

Fall 2026

Meeting days: Monday	Instructor Name: Juliana Marques Brown
Meeting times: 5:00 PM – 7:45 PM	Phone: (619)309-6756, Call or text
Meeting location: Liberty Station Campus 202	E-mail: jbrown@pointloma.edu
Final Exam: December 14, 2026 @ 5:30 pm	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.

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: 978- 1-119-70418-8 (Wiley PLUS not required)
2. **The New Emotional Intelligence** by Travis Bradberry ISBN 979-8-218-58966-0

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 for Students★:

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 pickup or home delivery). If you haven't already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about **LomaBooks**, please go [HERE](#).

ASSESSMENT AND GRADING

Activities and Point Distribution

Assignment Type	Calculation	Points
Chapter Quizzes	14 quizzes × 20, lowest 2 dropped	240
Activity Debriefs	11 activities × 10	110
Emotional Intelligence Development Journey	Course-long sequence	200
Group Ethics Case Analysis & Presentation	Staged group project	200
Management in Practice Interview Assignment	Individual assignment in 2 Stages	100
Final Exam	Comprehensive	150
Total		1,000

Chapter Quizzes (12 @20 points each)

There will be 14 quizzes, with the highest 12 counting toward 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. You must take them in the scheduled time frame, and **there are no make-ups**.

Chapter Activities and Debriefs (11 @ 10 points each)

Most weeks include an in-class application activity followed by a short debrief submitted through Canvas. Activities may include cases, simulations, decision exercises, or other practical applications of course concepts. Debriefs focus on what you learned from the activity and how the experience connects to the chapter material.

Emotional Intelligence Development Journey (200 points)

Emotional intelligence is the ability to recognize, understand, and manage emotions in yourself and in relationships with others. In this course, EI is not treated as a one-time topic. It is a course-long development process connected to management, teamwork, leadership, decision-making, and Christian

formation.

You will complete the EI assessment connected to The New Emotional Intelligence and use your results to choose two areas for growth during the semester. Your grade is not based on having a “high” EI score or on raising your score. Your grade is based on thoughtful reflection, honest self-assessment, a clear growth plan, evidence of practice, and meaningful connection to faith and management development.

Management in Practice Interview (100 points)

This individual assignment gives students an opportunity to learn directly from practicing managers. Students may either interview two frontline managers about the realities of day-to-day management or interview a senior manager (VP or C-level) about higher-level managerial challenges and career lessons. The assignment includes an initial interview plan, followed by a reflection that connects interview insights to course concepts. The reflection should be a 2–3-page paper in APA style that provides a synopsis of the interviews and includes the reflection, with at least two direct connections to content from our class and texts and specific quotes from the interview.

Group Ethics Case Analysis and Presentation (200 points)

In this assignment, your team will analyze a recent organizational ethics failure. Your goal is not simply to describe what happened or blame one person. Your task is to examine the ethical issue as a management problem involving people, decisions, incentives, culture, leadership, controls, stakeholders, and organizational responsibility. Your team will use concepts from Chapter 3, outside research, and course ideas to explain what happened, why it mattered, what made the failure possible, and what should have been done differently. You will also include a brief faith-integration reflection that considers how Christian convictions or virtues can help us think more clearly about ethical management. The project concludes with an individual peer contribution evaluation.

Point Breakdown;

Final Exam

The final examination will be held during the scheduled exam week. The format and specific expectations will be communicated later in the semester.

Points will be converted to grades as follows

Points	Grade	Points	Grade
930-1000	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	670-699	D+
830-869	B	630-669	D
800-829	B-	600-629	D-
770-799	C+	0-599	F

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.

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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro, GrammarlyGo, Perplexity, etc.) to generate ideas, as a learning tool, or in some cases generate portions of work you will submit. I will specify in individual assignments what constitutes appropriate use of AI for that assignment. Please use this [Purdue resource](#) to guide your citations when using AI.

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.

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 <http://www.pointloma.edu/nondiscrimination>.

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](#) in the [University Catalog](#).

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. 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.

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, by email or phone at 619-849-2533. Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines approved 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 approved accommodations in that particular course. Accommodations are not retroactive; as such, 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-related need should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. 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 eligibility process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

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.

COURSE SCHEDULE AND ASSIGNMENTS

The 'official' and up-to-date schedule of all activities will be on the Canvas website. Make sure to check this regularly

Week	Class Date	Topic	Material Reading Due	Due / In Class
1	31-Aug	Course Overview & Introduction to Management	Syllabus Overview	Introductions and Career Awareness
2	7-Sep	NO CLASS (LABOR DAY) Emotional Intelligence	The New Emotional Intelligence Pgs. 1-30	09/13 - Take The Emotional Intelligence Test™
3	14-Sep	Management Process & Pillars of Management	Textbook Ch. 1	In-Class QUIZ Chapter 1
4	21-Sep	Management Learning	Textbook Ch. 2	In-Class QUIZ Chapter 2 09/27 - EI Assignment 1: Baseline Reflection and Growth Plan
5	28-Sep	Ethics & Social Responsibility	Textbook Ch. 3	In-Class QUIZ Chapter 3 Deadline to define Ethics Groups by end of Class
6	5-Oct	Leadership & Communication	Textbook Ch. 11 & 15	In-Class QUIZ Chapter 11 & 15 10/11 - Group Project Stage 1
7	12-Oct	Teams, Team Work & Motivation	Textbook Ch. 13 & 14	In-Class QUIZ Chapter 13 & 14 10/18 - Management in Practice Interview Assignment - Stage 1
8	19-Oct	Plans and Planning Techniques	Textbook Ch. 5	In-Class QUIZ Chapter 5 10/25 - EI Assignment 2: Mid-Semester Check-In
9	26-Oct	Strategy & Strategic Management	Textbook Ch. 7	In-Class QUIZ Chapter 7
10	2-Nov	Organizing	Textbook Ch. 8	In-Class QUIZ Chapter 8 11/08 - Group Project Stage 2
11	9-Nov	Controls and Control Systems	Textbook Ch. 6	In-Class QUIZ Chapter 6 11/15 - Manager Interview Paper
12	16-Nov	Individual Behavior	Textbook Ch. 12	In-Class QUIZ Chapter 12
13	23-Nov	Human Resources Management	Textbook Ch. 10	In-Class QUIZ Chapter 10 11/29: EI Project Assignment 3: Final Reflection
14	30-Nov	Organizational Cultures, Innovation and Change	Textbook Ch. 9	In-Class QUIZ Chapter 9 12/06 - Group Project Stage 3 - Written report & presentation.
15	7-Dec	Group Ethics Case Presentations		
Finals	14-Dec	Final Exam		12/20 - Group Project Stage 4 - Peer Review