



Fermanian School of Business

BLD4012 Leadership Theory & Practice

3 Units

Spring 2026, Quad 2

March 16 – May 10

Meeting Day/Time: Asynchronous

Instructor: Nick Smirniotopoulos

Meeting Location: Online

Email: nsmirnio@pointloma.edu

Phone: *By Appointment*

Office Location and Hours: *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. cultures.

Course Description

This course provides an overview of a wide variety of leadership theories, concepts, and practices. Topics include the historical examination of leadership models, contributions of leaders to a modern society, and practical application of leadership. Emphasis is placed upon personal leadership development, including the analysis of leadership styles utilizing self-assessments.

Course Learning Outcomes

The student who successfully completes this course will be able to:

1. Explain leadership concepts, practices and theories (PLO 1 & F1).
 2. Analyze traits and behaviors of effective leaders (PLO F1).
 3. Determine how to effectively address ethical dilemmas from a leadership perspective (PLO 4).
 4. Demonstrate effective communication through written means (PLO 3).
 5. Collaborate in a team to complete projects on leadership (PLO 5).
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Program Learning Outcomes

The student who successfully completes Bachelor of Business Administration will be able to:

1. Exhibit general knowledge of theories and practices in the core areas of business.
 2. Critically analyze and apply business knowledge to solve complex business situations.
 3. Demonstrate effective business communication through both written and verbal means.
 4. Formulate decisions informed by ethical values.
 5. Collaborate effectively in teams.
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Institutional Learning Outcomes

1. Learning, Informed by our Faith in Christ

Students will acquire knowledge of human cultures and the physical and natural world while developing skills and habits of the mind that foster lifelong learning.

2. Growing, in a Christ-centered Faith Community

Students will develop a deeper and more informed understanding of others as they negotiate complex professional, environmental, and social contexts.

3. Serving, in a Context of Christian Faith

Students will serve locally and/or globally in vocational and social settings.

Required Texts and Recommended Study Resources

1. Daft, R. L., (2022). The Leadership Experience, 8th. Cengage Learning Stamford, CT.
2. Marquet, L. David., (2012). Turn The Ship Around, Penguin Random House. New York, NY.
3. Two online assessments:
 - DiSC Assessment - complete [the free online assessment](#) & keep note of your results.
 - Big 5 Assessment - complete [the free online assessment](#) & keep note of your results.

Note: Students are responsible for having the required textbooks prior to the first day of class. Students are also encouraged to begin reading the books in preparation for the class as soon as possible.

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. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided below and in the Canvas modules.

Assessment and Grading

Grading will be based on the following:

Course Assignments

<i>Assignment</i>	<i>Description</i>	<i>Points</i>
Weekly Group Work (20 points x 7)	Reflections are done by Team, however every team member must equally contribute. I will monitor the submission for inclusion from every team member. Leadership is not done in a vacuum. Reflections must include each member's thoughts and an updating on their current status. Grading is done as a team and the contribution of a single member can impact the grade of the team. Leadership will ensure all the members of the team contribute to the final result.	140
Assignment on Self Assessments (50 points x 1)	This assignment is part of the Weekly Group Discussions above. After registering for and completing the two personality assessment tests (Big 5 and DiSC), review and answer the questions posted on Canvas.	50
Weekly Quiz (x7)	In order to pass this class you must demonstrate competency with the material found in the text. You must pass with a significant score on the 7 chapter quizzes given over the text material. Please note: Seldom are grades determined by one or two big point totals, positive or negative, but are an accumulation of the body of work over a semester. Such is the case in the working world –seldom does an extraordinary day or a disastrous one make or ruin a career – it is the discipline of doing the best over time that is valued.	280
Weekly Reading Guide (x8)	Each week you will be responsible to submit a "reading guide." The reading guide is meant to allow you time to reflect on the material and relate it to your leadership. As the course continues it will be linking the current topics to	160

	previously discussed topics and designed to connect ideas and concepts for your learning and understanding. These will be attached as a word document and you will need to submit your completed report to the designated assignment page within the module. Please keep a copy of your reading guides as they will serve as a tremendous study guide for future tests and quizzes. There will be no late assignments accepted.	
Leadership Profile Report	Each student will be required to find a leader in the public domain to write a profile report (i.e. Company CEO, Public Figure, Athletics Coach, etc.). This paper should address a critical review of the leader being profiled, apply concepts and theories from the Daft text to their leadership story, and apply the profiled leader's story to the student's intended leadership style. To receive full credit you must accomplish all of the above in your paper. There is no page limit or defined requirement. However, I would expect it to be 3-4 pages. Format, grammar, and spelling matter. It should be a narrative, a story, and compelling.	50
Turn The Ship Around Synthesis Report	You will be required to turn in a Final Written Project, which is a book review of Turn the Ship Around. You should approach the writing of the Project to demonstrate your understanding of the totality of your understanding of leadership. Through your educational experience you have studied, seen, and experienced leadership in many shapes and forms. This Project should be done in 3-4 pages excluding title, table of contents, & reference pages.	50
Midterm Exam	Test questions taken from text material. 25 multiple choice questions.	100
Final Exam	Given at the end of the term to assess the value added of the course material. 25 multiple choice questions.	100
Peer Evaluation	Teams perform extremely well when all members contribute their unique gifts & talents to assignments while maintaining a strong work ethic & mutual respect. You will evaluate the contributions across assignments of each team member.	40
Course Evaluation (x2) & Academic Honesty		30
	TOTAL	1000

Student grades for assignments will be posted in the Canvas gradebook no later than midnight on Tuesday of each week beginning in Week Two of this course. It is important to read the comments posted in the gradebook as these comments are intended to help students improve their work. Final grades will be posted by the due date as posted in the Academic Calendar.

Grading Scale

The following grading scale will be used for all exams and final course grades:

- 93-100% = A
 - 90 - 92% = A-
 - 87 – 89% = B+
 - 84 – 86% = B
 - 81 – 83% = B-
 - 78 – 80% = C+
 - *75 – 77% = C
 - 73 – 74% = C-
 - 71 – 72% = D+
 - 68 – 70% = D
 - Below 68% = F
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Incompletes and Late Assignments

All assignments are to be submitted by the due dates. There will be a 10% reduction of possible points for **each day** an assignment is late, and assignments will **not be** accepted for credit four days after the due date. If missing assignments result in the failure to meet learning outcomes, you may receive a letter grade reduction on the final grade in addition to the loss of points for missing work. Assignments will be considered late if posted after the due date and time using Pacific Standard Time. No assignments will be accepted after midnight on Sunday night, the last day of class.

Exceptions for extenuating circumstances must be pre-approved by the instructor and the program director.

Incompletes will only be assigned in extremely unusual circumstances.

PLNU Spiritual Care

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate and Adult Undergraduate students to encounter God and grow in their Christian faith. We have onsite chaplains at our different campuses who may be available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with our chaplains, you can find them at the [Chaplain's Page via myPLNU](#).

In addition, the Mission Valley and Balboa campuses have a prayer chapel for use as a space set apart for quiet reflection and prayer.

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.

State Authorization

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 [Adult Undergraduate 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."

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.

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 ensure 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.

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 [PLNU's Nondiscrimination webpage](#).

Sexual Misconduct and Discrimination

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. 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 help and support are available through the [Title IX Office](#). Please be aware that under Title IX of the Education Amendments of 1972, it is 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

PLNU Attendance and Participation Policy

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.

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.

Note: For synchronous courses with an online asynchronous week, refer to the Online Asynchronous Class Attendance policy listed below.

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

Course Modality Definitions

1. Online Courses: These are courses with class meetings where all instruction and interaction are fully online.
 1. Synchronous Courses: At least one class meeting takes place at a designated time.
 2. 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).
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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 nor allowable) 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.

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.
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Final Exam Policy

Successful completion of this class requires taking the final examination on its scheduled day.

Assignments-at-a-Glance

The course summary below lists our assignments and their due dates. Click on any assignment to review it.