

Spring 2022

<b>Meeting days:</b> Class is Online	<b>Instructor title and name:</b> Matt Boyne
<b>Meeting times:</b> None	<b>Phone:</b> 760.715-8071
<b>Meeting location:</b> None	<b>E-mail:</b> mboyne@pointloma.edu
<b>Final Exam:</b> None	<b>Office location and hours:</b> FSB 130 As you need
<b>Additional info:</b> Asynchronous	<b>Additional info:</b> Call or email for an 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**

This course examines leaders from diverse backgrounds as models for students to develop their ability to lead with integrity. Students will be challenged to integrate their academic knowledge, core values, and experiences as it relates to leadership. An emphasis is placed on how leaders maintain their moral character in the face of challenges.

**Course Learning Outcomes**

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

1. Evaluate influences that impact the development of integrity and character in one’s personal and professional life (PLO 5).
2. Examine the role that values and ethical decision-making play when leading with integrity (PLO 1 & 5).
3. Demonstrate effective communication skills (PLO 6).

**COURSE CREDIT HOUR INFORMATION**

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In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 1-unit class delivered over 14-weeks (16 weeks total with soft start and finish). Specific details about how the class meets the credit hour requirement can be provided upon request.

### **REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES**

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Required Book: Brooks, D. (2016). *The road to character*. New York: Random House.

Kraemer, H. M. (2011). *From values to action: The four principles of values-based leadership*. Hoboken: John Wiley & Sons. Available as an eBook via Ryan Library for free.

Recommended/Supplemental: Sinek, S. (2019). *Leaders eat last: Why some teams pull together and others don't*. New York: Penguin Group.

### **Assessment and Grading:**

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1. Weekly Discussions-450 Points
2. Weekly Short Reflection on Readings-260 Points
3. Course Long Assignment: 2 rough drafts, 90 Points and the final submission 200 Points- Total 290 Points
4. Total 1000 Points

<u>Sample grade scale:</u>	
A=93-100	C=73-76
A-=92-90	C-=70-72
B+=87-89	D+=67-69
B=83-86	D=63-66
B-=80-82	D-=60-62
C+=77-79	F=0-59

Course Long Assignment-The intent of this assignment is to study and critically reflect on the role of integrity in leadership. This is a chance to do a deep dive into the questions of why integrity is essential, how integrity is developed, and the path by which exemplar leaders built a life of character, "warts" and all.

Executive development programs tend to fall into two camps as to the best way to do this. One is a student interview of a current executive or top-level leader asking direct questions. The benefit to this approach is getting real-time knowledge as well as networking inside a profession and/or organization for future growth opportunities. The negatives are the logistics, the lack of control as to schedule since you will be dependent on the executive and the possibility that this figure may not stand the test of time. That last point can also be seen as a positive because we can learn what not to do. One needs only scan the headlines in the *Wall Street Journal* to see how yesterday's hero can be today's villain.

The second approach is to pick an exemplar figure that you want to learn more about. This is our approach and we will use David Brooks Road to Character, along with value-based leadership. The positive side is the control students have and the ability to both read and listen; with audio book options adding to the accuracy of your interpretation. The negative aspect is that you will miss out on the networking and real time opportunity to see a current executive in action.

As I prepare to assist you in this journey I'd like to give my personal experiences. I've done this exercise seven times ... three with the in-person interviews and four with biographical studies. Regardless of which way I did it the time commitment was the same...about 12-15 hours. Whether it is reading the book, researching background or deciphering notes/recordings, the time was the same.

The personal interviews were more beneficial to my career at that time and assisted in working towards jobs or roles. The biographical studies were less stressful because I could work at my pace and in my humble view, because I'm a history geek, more fun. But study of biographies and real challenges pushed me into fields that I would have never thought of, in ways of thinking that I was uncomfortable with.

Each week we'll have a reading or video embedded in the discussion. We'll discuss the reading and video as a large team. Then that week's assignment will ask for your own reflective summation of what you learned with your own readings, and our colleagues' responses and posts.

Week after week we will build this reflective exercise on top of each other seeking to address the following questions as they relate to you, and in the context of your vocation:

1. Introduction-What is your intention for this exercise?
2. What is meant by integrity?
3. How do we find values?
4. What is meant by value-based leadership?
  - a. Self-reflection
  - b. Balance
  - c. Self-confidence
  - d. Humility
5. How is character defined?
6. How does one develop character?
7. How are integrity, values, character, self-reflection, balance, self-confidence and humility combined to create a system of leading with integrity?
8. Summary paragraph that wraps up how you will lead with integrity and how you will improve that leadership on your personal road to character.

### **Assignment Requirements**

Use up to 12 double-spaced pages in length (not including the reference and title page) and formatted according to APA style as outlined at [OWL Purdue APA Guide](#).

- Must include a separate title page with the following:
  - Title of paper
  - Student name

- Course name and number
- Instructor name
- Date submitted
- Must use at least **four** different sources in your reflection (done in APA style for in-text citations and references). Brooks, value-based leadership, videos and articles would be the minimum. For a top score, you should cite five or more different sources. Multiple citations in the paper from each of your different sources is allowed.
- Must include a reference page formatted according to APA style.
- Incorporate feedback from peer review of rough draft as appropriate.

**It's important you take steps to complete this project beginning in the first few weeks of class, you will be submitting a draft of this reflective paper in Weeks 10 and 14**, and will receive feedback on the draft as to style, content and analysis.

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## **INCOMPLETES AND LATE ASSIGNMENTS**

All late submissions will be subject to a 25% penalty absent an emergency. Now...if an emergency comes up let me know as soon as possible. If you see a situation developing let me know. Communication is key, absent communication I'll have to assume you were late intentionally. Incompletes will only be assigned under extremely unusual circumstances, such as an illness or family emergency.

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## **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](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto: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.

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## **STATE AUTHORIZATION**

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

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## **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**

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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**

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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](mailto: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** ☼

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Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), 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. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

***Asynchronous Attendance/Participation Definition:*** A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week. Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes

posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

## **USE OF TECHNOLOGY**

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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**

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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**

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Tue Jan 11, 2022 Page [Week 1 Overview](#)

Sun Jan 16, 2022 Assignment [WK 1 Reflection](#)

Tue Jan 18, 2022 Page [Week 2 Overview](#)

Fri Jan 21, 2022 Assignment [WK 2 Discussion](#)

Sun Jan 23, 2022 Assignment [WK 2 Reflection](#)

Tue Jan 25, 2022 Page [Week 3 Overview](#)

Fri Jan 28, 2022 Assignment [WK 3 Discussion](#)

Sun Jan 30, 2022 Assignment [WK 3 Reflection](#)

Tue Feb 1, 2022 Page [Week 4 Overview](#)

Fri Feb 4, 2022 Assignment [WK 4 Discussion](#)

Sun Feb 6, 2022 Assignment [WK 4 Reflection](#)

Tue Feb 8, 2022 Page [Week 5 Overview](#)

Fri Feb 11, 2022 Assignment [WK 5 Discussion](#)

Sun Feb 13, 2022 Assignment [WK 5 Reflection](#)

Tue Feb 15, 2022 Page [Week 6 Overview](#)

Fri Feb 18, 2022 Assignment [WK 6 Discussion](#)

Sun Feb 20, 2022 Assignment [WK 6 Reflection](#)

Tue Feb 22, 2022 Page [Week 7 Overview](#)

Fri Feb 25, 2022 Assignment [WK 7 Discussion](#)

Sun Feb 27, 2022 Assignment [WK 7 Reflection](#)

Tue Mar 1, 2022 Page [Week 8 Overview-2](#)

Fri Mar 4, 2022 Assignment [WK 8 Discussion](#)

Sun Mar 13, 2022 Assignment [WK 8 Reflection](#)

Tue Mar 15, 2022 Page [Week 9 Overview](#)

Fri Mar 18, 2022 Assignment [WK 9 Discussion](#)

Sun Mar 20, 2022 Assignment [WK 9 Reflection](#)

Tue Mar 22, 2022 Page [Week 10 Overview-2](#)

Fri Mar 25, 2022 Assignment [WK 10 Discussion](#)

Sun Mar 27, 2022 Assignment [WK 10 Reflection](#)

Tue Mar 29, 2022 Page [Week 11 Overview-2](#)

Fri Apr 1, 2022 Assignment [WK 11 Discussion](#)

Sun Apr 3, 2022 Assignment [Rough Draft First Section Leading with Integrity Paper](#)

Tue Apr 5, 2022 Page [Week 12 Overview-2](#)

Fri Apr 8, 2022 Assignment [WK 12 Discussion](#)

Sun Apr 10, 2022 Assignment [WK 12 Reflection](#)

Tue Apr 12, 2022 Page [Week 13 Overview-2](#)

Tue Apr 19, 2022 Assignment [WK 13 Discussion](#)

Tue Apr 19, 2022 Assignment [WK 13 Reflection](#)

Fri Apr 22, 2022 Assignment [WK 14 Discussion](#)

Sun Apr 24, 2022 Assignment [Rough Draft Course Long Essay Leading with Integrity](#)

Tue Apr 26, 2022 Page [Week 15 Overview](#)

Fri Apr 29, 2022 Assignment [WK 15 Discussion](#)

Sun May 1, 2022 Assignment [WK 15 Reflection](#)

Tue May 3, 2022 Page [Week 16 Overview](#)

Fri May 6, 2022 Assignment [Essay on Leading with Integrity](#)