ORG521: Managing Dynamic Environments

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:
In this course, students will examine the factors and theories of effective change management. Students learn strategies, structures, and techniques for facilitating organizational change for competitive success in today's dynamic business, government, global, and nonprofit environments. Recommended prior course: None.

Course Overview:
Managing effective change management in diverse business environments means capably responding to dynamic, competitive environments and attendant risks. An effective organizational change model includes: strategic renewal, purposeful perspective to competition, and awareness of strategic behavioral change. An interdisciplinary and integrated approach to the business environment is explored at both the tactical and strategic levels through critical analysis of case studies and theory about organizational learning, communication, cultural environments, sustainability, organizational innovation, ethics, critical thinking, team building, information systems, and strategic renewal.

Strategic organization is integrated through effective project management techniques. Learners will explore change management approaches as well as the complexities of human resource management using the tools and techniques from multinational companies, small businesses, and nonprofits in both the private and public sectors. Learners will evaluate the development of business functions as these pertain to operating dynamic business environments across diverse industries and organizational cultures. Learners also will strategize for effective change implementation to achieve business continuity in the face of global influences.

Change Implementation theory and practices involving scenarios that impact governments, populations, lines of communication, technology, and natural resources will be examined. Practical planning and decision-making skills will also be applied throughout the course.

Course Learning Outcomes:

1. Assess techniques and strategies for implementing change.
2. Identify drivers of change and the significance to the organization.
3. Evaluate sustainability and efficiency as advantages to organizational change.
4. Assess change management strategies in dynamic competitive environments, either global or domestic.

**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 11:59 p.m. MT. Late posts may not be awarded points.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

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| 2 | Chapter 2 in *Implementing Organizational Change*  
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| 3 | Chapter 3 in *Implementing Organizational Change*  
|   | Critical Thinking (90 points)  
|   | Portfolio Milestone: Submit Topic (25 points) |
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Assignment Details

This course includes the following assignments/projects:

Module 2

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Critical Thinking Option #1: Strengths and Weaknesses in a Self-Reflection Essay

In this reflective writing exercise, you will analyze your strengths and challenges in the context of incorporating change, using critical thinking and reasoning skills.

Read: Kotter’s Eight Step Change Model

In summary, the eight steps are:
1) Create a Sense of Urgency
2) Build a Guiding Coalition
3) Form a Strategic Vision and Initiatives

Discussion (25 points)
Portfolio (300 points)
4) Enlist a Volunteer Army
5) Enable Action by Removing Barriers
6) Generate Short-Term Wins
7) Sustain Acceleration

Directions:

Using Lewin’s change model and any additional concepts learned through the readings and lecture pages, write a self-reflection essay that answers the following:
1) Reflect on the concept of a scholar-practitioner and its application to integrate practices to effect change in your organization.
2) What do urgency, change, management, and complexity mean to you?
3) Describe the role you play as a change agent.
4) Select a situation where you were an employee or leader, and explain how change has affected your behavior and motivation to adapt to or improve operational efficiencies.

Requirements:

- In this self-reflective assignment, you need to back up your ideas and claims with scholarly sources. Please cite at least two scholarly sources that are not required readings in the course.
- Keep in mind that critical reasoning and thinking skills are not the same as an opinion. While it is acceptable to write in first-person, be sure to support your ideas with valid, reputable, and scholarly articles. The CSU-Global Library is a good place to find your resources.
- Feel free to use 1-4, above, as sections of your essay.
- Your paper should be 4-5 pages in length, well written, and formatted according to the CSU-Global Guide to Writing and APA.

Critical Thinking Option #2: Morieux and a Self-Reflection Essay

Watch the following TED Talks video: Yves Morieux: As work gets more complex, 6 rules to simplify

Directions:

Using the concepts from the readings and lecture pages, write a self-reflection essay that answers the following five questions:
1) Explain why you do or do not agree with Morieux’s (2013) assumption that the traditional organizational methods to effect change are obsolete? Justify your response with research.
2) Describe the role that simplicity plays in your work life today, according to Morieux’s (2013) claim. Explain and offer examples of how you might further simplify your work environment.
3) Describe two assumptions that explain why employees resist change. Select one of these and explain how you as a leader would simplify your work environment so that employees might better cooperate with each other.
4) Analyze the method of simplification to reduce complex layers of operational control.

Requirements:

- In this self-reflective assignment, you need to back up your ideas and claims with scholarly sources. Please cite at least two scholarly sources that are not required readings in the course.
- Keep in mind that critical reasoning and thinking skills are not the same as an opinion. While it is acceptable to write in first-person, be sure to support your ideas with valid, reputable, and scholarly articles. The CSU-Global Library is a good place to find your resources.
- Feel free to use 1-4, above, as sections of your essay.
- Your paper should be 4-5 pages in length, well written, and formatted according to the CSU-Global Guide to Writing and APA.
Module 3

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Critical Thinking Assignment Option #1: Mutual Engagement

Directions:
Read Exhibit 3-1 Diagnostic Framework, p. 56, in your textbook.

Requirements:

• In this self-reflective assignment, you will select a common organizational framework that can be used to shape mutual engagement and shared diagnosis in an organization of your choice. If you need help in your selection, contact your instructor.
• Back up your facts, assumptions, ideas, and claims with 2-3 scholarly sources that are not required readings in this course. The CSU-Global Library is a good place to find these resources.
• Your paper should be 4-5 pages in length, well written, and formatted according to the CSU-Global Guide to Writing and APA.

Critical Thinking Assignment Option #2: Build Your Organizational Change Vocabulary

Directions:
Use the textbook and any articles assigned in the course to build a vocabulary of organizational change that would be used to improve performance in an organization of your choosing.

Requirements:

• In this self-reflective assignment, you need to build at least 20-25 theories, concepts, terms, or models from your readings and define these with at least 2-3 sentences.
• In your introduction you will justify your choices by showing how these are relevant to one organization of your choosing and one that you want to use to implement organizational change.
• Back up your assignment by incorporating 2-3 scholarly sources that are not required readings in this course. The CSU-Global Library is a good place to find these resources.
• Your paper should be 4-5 pages in length, well written, and formatted according to the CSU-Global Guide to Writing and APA.

PORTFOLIO PROJECT MILESTONE (25 Points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Portfolio Topic—Option #1
Submit your Portfolio topic to your instructor for preliminary approval. Provide reasons for your choice. Your submission should contain no more than 1 page of content, framed by a cover page and references page. This assignment is required and is worth 25 points.
Portfolio Topic—Option #2

Submit your Portfolio topic to your instructor for preliminary approval. Provide reasons for your choice. Your submission should contain no more than 1 page of content, framed by a cover page and references page. This assignment is required and is worth 25 points.

Module 4

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Critical Thinking Option #1: Build Your Redesign Vocabulary

In this self-reflective assignment, you will examine design challenges. Spector (2014) claims, “All organizations, regardless of their histories, strategies, and competitive environments, rely on some type of control mechanisms to help shape employee behaviors. They need to deploy control mechanisms, however, without losing requisite levels of creativity and innovative response from the employees whose behaviors they are attempting to influence” (p. 80).

Directions:
Use any readings in the course to build a vocabulary of design change in order to improve performance in an organization of your choosing.

• Select a nonprofit, private company, or governmental agency on which to base this assignment.
• List 3-5 redesign challenges facing your organization, particularly in the context of operating in a globalized world of business, technologies, and communication—all of which impact how people act. Explain how these challenges will affect your organization. Justify why you selected these particular redesign challenges.
• What evaluation, performance, or control mechanism would you suggest to this organization that would inspire innovation and motive employees?
• Back up your facts, assumptions, ideas, and claims with at least two scholarly sources. You may not use any required reading in this course to meet this requirement. The CSU-Global Library is a good place to find these resources.
• Your paper should be 4-5 pages in length, well written, and formatted according to the CSU-Global Guide to Writing and APA.

Critical Thinking Option #2: Organizational Redesign Imposed by Natural Forces

Increasing volcanic activity in Iceland continues to affect air travel. The volcanic ash is able to remain in the skies over Europe and parts of Asia for days or weeks, impeding aviation traffic. The 2010 eruptions of Eyjafjallajökull created traffic problems for all of Europe and resulted in disrupting air travel for millions of passengers (Gruber, 2011).

Proposals to accommodate air travel range from grounding air fleets to creating a multinational air traffic control system that would allow any nation’s aircraft to overfly any other nation’s territory in order to continue to serve paying customers. This would apply to any aircraft including commercial, private, and government planes carrying passengers, mail, consumer goods, and military cargoes.

Imagine yourself as a manager of a commercial courier service in Denmark; the success of your firm depends on the timely delivery and any delays in air traffic can harm your company. Your fellow Danish citizens depend on your firm for many reasons.
Directions:

• Analyze the impacts—beyond mere loss of revenue—on your business as a result of the grounding of air travel throughout Europe when Iceland’s volcano erupts.
• Propose actions you will need to take, in light of those impacts, across your business functions in order to protect your firm’s assets.
• Formulate how you are going to manage customers’ expectations.
• Define and evaluate possible new partnerships that you might be able to create that would allow you to support your customers.

Requirements:

• Back up your facts, assumptions, ideas, and claims with at least two scholarly sources. You may not use any required reading in this course to meet this requirement. The CSU-GLOBAL Library is a good place to find these resources.
• Your paper should be 4-5 pages in length, well written, and formatted according to CSU-GLOBAL Guide to Writing and APA.

Module 5

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Critical Thinking Assignment Option #1: Acquisition of New Employee Skills

The goal of this assignment is to analyze how an organization can help employees gain the new skills required by and for the change effort. For this assignment, you will examine your expectations that the company you work for will provide you with ongoing knowledge and skills training. Base your answer on an organization you have worked for, or on one from the case studies in your textbook.

Directions:

Thoroughly answer the following:

1) What are your expectations of the Human Resources Department? Explain how and why your expectations are or are not being met since you were first hired.
2) Describe where or from whom you have acquired your knowledge concerning the performance of your work: team collaborations, supervisor, human resource department, colleagues, or work experience.
3) Explain what on-the-job training development you would recommend for new employees based on your personal work experience. Provide a rationale for your response.

Requirements:

• Back up your facts, assumptions, ideas, and claims with at least six scholarly sources. You may not use the textbook for this requirement. The CSU-GLOBAL Library is a good place to find these sources.
• Your paper must be 4-5 pages in length, not counting the title and references pages, which you must include.
• Format your paper according to the CSU-GLOBAL Guide to Writing and APA.
• Review the grading rubric to be sure you understand how you will be graded on this assignment.

Critical Thinking Assignment Option #2: Employee Competencies Presentation
In this assignment, imagine that you are making a slide presentation to your firm’s top managers. You are presenting the various choices for aligning employee competencies with the organization’s overall requirements as part of the organization’s change effort.

Directions:

Base your answers to the following on an organization of your choice:

1) Name your organization and provide a URL to the organization’s website. Briefly describe the organization.
2) Devise reward system(s) that would produce behavioral change in employees such that would positively affect an organizational change plan.
3) Formulate how you would recompense employee behavior. Consider, for example, that Spector (2013) says there are benefits of an intrinsic reward system and that extrinsic rewards may result in reducing employee curiosity, creativity, and problem-solving behaviors. Explain why you do or do not agree.

Requirements:

- Back up your facts, assumptions, ideas, and claims with at least six scholarly sources. You may not use the textbook for this requirement. The CSU-Global Library is a good place to find these sources.
- Your slide presentation must be 8-10 slides in length, not counting the title and references slides, which you must include. Include images and content with speaker notes for each slide. You may use PowerPoint or Internet-based presentation tools such as Prezi or Slide Rocket. (Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload with your presentation.) You can find additional guides on making presentations in the CSU-Global Library.
- Format your presentation according to the CSU-Global Guide to Writing and APA.
- Review the grading rubric to be sure you understand how you will be graded on this assignment.

Module 6

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Critical Thinking Assignment Option #1: Intrinsic and Extrinsic Rewards

For this assignment, imagine that you are an organizational change consultant who has been asked to propose intrinsic and extrinsic reward plans to an organization (of your choice). In your proposal, you will not only formulate the plans but also analyze their worth to the organization as part of the firm’s implementation of a new social responsibility change plan. That change plan will task employees with new or additional duties; thus the reward plans should aim to support employee attitude and behavior including increasing creativity and problem-solving skills.

Spector (2013) says this about reward plans: “Incentive pay, regardless of the specific design, is an extrinsic reward: a reward external to the individual and provided by the organization. Money is the most obvious and prevalent example of an extrinsic reward. Motivational theory tells us that extrinsic rewards, although powerful, may not be terribly effective in driving long-term behavioral change” (p. 142).

Directions:

1) Your proposal will be 4-5 pages in length, not counting the title and reference pages, which you must include. Be sure the paper is formatted according to the CSU-Global Guide to Writing and APA. Always review an assignment’s grading rubric.
2) Incorporate at least two scholarly sources to support your analysis (you may not use the required readings in the course for this requirement). The CSU-Global Library is a good place to find your sources. The
following resources might provide you with additional ideas for your analysis:

- The puzzle of motivation (linked on the Assignments page)
- Motivational theories (linked on the Assignments page)

**Critical Thinking Assignment Option #2: Rewards—Theory into Practice**

How do you motivate employees? In this self-reflective assignment, you will be making a slide presentation that proposes a reward system for an organization of your choice. The goal of the reward system is to produce behavioral change in employees that will have a positive effect on the implementation of an organizational change plan (again, for an organization of your choice).

Spector (2013) says, "Incentive pay, regardless of the specific design, is an extrinsic reward: a reward external to the individual and provided by the organization. Money is the most obvious and prevalent example of an extrinsic reward. Motivational theory tells us that extrinsic rewards, although powerful, may not be terribly effective in driving long-term behavioral change" (p. 142).

**Directions:**

1) Define the organization and the organizational change plan you will be basing your presentation on.
2) Formulate and discuss a reward system that you believe will meet the organization’s needs for the change plan you defined, above.
3) Your slide presentation must be 8-10 slides in length, not counting the title and references slides, which you must include. Include images and content along with speaker notes for each slide. You may use PowerPoint or Internet-based presentation tools such as Prezi or Slide Rocket. (Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload with your presentation.) You can find additional guides on making presentations in the CSU-Global Library.
4) Incorporate at least two scholarly sources to support your analysis (you may not use the required readings in the course for this requirement). The CSU-Global Library is a good place to find these sources. The following resources might provide you with additional ideas for your analysis:

- The puzzle of motivation (linked on the Assignments page)
- Motivational theories (linked on the Assignments page)

Format your presentation according to the CSU-Global Guide to Writing and APA. Always review an assignment’s grading rubric.

**PORTFOLIO PROJECT MILESTONE (25 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Portfolio Project Option #1: Submit Portfolio Outline**

Submit an outline of your Portfolio Project. Please review the rubric.

**Directions:**

1) The first step to understanding an argument is to dissect the claims (premises) and the conclusions. As you are creating this 1-2 page outline of your portfolio, it is a good time to begin to analyze your own claims.
2) Provide four scholarly articles that you might consider using for your final Portfolio Project. Give a short reason why each would be pertinent to your project. This is not expected to be a final list. The goal here is to motivate you to begin examining research that might help you in your final Portfolio Project. Add a
reference section for your research sources.

3) Format your outline according to the CSU-Global Guide to Writing and APA. Remember, next week (Week 7), students will practice their critical thinking skills by offering feedback on your outline.

Plan to submit your outline for credit by the end of the module (Sunday by 11:59 p.m. MT).

**Portfolio Project Option #2: Submit Portfolio Outline**

Submit an outline of your Portfolio Project. Please review the rubric.

**Directions:**

1) The first step to understanding an argument is to dissect the claims (premises) and the conclusions. As you are creating this 1-2 page outline of your argumentative essay, begin to analyze your own claims.

2) Provide four scholarly research sources that you might consider using for your final essay. Give a short reason why each would be pertinent to your project. This is not expected to be a final list. The goal here is to motivate you to begin examining research that might help you in your final Portfolio Project. Add a reference section for your research sources.

3) Format your outline according to the CSU-Global Guide to Writing and APA. Remember, next week (Week 7), students will practice their critical thinking skills by offering feedback on your outline.

Plan to submit your outline for credit by the end of the module (Sunday by 11:59 p.m. MT).

**Module 8**

**PORTFOLIO PROJECT (350 Points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Portfolio Project Option #1: Paper: Evaluation and Analysis of a Change Management Plan**

For this project, you will analyze an organizational change plan. This assignment is not a research paper, but is instead an evaluation and critique of the dynamics of the components of a strategic organizational change plan of an organization of your choosing.

The Portfolio Project is designed to do two things:

1) Assess your understanding of how to analyze information based on an effective change implementation plan.

2) Evaluate your ability to write a critical analysis essay that is based on the purposeful behavior of employees and that is logical, valid, and credible.

Again, our goal here is an analysis of an effective strategic organizational change management model and not of the organization itself.

**Directions:**

1) Select one of the following organizational change plan management templates as a reference for your Portfolio Project.

   - Organizational Change Management Plan Template (linked on the Assignments page)
   - Instructions for Organizational Change Plan Management (linked on the Assignments page)
2) Base your analysis on one organization from the course textbook. If you wish, you may select a different organization but you must receive instructor approval first. The organization may be nonprofit or for profit, and may be national, international, or regional in scope. There must be a valid reason for organizational change such as: implementing an environmental sustainability plan, implementing or improving a corporate social responsibility program, or generating innovative and creative outlets that entail flattening the management structure, for example.

3) The audience for your analysis may be the board of directors, management, shareholders, or any group of stakeholders of your choice. Be sure to identify which audience you choose.

4) Include the following in your analysis:

   • Identify the role of strategic renewal in propelling change.
   • Focus on the behavioral aspect of organizational change.
   • Analyze the dynamics of motivating employees to alter their behaviors.
   • Differentiate the three faces of change: turnaround, tools and techniques, and transformation.
   • Understand the source of both employee resistance to and support for change.
   • Appreciate the importance of trigger events in initiating change efforts.
   • Examine the role that “going global” plays in triggering organizational change.
   • Conclusion
   • References

Your Critical Analysis Paper must:

   • Cite at least six scholarly sources that are not readings for this course. The CSU-Global Library is a good place to find your resources.
   • Incorporate terms and concepts from the class readings and lecture pages.
   • Be 8-10 pages in length, not counting the title and reference pages, which you must include. Be sure your paper includes a proper introduction and conclusion.
   • Be formatted according to the CSU-Global Guide to Writing and APA.

Keep in mind that there are the following preliminary deliverables for this project:

   • Week 3: Submit topic (25 points)
   • Week 6: Submit Portfolio outline (25 points)
   • Week 7: Peer discussion of Portfolio outline (worth 25 points in discussion board)

Refer to the Portfolio Project grading rubric to understand how you will be graded. Reach out to your instructor if you have questions about the assignment.

Portfolio Project Option #2: Presentation: Analysis of a Change Management Plan

For this project, you will analyze an organizational change plan and create a slide presentation. This assignment is not a research paper, but is instead an evaluation and critique of the dynamics of the components of a strategic organizational change plan of an organization of your choosing.

The Portfolio Project is designed to do two things:

1) Assess your understanding of how to analyze information based on an effective change implementation plan.
2) Evaluate your ability to produce a presentation to a group that combines critical analysis with solid communication skills.

Again, our goal here is an analysis of an effective strategic organizational change management model and not of
the organization itself.

**Directions:**

1) Select one of the following organizational change plan management templates as a reference for your Portfolio Project.
   - Organizational Change Management Plan Template (linked on the Assignments page)
   - Instructions for Organizational Change Plan Management (linked on the Assignments page)

2) Base your analysis on one organization from the course textbook. If you wish, you may select a different organization but you must receive instructor approval first. The organization may be nonprofit or for profit, and may be national, international, or regional in scope. There must be a valid reason for organizational change such as: implementing an environmental sustainability plan, implementing or improving a corporate social responsibility program, or generating innovative and creative outlets that entail flattening the management structure, for example.

3) The audience for your presentations may be the board of directors, management, shareholders, or any group of stakeholders of your choice. Be sure to identify which audience you choose.

4) Include the following in your presentation:
   - Identify the role of strategic renewal in propelling change.
   - Focus on the behavioral aspect of organizational change.
   - Analyze the dynamics of motivating employees to alter their behaviors.
   - Differentiate the three faces of change: turnaround, tools and techniques, and transformation.
   - Understand the source of both employee resistance to and support for change.
   - Appreciate the importance of trigger events in initiating change efforts.
   - Examine the role that “going global” plays in triggering organizational change.
   - Conclusion
   - References

Your Critical Analysis Presentation must:

- Cite at least six scholarly sources that are not readings for this course. The CSU-Global Library is a good place to find your resources.
- Incorporate terms and concepts from the class readings and lecture pages. Include gender, cultural, socio-psychological, political, and religious elements that support and refine your rationale for strategic organizational change.
- Your presentation should include 10-12 slides, not counting the required title and reference slides that you must include. You may use PowerPoint or internet-based presentation tools, such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into an MS Word document and upload it with your presentation. Use speaker notes for each slide.
- Format your presentation, including all citations and references, according to the CSU-Global Guide to Writing and APA. You can find additional helpful guides on making presentations in the CSU-Global Library.

Keep in mind that there are the following preliminary deliverables for this project:

- Week 3: Submit topic (25 points)
- Week 6: Submit Portfolio outline (25 points)
- Week 7: Peer discussion of Portfolio outline (worth 25 points in discussion board)

Review the grading rubric for this assignment to understand exactly how you will be graded. Reach out to your
instructor if you have questions about the assignment.

Course Policies

Course Grading

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20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Paper

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 /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements 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 and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

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.