

Spring 2026

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| Meeting days: Tue/Thu | Instructor title/name: Prof. José Muñoz |
| Meeting times: Section 1: 3:15pm - 4:30pm Section 2: 5:00pm - 6:15pm | Email (preferred method of communication): jmunoz@pointloma.edu |
| Class Location-Liberty Station: Section 1: LS 204-A Section 2: LS 204-A | Phone: 619.972.4082 LinkedIn: |
| Final Exam (Week of May 4-8): Section 1: Actual day/time TBA Section 2: Actual day/time TBA | https://www.linkedin.com/in/jose-munoz-462b4414/ |

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: 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 | Indiv/ Group | Points | % of Total | Grade scale | |
|---|-----------------|--------|------------|-------------|------------|
| Good to Great Follow-up Report | Group | 100 | 10% | A=94-100 | C=72-75.9 |
| Management Interviews Paper | Indiv | 100 | 10% | A-=90-93.9 | C-=70-71.9 |
| Company Mission-Vision-Values (MVV) | Group | 100 | 10% | B+=86-89.9 | D+=66-69.9 |
| Personal Mission-Vision-Values (MVV) | Indiv | 100 | 10% | B=82-85.9 | D=62-65.9 |
| Quizzes (10 X 20 pts each) | Indiv | 200 | 20% | B-=80-81.9 | D-=60-61.9 |
| Final Exam | Indiv | 150 | 15% | C+=76-79.9 | F=0-59.9 |
| Management Faith/Ethics (5 X 20 pts each) | Group | 100 | 10% | | |
| Participation-Class Discussion-Attendance | Indiv | 150 | 15% | | |
| 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.**

CELL PHONE POLICY

Cell phone usage of any form is not permitted in class.

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

Please do not use Google Sheets, Drive or Docs or any other format other than Word, Adobe or Canvas for submission. Many of these are incompatible with Canvas.

All papers should 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. Good-to-Great Follow-up Report: (100 points, 10% of course grade):** In the Collins Good-to-Great book, he names 11 good-to-great companies. This follow-up report will contain two parts. One is a 1-paragraph current status of each of the 11 companies. The other part is your group's listing of the companies that would make up your top 11 companies today, along with a 1-paragraph discussion of why each one is on your list.
- 2. Management Interviews Paper (100 points, 10%):** Your paper will be made up of 3 parts: a. A 4-page max, double-spaced summary of your interview with a **frontline or first-level supervisor** of your choice. b. Another 4-page max, double-spaced summary of your interview with a **senior-level or executive** manager. For each of the first 2 parts, you should explore how textbook concepts are used by the managers. c. A 3-page max, double-spaced summary of the differences in the focus of the two interviews. The paper should include a title page and a references page (excluded from the page counts listed above).
- 3. Company Mission-Vision-Values (CMVV) Analysis: (100 points, 10%):** Early in the course, you will be studying the pillars of business strategy which are represented by the company's mission-vision-values (MVV) statements. Your group will be assigned a publicly-traded company whose MVV you will analyze. Each group will have a different company. The **group** paper will consist of several parts, and will be submitted through Canvas as a Word document file attachment: a. You are to search the company's website to find each of these components: mission, vision, and values statements. In theory, these items should be readily available and easy to find on the website. In reality, this is not always the case. In this part of the paper, you will comment on how easy it was to find them, and will describe where you found them. If they can't be located, you will so state. b. In this next part of the paper, you will compare the

company's MVV to the guidelines provided in class. You will then assign a numerical score between 0-100% to each component, and an overall score. You will also provide reasons for your scores.

4. **Personal Mission-Vision-Values (PMVV) (100 points, 10%):** In this **individual** assignment, you will take the lessons you learned in class and in the CMVV in #3 and write your own personal mission-vision-values statements. You will provide the background story leading up to each statement. For your vision piece (which describes where you want to be), you can have 2 subparts, the first part looking ahead 5 years, and the second part looking ahead 10-15 years. This paper will be submitted through Canvas as a Word document file attachment.
5. **Quizzes: (10 @20 points each, 200 points total, 20%):** There will be 11 **individual** quizzes given in-person, almost always in Thursday's class, 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**. Quizzes are almost all multiple choice and are 12 minutes long. You may use outside sources, but not another person.
6. **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 fill-in-the-blank machine-graded format.
 - a. **Section 1:** Day/time TBA
 - b. **Section 2:** Day/time TBA
7. **Management Faith/Ethics:** (5 @ 20 points each, 100 points total, 10%): 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 your groups to discuss how management concepts we're covering relate/interact with the Christian faith and the realities of this world. You will be presented with different current business situations and will be asked to comment on the relationships between the situation, your faith, and the textbook/classroom concepts. Your group will submit a 3-5 page max, double-spaced analysis of this situation and submit it via Canvas in Word document form, along with a title page and references used.
8. **Participation-Class Discussion-Attendance:** (150 points, 15%): You are expected to be in attendance and to actively participate in each class session. You can earn up to 15% of your overall course grade.
9. **Extra Credit** There will be several opportunities for extra credit provided during the course. They

include, but are not limited to the following items:

- a. Good-to-Great presentations. I need 9 volunteers to each take one chapter of the Collins book and make a 5-minute/5-slide presentation on the key chapter points. You will be teaching each other the key points from Collins.
- b. Weekly current business events quizzes that will be taken in groups. These are 8-question multiple-choice quizzes that focus on the business world around us. To be an effective manager, one must be aware of current business surroundings. In addition to extra-credit points, the winningest individuals will earn valuable SWAG courtesy of my youngest daughter who works for Yeti.
- c. End-of-course student evaluations. You will receive extra-credit for participating in the end-of-course evaluation.
- d. Other opportunities that may arise during the course.

10. Additional Ungraded Items: These consist of the following items:

- a.** There are reading assignments given for both the text and the Collins book. 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 you to better learn the material at a deeper level, and more importantly, to prepare for the final exam.
- b.** There will be several speakers throughout the course that will speak to you about various management issues.

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

