Course Syllabus

Jump to Today

Fermanian School of Business

BLD 4040: Leading Teams

3 Units

Fall 2026, Quad 2

October 26 – December 20

Meeting Day/Time: Asychronous

Meeting Location: Online

Instructor: Dr. Jeff Bolster

Email: jbolster@pointloma.edu (mailto:jbolster@pointloma.edu)

Phone: 619-849-2480

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 is a study of leadership and group dynamics to cultivate and promote teamwork in traditional and virtual settings. Topics include understanding and managing the internal dynamics of teams, examining dysfunctional dynamics and processes, and facilitating the creation of teams. Emphasis is placed on developing leadership knowledge and skills to build thriving teams in contemporary organizations. Prerequisite(s): BLD 4012

Course Learning Outcomes

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

1. Explain team principles, practices, and theory
2. Create a functional team, including establishing team processes for productive interactions
3. Apply team congruence incorporating team diversity
4. Assess team response to change
5. Demonstrate an understanding of team dysfunctionalities and disruptive conflict resolution
6. Collaborate as a team to present key teamwork concepts

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.

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

- Hesselbein, Frances (2013). *Effective Teams: Essentials from Leader to Leader*. ISBN: 978-1-118-58703-4
- Katzenback, Jon R, Smith, Douglas K. (1993). *The Wisdom of Teams. Harvard Business School Press.* ISBN: 978-0875843674
- Shapiro, Mary, *HBR Guide to Leading Teams* (2015). Harvard Business School Publishing Corporation. ISBN: 978-1633690417
- Various online articles and videos.

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.

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Course Credit Hour Information

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit 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.

Estimated Time to Complete Course

Activity Category	*Time-to-Complete (Hours)*
Discussions	25
Reading, Lecture Videos & Lecture Video Discussions	45
Papers, Simulation, Weekly Quizzes & Exams	50
Total Hours	**120**

Assessment and Grading

Grades will be based on the following:

Distribution of Points

Course Assignments	Points
Quizzes/Midterm	270
Video Lecture Discussions	100
Individual Assignments (reflections, reading summaries, thought questions)	350
Team case studies	105
Final Team Project	175
Total Points	**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+
- 83 – 86% = B
- 80 – 82% = B-
- 77 – 79% = C+
- *73 – 76% = C
- 70 – 72% = C-
- 67 – 69% = D+
- 63 – 66% = D
- 62 – 60% = D-

- Below 60% = F

General Course Concerns

If you have a concern related to the content or structure of this course, please bring your concern(s) to me (the instructor) in a timely manner, so that we have the opportunity to discuss your thoughts and work together toward a solution.

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. (https://my.pointloma.edu/pages/chaplains)**

In addition, the Mission Valley and Balboa campuses have a prayer chapel 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 (https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures)** to view which states allow online (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** (https://pointloma-public.courseleaf.com/aug-catalog/academic-general-policies/#text) 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 Behavior Policy

Both faculty and students at Point Loma Nazarene University have the right to expect a safe and ordered environment for learning. Students are expected to take the initiative to learn and conduct themselves in a mature and civil manner in the classroom environment. Any student behavior that is disruptive or threatening is a serious affront to Point Loma Nazarene University as a learning community. Students who fail to adhere to these behavioral standards may be subject to disciplinary action, including removal from class or further university sanctions. For a full definition of disruptive behavior, response procedures, and the appeal process, please consult the **Academic Behavior Policy** (https://pointloma-public.courseleaf.com/aug-catalog/academic-general-policies/) in the **University Catalog.** (https://pointloma-public.courseleaf.com/aug-catalog/)

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 a bias incident regarding language, you can find more information on reporting and resources at **www.pointloma.edu/bias** (http://www.pointloma.edu/bias) .

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** (https://www.pointloma.edu/title-ix) . 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** (https://pointloma-public.courseleaf.com/aug-catalog/academic-general-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).

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*** **(https://help.pointloma.edu/TDClient/1808/Portal/KB/ArticleDet?ID=108349)** 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 (https://my.pointloma.edu/pages/writing-center-gps) 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 (https://my.pointloma.edu/pages/research-help)** to help you start your research
    - The physical office is located on the third floor of the **Mission Valley Regional Center (https://maps.app.goo.gl/CRXui8PJUnSkvokC9)** off the student lounge
- **Academic Writing Resources Course (https://canvas.pointloma.edu/courses/64301) :** Found on your Canvas Dashboard, th course is non-credit with 24/7 access, no time limits, and self-paced content. **Watch a quick video run-through**

(https://youtu.be/JB8MmVPznFI) and take time now to explore!

- **Grammarly** (https://www.grammarly.com/edu/point-loma-nazarene-university-graduate-professional-studies) : 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** (https://my.pointloma.edu/pages/tutoring-gps) : 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.

Assignments-at-a-Glance

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

Course Summary:

Date	Details	Due
Tue Oct 27, 2026	WK1 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383466)	due by 11:59pm
Thu Oct 29, 2026	WK1 Individual Reading Summary (https://canvas.pointloma.edu/courses/89006/assignments/1383464)	due by 11:59pm
	WK1 Individual Reflection (https://canvas.pointloma.edu/courses/89006/assignments/1383465)	due by 11:59pm
Sun Nov 1, 2026	WK1 Quiz (https://canvas.pointloma.edu/courses/89006/assignments/1383461)	due by 11:59pm
Wed Nov 4, 2026	WK2 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383470)	due by 11:59pm
Thu Nov 5, 2026	WK2 Individual Reading Summary (https://canvas.pointloma.edu/courses/89006/assignments/1383467)	due by 11:59pm
	WK2 Team Selection Approach (https://canvas.pointloma.edu/courses/89006/assignments/1383469)	due by 11:59pm
Sun Nov 8, 2026	WK2 Quiz (https://canvas.pointloma.edu/courses/89006/assignments/1383458)	due by 11:59pm
	WK2 Team Project Topic (https://canvas.pointloma.edu/courses/89006/assignments/1383468)	due by 11:59pm
Wed Nov 11, 2026	WK3 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383473)	due by 11:59pm
Thu Nov 12, 2026	WK3 Individual Reflection (https://canvas.pointloma.edu/courses/89006/assignments/1383471)	due by 11:59pm
	WK3 Team Engagement Plan (https://canvas.pointloma.edu/courses/89006/assignments/1383472)	due by 11:59pm
Sun Nov 15, 2026	WK3 Quiz (https://canvas.pointloma.edu/courses/89006/assignments/1383460)	due by 11:59pm

Date	Details	Due
Wed Nov 18, 2026	WK4 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383476)	due by 11:59pm
Thu Nov 19, 2026	WK4 Individual Reading Summary (https://canvas.pointloma.edu/courses/89006/assignments/1383474)	due by 11:59pm
	WK4 Team Case Study (https://canvas.pointloma.edu/courses/89006/assignments/1383475)	due by 11:59pm
Sun Nov 22, 2026	WK4 Quiz (https://canvas.pointloma.edu/courses/89006/assignments/1383462)	due by 11:59pm
Tue Nov 24, 2026	Extra Credit Survey: Final Project Check-In (https://canvas.pointloma.edu/courses/89006/assignments/1383455)	due by 11:59pm
	WK5 Final Team Presentation Bibliography (https://canvas.pointloma.edu/courses/89006/assignments/1383477)	due by 11:59pm
	WK5 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383478)	due by 11:59pm
Tue Dec 1, 2026	WK6 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383481)	due by 11:59pm
Thu Dec 3, 2026	WK6 Individual Reflection (https://canvas.pointloma.edu/courses/89006/assignments/1383479)	due by 11:59pm
	WK6 Team Case Study (https://canvas.pointloma.edu/courses/89006/assignments/1383480)	due by 11:59pm
Sun Dec 6, 2026	WK6 Midterm Exam (https://canvas.pointloma.edu/courses/89006/assignments/1383456)	due by 11:59pm
Tue Dec 8, 2026	WK7 Individual Reflection (https://canvas.pointloma.edu/courses/89006/assignments/1383482)	due by 11:59pm
	WK7 Team Case Study (https://canvas.pointloma.edu/courses/89006/assignments/1383483)	due by 11:59pm
	WK7 Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383484)	due by 11:59pm
Sun Dec 13, 2026	WK7 Quiz (https://canvas.pointloma.edu/courses/89006/assignments/1383457)	due by 11:59pm
Thu Dec 17, 2026	WK8 Individual Reading Summary (https://canvas.pointloma.edu/courses/89006/assignments/1383485)	due by 11:59pm
	WK8 Team Presentation Slides (https://canvas.pointloma.edu/courses/89006/assignments/1383486)	due by 11:59pm

Date	Details	Due
	WK8 Team Presentation Video Discussion (https://canvas.pointloma.edu/courses/89006/assignments/1383463)	due by 11:59pm
	Academic Honesty Verification Statement (https://canvas.pointloma.edu/courses/89006/assignments/1383459)	