Fall 2023

Meeting days: Tuesday	**Instructor:** Dr. Randy Waynick
Meeting times: 5:30-8:15PM	**Phone:** 619-849-3286 office 612-910-9353 mobile
Meeting location: Mission Valley Master Suite 315	**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. 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).

REQUIRED TEXTS AND RECOMMENDEDSTUDY RESOURCES

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`
3. *Strength Finder Assessment (must be completed in advance of module week 7)
4. *DiSC Assessment (must be completed in advance of module week 7)

*IMPORTANT NOTE

Each student is required to complete personality assessment at the beginning of week 7 (Assessment, Behavior, and Traits Module in Canvas). You are required to discuss and reflect on the specific scores and findings from you individualized assessments in the week 7 module weekly assignments and in the required reflective paper/essay.

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 (14 x 20 pts)	280
Weekly Group Assignments (11 x 30pts)	330
Assessment Reflective Paper	75
Midterm Exam	100
Final Exam	100
Laws of Leadership Essay	25
Final Comprehensive Paper	75
Course Evaluations	15
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.

unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

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 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.

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.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the Bias Incident Reporting Form.

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, 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 accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are 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 or find a list of campus pastors at pointloma.edu/title-ix.

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 Graduate Academic and General Policies for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

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

Face-to-Face MBA/MAOL Courses:
Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

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 withdrawal date or, after that date, receive an "F" grade.

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. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to Academic Policies for additional detail.

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 - Requirements
1	8/28/2023	Intro to OB - Nature of Leadership	Yukl ch 1
2	9/4/2023	Leadership Behavior	Yukl ch 2, Laws 1-2
3	9/11/2023	Adaptive Leadership	Yukl ch 3, Laws 3-4

4	9/18/2023	Empowerment & Decisions	Yukl ch 4, Laws 5-6
5	9/25/2023	Change	Yukl ch 5, Laws 7-8
6	10/2/2023	Power & Influence	Yukl ch 6, Laws 9-10
7	10/19/2023	Assessments	Yukl ch 7, Strengths, DiSC Assessments (Required)
8	10/16/2023	Charismatic & Transformational	Yukl ch 8, Laws ch 11-12
9	10/23/2023	Ethics	Yukl ch 9, Laws 13-14
10	10/30/2023	Followers	Yukl ch 10, Laws 15-16
11	11/6/2023	Teams	Yukl ch 11, Laws 15-16
12	11/13/2023	Strategic Leadership	Yukl ch 12, Laws Ch 17-18
13	11/20/2023	Thanksgiving Break	Off
14	11/27/2023	Culture & Diversity	Yukl ch 13, Laws Ch 19
15	12/4/2023	Leader Development	Yukl ch 14, Laws Ch 20
16	12/11/2023	Summary/Paper	Yukl ch 15, Laws Ch 21