

Spring 2024

Meeting days: Online	Instructor title and name: Mandy Morrell, DBA
Meeting times: 1/16 12:30 pm	Phone: (619) 849-3281 (please email first)
Meeting location: Optional Zoom	E-mail: mmorrell@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

A study of the manager's role in the organization, including the tasks of planning, organizing, leading, and controlling. Topics include an introduction to change and innovation, corporate culture, global business, ethics, corporate social responsibility, organizational structure, decision-making, human resources and leadership.

COURSE LEARNING OUTCOMES

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

1. Recognize management theorists and examine the importance of management theories (PLO 1, E2 & F1).
2. Describe the four functions of management (PLO 1, F1 & F2).
3. Exhibit and illustrate an understanding of management principles, including: human resources, operations management, organizations and leadership (PLO 1, 2, E2, F1 & F2).
4. Employ decision making capabilities within a team (PLO 5, E2)
5. Use effective verbal and written communication to exhibit management principles, theories and current events (PLO 3).

6. Analyze ethical issues in the context of management theories (PLO 4).

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. **Exploring Management 7th Edition (2020. Schermerhorn and Bachrach. Wiley. ISBN: 978-1-119-70418-8 (Wiley PLUS not required)**
2. **Partridge, D. People over Profit (2015). Nelson. ISBN: 978-1501222306**
3. **Capsim General Management Simulation (\$19.99) capsim.com
Class ID: X147869**

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in on canvas (assignments will not be accepted via email) when they are due.

Communication is important. If you know an individual assignment will be late, please reach out to me well in advance of when it is due, not after. If you do not submit an assignment by the deadline, a zero will be assigned automatically in Canvas. If you would like to submit an individual assignment late after the deadline, please reach out to the professor. Late individual assignments will be graded at 90% up to 24 hours late, 80% 24-48 hours late, etc. Generally, late work will be accepted at half credit for individual assignments only. Missed quizzes cannot be made up. Late work will not be accepted for team assignments. Incompletes will only be assigned in extremely unusual circumstances.

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 [ADC 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.

ASSESSMENT AND GRADING

Activities and Point Distribution

Activity	Points
Weekly Quizzes	150
Lecture Participation	150
Weekly Discussions	80
<i>People over Profit</i> Reflections	85
General Management <i>Capsim</i> Simulation and IDP	100
Ethics Presentation	115
Executive Interview Assignment	120
Management in the Real World Assignment	50
Final Exam	150
Total Points	1000

Points will be converted to grades as follows

Points/ %	Grade	Points	Grade
930-1000 93-100%	A	730-769 73-76.9%	C
900-929 90-92.99%	A-	700-729 70-72.9%	C-
870-899 87-89.99%	B+	670-699 67-69.9%	D+
830-869 83-86.99%	B	630-669 62-66.99%	D
800-829 80-82.99%	B-	600-629 60-62.99%	D-
770-799 77-79.99%	C+	0-599 0-59.99%	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.** Late work is accepted for most individual assignments with % deductions. If you know something will be late, please reach out **before its due** so I can create a plan with you. Incompletes will only be assigned in extremely unusual circumstances. Please communicate with me before something is due so I can help you if you know an assignment will be late.

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 or use of these tools may be treated as plagiarism.

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 [Management/Business], 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](#).

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

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.

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 or 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

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.

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. 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 or find a list of campus pastors at pointloma.edu/title-ix

COURSE MODALITY DEFINITIONS

- 1. In-Person:** Course meetings are face-to-face with no more than 25% online delivery.
 - 2. Online:** Coursework is completed 100% online and asynchronously.
 - 3. Online Synchronous:** Coursework is completed 100% online with required weekly online class meetings.
 - 4. Hybrid:** Courses that meet face-to-face with required online components.
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PLNU ATTENDANCE AND PARTICIPATION POLICY

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

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**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

The 'official' and up-to-date schedule of all activities will be on the Canvas website. Make sure to check this regularly.

Week	Readings	Topics
1	Read Syllabus and Review Canvas Site	Course Introduction
2	Schermerhorn et al. – Chapters 1 & 2	Foundations of Management 1. Managers and the Management Process 2. Historical Foundations of Management
3	1. Schermerhorn et al. – Chapter 3 2. Partridge – pp. 1-54	Managing with Purpose 1. Ethics and Management 2. Social Responsibility
4	1. Schermerhorn et al. – Chapters 11 & 14 2. Partridge – pp. 55-100	Managing People 1. Leadership 2. Managing Teams
5	1. Schermerhorn et al. – Chapters 5 & 7 2. Partridge – pp. 101-154	Managing through Planning 1. Plans and Planning Techniques 2. Strategy and Strategic Management
6	1. Schermerhorn et al. – Chapters 8 & 9 2. Partridge – pp. 155-End	Managing in Organizations 1. Organization Structure and Design 2. Organizational Cultures, Innovation, and Change
7	1. Schermerhorn et al. – Chapters 6 & 17	Managing for Results and in a Global World 1. Controls and Control Systems 2. Globalization and International Business
8	Review Textbook Readings	Final Week: Drawing Conclusions What have we learned?