

Syllabus

Fermanian School of Business

More Than the Bottom Line: Business Education to Change the World



BLD 4012 Leadership Theory and Practice 3 Units

Summer 2024

Meeting days: Online	Instructor: Waynick
Meeting times: Online	Phone: By appointment
Meeting location: Online	E-mail: rwaynick@pointloma.edu
	Office hours: 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 becomes an expression of faith. Being of Wesleyan heritage, we aspire 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 provides an overview of a wide variety of leadership theories, concepts, and practices. Topics include the historical examination of leadership models, contributions of leaders to a modern society, and practical application of leadership. Emphasis is placed upon personal leadership development, including the analysis of leadership styles utilizing self-assessments.

COURSE LEARNING OUTCOMES

1. Explain leadership concepts, practices and theories (PLO 1 & F1).
2. Analyze traits and behaviors of effective leaders (PLO F1).
3. Determine how to effectively address ethical dilemmas from a leadership perspective (PLO 4).
4. Demonstrate effective communication through written means (PLO 3).
5. Collaborate in a team to complete projects on leadership (PLO 5).

EXPECTATIONS

- Students are expected to think and act like leaders.
- Leaders/Students are required to be active and participate in all class discussions and exercises.
- Leaders/Students are required to be prepared and on time.
- Leaders/Students are required to be respectful to fellow leaders.
- Students are expected to not use anyX devices in class during lectures.

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 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXT and REQUIRED READING

Daft, R. L., (2022). The Leadership Experience, 8th. Cengage Learning Stamford, CT.

Marquet, L. David., (2012). Turn The Ship Around, Penguin Random House. New York, NY.

Yancy, Philip., (2001). Soul Survivor, Doubleday, Colorado Springs, Co.

Various articles as assigned.

ASSESSMENT AND GRADING

Graded Event	Points	Notes
Weekly Group Discussion	160	20 points per week
Weekly Quiz	320	40 points per week
Weekly Reading Guide	160	20 points per week
Leadership Profile Report	50	

Turn The Ship Around Synthesis Report	50	
Midterm Exam	100	
Final Exam	100	
Course Evaluations	10	
Peer Evaluation (Group Contribution)	50	
Total	1,000	

GRADING SCALE

A=93-100% A-=92-90%
 B+=87-89% B=83-86% B-=80-82%
 C+=77-79% C=73-76% C-=70-72%
 D+=67-69% D=63-66% D-=60-62%
 F=0-59%

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 in extremely 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.

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 Leadership Theory and Practice, 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. 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 leadership, 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 Leadership, 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.

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.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **[The GPS Writing Center](#) offers:**
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - **[Research Help Guide](#)** to help you start your research
 - The physical office is located on the third floor of the **[Mission Valley Regional Center](#)** off the student lounge
- **[Academic Writing Resources Course](#)**: Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **[Watch a quick video run-through](#)** and take time now to explore!
- **[Tutoring](#)**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

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 [Adult Undergraduate 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.

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

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.

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 - SPECIFIC REQUIREMENTS/ASSIGNMENTS

1. Profile in Leadership Paper (50pts.)

Each student will be required to submit a review of one of the assigned readings from Soul Survivor. This paper should address a critical review of the leader being profiled, apply concepts and theories from the Daft text to their leadership story, and apply the profiled leader's story to the student's intended leadership style. To receive full credit you must accomplish all of the above in your paper.

There is no page limit or defined requirement. However, I would expect it to be 3-4 pages. Format, grammar, and spelling matter. It should be a narrative, a story, and compelling.

2. Quizzes: (320 pts.)

In order to pass this class you must demonstrate competency with the material found in the text. You must pass with a significant score on the 8 chapter quizzes given over the text material.

Please note: Seldom are grades determined by one or two big point totals, positive or negative, but are an accumulation of the body of work over a semester. Such is the case in the working world – seldom does an extraordinary day or a disastrous one make or ruin a career – it is the discipline of doing the best over time that is valued.

3. Group Activity (160 pts.)

Reflections are done by Team, however every team member must, I will be giving special attention to monitoring the submission for inclusion from every team member.

Leadership is not done in a vacuum. Reflections must include each members thoughts and an updating on their current status. Grading is done as a team and the contribution of a single member can be impact the grade of the team. Leadership will ensure all the members of the team contribute to the final result.

4. Midterm Exam: (100 pts.)

Test questions taken from text material.

5. Turn The Ship Around book Review: (50 pts.)

You will be required to turn in a Final Written Project, which is a book review of *Turn the Ship Around*. You should approach the writing of the Project to demonstrate your understanding of the totality of your understanding of leadership. Through your educational experience you have studied, seen, and experienced leadership in many shapes and forms.

This Project should be done in 3-4 pages excluding title, toc, reference pages.

6. Final Exam: (100 pts.)

Given at the end of the course to assess the value added of the material in this course.

COURSE SCHEDULE AND ASSIGNMENTS

WK	Topics	Reading	Assignments	Student Hours
1	Being a Leader	Daft Ch 1	Weekly Reading Guide Weekly Quiz Weekly Group Assignment	2
2	Current Research and Foundational Theories	Daft Ch 2-3 Yancey Ch 2	Weekly Reading Guide Weekly Quiz Weekly Group Assignment	16

3	Self-Awareness	Daft Ch 4-5 Yancey Ch 5 and 7	Weekly Reading Guide Weekly Quiz Weekly Group Assignment	16
4	Courage and Vision	Daft Ch 6-7 Yancey Ch 8 and 13	Weekly Reading Guide Weekly Quiz Weekly Group Assignment Leadership Profile Paper	16
5	Motivation and Communication	Daft Ch 8-9 Marquet Ch 1-7	Weekly Reading Guide Weekly Quiz Weekly Group Assignment Midterm Exam	16
6	Teams and Diversity	Daft Ch 10-11 Marquet Ch 8-15	Weekly Reading Guide Weekly Quiz Weekly Group Assignment	16
7	Power, Influence, and Followership	Daft Ch 12-13 Marquet Ch 16-20	Weekly Reading Guide Weekly Quiz Weekly Group Assignment	16
8	Culture, Values, and Change	Daft Ch 14-15 Marquet Ch 21-29	Weekly Reading Guide Weekly Quiz Weekly Group Assignment Turn the Ship Around Paper Final Exam Peer Evaluation	20