

Fermanian School of Business

BMG2012 Principles of Management

3 Units

Fall 2026

August 31 – December 20

Meeting Days: Monday

Meeting Times: 6:00pm – 8:45pm

Meeting Location: Mesa College

Instructor: Karen Pascoe, MAOL

Email: kpascoe@pointloma.edu

Phone: (916) 749-5133

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.

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.

Program and Course Learning Outcomes

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

1. Recognize management theorists and examine the importance of management theories (BBA: PLO 1 & A2); (BAOL: PLO 1).
2. Describe the four functions of management (BBA: PLO 1, A1 & A2); (BAOL: PLO 1).
3. Exhibit and illustrate an understanding of management principles, including: human resources, operations management, organizations and leadership (BBA: PLO 1, 2, A1 & A2); (BAOL: PLO 1 & 5).
4. Employ decision making capabilities within a team (BBA: PLO 5); (BAOL: PLO 4).
5. Use effective verbal and written communication to exhibit management principles, theories and current events (BBA: PLO 3); (BAOL: PLO 2).
6. Analyze ethical issues in the context of management theories (BBA: PLO 4); (BAOL: PLO 4).

Required Texts And Recommended Study Resources

- Schermerhorn Jr., J.R., & Bachrach, D. G. (2020). *Exploring Management* (7th Edition). Wiley Global Education US. ISBN:978-1-119-70418-8
- Partridge, D. *People over Profit* (2015). Nelson. ISBN: 978-1501222306
- *Capsim Inbox*: General Management

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

All supplemental materials posted on this course site (including articles, book excerpts, or other documents) are provided for your personal academic use. These materials may be protected by copyright law and should not be duplicated or distributed without permission of the copyright owner.

Course Credit Hour Information

Distribution of Student Learning Hours: It is anticipated that you will spend a minimum of 37.5 participation hours per credit hour on your coursework. The time expectations for this course are shown below.

Category	Time Expectation in Hours
Required Reading	10.5
Online Discussions	38
Assignments	54
Total Hours	112.5

Assessment and Grading

Activities and Assignments, such as quizzes, discussions, and presentations, will make up the grading components for this course. Note the "Activities and Point Distribution" grid that follows. Assessments for grading purposes can be found in the comments posted in your "Grades" section in Canvas. A minimum of one or two comments will be offered for each grade and points will be assigned based on the Activities and Assignments you complete each week.

It is important to read the comments posted in the gradebook, as you will discover various ways to improve your grades and participation in this course. Final grades will be posted by the due date in the Academic Calendar.

Activities and Point Distribution

<u>Sample Assignment Category</u>	<i>Points</i>
Weekly Quizzes	150
Video Lecture Participation	160
Weekly Discussions	110
<i>People over Profit</i> Reflections	85
General Management <i>Capsim</i> Inbox	75
Ethics Presentation	100
Executive Interview Assignment	120
Management in the Real World Assignment	50

Activities and Point Distribution

<i>Sample Assignment Category</i>	<i>Points</i>
Final Exam	150
Total points	1000

Grading Scale

The following sample grading scores reflect a scale used for all exams and final course grades. Please note: Students must complete BMG2012 with a minimum grade point average of 2.000 in the Fermanian School of Business at Point Loma Nazarene University.

Final Exam Policy

In addition to the discussions, quizzes, and assigned projects, the final exam represents approximately 15% of the overall course grade. As such, this exam must be taken on December 15 in class as presented. No make-ups or alterations to this policy are allowed, with the exception of extenuating circumstances or emergencies.

93-100%	A	73-76%	C	
90-92%	A-	70-72%	C-	
87-89%	B+	67-69%	D+	
83-86%	B	63-66%	D	
80-82%	B-	60-62%	D-	
77-79%	C+	Below 60%	F	

Content Warning

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In this course, *Principles of Management*, all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include the practice of management in various areas, such as human resources, conflict management, strategy, motivation, and other related topics. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose

of expanding your intellectual engagement in the area of organizational management in business, and I will support you throughout your learning in this course.

Trigger Warning

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In *Principles of Management*, we will cover a variety of topics, some of which you may find triggering. These topics include conflict management, ethics, human resources, and leadership styles. Each time this topic appears in a reading or unit, it is marked on the syllabus.

The experience of being triggered versus intellectually challenged is different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate.

In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material.

Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of management in business, and I will support you throughout your learning in this course.

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.

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.

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 Accelerated 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.

Student Success

The Center for Student Success supports our Graduate and Professional Studies students throughout their academic journey. We provide student services such as academic advising and planning, resource workshops, and connect students to career services, writing support, tutorial services, and wellness resources. The Center itself is located on the first floor of the Mission Valley Campus. If you have any questions about how to access resources at PLNU, please start by reaching out to the Center for Student Success [by email](#) or by phone at 619-563-2850. Please visit [myPLNU Student Success](#) for more details. If you are in the School of Education, please contact [SOE Advising](#).

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 Honesty PolicyLinks to an external site.](#) in the [University Catalog](#) 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 PolicyLinks to an external site.](#) in the [University CatalogLinks to an external site.](#)

PLNU 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; however, 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 copy AI directly, that will constitute an inappropriate usage of AI and your work will be graded negatively as a result. 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 on the Point Loma campus, the first floor of the Balboa campus, and the second floor of the Mission Valley campus. For all students, including the Bakersfield campus, virtual appointments are available. You can reach the Educational Access Center (EAC) by [email](#) or phone at 619-849-2553. Students can access both requests for and evidence of disability through the Accommodate link off the main page of OneLogin. 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 ensure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. In accordance with ADA, accommodations cannot constitute a fundamental alteration to course outcomes; therefore, planning ahead is vital in establishing appropriate accommodations for equal access to this course. 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) has experienced other forms of discrimination, you can find more information on reporting and resources via the [Nondiscrimination and Anti-harassment Policy](#).

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](#). 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](#) or [consult the list of campus pastors](#).

If you (or someone you know) has experienced other forms of discrimination or bias, you can find more information on reporting and resources via the [Nondiscrimination and Anti-harassment Policy](#).

PLNU 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).

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](#)[Links to an external site.](#) for additional detail.

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 the 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.

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](#)**[Links to an external site.](#) 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](#)**[Links to an external site.](#) and take time now to explore!
- **[Grammarly](#)**[Links to an external site.](#): 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 the [GPS Writing Center](#) anytime.

Assignments At-A-Glance/Canvas Course Summary

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

Course Schedule and Assignments

Course Summary:

Course Summary

Date	Details	Due
Mon Aug 31, 2026	Quiz Academic Honesty Verification Statement	due by 11:59pm
	Page Overview - Module 1	to do: 11:59pm
Tue Sep 1, 2026	Discussion Topic Introductions	due by 11:59pm
	Page Course Introduction	to do: 11:59pm
Mon Sep 7, 2026	Page Overview - Module 2	to do: 11:59pm
Tue Sep 8, 2026	Assignment Video Participation - Chapter 1	due by 6pm
	Page Chapter 1 - Lecture Videos	to do: 6pm
Tue Sep 15, 2026	Assignment Video Participation - Chapter 2	due by 6pm
	Page Chapter 2 - Lecture Videos	to do: 6pm
Sun Sep 20, 2026	Assignment Week 3 Ethics Presentation Topic Choice	due by 11:59pm
Mon Sep 21, 2026	Page Overview - Module 3	to do: 11:59pm
Tue Sep 22, 2026	Assignment Video Participation - Chapter 3	due by 6pm
	Page Chapter 11 - Lecture Videos	to do: 6pm
	Page Chapter 3 - Lecture Videos	to do: 6pm
Sun Sep 27, 2026	Assignment Week 4 Executive Interview Preparation	due by 11:59pm
Mon Sep 28, 2026	Page Overview - Module 4	to do: 11:59pm
Tue Sep 29, 2026	Assignment Video Participation - Chapter 11	due by 6pm

Course Summary

Date	Details	Due
Tue Oct 6, 2026	Assignment Video Participation - Chapter 14	due by 6pm
	Page Chapter 14 - Lecture Videos	to do: 6pm
Sun Oct 11, 2026	Assignment Week 6 Ethics Presentation PPT Draft	due by 11:59pm
Tue Oct 13, 2026	Assignment Week 7 People over Profit Reflection - Pages 1-54	due by 6pm
	Assignment Week 7 Capsim Inbox	due by 11:59pm
Mon Oct 19, 2026	Page Overview - Module 5	to do: 11:59pm
Tue Oct 20, 2026	Assignment Video Participation - Chapter 5	due by 6pm
	Assignment Week 8 Ethics Presentation and Final Submission	due by 6pm
	Assignment Week 8 People over Profit Reflection - Pages 55-100	due by 6pm
	Page Chapter 5 - Lecture Videos	to do: 6pm
Sun Oct 25, 2026	Quiz Mid-Course Survey	due by 11:59pm
Tue Oct 27, 2026	Assignment Video Participation - Chapter 7	due by 6pm
	Assignment Week 9 People over Profit Reflection - Pages 101-154	due by 6pm
	Page Chapter 7 - Lecture Videos	to do: 6pm
Mon Nov 2, 2026	Page Overview - Module 6	to do: 11:59pm
Tue Nov 3, 2026	Assignment Video Participation - Chapter 8	due by 6pm
	Assignment Week 10 People over Profit Reflection - Pages 155 - end	due by 6pm
	Page Chapter 8 - Lecture Videos	to do: 6pm

Course Summary

Date	Details	Due
Tue Nov 10, 2026	Assignment Video Participation - Chapter 9	due by 6pm
	Assignment Week 11 People over Profit Final Reflection	due by 6pm
	Page Chapter 9 - Lecture Videos	to do: 6pm
Mon Nov 16, 2026	Page Overview - Module 7	to do: 11:59pm
Tue Nov 17, 2026	Assignment Video Participation - Chapter 6	due by 6pm
	Page Chapter 6 - Lecture Videos	to do: 6pm
Tue Dec 1, 2026	Assignment Video Participation - Chapter 17	due by 6pm
	Assignment Week 14 Management in the Real World	due by 6pm
	Page Chapter 17 - Lecture Videos	to do: 6pm
Mon Dec 7, 2026	Page Overview - Module 8	to do: 11:59pm
Tue Dec 8, 2026	Assignment Week 15 Executive Interview Final Paper	due by 6pm
Tue Dec 15, 2026	Quiz BMG2012 - Final Exam	due by 8:30pm
	Assignment Class Participation and Quizzes	due by 11:59pm