

Fall 2026

Meeting days: Tuesday & Thursday	Instructor title and name: Dr. Carsten Hennings
Meeting times: 11:00 AM- 12:15 PM	Phone: (619) 849-2667
Meeting location: Fermanian 105	E-mail: chennin1@pointloma.edu
Final Exam: December 15 @ 10:30 AM	Office location and hours: By Appointment

Table 1 Course Information

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

This course is a study of human behavior in social organizations, with a focus on the environment, structure, and human behavior at the individual, group, and organizational level. Emphasis is on acquiring skills and analytical concepts to improve organizational relationships and effectiveness.

COURSE LEARNING OUTCOMES

In this course, we will examine the various factors that influence the culture of an organization and focus on the importance of utilizing that understanding to build a well-performing organization. You will discern the importance of identifying strategic values and, as servant leaders, set realistic objectives for improving effectiveness as group members.

Upon completion of this course, students will be able to:

1. Identify the key management principles relating to environment, structure and human behavior at the individual, group and organizational levels (PLO 1 & F1).
2. Prepare strategies for improving work performance and organizational effectiveness (PLO 2 & F1).
3. Assess the impact of various organizational structures on corporate culture and behavior (PLO F2).
4. Analyze the ethical impacts when managing people and resources (PLO 4).

5. Collaborate effectively in a team to thoroughly assess an organization and make sound recommendations (PLO 5).
6. Demonstrate effective business communication through written and verbal means (PLO 3).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Nelson, D., Gooty, J., & Quick, J. (2024). ORGB⁷ (7th ed.). South-Western College Publishing.

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

Students are expected to attend all class sessions, participate in class activities, complete quizzes and the final examination as scheduled, and turn in assignments on time, or risk the loss of points. Points available are as follows:

Overview Videos	50
Individual Pre-Class Assignments	120
Attendance and In-Class Participation	50
Class Quizzes	200
Group Post-Class Assignments	150
Group Consulting Project	210
Final Individual Paper	100
Final Exam	120
Total Points Available	1,000

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.

Week	Class Dates	Textbook Readings	Topics
1	9/1, 9/3	Chapters 1 & 2	Organizational Behavior and Opportunity; Challenges for Managers and Ethics Overview Videos ; Individual Pre-Class Assignment ; Quiz
2	9/8, 9/10	Chapter 3	Personality, Perception, and Attribution Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment
3	9/15, 9/17	Chapter 4	Attitudes, Emotions, and Ethics Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment ; Client and Team Proposal
4	9/22, 9/24	Chapter 5	Motivation and Work Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment
5	9/29, 10/1	Chapter 9	Work Teams and Groups Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment
6	10/6, 10/8	Chapter 10	Decision Making Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment ; Diagnostic Framework and Initial Questions
7	10/13, 10/15	Chapter 11	Power and Political Behavior Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment
8	10/20	None	Flex and Integration Session; Fall Break - no class Thursday
9	10/27, 10/29	Chapter 12	Leadership and Followership Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment ; First Client Interaction and Interim Analysis
10	11/3, 11/5	Chapter 13	Conflict and Negotiation Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment ; Follow-Up Questions
11	11/10, 11/12	Chapter 15	Organizational Design and Structure Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment
12	11/17, 11/19	Chapter 16	Organizational Culture Overview Video ; Individual Pre-Class Assignment ; Quiz ; Group Post-Class Assignment ; Revised Diagnosis
13	11/24	None	Flex and Integration Session; Thanksgiving Break - no class Thursday
14	12/1, 12/3	Chapter 18	Managing Change Overview Video ; Individual Pre-Class Assignment ; Quiz ; Final Individual Paper ; Final Annotated Client Presentation
15	12/8, 12/10	None	Group Consulting Project Presentations and Course Synthesis Peer Evaluation and Individual Reflection
16	Exam Week	None	Final Exam

Typical Weekly Structure

For most chapters, the course follows a two-session cycle. Before the first class session, students complete the assigned reading, a brief overview video, and an individual pre-class assignment. The first session focuses on investigating and organizing the chapter material, followed by an individual and team quiz and debrief. The second session emphasizes application through a case, simulation, exercise, or other activity. A short group post-class assignment then asks students to interpret that experience using course concepts.

Overview Videos

Before beginning most chapters, students will watch a brief overview video introducing the topic, identifying key questions, and highlighting important concepts or distinctions. Each video is worth 5 points. Thirteen videos are assigned, with the lowest three scores dropped.

Individual Pre-Class Assignments

Before the first class session for most chapters, students will complete a short individual assignment connecting the reading to an experience, observation, problem, or initial judgment. These assignments are intended to encourage preparation and provide a starting point for class discussion and application. Twelve assignments are worth 10 points each.

Attendance and In-Class Participation

Because much of the course involves group investigation, discussion, cases, simulations, and other in-class activities, regular attendance and active participation are important. A total of 50 points will be assigned for attendance and participation across the semester.

Class Quizzes

Most chapters will include an in-class quiz. Students will normally complete the quiz individually and then repeat it with their class team before we debrief the questions together. Each quiz is worth 20 points. Twelve quizzes are scheduled, with the lowest two scores dropped.

Group Post-Class Assignments

Following most chapter application sessions, teams will complete a short group assignment interpreting what happened in the activity through the concepts and theories from the chapter. Assignments may ask teams to explain an outcome or pattern, apply relevant course concepts, identify managerial implications, and consider remaining uncertainties. Ten assignments are worth 15 points each.

Group Consulting Project

Students will work in teams as Organizational Behavior consultants for a fictional but realistic organizational client created and managed by the instructor using AI. Over several stages, teams will develop diagnostic questions grounded in course theory, interact with the client, revise their diagnosis as they receive new evidence, and develop practical recommendations. The project culminates in a professional annotated client presentation. Peer evaluation and an individual reflection are also included.

Final Individual Paper

The final individual paper asks students to consider how their thinking about people and organizations has changed during the course and how that learning may shape their own early-career practice. Students will identify course ideas that meaningfully changed, challenged, or sharpened their thinking and explain how they intend to apply them in their own work. The reflection must engage explicitly with relevant Organizational Behavior theories and models rather than relying only on general lessons or personal impressions.

Final Exam

The final exam will be held during exam week and will assess material from across the course. The format and specific coverage will be communicated later.