Spring 2025

Meeting days: Monday	**Instructor title and name:** Dan Toro
Meeting times: 5:30pm – 8:15pm	**Phone:** 714.403.8959 (Cell)
Meeting location: This is a Hybrid Course; meeting locations are stipulated on Canvas in each Module. Locations include either _Synchronous Zoom Meetings online_ or _In-Person @ PLNU Mission Valley Campus - 4007 Camino del Rio S, San Diego, CA 92108 - Room 314_	**E-mail:** dtoro@pointloma.edu
Final Exam: N/A	**Office location and hours:** via Zoom appt. only
Additional info: Note Hybrid course standards for attendance	**Additional info:**

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 addresses organizational behavior and how it is impacted by values, diversity, and technology. Students examine the process through which managers learn to apply concepts from the behavioral sciences to observe, understand, and influence behavior in the workplace. Concepts such as motivation, leadership, and application of techniques for individual and organizational growth and decision-making in a global environment are discussed.

COURSE LEARNING OUTCOMES

The following student learning outcomes will be achieved by this course:

1. Exhibit an understanding of organizational behavior concepts and theories (MAOL: PLO 1).
2. Assess corporate culture across various organizational contexts (MAOL: PLO 6).
3. Propose recommendations to address organizational issues considering organizational behavior concepts, models and theories (MAOL: PLO 1 & 2).
4. Present recommendations to assess organizational issues using effective written communication (MAOL: PLO 4).
5. Identify key elements of teamwork and apply the elements in a team setting (MAOL: PLO 5).

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.

Assignments & Activities	Course Hours
Weekly Synchronous lecture-discussion, (15)	15
Weekly Group meeting (15)	30
Book Review (1)	12
Weekly Reading (15 x 1 chapter). Video's	30
Final Assessment Paper	10
Final Exam/Paper (7 pages)	30

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Neck, C.P., Houghton, J.D., and Murray, E.L. (2017). *Organizational Behavior: A critical-thinking approach*. SAGE Publications, Los Angeles, CA   ISBN 9781506314402

Daugherty, Paul., Wilson, James. (2018). Human + Machine. ISBN 9781633693869

ASSESSMENT AND GRADING

It is important to read the comments posted in the Grades as these comments are intended to help you improve your work. Final grades will be posted within one week of the end of the class. Grades will be based on the following:

Deliverables for this course

An understanding of organizations and future issue impacting structure, individuals, and groups.

There will be weekly assignments in Canvas for reading and discussion. These must be done on time and with well-developed and material supported responses. Additionally, you will be required to submit essay responses throughout the course to gage learning and application of the key concepts. We will be working with two key text and many supplemental articles or library resources. You will be required to supplement your responses and discussion with current articles related to the topic being studied. We will be reading one chapter a week in the text.

Finally, there are several videos to watch and comment on in Discussion Boards. These videos are intended to help you to really think through the material of OB and to ask you to consider, perhaps, a different perspective.

GRADING POINTS

Course Assignments:	
Student engagement, contribution, attendance in weekly video classroom, discussions boards, team assignments (20 points per week)	300
Weekly Group Discussion/Paper (20 points per week)	300
Book Review	100
Case Study Comprehensive Paper	100
Final Exam/Paper	100
Evaluations	100
TOTAL COURSE ASSIGNMENTS:	*1000*

Standard Grade Scale Based on Percentage of Points Earned				
A	**B**	**C**	**D**	**F**
A 950-1,000	B+ 870-899	C+ 770-799	D+ 690-699	F Less than 650
A- 900-949	B 830-869	C 730-769	D 670-689	
	B- 800-829	C- 700-729	D- 650-669	

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

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) 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. APA Style: How to Cite ChatGPT

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 Organizational Behavior, all 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 Culture, Leadership Perceptions, Diversity, Teams, Motivation, Emotions & Attitudes, Power & Politics, Communication, and Innovation. 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 organizational behavior, 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 Organizational Behavior we will cover a variety of topics, some of which you may find triggering. These topics include Culture, Leadership Perceptions, Diversity, Teams, Motivation, Emotions & Attitudes, Power & Politics, Communication, and Innovation. 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 Organizational Behavior, and I will support you throughout your learning in this course.

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 or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

In addition, on the MV campus there is a prayer chapel on the third floor. It 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.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias.

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 or as shown in the PLNU Spiritual Care section of this syllabus.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

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!
- Grammarly: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- **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 (FOR FULLY ONLINE COURSES ONLY)

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 Recording Notification

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

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. For all student appeals, faculty and students should follow the procedures outlined 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 in accordance with the Americans with Disabilities Act (ADA). 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 work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. The EAC makes accommodations available to professors at the student's request.

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. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

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. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any special accommodations.

COURSE MODALITY DEFINITIONS

1. Online Courses: These are courses with class meetings where all instruction and interaction is fully online.

   a. Synchronous Courses: At least one class meeting takes place at a designated time.

   b. Asynchronous Courses: All class meetings are asynchronous.

2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.

3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

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.

MBA/MAOL Courses that are online or hybrid:

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class regardless of the date of the student's enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

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

USE OF TECHNOLOGY (FOR ONLINE OR HYRBRID COURSES ONLY)

In order to be successful in the online or hybrid environment, 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. Please note that any course with online proctored exams requires 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

For each assignment, please note the following things:

- Description: While there are descriptions below, all assignments will have more in-depth explanations on the Canvas portal
- Requirements: All assignments have associated rubrics for grading visible on Canvas, please follow the Canvas instructions and consider the grading rubrics for more insight on how to complete the assignment. All assignments

must be submitted on the Canvas portal, assignments should not be emailed to the professor unless otherwise instructed. Please make sure your name and date have been included in the header of your assignments.

- Style standard: The standard writing format for all assignments, including discussion posts will be APA 7th. Please know that points will be deducted for formatting and style of each discussion post and assignment. All assignments must have references cited per APA 7th edition. If you have any questions on how to cite per APA 7th, here are a few helpful links. Additionally, you can make an appointment with the PLNU writing center.

DATE PRESENTED	CLASS CONTENT & ASSIGNMENTS	DUE DATE/TIME
Mon Jan 13, 2025	Module 1 **In-Person** Overview	5:30 PM
	Quiz Academic Honesty Verification Statement	11:59 PM
Sun Jan 19, 2025	Group Assignment: First Steps	11:59 PM
	Discussion Post: Behavioral Sciences	11:59 PM
Mon Jan 20, 2025	**No Class: MLK Holiday Observed**	
Mon Jan 27, 2025	Discussion Post: Diversity	5:30 PM
	Module 3 **In-Person** Overview: Diversity	5:30 PM
Sun Feb 2, 2025	Group Assignment: AI & Diversity	11:59 PM
Mon Feb 3, 2025	Discussion Post: Risk & Perception	5:30 PM
	Module 4 **ZOOM** Overview: Perception	5:30 PM
Sun Feb 9, 2025	Submit Team Agreement Document	11:59 PM
	Group Assignment: AI and Perceptions	11:59 PM
Mon Feb 10, 2025	Discussion Post: Emotions & Attitudes	5:30 PM
	Module 5 **In-Person** Overview: Emotion & Attitudes	5:30 PM
Sun Feb 16, 2025	Individual Assignment: Book Review	11:59 PM
	Group Assignment: Emotion & Attitude	11:59 PM
Mon Feb 17, 2025	Discussion Post: The Four Major Theories	5:30 PM
	Module 6 **ZOOM** Overview: Motivation	5:30 PM
Sun Feb 23, 2025	Group Assignment: Motivation	11:59 PM
Mon Feb 24, 2025	Discussion Post: Motivation	5:30 PM
	Module 7 **In-Person** Overview: Intrinsic and Extrinsic Motivation	5:30 PM

Sun Mar 2, 2025	Group Assignment: Intrinsic & Extrinsic	11:59 PM
Mon Mar 3, 2025	Discussion Post: The Evolution of Teamwork	5:30 PM
	Module 8a **ZOOM** Overview: Culture	5:30 PM
	Module 8b **ZOOM** Overview: Teams	5:30 PM
Sun Mar 9, 2025	Quiz MBA Mid-Course Evaluation	11:59 PM
	Group Assignment: Your Experience as a Team Member	11:59 PM
Mon Mar 17, 2025	Discussion Post: Innovation	5:30 PM
	Module 9 **In-Person** Overview: Innovation	5:30 PM
Sun Mar 23, 2025	Group Assignment: Innovation	11:59 PM
Mon Mar 24, 2025	Discussion Post: Ethical Issues	5:30 PM
	Module 10 **ZOOM** Overview: Ethics	5:30 PM
Sun Mar 30, 2025	Group Assignment: Ethical Failure	11:59 PM
Mon Mar 31, 2025	Discussion Post: Communication	Communication
	Module 11 **In-Person** Overview: Communication	5:30 PM
Sun Apr 6, 2025	Group Assignment: Future Company Communication	11:59 PM
Mon Apr 7, 2025	Discussion Post: Trust	5:30 PM
	Module 12 **ZOOM** Overview: Trust	5:30 PM
Sun Apr 13, 2025	Group Assignment: Trust	11:59 PM
Mon Apr 14, 2025	Discussion Post: Perspective	5:30 PM
	Module 13 **In-Person** Overview: Leadership Perspectives	5:30 PM
Sun Apr 20, 2025	Group Assignment: Leadership Perspective	11:59 PM
Mon Apr 21, 2025	Module 14 **ZOOM** Overview: Power & Politics	5:30 PM
	Discussion Post: Power & Politics	5:30 PM
Sun Apr 27, 2025	Group Assignment: Power & Politics *Updated*	11:59 PM
Mon Apr 28, 2025	Discussion Post: Implementing Change	5:30 PM

	Module 15 **In-Person** Overview: Change & Structure	5:30 PM
Sun May 4, 2025	Assignment End-of-Course Evaluation	11:59 PM
	Group Assignment: Implementing Change	11:59 PM
Mon May 5, 2025	**In-Person** Course Wrap-Up & Summary	5:30 PM
	Last Class: **In-Person** Meeting *Required*	5:30 PM
Sat May 10, 2025	Assignment Final Paper	11:59 PM
	Assignment Comprehensive Case Study: "The Future Company"	11:59 PM