

Fall 2021

Meeting days: Tuesday/Thursday	Instructor title and name: Dr. Julia Dare
Meeting times: 3:00-4:15PM	Phone: (leave messages via email)
Meeting location: FSB 103	E-mail: jdare1@pointloma.edu
Final Exam: Exam Week – Tuesday 4:30 - 5:45pm	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).

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 three unit class delivered over sixteen weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

ASSIGNMENTS AND GRADING

To successfully pass the course, students should attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time. Your course grade consists of 80% individual work and 20% group work weighted as follows out of 1000 points.

A. Christian Practice Activity Log	5%
B. Chapter Quizzes	15%
C. Ethics Presentation (Group)	10%
D. Article Review	5%
E. Capsim Inbox Simulation - People Management	5%
F. Giving Voice to Values	5%
G. Executive Interview Discussion and Paper	10%
H. Management in the Real World	5%
I. Social Enterprise Proposal (Group)	10%
J. Participation & Engagement	15%
K. Final Exam	15%

The following represents the general grading policy for this class.

93 – 100%	A	73 – 76.9%	C
90 – 92.9%	A-	70 – 72.9%	C-
87 – 89.9%	B+	67 – 69.9%	D+
83 – 86.9%	B	63 – 66.9%	D
80 – 82.9%	B-	60 – 62.9%	D-
77 – 79.9%	C+	0 – 59.9%	F

Note: All papers must be written in APA style, format and references. Use the Purdue Owl as a point of reference:

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

A. Christian Practice Activity Log (50 points - 5%)

One of Christianity's chief tenets is to "love one another" (John 13:34-35). A good manager will take time to get to know and care for their team. You will be paired with another member of the class and will be responsible for encouraging, helping and praying for them this semester. You must record at least ten actions through the semester (see Christian Community Discussion form in Course Intro module of Canvas) and submit this record the day of the final.

B. Quizzes (150 points - 15%)

Quizzes will be given throughout the semester on the textbook and content we study each week. The format is multiple choice in which you choose the best answer(s) to each question. Often, you will need to apply your acquired knowledge to a business situation. Quizzes must be taken in class and are tied to your attendance. **THERE ARE NO MAKEUPS.**

C. Ethics Group Presentation (100 points - 10%)

Your group will analyze a recent ethics issue of one of the following organizations: Wells Fargo, Nestle Water, Lululemon, Uber, Nissan-Renault-Misubishi, Google. Alternatively, your group may analyze an organization of your choice approved by the professor.

After analyzing the ethical problem, relate the problem back to an ethical theory from Chapter 3. Present a 20 minute presentation in class beginning with a thesis statement, summarize the details of the problem and define the ethical theory and relate it back to the issue. The form of your presentation should be Microsoft Power Point. If you choose to include an online video, it cannot be longer than 2 minutes.

D. Article Review(50 points - 5%)

You are to select one article from Forbes, the Wall Street Journal, or another business publication discussing an issue related to an aspect of management. The article must relate some aspect of our course (e.g., business ethics, human resources, strategy, etc.) to the focal company. *Articles focused on a political issue are unacceptable.* You will write 2-3 pages summarizing the article and your assessment of the company's actions. I will ask for articles to be orally presented during each class when time permits. You will submit and be prepared to present your article on the class date you are assigned (see assignment dates in People -> Article Reviews on Canvas). You will turn in your write-up and a copy of the article on your scheduled date. To receive full credit, you must complete all requirements of the assignment, including a sound rationale for your assessment.

E. Capsim Inbox Simulation - People Management (50 points - 5%)

Each student will complete the simulation independently. We will discuss your experience, skills measured, and performance development. The purpose of the simulation is to refine your acumen in managing people in a business.

The focus of this simulation is “people management,” which means students are presented a variety of scenarios that involve dealing with, responding to, and handling employee-related issues and problems in the workplace. In other words, the scenarios require the effective management of human capital. The narrative of CapsimInbox People Management places students in the role of an Associate Principal for a management consulting firm where they lead a consulting team of 18 senior and junior associates responsible for a variety of ongoing projects. Scenarios are specifically designed to span four primary categories of people management activities: Structuring work, acquiring talent, managing talent, and rewarding performance.

F. Giving Voice to Values (50 points - 5%)

You will complete a set of assignments designed to develop ethical awareness, self-understanding, and voice or action when confronted with ethical dilemmas. All submissions are due on Canvas and short presentations will be given in class. Details provided in class and on Canvas.

G. Executive Interview (100 points)

See details on Canvas.

Selection (10 points): Submit your two executives/managers and the industry they work in and why you chose them. Confirm they have agreed to the interview and provide the date and format of the interview. You may ask individuals from your church, work, family, network, etc.

Discussion & Artifacts (50 points): What did you learn from the company interviews you completed? What are two takeaways from the interviews? Why are these important to you? Would you recommend working for this company to your best friend?

Paper (40 points): Choose 1 company from your interviews above (or choose another one you are interested in). Interview the Founder/CEO, a manager, or Human Resource representative for the company. Research what you can online from the company website and any other postings or articles. The paper should be 3 - 4 pages. You should have at least four references, one from a peer reviewed article and two as a personal interview.

H. Management in the Real World (50 points - 5%)

Write out one question from each chapter we've covered. Ask two frontline managers/supervisors from businesses you frequent about their organization. Make sure you are able to get all questions answered between the two mini-interviews. You should not know the person you are asking. Write one to two descriptive sentences about the person's response. Write one reflective comment on the interaction for each, tying back to the text. See Canvas for more details.

I. Social Enterprise Proposal (100 points - 10%)

After graduating, you may decide to develop an idea God has given you to impact a part of the world for Jesus to bring families out of poverty, create access to new markets, etc. Your team will devise a social enterprise proposal to change the life, faith, and soul conditions of those living exactly where God calls you. The idea your team develops should align with your passions and God's Kingdom work. Your final proposal will be a 5-7 page summary responding to the highlighted criteria posted on Canvas. Proposals that are missing any of the components will not be accepted.

J. Participation and Engagement (150 points - 15%)

Be on time and prepared for class, engaged, contribute quality insights in discussions, and participate in group work. Your final grade is equally split between contribution in class and to your group.

K. Final Exam (150 points - 15%)

The Final Examination is a culmination of everything learned throughout the semester. This will be a multiple choice, T/F exam.

REQUIRED TEXTBOOK

**Exploring Management 5th or 6th Edition (2017). Schermerhorn and Bachrach. Wiley.
ISBN: 978-1-119-39586-7 (Wiley PLUS not required but hard copy preferred)**

ASSESSMENT AND GRADING

<p>Assignment distribution by percentage:</p> <ul style="list-style-type: none"> • Ethics Presentation 10% • Giving Voice to Values 10% • Executive Interview Paper/Discussion 10% • Management in the Real World 5% • Capsim Inbox 5% • Article Review 5% • Participation/Engagement 15% • Christian Practices Participation 5% • Quizzes 20% • Final Exam 15% 	<p>Grade scale:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A=93-100</td> <td style="width: 50%;">C=73-76.9</td> </tr> <tr> <td>A-=92.9-90</td> <td>C-=70-72.9</td> </tr> <tr> <td>B+=87-89.9</td> <td>D+=67-69.9</td> </tr> <tr> <td>B=83-86.9</td> <td>D=63-66.9</td> </tr> <tr> <td>B-=80-82.9</td> <td>D-=60-62.9</td> </tr> <tr> <td>C+=77-79.9</td> <td>F=0-59.9</td> </tr> </table>	A=93-100	C=73-76.9	A-=92.9-90	C-=70-72.9	B+=87-89.9	D+=67-69.9	B=83-86.9	D=63-66.9	B-=80-82.9	D-=60-62.9	C+=77-79.9	F=0-59.9
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C+=77-79.9	F=0-59.9												

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. Please communicate with me right away if you miss an assignment.

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.

USE OF TECHNOLOGY

Research has found that the use of laptops and phones in class can be distracting to other students (and also the professor). Laptops and phones should be off and away during class unless a specific activity calls for them. Please take this time as a technology break to “unplug” and be present.

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.

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.

TUG Only:

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. 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

If you know you will miss a class or be late to class – please communicate with me BEFORE missing the class so we can discuss any makeup work so you do not fall behind. Please come to class prepared so that you do not need to leave class mid-lesson.

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 the appropriate grade for their work and participation.

COURSE SCHEDULE

DATE	TOPIC	PREPARATION FOR CLASS	NOTES & ASSIGNMENTS DUE
31-Aug	Overview and Introductions	CLASSES DO NOT MEET Read Syllabus Contact Companies & Executives for Projects	DUE: Post current photo, major, dream job, & what you want to gain from course
2-Sep	Syllabus Overview	FIRST DAY OF LIVE CLASS	DUE: GVV Self-Assessment
7-Sep	Chapter 1: Managers and Mgmt. Process	Read Ch. 1 Complete Chapter 1 Preparation Module	Quiz
9-Sep	Chapter 2: Foundations of Management	Read Ch. 2 Watch Videos on Canvas Complete Chapter 2 Preparation Module	Quiz
14-Sep	<i>Exec Speaker: Tiffany Johnston, Chief of Staff, Blockcerts</i>		
16-Sep	Chapter 3: Ethics and Social Responsibility	Read Ch. 3 Watch videos on Canvas	Quiz
21-Sep	Chapter 3: Ethics and Social Responsibility	Review Social Enterprise Slides on Canvas	DUE: Project team for Social Enterprise project
23-Sep	Chapter 3: Ethics and Social Responsibility	Read: (1) GVV Brief Introduction; (2) Gentile, "Ways of Thinking about our Values in the Workplace"; (3) Gentile, "Starting Assumptions for GVV"	Video clip: The Insider. Exercise: Framing a Life Story (GVV)
28-Sep	Ethics Presentations (3 groups)		DUE: Ethics PPT
30-Sep	Ethics Presentations (3 groups)		
5-Oct	<i>Executive Speaker: Tad Cluff, Regional VP of Bond & Surety, Travelers</i>		
7-Oct	Chapter 14: Teams and Team Work	Read Ch. 14	Quiz DUE: Executive Interview Selection (Names)
12-Oct	Chapter 5: The Planning Process	Read Ch. 5	
14-Oct	Chapter 7: Strategy	Read Ch. 7	Quiz
19-Oct	Chapter 7: Strategy	Complete Chapter 7 Preparation Module	
21-Oct	Management Case	Watch video case on Canvas	Role Play - Class Simulation
26-Oct	Chapter 9: Organizational Change	Read Ch. 9 Watch Videos on Canvas	
28-Oct	Chapter 10: Human Resource Mgmt.		Quiz
2-Nov	<i>Executive Speaker: Paula Garrett, VP of Finance Operations, Mary Kay, Inc.</i>		DUE: Executive Interview Discussion
4-Nov	Chapter 11: Leadership	Read Ch. 11 Complete Chapter 11 Preparation Module	Quiz DUE: Capsim Inbox - People Management

9-Nov	Chapter 11: Global Leadership	Watch videos on Canvas	Activity in Class DUE: Executive Paper Due
11-Nov	Chapter 17: Globalization & Operations Management	Read Ch. 17 Watch videos on Canvas	Quiz
16-Nov	Chapter 17: Globalization & Operations Management		International Business - Class Simulation DUE: Management in the Real World
18-Nov	Chapter 17: Globalization & Operations Management		
23-Nov	Chapter 6: Control	Read Ch. 6 Watch Videos on Canvas	Quiz
25-Nov	THANKSGIVING	PRAYERS FOR SAFE TRAVELS & PRAISE FOR THE LORD JESUS!	ENJOY BREAK!
30-Nov	Presentations: Social Enterprise Proposals		DUE: Social Enterprise Proposal
2-Dec	Presentations: GVV Cases		DUE: 2nd Self Assessments DUE: GVV Written Case Assignment
7-Dec	Final Exam Review	Review all chapters & discussions	
9-Dec	Course Wrap-Up		DUE: Extra Credit DUE: Christian Practices DUE: 2 Team Evaluations (Ethics & Social Enterprise)
14-Dec	FINAL EXAM 1:30-4:00PM		