



Fermanian School of Business
Point Loma Nazarene University
MGT 4012: Leadership Theory and Practice
Number of Units: 3

Spring 2020

Meeting days: Tuesday-Thursday	Instructor: Dr. Randy Waynick
Meeting times: 9:30 am – 10:45 am	Phone: 612.910.9353
Meeting location: FSB 102	E-mail: rwaynick@pointloma.edu
Final Exam: May 5th 10:30am – 1:00pm	Office hours: TBD

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 becomes an expression of faith. Being of Wesleyan heritage, we aspire 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 provides an investigation and review of a wide variety of leadership concepts, practices and theories. Topics include the role of leadership in organizations, the historical examination of various leadership models, the contributions of leaders to a modern society, and an examination of biblical leadership. Emphasis will be placed on practical applications of leadership. The student should have defined a path of leadership for their future careers.

ROLE OF THE COURSE

The central theme of the leadership course is that there are a variety of factors that contribute to success in leadership. We will focus on three key topics facing leadership today, Globalization, Ethics, and Diversity. The overriding teaching objective is to focus your knowledge, skill, and abilities to “think as a leader” and to provide leadership when the opportunity presents itself. Upon completion of this course the student should be able to articulate a theory backed position on their view of leadership. Additionally leaders are often communicating a vision or an idea to others (followers), this course is designed to help students’ practice and develop their communication skills by being assigned a topic to create and present in class.

This course should leave the student with the understanding and just as importantly the confidence to lead irrespective of title. A central theme will be understanding that we lead from any position in an organization's structure. It is also hoped that a developed understanding of leadership highlights the need to understand the value of following and followers. It should also stimulate the personal definition of what leadership character they define for themselves. Leadership is about recognizing opportunities and then choosing the proper behavior and course of action to bring about change. In the multitude of variables, weighing the ins and outs of leadership formulation and implementation forces the total person, who would be leader, to step forward and lead.

COURSE MISSION STATEMENT

Students will embrace and understand their leadership opportunity for today and the future.

What is Leadership and Why is it important?

How does Leadership relate to them?

Can their personal Leadership change the world?

COURSE LEARNING OUTCOMES

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

1. Explain leadership concepts, practices and theories (PLO 1 & F1).
2. Analyze traits and behaviors of effective leaders (PLO F1).
3. Determine how to effectively address ethical dilemmas from a leadership perspective (PLO 4).
4. Demonstrate effective communication through written means (PLO 3).
5. Collaborate in a team to complete projects on leadership (PLO 5).

EXPECTATIONS

- Students are expected to think and act like leaders.
- Leaders/Students are required to be active and participate in all class discussions and exercises.
- Leaders/Students are required to be prepared and on time.
- Leaders/Students are required to be respectful to fellow leaders.
- Students are expected to not use any devices in class during lectures.

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 15 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXT and REQUIRED READING

Daft, R. L., (2015). The Leadership Experience, 7th. Cengage Learning Stamford, CT.

Marquet, L. David., (2012). Turn The Ship Around, Penguin Random House. New York, NY.

Yancy, Philip., (2001). Soul Survivor, Doubleday, Colorado Springs, Co.

Various articles as assigned.

COURSE SCHEDULE AND ASSIGNMENTS

MGT4012	Spring 2020				
Week		Date	Day	Topic	Text Reading Chapter
1	Jan	14	Tuesday	Into To Be A Leader	Ch 1
2	Jan	21	Tuesday	Research & Theories	ch 2 and 3
3	Jan	28	Tuesday	Leader as an Individual	ch 4
4	Feb	4	Tuesday	Mind and Emotion	ch 5

5	Feb	11	Tuesday	Courage	ch 6
6	Feb	18	Tuesday	Followership	ch 7
7	Feb	25	Tuesday	Empowerment	ch 8
8	March	3	Tuesday	Communication	ch 9

	March	10	Tuesday	Spring Break	
9	March	17	Tuesday	Teams	ch 10
10	March	24	Tuesday	Diversity	ch 11
11	March	31	Tuesday	Power and Influence	ch 12
12	April	7th	Tuesday	Vision and Strategy	ch 13

13	April	14th	Tuesday	Culture and Values	ch 14
14	April	21st	Tuesday	Change	ch 15
15	April	28th	Tuesday	Summary	
Final	May	5	Tuesday	Final	

ASSESSMENT AND GRADING

Grading will be based on the following activities:

Activity	Points
Profile in Leadership Presentation	50

Weekly Chapter Quiz (15 – 10 pts/week)	150
Reflections (10 -- 15 pts/week)	150
Participation-Attendance	150
Midterm Exam	150
Final Written Project	150
Final Exam	150
Total Points	1000

Grading Scale:

A=93-100% A-=92-90%
 B+=87-89% B=83-86% B-=80-82%
 C+=77-79% C=73-76% C-=70-72%
 D+=67-69% D=63-66% D-=60-62%
 F=0-59%

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 Class Schedules site. No requests for early examinations or alternative days will be approved.

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 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. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member has the option of filing a written report which may result in 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 the appropriate grade for their work and participation. See Academic Policies in the Undergraduate Academic Catalog.

GENERAL INFORMATION AND REQUIREMENTS

Class Format:

This course is designed to provide a safe environment and opportunities for you to explore making decisions and preparing to move ahead in your career. It is designed to provide opportunities for discussion, enhancement, and experimentation. You should come to class prepared to participate in the discussion of the material.

Tuesday is lecture day. Review the material from the text/reading. Build a strong foundation of leadership theory, terminology, and applications.

Thursday is Group leadership work. Everyone will be assigned to a group. This will entail work and deliverables as a team throughout the course. Groups will meet to discuss reflection, material, and

literature review. This will consist of 30 minutes only. Team are excepted to be working on material outside of class as necessary. 2 students per Thursday class will be assigned to provide a brief Profile in Leadership presentation.

Any use of technology in the class is to be exclusive to the class or related note taking. No phone use will be allowed whatsoever. Computer usage is highly discouraged. If issues arise from use of devices, I will implement a ban on devices during all lectures and presentation.

Materials:

Students should come to class prepared to accomplish work done digitally and using the course management software provided by the university if needed. All material handed in should be able to be accessed using PC software if possible.

Assignments:

Assignments are due as scheduled and must reflect a professional format. Therefore, all assignments must be turned posted in APA format. APA guidelines may be purchased at the bookstore or referred to in the library.

Late Policy:

All assignments as scheduled unless otherwise announced. No late assignments (including tests) will be accepted unless the instructor has given approval prior to the due date and a new completion date and consequences have been agreed upon. This arrangement should be made only under extreme circumstances.

Make up quizzes will not be given.

Make up exams will not be given.

Responsibilities:

Each student is responsible for his or her own work and learning. Each student is responsible for assignments or other announcements made in class. Each student is responsible for checking and using the university email system and the university course management software (Canvas) I will not tell you what to write down.

Anyone who removes, steals, or in any other way violates another's property will automatically fail this course. There will be no exceptions.

Please note:

COLLABORATIVE LEARNING

The grading of individuals in a group-learning situation. While collaborative learning is sometimes graded only based on what the group produces, at times individual grades are given in this setting. When this latter scenario is the case, students within a group will be graded and these grades may be seen by the other members of the group. As such, students are forewarned and the institution/instructor is protected.

SHARED POWER POINT SLIDES

The electronic posting of Power Point presentations (one's personal property, in a sense), is sometimes required as part of the class. Students should be aware of this fact.

Specific Requirements/Assignments

1. Profile in Leadership Presentation (50pts.)

Each student will be required to read assigned chapter in Soul Survivor. They will be required to present a 10-minute review of the leader they are assigned. The presentation will be to the class and a quasi-formal approach. Every week two students will be presenting on the same profile of a leader. Their leadership story needs to be translated to the student's real-world experience or a reference for their developing leadership style.

2. Quizzes: (150 pts.)

In order to pass this class you must demonstrate competency with the material found in the text. You must pass with a significant score on the 15 chapter quizzes given over the text material.

Please note: Seldom are grades determined by one or two big point totals, positive or negative, but are an accumulation of the body of work over a semester. Such is the case in the working world – seldom does an extraordinary day or a disastrous one make or ruin a career – it is the discipline of doing the best over time that is valued.

3. Reflections: (150 pts.)

Reflections are done by Team, however every team member must, I will be giving special attention to monitoring the submission for inclusion from every team member.

Leadership is not done in a vacuum. Reflections must include each members thoughts and an updating on their current status. Grading is done as a team and the contribution of a single member can be impact the grade of the team. Leadership will ensure all the members of the team contribute to the final result.

4. Participation/Attendance: (150 pts.)

Class participation is different from attendance. Attendance is showing up for class. You will be required to participate in class with questions asked about the current reading assignments, the text, and current events. You will need to take the initiative and lead in contributing to the discussions.

You are required to arrive at class prepared and ready to fully engage. Your leadership will be defined by your preparation in advance. As a leader or a follower, you must engage and share.

Engagement:

You are expected to come prepared to every class session and to actively participate in class discussions.

- You are required to reflect upon and state you current status in relation to:
 1. The current reading, text and class.
 2. Comments on the Research presented.
 3. Activities and Exercises performed in/for class.
 4. Current status of the reading of the assigned books.
 5. Status of the Team.
- Your approach should be from a leadership perspective – How am I doing? What am I doing? Where is it being done?
- You may be asked to speak to any issue from the reflections during the next class. You should be prepared to respond. Notes are appropriate but extensive use of notes to answer questions detracts from the response.

- Reflections are based upon the material and the work in the class just finished.

5. Midterm Exam: (150 pts.)

Date TBD. Test questions taken from text material. To be administered in class.

6. Final Written Project: (200 pts.)

You will be required to turn in a Final Written Project. Written as a Team and turned in for a Team grade. The paper requires the Team to blend examples, from the text *Soul Survivor*, and *Turn the Ship Around*, to explain the Model of Leadership studied in this class. You should approach the writing of the Project to demonstrate your understanding of the totality of your understanding of leadership. Through your educational experience you have studied, seen, and experienced leadership in many shapes and forms. The Project should include all you know and compare your experiences and knowledge with that exhibited in the 3 non-text books each has read. It must demonstrate your insight and expertise on the topic of Leadership from the multiple sources used in class.

This Project should be done in 4-8 pages excluding title, toc, reference pages.

7. Final Exam: (150 pts.)

Given at the end of the course to assess the value added of the material in this course.