



Leadership/Fermanian School of Business

BUS 6060 Managing in a Changing Environment

3 Units

Fall 2023

Meeting days: Mondays	Instructor title and name: Dr. Matthew Hudson
Meeting times: 5:30-8:15pm	Phone: 619-884-2298
Meeting location: Mission Valley Regional Center 315	E-mail: mhudson@pointloma.edu
Final Exam: December 11 5:30PM	Office location and hours: Mission Valley and Zoom

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 how high performance in organizations is related to the ability to adapt to changing internal and external needs, and the impact of values upon the success of the organization. Students will examine the environmental, structural, and human dynamics of organizational change, including factors bearing on organizational rigidity or flexibility. The role of leaders in implementing collaborative change processes is stressed along with a study of strategies for involving others in the design and execution of change projects in a technologically and culturally changing world.

Rev 06.16.23

COURSE LEARNING OUTCOMES

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

1. Exhibit an understanding of the change management process (PLO 1).
2. Discuss the role of environment, structure and human dynamics in managing organizational change (PLO 1 & A1).
3. Analyze problems in a firm and propose possible solutions (PLO 2 & 3).
4. Present recommendations through effective written and verbal communication (PLO 6).
5. Demonstrate the ability to add value in a high performing team (PLO 7).
6. Analyze the impacts of change management processes on stakeholders from an ethical perspective (PLO 5).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Our PLNU Bookstore has a course pack especially designed for BUS 6060. If you desire a physical copy, you must purchase through our Bookstore located on the Main Campus. They ship but if you'd prefer not to go, or are out of town, please call [\(619\) 849-2342](tel:6198492342) to be sure of availability. The ISBN - 13 is 9781307929973. You may email the Bookstore at ATan@bncollege.com to check on the Coursepack as well.

If you want to use an eBook, our McGraw eBook, BUS 6060 Fall 2023, is now available for purchase. Students can locate and purchase the book online by following these steps:

1. Go to <https://www.mheducation.com/highered/custom/product/9781307929997.html>
2. Add the book to your cart and pay using a credit card or access code.
3. Follow on screen instructions to checkout.

For detailed instructions use the links below.

- [Purchasing a book using a credit card - PDF](#)

Please get a [student digital subscription to the Wall Street Journal](#).

ASSESSMENT AND GRADING

Note: Clearly define a grading policy to avoid any confusion concerning expectations. It is most helpful if at least two things are present: 1) a point distribution and 2) a grading scale.

Assignment distribution by percentage: <ul style="list-style-type: none">• Week 1 Video Analysis (50 pts) 5%• 10 short cases (250 pts) 25%• 5 Team Quizzes in Class (250 pts) 25%• Week 7 GE Essay (100 pts) 10%• Week 15 GE Essay Exam (100 pts) 10%• Midterm (100 pts) 10%• Final (150 pts) 15%	Grade scale: A= (930-1,000 pts) 93-100% A-= (900-929 pts) 90-92% B+= (870-899 pts) 87-89% B= (830-869 pts) 83-86% B-= (800-829 pts) 80-82% C+= (770-799 pts) 77-79% C= (730-769 pts) 73-76% C-= (700-729 pts) 70-72% D+= (670-699 pts) 67-69% D= (630-669 pts) 63-66% D-= (600-629 pts) 60-62% F= (0-599 pts) 0-59%
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Class Professional Standards from Fermanian Values:

- Punctuality. Is the student on time for every class showing the Fermanian Value of Commitment? If late, by more than 10 minutes 5 times; 50 points will be deducted.
- Attendance. Are the University's policies of absences and attendance adhered to? If missing 2 classes, 50 points will be deducted. 3 classes will result in a 150-point deduction. The 4th miss will cause a Drop. Only Covid can count as an excused absence if following the University policy.
- Professionalism per Fermanian Values. Is the student engaged in the material, using electronic resources properly, fully present in the class, and contributing to the body of knowledge we are developing as a class? Professionalism in engagement is defined as contributing in person, with comments, questions, professional articles and alternative perspectives 10 times over the semester.
- Excellence per Fermanian Values. Are questions, comments, positions and effort in line with standards of Excellence as stated in the Fermanian Values of Respect?

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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

Use of Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) is not permitted, and use of these tools will be treated as plagiarism.

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 please email 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

The class builds the learning actives constructively into alignment from assignment to assignment. The Team Quizzes in class will create a study bank for the Midterm and Final. The short cases will apply material needed for the essay assignments.

Assignments:

- 10 short case assignments – Week 3-7 and 9-13 250 Points
- 5 Team Quizzes in class-Week 3-7 and 9-13 250 Points
- 2 Essays Week 7 and 15 analyzing General Electric Case-200 Points
- Midterm Week 8 – 150 Points
- Final Week 16 – 150 Points

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Week 1 Online (Canvas) “Quiet Week”	<ul style="list-style-type: none"> •Read Syllabus •Chapter 1 of the Coursepack (CP) •Answer the short assignment on Canvas for class participation credit. The assignment asks for analysis of Zeynep Ton’s Good Jobs Strategy graded with the MBA Written Communication Rubric 	September 3
Week 2 Labor Day	No Class	None
Week 3 (Class Sep 11)	<ul style="list-style-type: none"> •Chapter 3 of the Coursepack (CP) •In class – Guided readings on Drucker from the CP Chapter 2 	September 17
Week 4 (Class Sep 18)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class •Chapter 4 CP 	September 24
Week 5 (Class Sep 25)	<ul style="list-style-type: none"> •Short Case •Team Quiz Submitted •Chapter 5 CP 	October 1
Week 6 (Class Oct 2)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class •Chapter 6 CP 	October 8
Week 7(Class Oct 9)	<ul style="list-style-type: none"> •Short Case •Team Quiz Submitted •Chapter 7 CP 	October 15
Week 8 (Class Oct 16)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class (Prep for Midterm) •Chapter 8 CP •GE Essay Due October 16 	October 22
Week 9 (Class Oct 23)	<ul style="list-style-type: none"> •Midterm in Class 	October 29
Week 10 (Class Oct 30)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class •Chapter 9 CP 	November 5
Week 11 (Class Nov 6)	<ul style="list-style-type: none"> •Short Case •Team Quiz Submitted •Chapter 10 CP 	November 12

Week 12 Class Nov 13)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class •Chapter 11 CP 	November 19
Week 13 Class Nov 20)	<ul style="list-style-type: none"> •Short Case •Team Quiz Submitted •Chapter 12 CP 	November 26
Week 14 Class Nov 27)	<ul style="list-style-type: none"> •Short Case •Team Quiz Work in Class •Chapter 13 CP 	December 3
Week 15 Class Dec 4)	<ul style="list-style-type: none"> •Final Review-Team Work Submitted •Chapter 14 CP Project Oxygen •2nd Essay on General Electric Due December 10th 	December 10
Week 16 Class Dec 11)	<ul style="list-style-type: none"> •Final in Class 	December 11