



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.

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

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course focuses on the unique skills related to leading to change management, innovation, and entrepreneurship processes in healthcare. Students will learn about unique change management and innovation skills and attributes necessary to guide organizations and people through the process of innovation in a way that ensures successful innovation outcomes. Also, this course provides students with an understanding of fundamental organizational, personal, cultural, and competitive issues and challenges related to organizational change in the twenty-first century healthcare environment. Various models of organizational change will be examined and critically evaluated for use in this setting.

Course Overview:

Healthcare management is an ongoing effort to improve knowledge systems through change management for healthcare organizations to meet future healthcare needs. Healthcare organizations must collaborate to evaluate diverse research, proven methodologies, and design thinking strategies to maintain and improve knowledge systems. Change management also focuses on analyzing, evaluating, and improving knowledge systems, organizational structure, technological systems, and social aspects to share knowledge. The continual enhancement of change management strategies to improve knowledge systems enables healthcare organizations to provide patients with the most current medical treatment while looking at future innovations.

Course Learning Outcomes:

1. Develop strategies to build an effective organization and maintain a culture of innovation.
2. Leverage diverse research, proven methodologies, and design thinking for change management.
3. Apply leadership skills to promote collaboration between healthcare stakeholders.
4. Assess entrepreneurship concepts to lead with confidence a population health management program to meet population health needs.

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

Required:

This course is **textbook free** – but it provides students access to a number of relevant and current scholarly articles that will assist them in deepening their knowledge base as well as completing the assigned work and meeting course outcomes.

***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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Adam, T. (2014). Advancing the application of systems thinking in health. *Health Research Policy and Systems, 12*, 50. Retrieved from <http://doi.org/10.1186/1478-4505-12-50>
- Bazzano, A. N., Martin, J., Hicks, E., Faughnan, M., & Murphy, L. (2017). Human-centred design in global health: A scoping review of applications and contexts. *PLoS ONE, 12*(11), e0186744. Retrieved from <http://doi.org/10.1371/journal.pone.0186744>
- Harris, C., Green, S., Ramsey, W., Allen, K., & King, R. (2017). Sustainability in health care by allocating resources effectively (SHARE) 9: Conceptualising disinvestment in the local healthcare

setting. *BMC Health Services Research*, 17, 633. Retrieved from <http://doi.org/10.1186/s12913-017-2507-6>

Discussion (25 points)

Module 2

Readings

- Brach, C. (2017). The journey to become a health literate organization: A snapshot of health system. *Studies in Health Technology and Informatics*, 240, 203–237. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5666686/>
- McCalman, J., Jongen, C., & Bainbridge, R. (2017). Organisational systems' approaches to improving cultural competence in healthcare: A systematic scoping review of the literature. *International Journal for Equity in Health*, 16, 1-19.
- Evans, J. M., Grudniewicz, A., Baker, G. R., & Wodchis, W. P. (2016). Organizational context and capabilities for integrating care: A framework for improvement. *International Journal of Integrated Care*, 16(3), 15. Retrieved from <http://doi.org/10.5334/ijic.2416>
- Leykum, L. K., Lanham, H. J., Pugh, J. A., Parchman, M., Anderson, R. A., Crabtree, B. F., ... McDaniel, R. R. (2014). Manifestations and implications of uncertainty for improving healthcare systems: An analysis of observational and interventional studies grounded in complexity science. *Implementation Science*, 9, 165. Retrieved from <http://doi.org/10.1186/s13012-014-0165-1>

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Knowledge Systems and Management

Conduct research on two different healthcare organizations and respond to the following:

- Discuss their strategies for maintaining an effective organization that supports innovation for knowledge management.
- Compare the different types of knowledge systems and their purpose.
- Compare the different perspectives about knowledge management.

For this option, you may either write a paper or create a PowerPoint presentation.

- **Paper:** Write a three-four page length paper and formatted per the *CSU-Global Guide to Writing and APA*. You must include a title and reference page; these should not be included in the total page count. Support your analysis and findings with at least three (3) credible sources from peer-reviewed articles or creditable resources. The CSU-Global Library is a good place to find these references.
- **PowerPoint Presentation:** Create a PowerPoint slide show containing a minimum of ten slides, not including the title and reference page. The slides will present the main ideas, and the notes section for each slide will provide expanded information. Additionally, the slide show should be properly referenced and include at least three research articles from peer-reviewed articles or creditable resources formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references. Be sure that your slide show makes use of varied presentation styles, including but not limited to audio recordings, automations, and properly cited images and graphics.

Option #2: Healthcare Interview

Identify a healthcare organization in your community. Conduct an interview with the healthcare organization on the following topics:

- What are some effective strategies that you have identified to maintain an effective organization that supports innovation for knowledge management?
- Can you describe the different types of knowledge systems the organization uses and their purpose?
- What are some of the different perspectives held within the organization about knowledge management?

For this option, you may either write a paper or create a PowerPoint presentation.

- **Paper:** Write a 3-4 page length paper and formatted per the *CSU-Global Guide to Writing and APA*. You must include a title and reference page; these should not be included in the total page count. Support your analysis and findings with at least three (3) credible sources from peer-reviewed articles or creditable resources. The CSU-Global Library is a good place to find these references.
- **PowerPoint Presentation:** Create a PowerPoint slide show containing a minimum of ten slides, not including the title and reference page. The slides will present the main ideas, and the notes section for each slide will provide expanded information. Additionally, the slide show should be properly referenced and include at least three research articles from peer-reviewed articles or creditable resources formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references. Be sure that your slide show makes use of varied presentation styles, including but not limited to audio recordings, automations, and properly cited images and graphics.

Portfolio Milestone (10 points)

Options #1 and #2

Select a healthcare organization for the final Portfolio Project. Write a paragraph that identifies a public healthcare organization and the reasons why it is a good choice for the final Portfolio Project (knowing which Portfolio Project option you would like to complete may make your organization selection a bit easier).

You also have an annotated bibliography due in Week 4. You may want to begin looking for sources now so you are better prepared to complete that annotated list (consider you also have a Critical Thinking Assignment due in Week 4 as well!). Visit the CSU-Global Writing Center to learn more about how to use the Library to search for sources. Note that none of your sources are due with your Week 2 organization selection; this is simply a reminder of what is to come! Your organization selection *is* due this week, however!

Module 3

Readings

- Clark, W. C., van Kerkhoff, L., Lebel, L., & Gallopin, G. C. (2016). Crafting usable knowledge for sustainable development. *Proceedings of the National Academy of Sciences of the United States of America*, 113(17), 4570–4578. Retrieved from <http://doi.org/10.1073/pnas.1601266113>
- Colquhoun, H. L., Squires, J. E., Kolehmainen, N., Fraser, C., & Grimshaw, J. M. (2017). Methods for designing interventions to change healthcare professionals' behaviour: a systematic review. *Implementation Science*, 12, 30. Retrieved from <http://doi.org/10.1186/s13012-017-0560-5>

- Piña, I. L., Cohen, P. D., Larson, D. B., Marion, L. N., Sills, M. R., Solberg, L. I., & Zerzan, J. (2015). A framework for describing health care delivery organizations and systems. *American Journal of Public Health, 105*(4), 670–679. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4358211/pdf/AJPH.2014.301926.pdf>
- Birken, S. A., Bunger, A. C., Powell, B. J., Turner, K., Clary, A. S., Klamon, S. L., ... Weiner, B. J. (2017). Organizational theory for dissemination and implementation research. *Implementation Science, 12*, 62. <http://doi.org/10.1186/s13012-017-0592-x>

Discussion (25 points)

Critical Thinking (90 points)

Option #1 – Innovative Health Systems Research

Communities offer different types of healthcare providers for the population. Some healthcare organizations provide general care while others offer a specialized type of care. Likewise, the organizations are structured differently and require different knowledge systems.

Conduct research on two healthcare organizations and compare the following:

- Type of healthcare organization
- Knowledge within the organization
- Types of systems to share and support knowledge
- Innovative strategies to share knowledge

Using the two chosen organizations, create a concept map that illustrates the similarities and differences in the two. Include a title page, concept map, one-page summary of findings, and reference page (Cite a minimum of three references in your work. Ensure they are formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references.). You can create your own concept map or use a template found at a site like EdDraw.

Option #2 – Healthcare Interview

Using the healthcare organization chosen for your Portfolio Project, conduct an interview with the healthcare organization on the following topics:

- What are the types of healthcare services provided within your organization?
- What knowledge is required within the organization to provide these services?
- What types of systems are used within the organizations to share and support knowledge? How is this knowledge shared with other organizations?

Create a PowerPoint slide presentation of 4-5 slides, excluding the title and reference slides. The slides will present the main ideas, and the notes section for each slide will provide expanded information.

Additionally, the slide show should be properly referenced and include at least three research articles from peer-reviewed articles or credible resources formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references. Be sure that your slide show

makes use of varied presentation styles, including but not limited to audio recordings, automations, and properly cited images and graphics.

Module 4

Readings

- Boulton, M. L., Beck, A. J., Coronado, F., Merrill, J. A., Friedma, C. P., Stamas, G. D., Tyus, N., (...), Leep, C.J. (2014). Public health workforce taxonomy. *American Journal of Preventative Medicine* 47(5), S314-S323. Retrieved from doi:<https://doi.org/10.1016/j.amepre.2014.07.015>
- Shahmoradi, L., Safadari, R., & Jimma, W. (2017). Knowledge management implementation and the tools utilized in healthcare for evidence-based decision making: A systematic review. *Ethiopian Journal of Health Sciences*, 27(5), 541-558. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5615016/>
- Champagne, F., Lemieux-Charles, L., Duranceau, M.-F., MacKean, G., & Reay, T. (2014). Organizational impact of evidence-informed decision making training initiatives: A case study comparison of two approaches. *Implementation Science*, 9(1), 1-25. doi:10.1186/1748-5908-9-53
- Sung, S. Y., & Choi, J. N. (2014). Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. *Journal of Organizational Behavior*, 35(3), 393-412. doi:10.1002/job.1897

Discussion (25 points)

Critical Thinking (90 points)

Option #1 – Training Aid

Using the tool that you identified in this module's discussion, develop a training aid for a professional in a specific role (therapy, lab, HIM, nursing, pharm, etc.).

Develop a two-page training (MS Word) poster that includes the following:

- The technology
- Background of the specific tech. tool
- Examples from practice
- Impact of this tech on knowledge and innovation
- Provide three resources that support tech. use for this specific profession

Your training poster should be academic in nature, citing at least three sources, but it should also be visually appealing and easy to read and use. Include at least one graphic or image that is representative of the technology tool you selected. Ensure the image is properly cited and complies with copyright standards.

Option #2 – KM Tool Analysis

Complete an analysis of a Knowledge Management (KM) tool utilized in healthcare, that you have used or are interested in learning more about.

Address the following in a well-developed, 4 to 6 slide PowerPoint presentation –

- Description and uses of this KM tool
- Provide an example of a barrier or challenge to using this tool

- Provide an example of opportunities in using this tool
- Provide at least two academic sources that support your findings
- Keep your slides professional and uncluttered, including speaker's notes for your discussion of findings

Portfolio Milestone (20 points)

Annotated Bibliography: Options #1 and #2

Locate a minimum of six to eight research articles that you could use for your final Portfolio Project. Write an annotated bibliography that succinctly discusses the sources, why they were selected, and how they support the main premise of the Portfolio Project paper. Submit the annotated bibliography to the Module 4 Portfolio Milestone. Each article must be cited per the CSU-Global Guide to Writing and APA.

Module 5

Readings

- Clark, W. C., van Kerkhoff, L., Lebel, L., & Gallopin, G. C. (2016). Crafting usable knowledge for sustainable development. *Proceedings of the National Academy of Sciences of the United States of America*, 113(17), 4570-4578. Retrieved from <http://doi.org/10.1073/pnas.1601266113>
- Varae, T., Habibi, J., & Mohaghar, A. (2015). Presenting an approach for conducting knowledge architecture within large-scale organizations. *PLoS ONE*, 10(5), 1-23. doi:10.1371/journal.pone.0127005
- Jacobs, S. R., Weiner, B. J., Reeve, B. B., Hofmann, D. A., Christian, M., & Weinberger, M. (2015). Determining the predictors of innovation implementation in healthcare: a quantitative analysis of implementation effectiveness. *BMC Health Services Research*, 15(1), 142-164. <http://doi.org/10.1186/s12913-014-0657-3>
- Lessard, L., Michalowski, W., Fung-Kee-Fung, M., Jones, L., & Grudniewicz, A. (2017). Architectural frameworks: Defining the structures for implementing learning health systems. *Implementation Science*, 12, 1-11. <http://doi.org/10.1186/s13012-017-0607-7>

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Knowledge Management Architecture

Prepare a proposal for your organization's leadership. Identify the knowledge management architecture that would be most effective for your organization.

In a two-page proposal, address the following:

- Technology
- Architecture
- Dimensions:
 - Goals
 - Social
 - Technical

- Scientific
- Ethical

The submission must include a title page, two-page proposal, and a reference page with a minimum of three academic sources. Ensure the citations are formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references.

Option #2 – Knowledge Management Architecture Training

Prepare a training tool for your organization’s employees, to enhance their knowledge and understanding of Knowledge Management Architecture. Identify the knowledge management architecture that could be used for your organization.

In a four-slide presentation address the following:

- Technology
- Architecture
- Dimensions:
 - Goals
 - Social
 - Technical
 - Scientific
 - Ethical

Your presentation must appear professional, using speaker’s notes to discuss your critical thinking on the topic. Use of images or diagrams are encouraged if appropriate.

Include three recent (3-5 yrs.) academic sources to support your findings.

Module 6

Readings

- Limaye, R. J., Sullivan, T. M., Dalessandro, S., & Jenkins, A. H. (2017). Looking through a social lens: Conceptualising social aspects of knowledge management for global health practitioners. *Journal of Public Health Research, 6*(1), 3-9. <http://doi.org/10.4081/jphr.2017.761>
- van Gool, F.W. R., Theunissen, N.C.M., Bierbooms, J.J.P.A., & Bongers, I.M.B. (2017, August). Literature study from a social ecological perspective on how to create flexibility in healthcare organisations. *International Journal of Healthcare Management, 10*(3), 184-195.
- Anders, C. & Cassidy, A. (2014, June). Effective organizational change in healthcare: Exploring the contribution of empowered users and workers. *International Journal of Healthcare Management, 7*(2), 132-151.
- Brach, C. (2017). The journey to become a health literate organization: A snapshot of health system improvement. *Studies in Health Technology and Informatics, 240*, 203-237. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5666686/?report=classic>

Discussion (25 points)

Critical Thinking (90 points)

Option #1 – Social Networks, Systems, and Media

Identify a significant, global healthcare issue. Research the utilization of social networks, social systems and social media on the management of knowledge on this important topic. Include:

- Social systems
- Social capital
- Social learning
- Software and platforms
- Benefits to populations.

Develop an executive summary on your findings. The summary should include the following sections

- Overview
- Problem statement
- Knowledge / Technology
- Benefits
- Challenges
- Future trends

Your executive summary should be four to five pages, have a professional, formal tone and include a minimum of four credible resources. Ensure your citations are formatted per the *CSU-Global Guide to Writing and APA*. The CSU-Global Library is a good place to find these references.

Option #2: Localized Healthcare Issue

Read the Brach (2017) article in the recommended reading. Identify a significant healthcare issue that impacts your community and that your organization (either your actual employer or community partner, or one in your community for which you would like to work or partner in some way) can target for health knowledge and targeted communication through social media (examples include diabetes, COPD, nutrition, aging services, etc.). You have been tasked by your organization to produce a video to be included on the organization's social media website (Facebook, LinkedIn, etc.). You will create a video and a video script. Your video can be anything that relates to your message. It could be composed of still shots and text; a mix of still shots and live shots; a session where you are talking to the camera, etc. Be creative!

In addition to the two-page script, you will include:

- Summary of the topic and significance
- Summary of the target population
- The literacy level of the information for this population
- Accessibility of the media by the population
- Proposed benefits

The final submission should include a title page, two-page script, two-page summary, and reference page, with a minimum of four credible resources. Ensure your citations are formatted per the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (20 points)

Outline: Options #1 and #2

Prepare an outline that identifies:

- Title of the paper
- Type of public healthcare organization
- The (7) main ideas that will be discussed in the project

Submit your outline for grading. This is a required component of the Portfolio Project assignment, due this week. Feedback from your instructor will be valuable in structuring your final project.

Module 7

Readings

- Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): A randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science, 10*(1), 40-64. doi:10.1186/s13012-014-0192-y
- Xenikou, A. (2017). Transformational leadership, transactional contingent reward, and organizational identification: The mediating effect of perceived innovation and goal culture orientations. *Frontiers in Psychology, 8*. Retrieved from <http://doi.org/10.3389/fpsyg.2017.01754>
- Guerrero, E. G., Padwa, H., Fenwick, K., Harris, L. M., & Aarons, G. A. (2016). Identifying and ranking implicit leadership strategies to promote evidence-based practice implementation in addiction health services. *Implementation Science, 11*, 1-13. doi:10.1186/s13012-016-0438-y
- Richter, A., von Thiele Schwarz, U., Lornudd, C., Lunndmark, R., Mosson, R., & Hasson, H. (2016). iLead – A transformational leadership intervention to train healthcare managers' implementation leadership. *Implementation Science, 11*, 1-13. doi:10.1186/s13012-016-0475-6
- Tistad, M., Palmcrantz, S., Wallin, L., Ehrenberg, A., Olsson, C.B., Tomson, G., Holmqvist, L.W., Gifford, W., & Eldh, A.C. (2016). Developing leadership in managers to facilitate the implementation of national guidelines recommendations: A process evaluation of feasibility and usefulness. *International Journal Health Policy Managers, 5*(8), 477-486.

Discussion (25 points)

Module 8

Readings

- Coughlin, S., Roberts, D., O'Neill, K. Brooks, P. (2018). Looking to tomorrow's healthcare today: A participatory health perspective. *Internal Medicine Journal, 48*(1), 92-96. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/imj.13661/full>
- Evans, J. M., Grudniewicz, A., Baker, G. R., & Wodchis, W. P. (2016). Organizational context and capabilities for integrating care: A framework for improvement. *International Journal of Integrated Care, 16*(3), 15. Retrieved from <http://doi.org/10.5334/ijic.2416>
- Doos, L., Packer, C., Ward, D., Simpson, S., & Stevens, A. (2016, March 01). Past speculations of the future: A review of the methods used for forecasting emerging health technologies. *BMJ Open, 6*(3). doi:10.1136/bmjopen-2015-010479 Retrieved from <http://bmjopen.bmj.com/content/6/3/e010479>

- Sarkies, M. N., Bowles, K., Skinner, E. H., Haas, R., Lane, H., & Haines, T. P. (2017). The effectiveness of research implementation strategies for promoting evidence-informed policy and management decisions in healthcare: a systematic review. *Implementation Science*, 12, 1-20. doi:10.1186/s13012-017-0662-0

Discussion (25 points)

Portfolio Project (300 points)

Option #1: Knowledge Systems and Innovative Healthcare Structures

You are the Chair for the Change Management Committee for the healthcare organization that you selected in the Module 2 Portfolio Milestone. The Administrator and the Board of this organization have instructed you to conduct research and analyze the following sections:

Portfolio Project Sections:

1. Present knowledge systems
2. Organizational structure
3. Technology systems
4. Social aspects to share knowledge
5. Strategy and leadership for knowledge management
6. How diverse research, proven methodologies, and design thinking is shared with other public healthcare organizations through collaboration
7. Ideas for future innovations to change and improve knowledge sharing, structure, and systems within healthcare organizations

You can either write a paper for this project *or* create a PowerPoint presentation to work through each required section. See the details for both the paper and the presentation below. Remember, you need to only do one.

Paper:

The paper should be 8-10 pages, not including the title and reference page. Additionally, the paper should properly reference and include a minimum of six to eight scholarly sources. Do not use unverifiable sources such as articles without a credible author or institution (e.g., blogs, etc.). Ensure your citations are formatted per the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references.

PowerPoint Presentation:

The presentation should be PowerPoint slides containing a minimum of 15 slides, not including the title and reference page. Additionally, the slide show should be properly referenced and include at least six to eight academic sources. Ensure that your presentation makes use of properly cited images and graphics with no flying text, or unprofessional backgrounds or animations. The PowerPoint must be of professional quality, appropriate for a presentation to the Board of Directors. The slides will present the main ideas, and the notes section for each slide provides expanded information. Consult the guidelines for visual presentations as outlined in the CSU-Global Writing Center.

Whether you opt to write the paper or create the presentation, the following preliminary Portfolio Project deliverables are due throughout the course and help you build up to your final project, due in Week 8:

- Module 2: Portfolio Project: Organization selection
- Module 4: Portfolio Project: Annotated Bibliography (six to eight references.)
- Module 6: Portfolio Project: Outline

Option #2: Innovation, Technology, and Change Management

Innovation and technology are playing a large role in how healthcare and public health management are delivered. For this assignment, conduct research on a healthcare organization and report on the following:

1. Explain some of the technology that can be used to conduct diverse research in the healthcare and public health management fields.
2. Identify change management techniques and technology tools that can be leveraged to facilitate change.
3. Explain some of the techniques that can be used to create a culture of innovation.
4. Explain how innovation impacts public health management and, specifically, how it can be used to align leaders in the field.
5. Identify a current innovation that has a positive impact on public health management. Be sure to report on the benefits and challenges on each topic.

You can either write a paper for this project *or* create a PowerPoint presentation to work through each required section. See the details for both the paper and the presentation below. Remember, you need to only do one.

Paper:

The paper should be 8-10 pages, not including the title and reference page. Additionally, the paper should properly reference and include a minimum of six to eight scholarly sources. Do not use unverifiable sources such as articles without a credible author or institution (e.g., blogs, etc.). Ensure your citations are formatted per the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references.

PowerPoint Presentation

The presentation should be PowerPoint slide show containing a minimum of 15 slides, not including the title and reference page. Additionally, the slide show should properly reference and include at least six to eight academic sources. Ensure that your presentation makes use of properly cited images and graphics with no flying text, or unprofessional backgrounds or animations. The PowerPoint must be of professional quality, appropriate for a presentation to the Board of Directors. The slides will present the main ideas and the notes section for each slide provides expanded information. Consult the guidelines for visual presentations as outlined in the CSU-Global Writing Center.

Whether you opt to write the paper or create the presentation, the following preliminary Portfolio Project deliverables are due throughout the course and help you build up to your final project, due in Week 8:

- Module 2: Portfolio Project: Organization selection
- Module 4: Portfolio Project: Annotated Bibliography (six to eight references.)
- Module 6: Portfolio Project: Outline

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
45% 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 /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 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.