Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course provides an analysis of the roles and responsibilities of leaders in developing governance and operational policies within the corporate world. The focus includes how corporate strategy, mission, vision, and values influence policy development and determine a business’s strategic direction and implementation. The course includes entering the “Capstone Business Simulation” experience, where participants face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modeling, analysis, and strategic planning. The “Capstone Business Simulation” provides the rare opportunity to experience running a complete business, with the benefit of reports that show clear correlations between management decisions and outcomes. Faced with a full range of strategy-based decision-making options, participants have the opportunity to try new tactics, test unfamiliar strategic paradigms, and take risks in a risk-free environment.

Course Overview:

Throughout this course, students will participate in the “Capsim Core” business simulation. This is a team-based simulation that provides students the opportunity to lead a company in a team environment and drive all the functional tactics and short-term decisions toward long-term strategy. The simulation’s objectives include exercising collaborative skills that are vital in the business world and applying theory to practice through integrated decision-making. The Capsim Core content is integrated into this course’s Discussion Questions, Critical Thinking assignments, and the Portfolio Project.

This course presents an examination of the strategies for success in the competitive environment of global organizations. Specifically, the course provides an analysis of the internal and external environment, the roles and responsibilities of leaders in developing and implementing strategy, and the practical application of evaluating the outcomes for that strategy. The entire strategic process is studied from its inception of identifying objectives, values and vision, through functional tactics and short-term objectives, to finally achieving ultimate, long-term goals. This course also incorporates business journal and case study readings with assignment activities that require critical analysis, while encouraging students to apply strategic models in addressing
business decisions. In the final Portfolio Project, students demonstrate the ability to synthesize the decision-making process learned during the application of the simulation experience and other course materials.

Course Learning Outcomes:
1. Identify the means of developing a strategy and articulating the use of business policies to empower people in implementing strategies.
2. Explain how effective communication, both virtually and in-person, enhances the development of a sustainable, successful team.
3. Illustrate the use of controls, continuous improvement, and tools to guide and monitor strategy implementation.
4. Explain how mission and vision assist leaders in clarifying strategic intent.
5. Analyze and describe how organizational structures impact innovation and competitive advantage in the global marketplace.
6. Examine innovation within business environments, including global management and social strategies.

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards**: The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking**: Assignments are due Sunday at 11:59 p.m. MT.
- **Simulation Training**: Assignments are due Sunday at 11:59 p.m. MT.

Weekly Reading and Assignment Details

Module 1
Readings
Discussion (25 points)
Simulation Training (25 points)

Examine the Capsim Core training materials. Read the Introduction and Chapter 1 of the Capsim e-textbook and complete the following:

- Explore the Capsim Platform. (Note: Always click the Capsim button in Schoology to access Capsim. The first time you click the Capsim button in Schoology, you will activate your Capsim enrollment automatically.)
- Complete your Individual Simulation Training through the Intermediate/Expert levels (1-2 hours):
  - You will be prompted to complete these training exercises the first time you log into the platform (and there will be continued prompting each time you log in until the training has been completed). There is a progress bar that helps you monitor your progress toward completion of the training.
- After your instructor has assigned your team members (by Wednesday of this week), begin collaborating in creating a customized Team Charter, which is due by the end of next week.

To access the e-textbook, click “eText and Cases” in the left navigation menu.

Deliverable: To submit the completed assignment for this practice round and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

Contact Capsim Core student support if you have any questions. This is a new system, unlike any other you have experienced within your degree program. If you run into trouble with Capsim, take advantage of their help line, a service funded for your assistance and guidance. Contact them at support@capsim.com, or call 1-877-477-8787.

Portfolio Reminder (0 points)

A Portfolio Project is due at the end of this course. You have two options from which to choose for this final project. This week, you should review the descriptions of the Portfolio Project options and the grading rubric.

Module 2

Readings

- Chapter 6 “Strategy: How does it all work together?” in Intro to Business: A Primer
Discussion (25 points)

Critical Thinking (75 points)

There is only one option for this activity.

Part I

For this assignment, first complete the following tasks:

- Watch this video on the importance of resumes: https://www.youtube.com/watch?time_continue=1&v=DbxhoqjL_-s.
- Build a professional quality resume or (Curriculum Vitae) CV that offers a clear representation of you and your skills. Be sure to access the CSU-Global Career Center through the student portal and explore the resources, information, and tools available to assist you in your career pursuits. Pay particular attention to the resources pertaining to building an effective resume, as well as the job interview. Note that among the comprehensive offerings, Career Center reviewers will evaluate your resume free of charge.
  - Note: You may fictionalize company names, reference information, contact information, or any other details that you feel may compromise your privacy, although the resume/CV should reflect your qualifications as accurately as possible.
- Conduct a practice interview either on your own (using flash cards with prepared questions), with the help of a friend/family member, or with a professional in your field.

Part II

Next, develop a well-written paper that includes the following:

- The results of your job search
- A summary of what you learned in building a resume
- An assessment of your experience in the practice interview, including what you learned that you can apply to a real-life interview

Deliverables

Your paper should meet the following requirements:

- Be 5-6 pages in length, excluding the title and references pages.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- In addition to course resources, use the CSU-Global Library to find three additional sources to support the position you take.

Our CSU-Global Career Center offers career navigation services to help you with:
• Career planning and life-long career management.
• Finding resources, including links to career-related videos and blogs, job searches, career assessments, and labor market research.
• Resume reviews.
• Career coaching.


Simulation Practice Round (25 points)

Your instructor formed teams by Wednesday of Week 1, made up of active classmates.

During this module, your team will engage in the Capsim team practice round. Hold a team meeting to discuss the practice round decisions that must be made. Work on your team’s development and strategy this week to form a cohesive company with your teammates.

Your instructor will also set up the groups in Capsim’s Team Portal where your team members can communicate with each other. Your team will play Capsim Round One as a practice round during this module. (Note: Always click the Capsim button in Schoology to access Capsim.) When you are ready to begin the round, click “Simulation” in the left navigation menu.

In addition, there is information in the User Guide within Capsim’s “Help & Support” area, located near the top right of your Capsim dashboard, which will assist you in becoming more familiar with the program this week.

Work on your team’s development and strategy to form a cohesive company with your teammates. Your simulation grade this week will be based on the following criteria:

1. Your participation in the practice round
2. Your prompt and effective communication
3. Your collaboration with the team during this team-building week

Deliverable: To submit the completed assignment for this practice round and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

Contact Capsim Core student support if you have any questions. This is a new system, unlike any other you have experienced within your degree program. If you run into trouble with Capsim, take advantage of their help line, a service funded for your assistance and guidance. Contact them at support@capsim.com, or call 1-877-477-8787.

Simulation Team Charter (25 points)

The use of a team charter helps to facilitate clear performance expectations and establish the foundation for positive team communication. The module readings this week reinforce the challenges faced by a virtual team and the role of effective communication in team success.

A charter template is provided below. Your challenge is to go beyond what is included in the template, and to critically think about and design any additional content areas you wish to add for your team. In other words, your team should create your own customized charter. Your team will earn a common grade for this assignment, unless a member(s) of your team did not substantively participate, which should be noted in the charter itself.

Deliverable: Create, complete, and submit your customized team charter.
Module 3

Readings

- Chapter 6 “Strategy”: How does it all work together?” in *Intro to Business: A Primer*

Discussion (25 points)

Critical Thinking (75 points)

**Option 1: Capsim Mini-Case Study Entitled “Production”**

The Capsim simulation is designed to provide a strategic perspective on the interaction between decisions and operational results. When making Capsim decisions, your team must be alert to the potential challenges associated with production capacity. Many businesses fail to recognize the organizational constraints that may limit growth and create a business risk.

**Review the Capsim Mini-Case Study entitled “Production.”** (Note: Always click the Capsim button in Schoology to access Capsim.) To access Capsim case studies, click “eText and Cases” from the left navigation menu.

Consider the following questions to ensure you have adequate production capacity to meet your Capsim team goals:

- How can you optimize the limited resources your company has available in order to meet demand?
- Should you hire more employees?
- Should you utilize forced overtime?
- Is there a need for increased investment in automation?
- Should you bring in additional production equipment?
- What is your strategy to ensure adequate capacity? What are the possible financial consequences for the company?

*Address each of these questions in your paper.*

Your paper should meet the following requirements:

- Be 5-6 pages in length, excluding the title and references pages.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- In addition to course resources, use the CSU-Global Library to find three additional sources to support the position you take.
Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:
- Writing considerations and tips.
- Writing resources.
- Sample papers.
- An APA Template for writing assignments.

**Option 2: Capsim Mini-Case Study Entitled “Strategy”**

In the Capsim simulation, you receive clear information about customers’ requirements and how they change over time. This allows you to anticipate exactly where a new product should be placed to best capture market share throughout the simulation. Even knowing that, however, does not make the implementation simple.

Review the Capsim Mini-Case Study entitled “Strategy.” To access Capsim case studies, click “eText and Cases” from the left navigation menu.

Consider the following important topics:
- Describe what your competitors are doing.
- Analyze other products in the market.
- Evaluate the resources needed to design and market the product.
- Compare the capacity needed to build the product with the available capacity.

*Address each of these four topics in your paper.*

Your paper should meet the following requirements:
- Be 5-6 pages in length, excluding the title and references pages.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- In addition to course resources, use the CSU-Global Library to find three additional sources to support the position you take.

Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:
- Writing considerations and tips.
- Writing resources.
- Sample papers.
- An APA Template for writing assignments.

**Team Competition Round 1 (25 points)**

Your team will receive feedback on the practice round completed last week via the dashboard scoring system and your simulation report. (Important: Always click the Capsim button in Schoology to access Capsim.) To view the scoring system, go to your Capsim dashboard and see how many stars were earned by your company in the last round.

For example:
- Did sales increase during Round 1?
- Did profits increase?
- Did your stock price increase?
- Did your contribution margin increase?
- Were you able to avoid an emergency loan?
Meeting each of these objectives will earn a star. For a more detailed analysis of your simulation results, go to “Reports,” then “Simulation Report,” and then open Round 1 to compare your results against those of the other companies.

Step 1 – Click the “Reports” drop-down menu; then click “Simulation Report” to access the Simulation Reports screen.

Step 2 – Click “Open” to view your current round simulation report.

Any insights that you can gain from your practice round results will help guide your decision making during the competition rounds. This week, the simulation will automatically restart to open Capsim Competition Round 1. Going forward, you will build upon this week’s Round 1 decisions as you move through Rounds 2 through 6, as you would in a real business. Your team’s decisions for Competition Round 1 are due at the end of this week.

Deliverable: To submit the completed assignment for this round and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

**Module 4**

**Readings**

- Macht, J. (2016). The management thinker we should never have forgotten. *Harvard Business Review Dig*

**Discussion (25 points)**

**Team Competition Round 2 (25 points)**

*Assignment Description Here*

**Module 5**

**Readings**

- Chapter 4 “Accounting: How do we keep track of Monday?” in *Intro to Business: A Primer*

**Discussion (25 points)**

**Critical Thinking (75 points)**

**Option 1: Capsim Mini-Case Study Entitled “R&D”**

*Review the Capsim Mini-Case Study entitled “R&D.”* (Important: Always click the Capsim button in Schoology to access Capsim.) To access Capsim case studies, click “eText and Cases” from the left navigation menu.

Your Capsim company makes electronic sensors. You are fortunate because you have information on your customers’ performance requirements and how they may shift with time. Not many companies have that advantage. Address the following in your paper:

- Explain how your team has used research and development (R&D) to avoid creating a product too far ahead of its time, or a product that lags behind market requirements.
- Explain why your team chose either a single product strategy or a multiple product offering.
- How could a balanced scorecard-style dashboard be used to benefit your R&D team and company leadership?
- What lessons have you learned from your Capsim experience that would allow you to utilize R&D more effectively in the future?

Your paper should meet the following requirements:

- Be 5-6 pages in length, excluding the title and references pages.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- In addition to course resources, use the CSU-Global Library to find three additional sources to support the position you take.

Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:

- Writing considerations and tips.
- Writing resources.
- Sample papers.
- An APA Template for writing assignments.

**Option 2: Capsim Mini-Case Study Entitled “Finance”**

*Review the Capsim Mini-Case Study entitled “Finance.”* (Important: Always click the Capsim button in Schoology to access Capsim.) To access Capsim case studies, click “eText and Cases” from the left navigation menu.

You can see the effect of the matching principle on your Capsim Income Statement. When you sell products, the amount you paid for the materials and labor will appear in the Variable Cost section, even though your company paid those bills earlier. The lesson is that those costs are matched to the sales.

When you buy additional capacity for your Capsim plant or add points to your automation rating, your investment in these assets will appear on the Balance Sheet under Fixed Assets as a positive number. That same amount will appear on the Cash Flow statement (as a negative number) under Cash From
Investing, because the cash went out of the business for the equipment.

For this assignment, explain the relationship between your team’s Capsim decisions and their impact on the Income Statement and Balance Sheet for last week’s Round 2 competition. Share your decision-making logic. Include in your discussion how your decisions affected sales, profit, and contribution margin, and explain the concepts and models you used to form and integrate your strategies.

Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:

- Writing considerations and tips.
- Writing resources.
- Sample papers.
- An APA Template for writing assignments.

Your paper should meet the following requirements:

- Be 5-6 pages in length, excluding the title and references pages.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- In addition to course resources, use the CSU-Global Library to find three additional sources to support the position you take.

**Team Competition Round 3 (25 points)**

Actively participate with your team in preparing the decisions for Round 3 of the Capsim competition. (Note: Always click the Capsim button in Schoology to access Capsim.) Your team will receive feedback on Competition Round 2 within Capsim. As explained in Module 3, your team should analyze the scoring summary and simulation report as you would a real company’s business results for strategic planning. Your instructor may also add grading comments for you or your team. Your team should work on decisions for Competition Round 3 based on all this feedback and your team’s strategies. Your Round 3 decisions are due this week.

Deliverable: To submit the completed assignment for this round and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

**Module 6**

**Readings**

- Chapter 2 “Marketing: How do we identify, entice and add value for customer” in Intro to Business: A Primer


Discussion (25 points)

Team Competition Round 4 (25 points)

Actively participate with your team in preparing the decisions for Round 4 of the Capsim competition. (Note: Always click the Capsim button in Schoology to access Capsim.) Your team will receive feedback on Competition Round 3 within Capsim. As explained in Module 3, your team should analyze the scoring summary and simulation report as you would a real company’s business results for strategic planning. Your instructor may also add grading comments for you or your team. Your team should work on decisions for Competition Round 4 based on all this feedback and your team’s strategies. Your Round 4 decisions are due this week.

Deliverable: To submit the completed assignment for this round and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

Module 7

Readings


Discussion (25 points)

ETS Proficiency Profile (50 points)

Program Completer Survey (25 points)

CPC exam (50 points)

The Common Professional Component (CPC)-based Comprehensive Exam is an assessment that measures foundational knowledge in these areas: management and strategy, marketing, business finance, accounting, business leadership, macro and micro economics, business ethics, global dimensions of business, information management systems, quantitative techniques and statistics, and the legal environment of business. The exam is conducted by Peregrine Academic Services, and the exam data will help CSU-Global assess the quality of its academic programs so that the school can implement improvements and provide the best possible educational experience for all students. This is
not an individual assessment of knowledge, so there is no need to prepare for this exam; however, please take your time and do your best, allocating ideally a 3-hour window of time for yourself. You do not need to complete the exam in one sitting; however, you must finish it within 48 hours of starting it.

**It is vital that each student puts forth their very best effort on the exam.** Before starting, read the *Frequently Asked Questions* document, attached at the bottom of the page, for more information about this exam.

**Important tips before you access the self-registration page:**
Make sure you allow yourself enough time to complete the exam.

If you do not plan to complete the exam in one sitting, save the email you receive upon completing the self-registration process, as it provides a link to access the exam again. Remember to finish the exam within 48 hours of starting it!

The exam contains 120 multiple choice questions. *There is a three-minute time limit for each question.* If you need to take a break, be sure to log out completely. You must log back in within 48 hours to complete the exam once you log out. You will be allotted a total of only three attempts to log back in within 48 hours.

Any technical issues or “locked out” issues need to be addressed through the Peregrine support team, available here: peregrineacademics.com/home/technical-support.

Once you have completed the exam, you will receive a confirmation email and PDF certificate. Download and save the certificate to your computer. **To receive credit for taking the exam, you must upload the certificate you received to the appropriate assignment submission area in the Module 7 folder.**

**Steps for Self-registration**
To self-register, have the following information ready:

- Your CSU-Global email address
- Your Student ID number (to locate, click Student Information on your portal dashboard)
- Your degree program
- Your term (such as Spring-A, Winter-C, Fall-B)
- The assessment password: CSUG-1001

To begin the self-registration process, access the Peregrine Academic Services page for CSU-Global using the following link, and follow the instructions provided there: http://www.peregrineacademics.com/csu-global.

The registration process should take about five minutes to complete. Upon completion of your registration, you will receive a confirmation email with your exam/course link for taking the exam. If you have any problems regarding the registration process, visit the Peregrine technical support page at: peregrineacademics.com/home/technical-support.
Thank you and good luck on your comprehensive exam! We appreciate your efforts in helping CSU-Global to provide the highest quality academic programs!

**ETS Proficiency Profile Assessment**
Take the ETS Proficiency Profile before **11:59pm of Week 7**.

The ETS Proficiency Profile is a 36-question exam that measures critical thinking, reading, writing, and mathematics. The purpose of this exercise is to provide data to CSU-Global that will help improve courses, curriculum, and instructional practices.

You will not receive a grade for your performance on the exam, but will receive 50 points for completing it.

Here are a few tips before you get started:
1. Make sure to allow one, continuous 40-minute session to complete the exam.
2. The test requires downloading and installing a special browser for Windows or Mac users. Alternatively, there is an iPad app or Chromebook Kiosk app that can be downloaded and installed.
3. Remember to use your CSU-Global email (**first.last@csuglobal.edu** address when/if prompted.
4. Have your CSU-Global six-digit Student ID number (not SSN) ready.
5. The session number for the exam is: **202499-149741661**.
6. When you are finished taking the exam, you have the option to email your test completion acknowledgment to someone. You may email this to yourself and take a screenshot of the email; then, submit this screenshot to the Module 7 folder assignment submission area, to show that you have completed the exam. Alternatively, after you exit the test, you will receive an email from ETS with a link to a URL that lets you set up an account for no fee to retrieve your results. You can set up an account with ETS and submit your score report to the Module 7 folder assignment area, to show that you have completed the exam.

Click **ETSPP Directions** at the bottom of the page to download detailed instructions for completing the exam.

When you are ready, access the exam by clicking the following URL:

**Simulation Round 5 (25 points)**
Actively participate with your team in preparing the decisions for Round 5 of the Capsim competition. (Important: Always click the Capsim button in Schoology to access Capsim.) Your team will receive feedback on Competition Round 4 within Capsim. As explained in Module 3, your team should analyze the scoring summary and simulation report as you would a real company’s business results for strategic planning. Your instructor may also add grading comments for you or your team. Your team should work on decisions for Competition Round 5 based on all this feedback and your team’s strategies. **Round 5 will**
 Simulation Round 6 (25 points)
Starting Friday morning, actively participate with your team in preparing the decisions for Round 6 (the final round) of the Capsim competition. Your team will receive feedback on Competition Round 5 within Capsim. View the analysis as you would a real company’s business results for strategic planning. Your instructor may also add grading comments for you or your team. Your team should work on decisions for Competition Round 6 based on all this feedback and your team’s strategies. Your Round 6 decisions are due Sunday night. This completes your simulation experience.

Deliverable: To submit the completed assignment for these rounds and trigger the grading rubric, download the Capsim Report in Schoology, complete it, and upload it from this assignment.

Module 8

Readings
- Chapter 7 “Ethics: Doing it Right – Social Responsibility and Ethical Decision Making” in Intro to Business: A Primer

Discussion (25 points)

Portfolio Project (250 points)

Option 1: Application of the Tuckman Model and Synthesizing/Evaluating Course Concepts

Introduction (1-2 paragraphs)
Write an overview of your paper.

Module-by-Module Analysis (3-4 pages)
Share your decision-making logic and explain what supported the decisions you made in the Capsim experience, as well as the knowledge you gained from it.

Tuckman Model (3-4 pages)
The Tuckman Model was developed in 1965 and is now widely acknowledged to represent the stages of team development. The model presents the well-known stages of: a) forming, b) storming, c) norming, d) performing, and e) adjourning.
• Read the article, *Team Management by Objectives: Enhancing Developing Teams' Performance* (from your Module 8 required readings).
• Evaluate your Capsim team’s experience by applying the five stages of the model, and provide recommendations for further improvements in team performance.

**Career Learnings (1-2 pages)**
Discuss how you can take your Capsim and course experiences forward into your career.

**Conclusion (1-2 paragraphs)**
Write a brief closing to your paper.

Your paper should meet the following requirements:
• Be 8-10 pages in length, excluding the title and references pages.
• Include a minimum of eight references to support your ideas, including four academic sources.
• Adhere to the CSU-Global Guide to Writing & APA. The CSU-Global library is a good place to find sources. (You might find it helpful to start with the course’s recommended readings.)

Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:
• Writing considerations and tips.
• Writing resources.
• Sample papers.
• An APA Template for writing assignments.

**Option 2: Application of a Balanced Scorecard and Synthesizing/Evaluating Course Concepts**

**Introduction (1-2 paragraphs)**
Write an overview of your paper.

**Module-by-Module Analysis (3-4 pages)**
Share your decision-making logic and explain what supported the decisions you made in the Capsim experience, as well as the knowledge you gained from it.

**Balanced Scorecard (3-4 pages)**
Kaplan and Norton created the Balanced Scorecard model to serve as a dashboard for reporting a combination of financial and non-financial metrics for organizations. Executives, managers, and employees alike benefit from an understanding of what is important to the organization, what performance levels are expected, and how they are performing.

The Capsim competition rounds use a dashboard to report selected performance metrics to your team. This allows you to know where you are in relation to your goals and what levers of control you might want to adjust to continue making progress.

Read the article, *A Balanced Scorecard Hall of Fame Profile: U.S. Army* (from your Module 8 required readings). Write a paper for your Portfolio Project that:
• Applies an assessment of the five principles of a Strategy-Focused Organization to your Capsim experience.
• Provides recommendations for further improvement in team performance.

Career Learnings (1-2 pages)
Discuss how you can take your Capsim and course experiences forward into your career.

Conclusion (1-2 paragraphs)
Write a brief closing to your paper.

Your paper should meet the following requirements:

• Be 8-10 pages in length, excluding the title and references pages.
• Include a minimum of eight references to support your ideas, including four academic sources.
• Adhere to the CSU-Global Guide to Writing & APA. The CSU-Global library is a good place to find sources. (You might find it helpful to start with the course’s recommended readings.)

Be sure to check out the CSU-Global Online Research and Writing Lab. Here you can find:
• Writing considerations and tips.
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• Sample papers.
  An APA Template for writing assignments.

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<tr>
<th>Grading Scale</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<td>B</td>
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COURSE POLICIES

Course Grading

17.5% – Discussion Questions
22.5% – Critical Thinking Assignments

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<tbody>
<tr>
<td>B-</td>
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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<td>60.0 – 69.9</td>
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<td>F</td>
<td>59.9 or below</td>
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25.0% – Portfolio Project
22.5% – Simulation Deliverables
10.0% – CPC Exam
5.0% – ETS Proficiency Profile
2.5% – Program Completer Survey
IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.