

Syllabus



Fermanian School of Business

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

MGT 4012 Leadership Theory and Practice

3 Units

Spring 2025

Meeting days: Tues/Thurs	Instructor: JC Hurtado-Prater
Meeting times: 1:30pm – 2:45pm	Phone: 858.275.9315 (Texts only please)
Meeting location: FSB 103	E-mail: jhurtado@pointloma.edu
Final Exam: Tuesday, May 6, 1:30pm	Office hours: By appt FSB 128
Additional Information: N/A	Additional info: N/A

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 investigation and review of a wide variety of leadership concepts, practices, and theories. Topics include the role of leadership in organizations, the historical examination of various leadership models, the contributions of leaders to a modern society, and an examination of biblical leadership. Emphasis will be placed on practical applications of leadership.

Amplified Course Description - The student should have defined a path of leadership for their future careers.

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 any 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., (2015). The Leadership Experience, 7th. Cengage Learning Stamford, CT.

Elon Musk by Walter Isaacson (2023)

On Becoming a Leader, Warren Bennis (2009)

Various articles as assigned.

ASSESSMENT AND GRADING

Grading will be based on the following activities:

Activity	Points
Class Attendance + Participation	435 (29 x 15)
Reading Reflections Leadership Experience	85 (17 x 5)
Reading Reflections (Bennis + Knight)	85 (17 x 5)
Midterm Paper	100
Final Paper	150
Final Presentation Group	145
Total Points	1000

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 [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](#).

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.

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 the [Office of Spiritual Development](#)

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. 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.

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

PLNU ATTENDANCE AND PARTICIPATION POLICY

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.

USE OF TECHNOLOGY

In order to be successful in the online 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 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 - SPECIFIC REQUIREMENTS/ASSIGNMENTS

Important Note:

Engagement:

You are expected to come prepared to every class session and to actively participate in class discussions.

You are required to reflect upon and state your current status in relation to:

- The current reading, text and class.
- Comments on the Research presented.
- Activities and Exercises performed in/for class.
- Current status of the reading of the assigned books.
- Status of the Team.

Your approach should be from a leadership perspective – How am I doing? What am I doing? How will this relate to my career?

You may be asked to speak to any issue from the reflections during the next class. You should be prepared to respond. Notes are appropriate but extensive use of notes to answer questions detracts from the response. Reflections are based upon the material and the work in the class just finished.

You are assigned to a Team for assignments, presentations, and discussion. This is a vital part of this class. Each team member will be awarding points to other team members at the end of the course. This will be a confidential assessment that I will only have access to. You are encouraged to be active and productive in your groups. You overall grade will be impacted by your contribution and participation to your assigned group.

There are no plans for extra credit opportunities to be offered.

Being on time and in attendance will be critical for your grade. There are points attached to being on time and prepared for every class. There will be no excused absences (unless authorized in writing from the University). You will need to have your pc in every class. Unless noted, there are no allowed devices to be opened or utilized during class/lecture.

There should be no leaving or entering the classroom once lecture has begun. Any special circumstances please discuss with me in advance.

COURSE SCHEDULE AND ASSIGNMENTS

MGT4012		
Week	Topic	Text Reading Chapter
1	Into To Be A Leader Bennis – On Becoming a Leader	Ch 1
2	Research & Theories Bennis – On Becoming a Leader	ch 2 and 3
3	Leader as an Individual Bennis – On Becoming a Leader	ch 4
4	Mind and Emotion Bennis – On Becoming a Leader	ch 5
5	Courage Bennis – On Becoming a Leader	ch 6
6	Followership Bennis – On Becoming a Leader	ch 7
7	Empowerment Bennis – On Becoming a Leader	ch 8
8	Communication Bennis – On Becoming a Leader Mid-Term Paper	ch 9
March 10 - 14	Spring Break No Classes	
9	Teams Isaacson – Elon Musk	ch 10

10	Diversity Isaacson – Elon Musk	ch 11
11	Power and Influence Isaacson – Elon Musk	ch 12
12	Vision and Strategy Isaacson – Elon Musk	ch 13
13	Culture and Values Isaacson – Elon Musk Easter Break – No Thur Class	ch 14
14	Change Isaacson – Elon Musk	ch 15
15	Review Isaacson – Elon Musk	
Final	Final Paper Final Examination	