HyFlex Quad 1 SP 2026

Meeting days: Wednesday	**Instructor title and name:** Matt Boyne
Meeting times: 5:30-8:15	**Phone:** 7607158071
Meeting location: Zoom and MV 316	**E-mail:** mboyne@pointloma.edu
Final Exam: March 4, 2026	**Office location and hours:** MV MBAS Suite Tuesday 2:00-5:00
Additional info:	**Additional info: Fermanian 130**

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 examines the concepts and applied techniques for cost-effective management of projects using agile project management frameworks. Key topics of focus include developing a project plan and scheduling resources, product backlogs, and integration of the Scrum Framework. This course also examines the current philosophies of leadership as applied to agile project management and identifies various styles of communication and conflict resolutions essential to project team learning. Through case studies and various exercises, the student will develop enhanced leadership, communication, conflict management, and negotiation skills essential to agile project management as Product Owner and Scrum Master.

COURSE LEARNING OUTCOMES ⊛

1. Exhibit an understanding of project management theory, principles and best practices for team building, communication, negotiation and conflict resolution (PLO 1).
2. Evaluate project management body of knowledge competencies (PLO 3 & C1).
3. Formulate a project management plan based on project management knowledge, concepts and processes (PLO C1).
4. Use effective verbal and written communication skills to articulate a project management plan (PLO 6).
5. Collaborate as an effective team member when developing a project management plan (PLO 7).

COURSE CREDIT HOUR INFORMATION ⊛

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 8-weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Please enroll in the Coursera class Agile Leadership Specialization. You'll need to get the paid version so you can get a specialization. This is for you as a resume builder since you can place this specialization onto your LinkedIn page. Beginning in Week 2 you'll be assigned a Module each week to complete as part of your homework. I know the prof teaching this class from CU. She was a project manager at United Airlines and is rock solid.

2. Please get a copy of Risk Up Front: Managing Projects in a Complex World. We will use this book extensively in class.

3. We'll use resources from our electronic Library throughout class:

a.   The Project Manager's Guide to Mastering Agile

b.   The New One Page Project Manager

c.   Wysocki's Effective Project Management

d. And from Scrum Inc.- The Scrum Guide

e. And from AGLX - The Flow System

ASSESSMENT AND GRADING ⊛

Sample assignment distribution by percentage:	Sample grade scale:
● Weekly Discussions (240 pts) 24%	

• Assessment Case Study (250 pts) 25% • Leader Development Portfolio (160 pts) 16% • Coursera (250 Points) 25% • Homework (100 pts) 10%	A= (930-1,000 pts) 93-100% A-= (900-929 pts) 90-92% B+= (870-899 pts) 87-89% B= (830-869 pts) 83-86% B-= (800-829 pts) 80-82% C+= (770-799 pts) 77-79%	C= (730-769 pts) 73-76% C-= (700-729 pts) 70-72% D+= (670-699 pts) 67-69% D= (630-669 pts) 63-66% D-= (600-629 pts) 60-62% F= (0-599 pts) 0-59%

Table 2 Point Distribution and Grade Scale

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. Please contact prof for emergencies. Penalties will be 5% for 1-day, 20% for 2-days, 30% for 3 days and a 0 thereafter. Incompletes will only be assigned under 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.

SPIRITUAL CARE *

Mission Valley:

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 or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

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

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.

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 or as shown in the PLNU Spiritual Care section of this syllabus](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

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **The GPS Writing Center** offers:
    - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
    - **One-to-one appointments** with the Writing Coach
    - **Microlearning YouTube Video Library** for helpful tips anytime
    - **Research Help Guide** to help you start your research
    - The physical office is located on the third floor of the **Mission Valley Regional Center** off the student lounge
- **Academic Writing Resources Course:** Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **Watch a quick video run-through** and take time now to explore!

- **Grammarly**: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- **Tutoring**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: **GPSWritingCenter@pointloma.edu**

NOTE: The following policies are to be used without changes:

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 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 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 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.

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).

MBA/MAOL Courses that are online or hybrid:

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class regardless of the date of the student's enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

USE OF TECHNOLOGY

In order to be successful in the online or hybrid environment, 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) 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**. No requests for early examinations or alternative days will be approved.

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 OR ASSIGNMENT	ASSIGNMENT DUE DATE

Table 3 Course Schedule and Assignments

Week / Dates	Coursera Module	Risk Up Front Readings	Major Deliverables (Product Backlog Items)
Sprint 1 Jan 11–17	*No Coursera this week, no in person class, Zoom Wednesday only night*	**Ch. 1–3•** Why RUF?• Early alignment• Surfacing risks	• Read Scrum Guide• Read RUF Ch. 1–3• Case Study Familiarization (Mobile Banking App)• Peer Instruction Discussions Q1–Q3• Set up eduScrum Board• Initial Risk Brainstorm
Sprint 2 Jan 18–24	**Module 1 — Agile Leadership Introduction**	**Ch. 4–6•** Risk lists• Risk conversations• Prioritizing risks	• Coursera Module 1 + Reflection • Identify & categorize risks • Peer Instruction Discussions Q1–Q3 • Begin Risk Register
Sprint 3 Jan 25–31	**Module 2 — Leading Teams in Complexity**	**Ch. 7–9•** Risk scoring• Impact mapping • Early mitigation	• Coursera Module 2 + Reflection • Complete Risk Register (Likelihood, Impact, Mitigation) • Peer Instruction Q1–Q3
Sprint 4 Feb 1–7	**Module 3 — Agile Decision-Making**	**Ch. 10–12** • Risk ownership • Risk burndown • Accountability	• Coursera Module 3 + Reflection • Agile Risk Management Plan (Sprint-based) • Peer Instruction Q1–Q3
Sprint 5 Feb 8–14	**Module 4 — Agile Leadership in Practice**	**Ch. 13–15** • Schedules • Budgets • RUF Project Statement	• Coursera Module 4 + Reflection • Budget (Excel/Sheets) • Schedule (Excel/Miro Calendar) • Draft RUF Project Statement • Peer Instruction Q1–Q3
Sprint 6 Feb 15–21	*No Coursera — shift to Leadership Workshop*	**Review RUF Ch. 1–6** (for workshop risk analysis)	• Leadership Workshop Product Vision • Workshop Product Backlog (Learning Outcomes) • Peer Instruction Q1–Q3
Sprint 7 Feb 22–28	*No Coursera*	**Review RUF Ch. 7–12** (risk scoring + mitigation)	• Sprint Plan for Workshop Design • RUF Analysis for Workshop Delivery • Peer Instruction Q1–Q3
Sprint 8 Mar 1–7	*No Coursera*	**Review RUF Ch. 13–15** (final synthesis)	• Final 4-Day eduScrum Leadership Workshop Plan (Final Assignment) • Peer Instruction Q1–Q3 • End-of-Course Retrospective