Fermanian School of Business

BLD 4040 - Leading Teams in Organizations

3 Units

Fall 2023 Quad 2

Meeting days: Online	**Instructor title and name:** Pete Thurman DBA
Meeting times: N/A	**Phone:** (858) 705-5711
Meeting location: N/A	**E-mail:** pthurman@pointloma.edu
Final Exam: N/A	**Office location and hours:** Zoom 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 is a study of leadership and group dynamics to cultivate and promote teamwork in traditional and virtual settings. Topics include understanding and managing the internal dynamics of teams, examining dysfunctional dynamics and processes, and facilitating the creation of teams. Emphasis is placed on developing leadership knowledge and skills to build thriving teams in contemporary organizations.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:
Prerequisite(s): BLD 4012

1. Explain team principles, practices, and theory
2. Create a functional team, including establishing team processes for productive interactions
3. Apply team congruence incorporating team diversity

4. Assess team response to change
5. Demonstrate an understanding of team dysfunctionalities and disruptive conflict resolution
6. Collaborate as a team to present key teamwork concepts

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 3-unit class delivered over 8 weeks.

The estimated time expectations for this course are shown below:

Course Assignments	Pre-Course Hours	Course Hours	Post-Course Hours
Discussions	--	25	--
Reading, Lecture Videos & Lecture Video Discussions	--	45	--
Papers, Simulation, Weekly Quizzes & Exams	--	50	--
Total Course Hours		**120**	

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Hesselbein, Frances (2013). *Effective Teams: Essentials from Leader to Leader*.
   ISBN: 978-1-118-58703-4
2. Katzenback, Jon R, Smith, Douglas K. (1993). *The Wisdom of Teams*. Harvard Business School Press.
   ISBN: 978-0875843674
3. Shapiro, Mary, *HBR Guide to Leading Teams* (2015). Harvard Business School Publishing Corporation.
   ISBN: 978-1633690417

ASSESSMENT AND GRADING

Activities and Point Distribution

Activity	Points
Quizzes/Midterm	275
Video Lecture Discussions	160
Individual Assignments (reflections, reading summaries, thought questions)	280
Team case studies	105
Final Team Project	180
Total Points	1000

Points will be converted to grades as follows

Points	Grade	Points	Grade
930-1000	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	670-699	D+
830-869	B	630-669	D
800-829	B-	600-629	D-
770-799	C+	0-599	F

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in when they are due. In general, a grade of 0 will be assigned to any work submitted late (as indicated in Canvas) without prior arrangement. Incompletes will only be assigned in extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

Note: Below are three sample artificial intelligence (AI) policy statements for your consideration. You may use, revise, or delete this section as needed for your course.

Note: Consider this statement if you will not permit the use of AI.

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.

Note: Consider this statement if you will permit some use of AI.

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.

Note: Consider this statement if you will permit free use of AI.

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski, etc.) in this course. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. For example, if you use ChatGPT, you must cite ChatGPT including the version number, year, month and day of the query and the statement "Generated using OpenAI. https://chat.openai.com/"

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In [class name], all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include [list topics]. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In [class name], we will cover a variety of topics, some of which you may find triggering. These topics include [list topics]. Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

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.

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

BBA/BAOL only:
PLNU strives to be a place where you grow as a whole person. To this end we provide resources for our Graduate and Adult Undergraduate 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.

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.

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 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

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

Online BBA/BAOL Courses:

Regular and punctual attendance at all **synchronous** 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 (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 withdrawal date or, after that date, receive an "F" grade.

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 ADC Academic Policies in the Graduate and Professional Studies Catalog.

Online Asynchronous Attendance/Participation Definition: Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

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

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

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the Class Schedules site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Tue Oct 24, 2023	Discussion Topic WK1 Video Discussion: Introductions	due by 11:59pm
	Assignment WK1 Individual Reflection	due by 11:59pm
Thu Oct 26, 2023	Assignment WK1 Individual Reading Summary	due by 11:59pm
Sat Oct 28, 2023	Quiz Extra Credit Survey: Final Project Check-In	due by 11:59pm
Sun Oct 29, 2023	Quiz WK1 Quiz	due by 11:59pm
Tue Oct 31, 2023	Assignment WK2 Individual Reading Summary	due by 11:59pm
	Assignment WK2 Team Selection Approach	due by 11:59pm
	Assignment WK2 Video Discussion	due by 11:59pm
Sun Nov 5, 2023	Quiz WK2 Quiz	due by 11:59pm
Tue Nov 7, 2023	Assignment WK3 Video Discussion	due by 11:59pm
Thu Nov 9, 2023	Assignment WK3 Team Engagement Plan	due by 11:59pm
	Assignment WK3 Team Project Topic	due by 11:59pm
Sun Nov 12, 2023	Quiz WK3 Quiz	due by 11:59pm
Tue Nov 14, 2023	Assignment WK4 Individual Reflection	due by 11:59pm
	Assignment WK4 Video Discussion	due by 11:59pm
Thu Nov 16, 2023	Assignment WK4 Final Team Presentation Bibliography	due by 11:59pm
	Assignment WK4 Individual Reading Summary	due by 11:59pm
Sun Nov 19, 2023	Quiz WK4 Quiz	due by 11:59pm
	Assignment WK4 Team Case Study	due by 11:59pm
Tue Nov 21, 2023	Assignment WK5 Video Discussion	due by 11:59pm
Tue Nov 28, 2023	Assignment WK6 Individual Reflection	due by 11:59pm
	Assignment WK6 Video Discussion	due by 11:59pm
Thu Nov 30, 2023	Assignment WK6 Team Case Study	due by 11:59pm
Sun Dec 3, 2023	Quiz WK6 Midterm Exam	due by 11:59pm
Tue Dec 5, 2023	Assignment WK7 Individual Reflection	due by 11:59pm
	Assignment WK7 Video Discussion	due by 11:59pm
Thu Dec 7, 2023	Assignment WK7 Team Case Study	due by 11:59pm
Sun Dec 10, 2023	Quiz WK7 Quiz	due by 11:59pm
Thu Dec 14, 2023	Assignment WK8 Individual Reading Summary	due by 11:59pm
Sun Dec 17, 2023	Discussion Topic WK8 Team Presentation Video Discussion	due by 11:59pm
	Assignment WK8 Team Presentation Slides	due by 11:59pm
	Quiz Academic Honesty Verification Statement	