

Fall 2026

Meeting days: Tuesday/Thursday	Instructor title and name: Carsten Hennings DBA
Meeting times: 1:30 – 2:45 PM	Phone: (619) 849-2667
Meeting location: Fermanian 103	E-mail: chennin1@pointloma.edu
Final Exam: Dec 17 @ 1:30 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: ISBN: 978- 1-119-70418-8 (Wiley PLUS not required)
2. **The New Emotional Intelligence** by Travis Bradberry ISBN 979-8-218-58966-0

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 pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your [LomaBooks](#) materials.

ASSESSMENT AND GRADING

Activities and Point Distribution

Assignment Type	Calculation	Points
Chapter Quizzes	13 quizzes × 20, lowest 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

Most chapters include a short in-class quiz designed to check understanding of the assigned reading and key chapter concepts. Students first complete the quiz individually and then repeat it with their team, providing an opportunity to discuss answers and receive immediate feedback.

Chapter Activities and Debriefs

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

Emotional Intelligence Development Journey

The Emotional Intelligence Development Journey is a semester-long individual assignment centered on assessment, practice, and reflection. Students complete an EI assessment, identify one or two areas for development, create and practice a growth plan, complete a mid-semester check-in, and conclude with a final reflection connecting their experience to management, leadership, and Christian formation.

Management in Practice Interview

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 about higher-level managerial challenges and career lessons. The assignment includes an initial interview plan followed by a reflection that connects insights from the interview to concepts from the course.

Group Ethics Case Analysis and Presentation

Teams analyze a recent organizational ethics failure as a management problem rather than simply an example of individual wrongdoing. Through a staged research and analysis process, teams examine the ethical issue, stakeholders, organizational causes, relevant course concepts, and possible responses before presenting their conclusions in a final annotated presentation. The project concludes with an individual peer contribution evaluation.

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/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

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.

PLNU 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.

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 via the [Nondiscrimination and Anti-harassment Policy](#).

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

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.

Walk-ins are welcome, but we recommend making an appointment in advance. 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](#)
- [Website](#)
- [Email](#)

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 drop 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	Date Range	Topic / Chapter(s)	Assignments Due
1	Aug. 31 – Sept. 6	Introduction to Management Chapter 1 - Managers and the Management Process Chapter 2 - Management Learning	Chapter 2 Quiz
2	Sept. 7 - 13	Management Learning and Ethics Chapter 2 - Management Learning Chapter 3 - Ethics and Social Responsibility	Chapter 2 Activity Debrief Chapter 3 Quiz EI Baseline Reflection and Growth Plan
3	Sept. 14 - 20	Ethics and Managerial Decision-Making Chapter 3 - Ethics and Social Responsibility Chapter 4 - Managers as Decision Makers	Chapter 3 Activity Debrief Chapter 4 Quiz Management in Practice Interview - Stage 1: Interview Plan
4	Sept. 21 - 27	Decision-Making and Planning Chapter 4 - Managers as Decision Makers Chapter 5 - Plans and Planning Techniques	Chapter 4 Activity Debrief Chapter 5 Quiz
5	Sept. 28 – Oct. 4	Planning and Strategy Chapter 5 - Plans and Planning Techniques Chapter 7 - Strategy and Strategic Management	Chapter 5 Activity Debrief Chapter 7 Quiz Group Ethics Case Analysis - Stage 1: Case Selection and Research Plan
6	Oct. 5 - 11	Strategy and Organizing Chapter 7 - Strategy and Strategic Management Chapter 8 - Organization Structure and Design	Chapter 7 Activity Debrief Chapter 8 Quiz
7	Oct. 12 - 18	Organizational Design, Culture, and Change Chapter 8 - Organization Structure and Design Chapter 9 - Organizational Cultures, Innovation, and Change	Chapter 8 Activity Debrief Chapter 9 Quiz

Week	Date Range	Topic / Chapter(s)	Assignments Due
8	Oct. 19 - 25	Managing Change Chapter 9 - Organizational Cultures, Innovation, and Change	Chapter 9 Activity Debrief
9	Oct. 26 – Nov. 1	Emotional Intelligence and Leading Self Chapter 11 - Leadership Chapter 12 - Individual Behavior	Chapter 12 Quiz EI Activity Debrief EI Mid-Semester Check-In
10	Nov. 2 - 8	Leadership Chapter 11 - Leadership	Chapter 11 Quiz Chapter 11 Activity Debrief Group Ethics Case Analysis - Stage 2: Ethics Framework and Case Diagnosis
11	Nov. 9 - 15	Motivation Chapter 13 - Motivation	Chapter 13 Quiz Chapter 13 Activity Debrief
12	Nov. 16 - 22	Teams and Teamwork Chapter 14 - Teams and Teamwork	Chapter 14 Quiz Chapter 14 Activity Debrief Management in Practice Interview - Stage 2: Interview Reflection
13	Nov. 23 - 29	Managing Talent Chapter 10 - Human Resource Management	Chapter 10 Quiz
14	Nov. 30 – Dec. 6	Control and Ethics Presentations Chapter 6 - Controls and Control Systems	Chapter 6 Quiz Group Ethics Case Analysis - Final Presentation and Annotated Slide Deck (Session 1) EI Final Reflection
15	Dec. 7 - 13	Ethics Presentations and Course Integration <i>No new chapter - course integration</i>	Group Ethics Case Analysis - Final Presentation and Annotated Slide Deck (Session 2) Group Ethics Case Analysis - Peer Contribution Evaluation Prepare for the Final Exam