

Fall 2021

Meeting days: Tuesday	Instructor : Dr. Randy Waynick
Meeting times: 5:30-8:15PM	Phone: 619-849-3286 office 612-910-9353 mobile
Meeting location: MV	E-mail: rwaynick@pointloma.edu
Final Exam: University Schedule	Office location and hours: Before/After Class or by Appointment. FSB134

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 explores the development of a theoretical basis of the intrinsic and extrinsic motivations for exceptional performance. Students analyze the ways leadership and culture shape an organization’s environment and history. Different leadership styles, personal leadership effectiveness, and both historical and contemporary leadership literature will be examined.

COURSE LEARNING OUTCOMES (CLO)

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

1. Exhibit an understanding of Leadership theory (PLO 1).
2. Define the strategic steps for implementing change in an organization (PLO 1 & PLO A1).
3. Interpret information and evaluate situations in an organization (PLO 3 & PLO A1).
4. Formulate recommended changes for an organization to improve effectiveness and efficiency (PLO 3 & PLO A1).
5. Present recommendations for change through effective written communication (PLO 6).

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 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS

De Pree, M. (2004). *Leadership is an art*. New York: Dell.

Lencioni, P. (2000). *The four obsessions of an extraordinary executive: A leadership fable*. San Francisco: Jossey-Bass.

Yukl, G. A. (2014). *Leadership in organizations* (8th ed.). Boston: Pearson.

Academic articles as assigned

ASSESSMENT AND GRADING

Students are expected to attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time, or risk the (potentially total) loss of points. Approximate points available are as follows:

Weekly reflection assignment (12 x 30 pts)	360
<i>Weekly Group Assignments (10 x 30pts)</i>	300
<i>Book Reports (2 x 40pts)</i>	80
<i>Midterm Exam</i>	100
Final Exam	100
Final Comprehensive Paper	60
Total Points Available	1000

The following represents the general grading policy for this class:

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+	0 – 59%	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 under extremely unusual circumstances.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

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 the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog 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. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

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 and/or if they do not wish to utilize some or all of the elements of their AP in that course.

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 assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

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 can file 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 Graduate and Professional Studies Catalog for additional detail.

USE OF TECHNOLOGY

In order to be successful in your course, 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 for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) 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.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

Week	Dates	Topic	Reading
1	8/30/2021	Intro to OB	Yukl ch 1
2	9/5/2021	Management	Yukl ch 2
3	9/12/2021	Leader Behavior	Yukl ch 3
4	9/19/2021	Change & Innovation	Yukl ch 4
5	9/26/2021	Empowered and Participative Leadership	Yukl ch 5
6	10/3/2021	Leader Traits and Skills	Yukl ch 6
7	10/10/2021	Adaptive Leadership & Contingency	Yukl ch 7
8	10/17/2021	Power	Yukl ch 8

9	10/24/2021	Followers	Yukl ch 9
10	10/31/2021	Decision Making In Teams	Yukl ch 10
11	11/7/2021	Charismatic & Transformational	Yukl ch 12
12	11/14/2021	Ethics	Yukl ch 13
13	11/21/2021	Thanksgiving Break	
14	11/28/2021	Culture & Diversity	Yukl ch 14
15	12/5/2021	Integration	Yukl ch 16
	12/12/2021	Summary/Paper	