumstances. A final grade of F constitutes failure of the class.

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.

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 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.

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 619-849-2486). 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 withdrawal date or, after that date, receive an "F" grade.

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.

ASSIGNMENT FORMAT AND CITATION REQUIREMENTS

All assignments are to be submitted via Canvas on or before the required deadline. Email submissions will not be accepted.

Written assignments are to be submitted in Adobe (.pdf) format. Presentation assignments are to be submitted in either Adobe (.pdf) or Microsoft PowerPoint (.ppt, .pptx) format.

All papers must be written in APA style (7th Edition). All papers should include three major sections: the Title Page, Main Body, and References. An Abstract is not required. Use the Purdue Owl as a point of reference: https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

ASSIGNMENTS

- 1. Weekly Reading Assignments (10@10 pts each)** There will be 12 reading assignments given, with the highest 10 counting towards your grade. The reading assignment questions will come from the assigned reading for that week. The assignments are designed to help students engage with reading content before coming to class and allow time in class to learn the material at a deeper level.
- 2. Frontline Supervisor Interview Paper (50 points):** Explore how frontline supervisors use the principles we've covered in class and our texts to perform their responsibilities. Identify and interview two frontline supervisors, using the interview questions developed in an earlier assignment. Use the interviews to explore how the supervisors are using the concepts from class to carry out their day-to-day activities and leading their teams. Look for ways the supervisors are bringing the things we are learning about in class to life. Write a 2-3 page paper in APA style that provides a synopsis of the interviews and includes a reflection of what you learned with at least two direct connections with content from our class and texts.
- 3. Case Study Analysis (100 points):** Read the assigned case study. Research the company and the issue(s) identified in the case study. Respond to each of the questions assigned to the case study with critical thinking and using the Management Process questions, i.e., What is/are the problems? etc. The paper should be a minimum of five pages.
- 4. Executive Interviews Paper (100 points):** Identify and two interview executives from two different companies. (Note: executives are at least two management levels above frontline supervisors, e.g. Vice-President or above.) During the interview, look for ways the executives are using the concepts from class to carry out their day-to-day activities. Talk with them about what you've learned about the management process and see how they apply it to their role. Also research the company website and any other postings or articles. The paper should be six to seven pages. You should have at least four references: the class texts, a peer reviewed article, and two from your personal interviews.
- 5. Group Project: Public Company Analysis (200 points):** Research and select a public company from the 450 lowest ranked companies in the latest Forbes 500™ listing, i.e. companies ranked 51-500. Identify a company that is using a unique and/or innovative approach to management to differentiate itself in the marketplace. Research, develop, and present an analysis of the company's management approaches, specifically in the areas of a) Planning, b) Leading, c)

Organizing, d) Controlling, and e) Ethics, Values, Diversity, and Inclusion. This is a group project with individual components. Each member of the group will be responsible for researching, developing, and presenting their analysis of the selected company's approach in one of the management areas listed above and role it plays in the company's differentiation. The presentation will be no longer than 20 minutes. Each portion of presentation should be well integrated into the other sections such that it provides a comprehensive overview of the management of the selected company and specifically describes what makes the company unique. The group will report on progress 5 times during the semester.

a. Points:

i. Individual Analysis and Presentation (75 points)

ii. Group Analysis and Presentation (75 points)

iii. Project Status Reports (5 @ 10 pts each)

6. Personal Mission, Vision, & Values (20 points): Create your own personal mission, vision, and value statements using content from class and resources provided.
7. Discussions (3 @10 points each): Discussions will be assigned related to course content and to help the class engage in management concepts. Respond to the discussion prompts/ questions utilizing the information covered within the class and the recent reading on the topic. Include a conclusion or recommended course of action to address the issue and why you recommend that approach. Your response should not be more than 2-3 paragraphs.
8. Quizzes (10 @20 points each): There will be 11 quizzes given, with the highest 10 counting towards your grade. Quiz questions will be taken from the readings or class activities and may ask you to apply the content to a business situation. They must be taken in the scheduled time frame, and **there are no makeups.**
9. Christian Community Activity: (5 @ 10 points each): One of Christianity's foundational principles is to "love one another" (John 13:34-35). A good manager will take time to get to know and care for their team. Over the course of the class you will be asked to meet in Christian Community Groups (no more than 3 members) and discuss how management concepts we're covering relate / interact with the Christian faith. You will be asked to encourage, help, and pray for them this semester. Your group is required to meet at least 5 times through the semester. Each time the group meets, each person will submit a short response using the template provided.
10. Extra Credit There will be several opportunities for extra credit provided during the course.
11. Class Engagement There are no specific points awarded for class engagement. However, your consistent attendance and participation in class, i.e., sharing, asking questions, and being involved in the class will be taken into consideration.

Note: Class attendance is required and will be monitored to ensure compliance with [PLNU's attendance and participation policy](#).

12. **Final Exam (150 points):** The Final Examination is a culmination of everything learned throughout the semester. This will be a multiple choice, T/F, matching and written essay format.
- Section 1:** Tuesday, May 6th, 4:30pm – 7:00pm
 - Section 2:** Tuesday, May 6th, 7:30pm – 10:00pm

COURSE SCHEDULE

See CANVAS for the latest course schedule and assignments

Week	Dates	Description	Category	Due Date	Points
1	Sep 1-6	Class Overview			
1	Sep 1-6	Christian Community Group: 1st Meeting-Introductions	Christian Community	Sun Sep 7	10
2	Sep 7-13	Management and Management Process			
2	Sep 7-13	Reading Questions: Management Process & Pillars of Management	Reading Questions	Sun Sep 7	10
2	Sep 7-13	Quiz 1: Management Process & Pillars of Management	Quiz	Sat Sep 13	20
3	Sep 14-20	Management Learning			
3	Sep 14-20	Reading Questions: Management Learning & G2G Chapter 1	Reading Questions	Sun Sep 14	10
3	Sep 14-20	Group Project Status Report 1: Identify roles and possible companies	Project	Thu Sep 18	10
3	Sep 14-20	Quiz 2: Management Learning & G2G Chapter 1	Quiz	Sat Sep 20	20
3	Sep 14-20	Assignment: Frontline Supervisor Interviews-Identify Interviewees and Questions	Assignment	Sun Sep 21	0
4	Sep 21-28	Ethics and Social Responsibility			
4	Sep 21-28	Reading Questions: Ethics and G2G Chapter 2	Reading Questions	Sun Sep 21	10
4	Sep 21-28	Discussion #1: Case Study-Ted's Tirade	Discussion	Wed Sep 24	10
4	Sep 21-28	Quiz 3: Ethics and G2G Chapter 2	Quiz	Sat Sep 27	20
4	Sep 21-28	Christian Community Group: 2nd Meeting-Values & Authenticity	Christian Community	Sun Sep 28	10
5	Sep 28-Oct 4	Leadership and Communication			

5	Sep 28-Oct 4	Reading Questions: Leadership and G2G Chapter 3	Reading Questions	Sun Sep 28	10
5	Sep 28-Oct 4	Group Project Status Report 2: Lock in company. Progress update	Project	Thu Oct 2	10
5	Sep 28-Oct 4	Quiz 4: Leadership and G2G Chapter 3	Quiz	Sat Oct 4	20
5	Sep 28-Oct 4	Assignment: Personal Mission, Vision, & Values (MVV)	Assignment	Sun Oct 5	20
6	Oct 5-11	Organizing			
6	Oct 5-11	Reading Questions: Organizing and G2G Chapter 4	Reading Questions	Sun Oct 5	10
6	Oct 5-11	Quiz 5: Organizing and G2G Chapter 4	Quiz	Sat Oct 11	20
6	Oct 5-11	Assignment: Frontline Supervisor Interviews Paper	Assignment	Sun Oct 12	50
7	Oct 12-18	Strategy and Strategic Management			
7	Oct 12-18	Reading Questions: Strategy and G2G Chapter 5	Reading Questions	Sun Oct 12	10
7	Oct 12-18	Quiz 6: Strategy and G2G Chapter 5	Quiz	Sat Oct 18	20
7	Oct 12-18	Christian Community Group: 3rd Meeting-Humility	Christian Community	Sun Oct 19	10
7	Oct 12-18	Assignment: Identify Executive Interviewees	Assignment	Sun Oct 19	0
8	Oct 19-25	Planning			
8	Oct 19-25	Reading Questions: Planning and G2G Chapter 6	Reading Questions	Sun Oct 19	10
8	Oct 19-25	Group Project Status Report 3: Progress update	Project	Mon Oct 27	10
8	Oct 19-25	Quiz 7: Planning and G2G Chapter 6	Quiz	Tue Oct 28	20
8	Oct 23-24	Fall Break (No Class Thu Oct 23)			
9	Oct 26-Nov 1	Controlling			
9	Oct 26-Nov 1	Reading Questions: Controlling & G2G Chapter 7	Reading Questions	Tue Oct 28	10
9	Oct 26-Nov 1	Quiz 8: Controlling and G2G Chapter 7	Quiz	Sat Nov 1	20

9	Oct 26-Nov 1	Christian Community Group: 4th Meeting-Stewardship	Christian Community	Sun Nov 2	10
9	Oct 26-Nov 1	Assignment: Executive Interviews-Confirmation and Questions	Assignment	Sun Nov 2	0
9	Oct 26-Nov 1	Assignment: Wells Fargo Case Study	Assignment	Sun Nov 2	100
10	Nov 2-8	Management Decision Making			
10	Nov 2-8	Reading Questions: Decision Making and G2G Chapter 8	Reading Questions	Sun Nov 2	10
10	Nov 2-8	Group Project Status Report 4: Progress update	Project	Thu Nov 6	10
10	Nov 2-8	Quiz 9: Decision Making and G2G Chapter 8	Quiz	Sat Nov 8	20
11	Nov 9-15	Individual Behavior and Teamwork			
11	Nov 9-15	Reading Questions: Individual Behavior, Teams and Teamwork and G2G Chapter 9	Reading Questions	Sun Nov 9	10
11	Nov 9-15	Quiz 10: Individual Behavior, Teamwork, and G2G Chapter 9	Quiz	Sat Nov 15	20
12	Nov 16-22	Human Resources			
12	Nov 16-22	Reading Questions: Human Resources	Reading Questions	Sun Nov 16	10
12	Nov 16-22	Discussion #3: Case Study-Was That Harassment?	Discussion	Wed Nov 19	10
12	Nov 16-22	Group Project Status Report 5: Progress update	Project	Thu Nov 20	10
12	Nov 16-22	Quiz 11: Human Resources and Review	Quiz	Sat Nov 22	20
12	Nov 16-22	Christian Community Group: 5th Meeting-Competitive Advantage	Christian Community	Sun Nov 23	10
12	Nov 16-22	Project: Company Analysis (Individual)	Project	Sun Nov 23	75
13	Nov 23-29	Globalization, Int. Business, and Supply Chain / Easter Break			
13	Nov 26-28	Thanksgiving Holiday (No Class Thu Nov 27)			
13	Nov 23-29	Reading Questions: Globalization and International Business	Reading Questions	Sun Nov 23	10

13	Nov 23-29	Assignment: Executive Interview Paper	Assignment	Mon Dec 1	100
13	Nov 23-29	Project: Company Analysis (Group)	Project	Mon Dec 1	75

14	Nov 30- Dec 6	Presentations and Final Review			
14	Nov 30- Dec 6	Discussion #4: Executive Interview Reflection	Discussion	Wed Dec 3	10
15	Dec 7-13	Presentations and Final Review		Tue Dec 9/ Thu Dec 11	
16	Dec 16	Final Exam			
16	Dec 16	Final Exam: Section 1	Exam	Tue Dec 16 4:30-7:00pm	150
16	Dec 16	Final Exam: Section 2	Exam	Tue Dec 16 7:30-10:00p m	150
					1000