

Spring 2024

Meeting days: Tuesday, Thursdays	Instructor title and name: Duane Hewett
Meeting times: 5:00pm – 6:15pm	Phone: (619) 846-0221, Call or text
Meeting location: FSB 102	E-mail: dhewett@pointloma.edu
Final Exam: Tues., 4/30, 5:00 – 7:30pm	Office location and hours: By appt.

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).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. **Exploring Management 7th Edition** (2020) Schermerhorn and Bachrach. Wiley. ISBN: ISBN: 978-1-119-70418-8 (Wiley PLUS not required)
2. **Good to Great** Collins, J. (2001). Harper. ISBN: 978-0066620992

ASSESSMENT AND GRADING

Assignment	Points	% of Total	Grade scale	
Frontline Supervisor Interview Paper	50	5%	A=94-100	C=72-75.9
Personal Mission, Vision, & Values (MVV)	20	2%	A-=90-93.9	C-=70-71.9
Case Study Analysis	100	10%	B+=86-89.9	D+=66-69.9
Executive Interview Paper	100	10%	B=82-85.9	D=62-65.9
Good to Great Paper	100	10%	B-=80-81.9	D-=60-61.9
Quizzes (10 X 20pts each)	200	20%	C+=76-79.9	F=0-59.9
Final Exam	150	15%		
Discussion	30	3%		
Christian Community	50	5%		
Company Analysis Project	200	20%		
Total	1000	100%		

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted via Canvas on or before the required deadline and in the required format. Email submissions will not be accepted. Grade reductions will be taken for late assignments; 10% per day for a maximum of 3 days. If you anticipate an assignment will be late, please contact me as soon as possible. Missed assignments will receive a zero grade. Late submissions of the Group Project will receive a zero grade. Incompletes will only be assigned in extremely unusual circumstances. A final grade of F constitutes failure of the class.

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.

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. If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

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 [Academic Policies](#) 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

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. 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.

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

Papers / Presentations

All assignments are to be submitted via Canvas on or before the required deadline. Email submissions will not be accepted.

Written assignments are to be submitted in Adobe (.pdf) format. Presentation assignments are to be submitted in either Adobe (.pdf) or Microsoft PowerPoint (.ppt, .pptx) format.

All papers must be written in APA style (7th Edition). All papers should include three major sections: the Title Page, Main Body, and References. An Abstract is not required. Use the Purdue Owl as a point of reference: https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

- 1. Frontline Supervisor Interview Paper (50 points):** Explore how frontline supervisors use the principles we've covered in class and our texts to perform their responsibilities. Identify and interview two frontline supervisors, using the interview questions developed in an earlier assignment. Use the interviews to explore how the supervisors are using the concepts from class to carry out their day-to-day activities and leading their teams. Look for ways the supervisors are bringing the things we are learning about in class to life. Write a 2-3 page paper

in APA style that provides a synopsis of the interviews and includes a reflection of what you learned with at least two direct connections with content from our class and texts.

2. **Case Study Analysis (100 points)**: Read the assigned case study. Research the company and the issue(s) identified in the case study. Respond to each of the questions assigned to the case study with critical thinking and using the Management Process questions, i.e., What is/are the problems? etc. The paper should be a minimum of five pages.
3. **Executive Interviews Paper (100 points)**: Identify and two interview executives from two different companies. (Note: executives are at least two management levels above frontline supervisors, e.g. Vice-President or above.) During the interview, look for ways the executives are using the concepts from class to carry out their day-to-day activities. Talk with them about what you've learned about the management process and see how they apply it to their role. Also research the company website and any other postings or articles. The paper should be six to seven pages. You should have at least four references: the class texts, a peer reviewed article, and two from your personal interviews.
4. **Good to Great Company (100 points)**: Identify a company from the modern era whose performance mirrors the criteria of the Good to Great companies. Research the company to determine connections to the characteristics of great companies from the book. Write a 4–5-page paper to discuss how the company relates to at least three of Good to Great’s characteristics of great companies.
5. **Group Project: Public Company Analysis (200 points)**: Research and select a public company from the 450 lowest ranked companies in the latest Forbes 500™ listing, i.e. companies ranked 51-500. Identify a company that is using a unique and/or innovative approach to management to differentiate itself in the marketplace. Research, develop, and present an analysis of the company’s management approaches, specifically in the areas of a) Planning, b) Leading, c) Organizing, d) Controlling, and e) Ethics, Values, Diversity, and Inclusion. This is a group project with individual components. Each member of the group will be responsible for researching, developing, and presenting their analysis of the selected company’s approach in one of the management areas listed above and role it plays in the company’s differentiation. The presentation will be no longer than 20 minutes. Each portion of presentation should be well integrated into the other sections such that it provides a comprehensive overview of the management of the selected company and specifically describes what makes the company unique. The group will report on progress 5 times during the semester.
 - a. **Points:**
 - i. **Individual Analysis and Presentation** (75 points)
 - ii. **Group Analysis and Presentation** (75 points)
 - iii. **Project Status Reports** (5 @ 10 pts each)
6. **Personal Mission, Vision, & Values** (20 points): Create your own personal mission, vision, and value statements using content from class and resources provided.
7. **Discussions** (3 @10 points each): Discussions will be assigned related to course content and to help the class engage in management concepts. Respond to the discussion prompts/ questions

utilizing the information covered within the class and the recent reading on the topic. Include a conclusion or recommended course of action to address the issue and why you recommend that approach. Your response should not be more than 2-3 paragraphs.

8. **Quizzes** (10 @20 points each): There will be 11 quizzes given, with the highest 10 counting towards your grade. Quiz questions will be taken from the readings or class activities and may ask you to apply the content to a business situation. They must be taken in the scheduled time frame, and **there are no makeups**.
9. **Christian Community Activity:** (5 @ 10 points each): One of Christianity’s foundational principles is to “love one another” (John 13:34-35). A good manager will take time to get to know and care for their team. Over the course of the class you will be asked to meet in Christian Community Groups (no more than 3 members) and discuss how management concepts we're covering relate / interact with the Christian faith. You will be asked to encourage, help, and pray for them this semester. Your group is required to meet at least 5 times through the semester. Each time the group meets, each person will submit a short response using the template provided.
10. **Extra Credit** (25 points maximum) There will be several opportunities for extra credit provided during the course.
11. **Class Engagement** There are no specific points awarded for class engagement. However, your consistent attendance and participation in class, i.e., sharing, asking questions, and being involved in the class will be taken into consideration.
12. **Final Exam** (150 points): The Final Examination is a culmination of everything learned throughout the semester. This will be a multiple choice, T/F, matching and written essay format.
 - a. **Exam Date:** Tuesday, April 30th, 5:00pm – 7:30pm

COURSE SCHEDULE AND ASSIGNMENTS

See CANVAS for the latest course schedule and assignments

Week	Dates	Class Content or Assignment	Assignment Type	Due Date	Points
1	01/08-14	Class Overview			
1	01/08-14	Provide Christian Community Group Input (if Desired)	Christian Community	Wed, 01/10	
1	01/08-14	Academic Honesty Verification Statement	Quiz	Sat, 01/13	
1	01/08-14	HonorLock Practice Quiz	Quiz	Sat, 01/13	
1	01/08-14	Christian Community Group: 1st Meeting-Introductions	Christian Community	Sun, 01/14	10
2	01/15-21	Management and Management Process			

2	01/15-21	Weekly Quiz #1 Mgmt Process & G2G Chp 1	Quiz	Sat, 01/20	20
3	01/22-28	Management Learning			
3	01/22-28	Group Project Status Report 1: Identify roles and possible companies	Project	Thu, 01/25	10
3	01/22-28	Weekly Quiz #2 Foundations & G2G Chap 2	Quiz	Sat, 01/27	20
3	01/22-28	Assignment: Frontline Supervisor Interviews-Interview Questions	Assignment	Sun, 01/28	0
4	01/29-04	Ethics and Social Responsibility			
4	01/29-04	Discussion #1: Case Study-Ted's Tirade	Discussion	Wed, 01/31	10
4	01/29-04	Weekly Quiz #4 Ethics and G2G Chap 3	Quiz	Sat, 02/03	20
4	01/29-04	Christian Community Group: 2nd Meeting-Values & Authenticity	Christian Community	Sun, 02/04	10
5	02/05-11	Management Decision Making			
5	02/05-11	Weekly Class Meeting: Tuesday -Management Process Problem: Apple -Chapter 4 slides/lecture	Meeting/Class	Tue, 02/06	
5	02/05-11	Weekly Class Meeting: Thursday -G2G Chapter 4 slides/lecture -Discussion: Wells Fargo Case Overview -Group project work	Meeting/Class	Thu, 02/08	
5	02/05-11	Group Project Status Report 2: Lock in company. Progress update	Project	Thu, 02/08	10
5	02/05-11	Weekly Quiz: Decision Making and G2G Chap 4*	Quiz	Sat, 02/10	20
5	02/05-11	Assignment: Personal Mission, Vision, & Values (MVV)	Assignment	Sun, 02/11	20
6	02/12-18	Planning			
6	02/12-18	Weekly Quiz: Planning and G2G Chap 5*	Quiz	Sat, 02/17	20

6	02/12-18	Assignment: Frontline Supervisor Interviews Paper	Assignment	Sun, 02/18	50
7	02/19-25	Leadership and Communication			
7	02/19-25	Weekly Quiz #6 Leadership and G2G Chap 6	Quiz	Sat, 02/24	20
7	02/19-25	Christian Community Group: 3rd Meeting-Humility	Christian Community	Sun, 02/25	10
7	02/19-25	Assignment: Identify Executive Interviewees	Assignment	Sun, 02/25	0
8	02/26-03	Organizing			
8	02/26-03	Group Project Status Report 3: Progress update	Project	Thu, 02/29	10
8	02/26-03	Weekly Quiz #7 Organizing and G2G Chap 7	Quiz	Sat, 03/02	20
8	02/26-03	Assignment: Identify Good to Great Companies	Assignment	Sun, 03/03	0
9	03/04-10	Semester Break: No Class or Assignments			
10	03/11-17	Controlling			
10	03/11-17	Weekly Quiz #8 Controlling & G2G Chap 8	Quiz	Sat, 03/16	20
10	03/11-17	Christian Community Group: 4th Meeting-Stewardship	Christian Community	Sun, 03/17	10
10	03/11-17	Assignment: Executive Interviews-Confirmation and Questions	Assignment	Sun, 03/17	0
10	03/11-17	Assignment: Wells Fargo Case Study	Assignment	Sun, 03/17	100
11	03/18-24	Strategy and Strategic Management			
11	03/18-24	Group Project Status Report 4: Progress update	Project	Thu, 03/21	10
11	03/18-24	Weekly Quiz #5 Strategy and G2G Chap 9	Quiz	Sat, 03/23	20
12	03/25-31	Individual Behavior and Teamwork			
13	04/01-07	Human Resources and People Over Profit (POP)			
13	04/01-07	Discussion #3: Case Study-Was That Harassment?	Discussion	Wed, 04/03	10

13	04/01-07	Group Project Status Report 5: Progress update	Project	Thu, 04/04	10
13	04/01-07	Weekly Quiz #9 HR and Review	Quiz	Sat, 04/06	20
13	04/01-07	Assignment: Good to Great Paper	Assignment	Sun, 04/07	100
13	04/01-07	Christian Community Group: 5th Meeting-Competitive Advantage	Christian Community	Sun, 04/07	10
14	04/08-14	Globalization, Int. Business, and Supply Chain			
14	04/08-14	Discussion #4: Executive Interview Reflection	Discussion	Wed, 04/10	10
14	04/08-14	Weekly Quiz: 10 Globalization and Review	Quiz	Sat, 04/13	20
14	04/08-14	Project: Company Analysis (Individual)	Project	Sun, 04/14	75
14	04/08-14	Project: Company Analysis (Group)	Project	Sun, 04/14	75
15	04/15-21	Presentations and Final Review			
15	04/15-21	Assignment: Executive Interview Paper	Assignment	Sun, 04/21	100
16	04/22-28	Presentations and Final Review			
16	04/22-28	Weekly Class Meeting: Tuesday -Project Presentations	Meeting/Class	Tue, 04/23	
16	04/22-28	Weekly Class Meeting: Thursday -Final Exam Review	Meeting/Class	Thu, 04/25	
17	04/29-05	Final Exam and Assignments			
17	04/29-05	Final Exam: Section 3	Exam	Tue, 04/30	150
					1000