COLORADO STATE UNIVERSITY GLOBAL

FIN332: RISK MANAGEMENT

Credit Hours: 3

Contact Hours: This is a 3-credit course offered in an 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.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

In this course, students will learn about the role of financial risk management in organizations and prepare an organization for uncertainties. Special attention will be paid to the differences between financial and business risks and the examination of risk management concepts and techniques. Students will review the role of risk regulation in financial markets and learn how to identify and describe the various types of financial risk and their sources.

Course Overview:

Your focus in this course will be how to differentiate between financial risk and business risk. You will learn how to explain the different types of financial risks and their sources. You will be able to identify the real-world violations of the 'standard model' assumptions. You will also understand the differences between risk management and risk measurement.

Course Learning Outcomes:

1. Differentiate between financial risks and business risks.
2. Describe the various types of financial risk to an organization and their sources.
3. Identify the real-world violations of the 'standard model' assumptions that make risk management a value add to the organization.
4. Differentiate between risk measurement and risk management.
5. Describe systemic risk as a negative externality.
6. Describe the US regulatory structure.

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 (required):

- Lasher, W. (2017). *Practical financial management* (8th ed.). Australia: Cengage Learning. eISBN 13: 9781305637542

Additional required course materials:

- Financial Calculator- HP 10bII+ Financial Calculator -OR- Texas Instruments BAII Plus Business Analyst

NOTE: *All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

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.
- **Opening Exercises:** Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.
- **Live Classroom:** Although participation is not required, Live Classroom sessions are held during Week 3 and Week 6. There are two total sessions.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Required Readings

- Chapter 9 in *Practical Financial Management* (8th ed.)
- Kashmiri, S., & Mahajan, V. (2017). Values that shape marketing decisions: Influence of chief executive officers' political ideologies on innovation propensity, shareholder value, and risk. *Journal of Marketing Research (JMR)*, *54*(2), 260–278. To view this reading, please open the link provided and download the "PDF full text."
- Todorov, G. (2017). Are international portfolio diversification opportunities decreasing? Evidence from principal component analysis. *International Journal of Economics and Financial Issues, 7*(3), 639-661.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Required Readings

- Chapter 10 in *Practical Financial Management* (8th ed.)
- Gul, S., Gul, H., & Haider, M. (2018). The review and use of capital budgeting investment techniques in evaluating investment projects: Evidence from manufacturing companies listed on Pakistan stock exchange (PSE). *City University Research Journal, 8*(2), 247-260.
- Robison, L. J., Barry, P. J., & Myers, R. J. (2015). Consistent IRR and NPV rankings. *Agricultural Finance Review, 75*(4), 499-513.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option 1: Acceptable Project: NPV, PI, and IRR

Frederika Furniture Company is considering a major expansion of their product line of couches and has estimated the following cash flows associated with such an expansion. The initial outlay associated with the expansion would be $250,000 and the project would generate incremental free cash flows of $75,000 per year for six years. The appropriate required rate of return is 11 percent.

- Calculate the net present value.
- Calculate the profitability index.
- Calculate the internal rate of return.
- Should the project be accepted? Why or why not?

Submit your calculations in Excel format and the analysis of your calculations in a 2-3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your

recommendations, preferably from the *CSU Global library*. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: NPV and IRR Conflict

1. If a project with conventional cash flows has a payback period less than the project's life, can you definitively state the algebraic sign of the NPV? Why or why not? If you know that the discounted payback period is less than the project's life, what can you say about the NPV? Explain.
2. Suppose a project has conventional cash flows and a positive NPV. What do you know about its payback? What do you know about its discounted payback? And its profitability index? Its IRR? Explain.
3. Identify two potential causes of conflicts between NPV and IRR when ranking mutually exclusive investment projects.

In a 3 to 4 page paper not including your reference page, answer all the questions above with your explanation for each. Include at least 3 academic references (including one peer-reviewed article), preferably from the *CSU Global library*.

Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Mastery Exercise (10 points)

Module 3

Required Readings

- Chapter 11 in *Practical Financial Management* (8th ed.)
- Lima, A. C., da Silveira, J. A. G., Matos, F .R. N., & Xavier, A. M. (2017). A qualitative analysis of capital budgeting in cotton ginning plants. *Qualitative Research in Accounting and Management, 14*(3), 210-229.

Opening Exercise (0 points)

Discussion (25 points)

Live Classroom (0 points)

Mastery Exercise (10 points)

Critical Thinking (75 points)

Option 1: Characterize Project Risk

Hercules Co. is considering getting rid of manual production and using a machine instead. With manual production there are 2 workers and 1 supervisor. Each worker makes $20,750 annually and supervisors make $33,500 annually. The new machine can be run with just one worker for $45,000 annually. Taxes and fringe benefits are an additional ¼ of all salaries and wages.

To purchase the machine will cost $150,000 and has a tax depreciation of 5 years. Straight line depreciation is used for tax purposes. There would be a service contract for the maintenance at $5,000 a

year. The machine has a useful life of 6 years, with no salvage value. The Hercules Company's marginal tax rate is 35% and its cost of capital is 10%.

a. Calculate the incremental cash flow associated with the project to acquire the machine.
b. Calculate the project's payback and NPV. Would you accept or reject the project? Why or why not?
c. Suppose there is no alternative but to lay off the displaced employees and the cost of severance is two month's wages. How would you factor this information into your analysis? Does it change the project's acceptability?
d. How would you characterize this project's risk?

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: Incremental Cash Flow: Payback Period, NPV, and PI

Maize Cookie Factory wants to expand its operations into a new line of cookies. The company expects to sell $250,000 of the new product in the first year and $400,000 each year thereafter. The direct costs, which include labor and materials, will be 55% of sales. Indirect incremental costs will be estimated at $25,000 a year. With this project they will need new ovens that will cost a total of $350,000 and be depreciated straight line over five years. The marginal tax rate is 35% and the cost of capital is 10%. Assume revenue is collected right away and inventory is bought and paid for daily so there is no additional working capital.

a. Prepare a statement showing the incremental cash flows for this project over an eight year period.
b. Calculate the payback period, NPV, and PI.
c. Recommend either to accept or reject this plan. Why or why not?
d. If the space to be used could otherwise be rented out for $25,000 a year how would you put that fact into the calculation? Would the project be acceptable in that case? Why or why not?

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

<u>Portfolio Milestone (50 points)</u>

Option 1: Service Sector Company Overview

Using the company you have chosen in the service sector, submit a 2 page summary about the company's overview. Explain the market this company is in. Tell who its competition is. Explain the history of the company. Is it an international company? Why did you choose this company? Add any other basic, relevant information about the company.

Option 2: Manufacturing Sector Company Overview

Using the company you have chosen in the manufacturing sector, submit a 2 page summary about the company's overview. Explain the market this company is in. Tell who its competition is. Explain the history of the company. Is it an international company? Why did you choose this company? Add any other basic, relevant information about the company.

Module 4

Required Readings

- Chapter 12 in *Practical Financial Management* (8th ed.)
- Kim, Y., Shin, K., Ahn, J., & Lee, E.B. (2017, October 1). Probabilistic cash flow-based optimal investment timing using two-color rainbow options valuation for economic sustainability appraisement. *Sustainability*, *9*(10), 1781. Retrieved from https://www.mdpi.com/2071-1050/9/10/1781/htm
- Zhu, Y., Xie, C., Wang, G.J., & Yan, X.G.. (2017). Comparison of individual, ensemble and integrated ensemble machine learning methods to predict China's SME credit risk in supply chain finance. *Neural Computing & Applications*, *28*, 41–50. To view this reading, please open the link provided and download the "PDF full text."

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (70 points)

Option 1: Decision Tree

Maize's sales have been increasing, there seems to be a chance that demand for Maize's products will take off soon. Last year's sales generated net cash flows after all costs and taxes of $5 million. The consultants predict that sales will probably be at a level that will produce net cash flows of $6 million per year for the next three years, but they also see a 20% probability that sales could be high enough to generate net cash inflows of $8 million per year. Meeting such an increase in demand presents a problem because of the advance contracting requirements for the new capacity. Unless Maize arranges for extra facilities now, there's a 70% chance that the capacity won't be available if the increased demand materializes. An option arrangement is available with one of the large brewers under which it will hold capacity for Maize until the last minute for an immediate, nonrefundable payment of $1 million. Maize's cost of capital is 11.5%.

a. Draw a decision tree showing Maize's cash flows for the next 3 years without the option.
b. Calculate the expected NPV of operating cash flows without the option.
c. Draw a decision tree showing Maize's cash flows for the next 3 years with the capacity option.
d. What is the capacity option's value?
e. Should it be purchased? Why or why not?
f. Does the capacity option change your opinion if it should be purchased? Why or why not?

Submit your calculations in Excel format and the analysis of your calculations in a memo to your supervisor. Your 2 to 3 page document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: Decision Tree with Recommendations

Your firm is considering investing $6.5 million in a factory to build home ethanol systems that will allow individuals to create ethanol from grass clippings. There is an 80% chance that the technology will work as planned and expected net cash flows will be $1 million per year and a 20% chance of technical problems that will reduce expected net cash flows to $35,000 per year. Either way, net cash flows would begin a year from today and continue for 20 years. Alternatively, in two years, your firm will know whether the technology will work and thus whether net cash flows will be $1 million or $35,000 per year. Should your firm build now or wait two years if the required return on the project is 10% per year?

a. Decision tree for the project.
b. Calculate the NPV along each path.
c. Develop the probability distribution of the project's NPV.
d. Calculate the project's expected NPV.
e. Make a recommendation on the project with an appropriate comment on risk.

Submit your calculations in Excel format and the analysis of your calculations in a memo to your supervisor. Your 2 to 3 page document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Module 5

Required Readings

- Chapter 13 in *Practical Financial Management* (8th ed.)
- Baker, M. & Wurgler, J. (2015). Do strict capital requirements raise the cost of capital? Bank regulation, capital structure, and the low-risk anomaly. *The American Economic Review*, *105*(5), 315. To view this reading, open the link provided and download the "PDF full text."
- Stretcher, R., Funck, M., & Johnson, S. (2017). Capital investment and non-constant marginal cost of capital. *Journal of Economics & Finance*, *41*(1), 27–50. To view this reading, open the link provided and download the "PDF full text."

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (75 points)

Option 1: WACC: Cost of Capital Concept

Cricut Co. has the following balances in its capital accounts as of 12/31/21.

Long Term Debt 6,500,000

Preferred Stock 1,500,000

Common Stock 4,000,000

Paid in Excess 1,500,000

Retained Earnings 3,750,000

The company's long-term debt is comprised of 20-year $1,000 Face Value bonds issued 7 years ago at an 8% coupon rate. The bonds are now selling to yield 6%. Cricut's preferred stock is a single issue for $100 per value, 9% preferred stock that is now selling to yield 8%. Cricut has 4 million shares of common stock outstanding at a current market price of $31.

Assume the firm's cost of retained earnings is 17% and its marginal tax rate is 36%. Assume the coupon payment is semi annual.

1. Calculate the company's WACC using its book-value based capital structure and ignore flotation costs.
2. Make the same calculation using the market-value based capital structure.
3. How significant is the difference? What does this tell you about the company? Why is the capital structure important to the cost of capital concept?

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: WACC and MCC

The FireBasket Company uses a target capital structure when calculating the cost of capital. The target structure and current component costs based on market conditions follow.

Component	**Mix**	**Cost***
Debt	25%	8%
Preferred Stock	10	12
Common Equity	65	20

The firm expects to earn $2 million next year and plans to invest $1.8 million in new capital projects. It generally pays dividends equal to 60% of earnings. Flotation costs are 10% for common and preferred stock.

1. What is FireBasket's initial WACC?
2. Where is the retained earnings breakpoint in the MCC?
3. What is the new WACC after the break?
4. FireBasket can borrow up to $.4 million at a net cost of 8% as shown. After that the net cost of debt rises to 12%. What is the new WACC after the increase in the cost of debt?
5. Where is the second break in the MCC? That is, how much total capital has been raised when the second increase in WACC occurs?
6. Create a graph showing FireBasket's MCC. What does this graph show you? Explain your findings.

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations. Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Portfolio Milestone (50 points)

Option 1: Service Sector Cost of Capital Analysis

In module 3 you prepared a summary of your chosen company in the service sector. Now, bring the most recent 5 years of financial statements into Excel. Create a workbook with separate sheets for the comparative balance sheet, income statement, and statement of cash flow. Calculate the NPV, IRR, PI, payback period, WACC, MCC, and average rate of return. Also calculate CAPM. Create a graph showing the MCC. Draw a decision tree out. Show an incremental cash flow. Share what you hope to learn from the analysis. Submit your preliminary Excel workbook and a 1 to 2 page summary that includes at least 2 references, preferably from the *CSU Global library*. If peer-reviewed resources are unavailable, reputable online sources may be used instead.

Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: Manufacturing Sector Cost of Capital Analysis

In module 3 you prepared a summary of your chosen company in the manufacturing sector. Now, bring the most recent 5 years of financial statements into Excel. Create a workbook with separate sheets for the comparative balance sheet, income statement, and statement of cash flow. Calculate the NPV, IRR, PI, payback period, WACC, MCC, and average rate of return. Also calculate CAPM. Create a graph showing the MCC. Draw a decision tree out. Show an incremental cash flow. Share what you hope to learn from the analysis. Submit your preliminary Excel workbook and a 1 to 2 page summary that includes at least 2 references, preferably from the *CSU Global library*. If peer-reviewed resources are unavailable, reputable online sources may be used instead.

Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Module 6

Required Readings

- Chapter 14 in *Practical Financial Management* (8th ed.)
- Li, L., & Wang, Z. (2019). How does capital structure change product-market competitiveness? Evidence from Chinese firms. *PLoS ONE*, *14*(2), 1–14.
- Nenu, E. A., Vintilă, G, & Gherghina, S. C. (2018). The impact of capital structure on risk and firm performance: Empirical evidence for the Bucharest stock exchange listed companies. *International Journal of Financial Studies*, (2), 41. Retrieved from https://www.mdpi.com/2227-7072/6/2/41/htm

Opening Exercise (0 points)

Discussion (25 points)

Live Classroom (0 points)

Mastery Exercise (10 points)

Critical Thinking (75 points)

Option 1: Contribution Margin and Break Even Point

The Train Company has the following modified income statement ($000) at 100,000 units of production.

Revenue	$16,000
Variable Cost	6,100
Fixed Cost	8600
EBIT	$1,300
Interest (@10%)	500
EBT	$800
Tax (@40%)	320
EAT	$480
Number of shares	20,000

A. What are Train's contribution margin and dollar break-even point?
B. Calculate Train's current DFL, DOL, and DTL.
C. Calculate the current EPS and estimate what it would become if sales declined by 25%. Use the DTL first and then recalculate the modified income statement.
D. What do your findings about the company tell you? Is there a reason to worry about risk? Why or why not?

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations, preferably from the *CSU Global library*. If peer-reviewed resources are unavailable, reputable online sources may be used instead.

Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: Leverage Levels: EPS, ROE, and Net Income

Capital Beds has an EBIT of $2.25 million, can borrow at 12% interest, and pays combined state and federal income taxes of 39%. It currently has no debt and is capitalized by equity of $10 million. The firm has 1.5 million shares of common stock outstanding that trade at book value.

A. Calculate Capital Beds' net income, ROE, and EPS currently and at capital structures that have 20%, 40%, 60%, and 80% debt.
B. Compare the EPS at the different leverage levels, and the amount of change between levels as leverage increases. What happens to the effect of more debt as leverage increases from a little to a lot? What does this tell you about the risk within the company? Is this company standing strong? Why or why not?

Submit your calculations in Excel format and the analysis of your calculations in a 2 to 3 page memo to your supervisor. Your document should include 2-3 scholarly references to support your recommendations, preferably from the *CSU Global library*. If peer-reviewed resources are unavailable, reputable online sources may be used instead.

Make sure your work is in APA format. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Module 7

Required Readings

- Chapter 15 in *Practical Financial Management* (8th Ed.)
- Bannerman, N. (2018). T-Mobile US launches $1.5 billion stock repurchase program. *Global Telecoms Business*, 1.
- Bordeianu, G. D., & Radu, F. (2018). Dividend analysis. *Economy Transdisciplinarity Cognition*, *21*(2), 32–37. To view this reading, please open the link provided and download the "PDF full text."
- McGrath, M. (2015). Nike pops after announcing 2-for-1 stock split, dividend hike and $12 billion repurchase program. *Forbes.Com*, 10.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Required Readings

- Review Chapters 9-15 in *Practical Financial Management* (8th ed.)

- Kim, D. H., Jung, I. H., Lee, E. B., & Alleman, D. (2019). The efficacy of the tolling model's ability to improve project profitability on international steel plants. *Energies (19961073)*, *12*(7), 1221. Retrieved from https://www.mdpi.com/1996-1073/12/7/1221/htm
- Krastev, L. B. (2018). Practical aspects of financial controlling in a company. *Economic Archive / Narodnostopanski Arhiv*, (1), 3–17. To view this reading, please open the link provided and download the "PDF full text."
- Stretcher, R., Funck, M., & Johnson, S. (2017). Capital investment and non-constant marginal cost of capital. *Journal of Economics & Finance*, *41*(1), 27–50. To view this reading, please open the link provided and download the "PDF full text."

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (250 points)

Option 1: Service Sector Portfolio Project

Choose a company in the **Service** sector. Find your company on www.morningstar.com, www.atomfinance.com, mywallst.com, or www.sec.gov. For your portfolio project, you will be using the skills and techniques you learned in this course to assess and analyze the financial health of your chosen company.

Your final project submittal will include:

A. An Excel workbook containing the following:
    - 5 years of most recent financial statements. (You may need to look at the SEC site (sec.gov) to get more years).
    - Calculate NPV, IRR, PI, payback period, WACC, MCC, and average rate of return.
    - Calculate CAPM.
    - Create a graph showing the MCC.
    - Draw a decision tree.
    - Show an incremental cash flow.

NOTE: When your calculations are included on sec.gov, look at the industry average and put it next to your answers.

B. A 3-5 page written document not including the title and reference pages. Write a summary of your findings and analysis, Talk about scenarios that could change the risk and returns for this company. What policy changes may go into effect that could affect the risk and cost structure? Evaluate the company's cash flow. Is this a company that should take on projects.? Tell why or why not. Explain the payments on dividends on stock price based on the 3 theories: dividend irrelevance, dividend preference and dividend aversion.

C. A 6-10 slide PowerPoint presentation suitable to show an employer, which includes the details of your findings. Add notes in the notes section of the slides indicating your presentation discussion. Do not count the title and reference slides in your slide count.

Include your resource list in APA format with at least 4 references (at least 3 of which are scholarly/peer reviewed), preferably from the *CSU Global library*, in your written document and your PowerPoint presentation. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

Option 2: Manufacturing Sector Portfolio Project

Choose a company in the **Manufacturing** sector. Find your company on www.morningstar.com, www.atomfinance.com, mywallst.com, or www.sec.gov. For your portfolio project, you will be using the skills and techniques you learned in this course to assess and analyze the financial health of your chosen company.

Your final project submittal will include:

A. An Excel workbook containing the following:
   - 5 years of most recent financial statements. (You may need to look at the SEC site (sec.gov) to get more years).
   - Calculate NPV, IRR, PI, payback period, WACC, MCC, and average rate of return.
   - Calculate CAPM.
   - Create a graph showing the MCC.
   - Draw a decision tree.
   - Show an incremental cash flow.

NOTE: When your calculations are included on sec.gov, look at the industry average and put it next to your answers.

B. A 3-5 page written document not including the title and reference pages. Write a summary of your findings and analysis, Talk about scenarios that could change the risk and returns for this company. What policy changes may go into effect that could affect the risk and cost structure? Evaluate the company's cash flow. Is this a company that should take on projects.? Tell why or why not. Explain the payments on dividends on stock price based on the 3 theories: dividend irrelevance, dividend preference and dividend aversion.

C. A 6-10 slide PowerPoint presentation suitable to show an employer, which includes the details of your findings. Add notes in the notes section of the slides indicating your presentation discussion. Do not count the title and reference slides in your slide count.

Include your resource list in APA format with at least 4 references (at least 3 of which are scholarly/peer reviewed), preferably from the *CSU Global library*, in your written document and your PowerPoint presentation. A helpful resource for APA formatting can be found at *CSU Global's Guide to Writing and APA*.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
0% Live Classroom
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

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 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 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.