

**Summer 2023**

<b>Meeting days:</b> Online	<b>Instructor:</b> JC Hurtado-Prater
<b>Meeting times:</b> Online	<b>Phone:</b> 619-909-7802 mobile (text only please)
<b>Meeting location:</b> Online	<b>E-mail:</b> jhurtado@pointloma.edu
<b>Final Exam:</b> University Schedule	<b>Office location and hours:</b> 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**

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. In addition, students will utilize leadership instruments to assess their own leadership styles and competencies.

**COURSE LEARNING OUTCOMES**

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).

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**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 3-unit class delivered over 8 weeks. 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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1. Yukl, G. A. (2020). *Leadership in organizations* (9th ed.). Boston: Pearson. ISBN 9780134895130
2. Maxwell, John C. (2022) *The 21 Irrefutable Laws of Leadership*. ISBN 978-1-4002-3616-9

**ASSESSMENT AND GRADING**

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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 (14 x 15 pts)	210
<i>Weekly Group Assignments (11 x 30pts)</i>	330
<i>Weekly Group Attendance (7 x 10)</i>	70
Assessment Reflective Paper	75
<i>Midterm Exam</i>	100
Final Exam	100
Laws of Leadership Essay	25
Final Comprehensive Paper	75
Course Evaluations	15
Total Points Available	1000

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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**

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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**

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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.

## **STATE AUTHORIZATION**

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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.

## **PLNU COPYRIGHT POLICY**

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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.

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## **SEXUAL MISCONDUCT AND DISCRIMINATION**

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. 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 help and support are available through the Title IX Office at [pointloma.edu/Title-IX](http://pointloma.edu/Title-IX). Please be aware that under Title IX of the Education Amendments of 1972, it is 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 at [counselingservices@pointloma.edu](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://pointloma.edu/title-ix)

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## **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.

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## **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.

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## **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.

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## **COURSE SCHEDULE AND ASSIGNMENTS**

<b>Week</b>	<b>Dates</b>	<b>Topic</b>	<b>Reading - Requirements</b>
1	8/29/2022	Intro to OB - Nature of Leadership	Yukl ch 1
2	9/5/2022	Leadership Behavior	Yukl ch 2, Laws 1-2
2	9/5/2022	Adaptive Leadership	Yukl ch 3, Laws 3-4
3	9/12/2022	Empowerment & Decisions	Yukl ch 4, Laws 5-6
3	9/12/2022	Change	Yukl ch 5, Laws 7-8
4	9/19/2022	Power & Influence	Yukl ch 6, Laws 9-10
4	9/19/2022	Assessments	Yukl ch 7, MBTI, DiSC Assessments (Required)
5	9/26/2022	Charismatic & Transformational	Yukl ch 8, Laws ch 11-12
5	9/26/2022	Ethics	Yukl ch 9, Laws 13-14
6	10/3/2022	Followers	Yukl ch 10, Laws 15-16
6	10/3/2022	Teams	Yukl ch 11, Laws 15-16
7	10/10/2022	Strategic Leadership	Yukl ch 12, Laws Ch 17-18
7	10/10/2022	Culture & Diversity	Yukl ch 13, Laws Ch 19
8	10/17/2022	Leader Development	Yukl ch 14, Laws Ch 20
8	10/17/2022	Summary/Paper	Yukl ch 15, Laws Ch 21