

**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 how to use various organizational behavior and organizational development strategies to improve organizational outcomes, resulting in organizational success. Effective communication, collaboration, and leadership skills will be studied as tools for enhancing OB and OD in organizations. Students gain an understanding of organizational change strategies and theories to optimize individual, group, and organizational processes and functions.

Course Overview:

In order to thrive and survive in today's ever-changing global environment, organizations need to understand organizational behavior and organizational development strategies so as to make necessary changes, thereby leading to improved organizational success. Throughout this course, you will gain an understanding of the relationship between OB, OD, and HRM and how leaders can encourage, implement, and sustain change through the use of various interventions, tactics, metrics, and evaluations.

Course Learning Outcomes:

1. Assess theories related to organizational behavior and organizational development.
2. Evaluate the relationship between OB and OD practices and the function of these practices in organizations.
3. Analyze various tools to improve micro, meso, and macro level practices.
4. Evaluate challenges of OB/OD practices and applications.
5. Apply OB/OD practices to enhance HRM and organizational strategy.
6. Identify leadership skills that will enhance OB and OD in the organization.
7. Evaluate how communication and leadership styles impact OD and OB practices in organizations.
8. Synthesize how to use analytical data to design HR strategy and make decisions.

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 from the course. 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:

There is no assigned textbook for this course. However, each module contains required and/or recommended readings from the CSU-Global Library. Be sure to check for these each week.

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

- Part 1 in Luthans, F., Luthans, K. W., & Luthans, B. C. (2015). *Organizational behavior: An evidence-based approach* (13th ed.). Charlotte, NC: Information Age Publishing.
- Chapter 2 (pp. 31–46 only) in McCalman, J. (2015). *Leading cultural change: The theory and practice of successful organizational transformation*. London, England: Kogan Page.
- Section 1.2 (only) in Open Textbook Library. (2017). *Organizational behavior*. Minneapolis, MN: University of Minnesota Libraries Publishing.

Discussion (25 points)

Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: OB and OD Change Efforts—Healthcare System

During Module 1, we explored the importance of organizational behavior (OB) and organizational development (OD), specifically as related to strengthening an organization's culture and influencing organizational change efforts. For the purpose of this Critical Thinking Assignment, consider the following scenario:

You work for a nonprofit healthcare organization, which has a phenomenal reputation within your community. The organization employs a number of individuals and is committed to patient health and well-being. Recently, the organization hired a new CEO to replace the retiring CEO. The new CEO is very data driven and expects that all patients be seen by their provider within 15 minutes of entering the waiting room. While patients do value their time and hope to see providers within a timely manner, you have noticed that many providers are now leaving the organization due to complaints about metrics. Providers do not like to be rushed when meeting with patients, and therefore, they have complained about the 15-minute metric impacting their performance scores.

For this assignment, complete the following:

1. Explore the benefits and drawbacks of using this 15-minute time metric to assess performance from the hospital's viewpoint and the provider's viewpoint.
2. Use one of the OB/OD theories and discuss how the decisions made by the healthcare system may be impacting employee motivation, performance, satisfaction, etc.
 - a. Explain the theory.
 - b. Provide details about the history of the theory and its importance.
 - c. Justify how the theory impacts Human Resource (HR)/OD efforts.
3. Propose a change to increase satisfaction among providers, while also meeting patient needs. Explain how this change aligns with a specific OB/OD theory.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal reference page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least five scholarly references and can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:
 - A scholarly or peer-reviewed journal article.
 - A government-based website or publication.
 - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

You may wish to review the Template Paper for help formatting your essay according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU-Global Writing Center. Utilize headings to organize the content in your work. Review the grading rubric to see how you will be graded for this assignment.

Option #2: The Importance of People

Within our Module 1 reading (Open Textbook Library, 2017), we explored the topic of organizational behavior and its importance. As noted within the textbook, the founder of Mary Kay Inc., Mary Kay Ash, was quoted saying, “People are definitely a company’s greatest asset. It doesn’t make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps” (Section 1.2, para. 2).

For this Critical Thinking Assignment, pretend that you are the newly hired Director of Human Resources for an organization that has experienced issues in the past related to the way in which they treat employees. You are allowed to select any organization, but there must be information online about this company that your instructor can review. Complete the following:

1. Explain information about the organization’s mission, vision, values, and industry.
2. Explain, in detail, why this company has received attention in regard to the poor/inadequate treatment of employees.
3. Make an argument supporting the need for organizational change due to inadequate employee treatment.
4. Explain how people-related issues (OB), when addressed properly, can improve organizational success/the organization’s culture.

Submission Requirements

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Module 2

Readings

- Guo, H., Guo, H., Yang, Y., & Sun, B. (2015). Internal and external factors related to burnout among iron and steel workers: A cross-sectional study in Anshan, China. *PLoS One*, 10(11), 1-13.
- Jankovic, M., Mihajlovic, M., & Cvetkovic, T. (2016). Influence of external factors on business of companies in Serbia. *Ekonomika*, 62(4), 31-37.
- Shah, N., Irani, Z., & Sharif, A. M. (2017). Big data in an HR context: Exploring organizational change readiness, employee attitudes and behaviors. *Journal of Business Research*, 70, 366-378.

Discussion (25 points)

Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: 12 Famous Businesses That Failed

Ollerton (2018) provided a list titled, “12 Famous Businesses That Very Publicly Failed.” As you will notice, based upon the 12 businesses provided in this list, each of these organizations did not change with the times, thereby impacting the success and future longevity of the organization.

For the purpose of this Critical Thinking Assignment, select one of the 12 businesses noted by Ollerton (2018). Then, provide the following information:

1. Details about this organization’s history, mission, vision, values, and industry.
2. A SWOT analysis highlighting the organization’s strengths, weaknesses, opportunities, and threats before the company’s failure.
3. An explanation about how internal and external factors impacted the organization.
4. Details regarding how the organization could have remained competitive if it implemented certain changes.
 - a. Explain the changes that the company needed to make.
 - b. Explain how these changes would have led to organizational success and relevancy in today’s market.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
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Option #2: An Improvement Will Do the Company Good

Unfortunately, we have all, at one point or another, thought to ourselves, “How is this business remaining afloat?” or “This business is going to fail if it doesn't address certain issues.” Sometimes, in organizations, while the need for change might be so obvious to outsiders, the issues that are impacting the organization might not be as apparent to insiders (e.g., leaders, managers, organizational stakeholders, etc.).

For the purpose of this Critical Thinking Assignment, identify one company that you are concerned about sustaining their current business. Then, explain the following information:

1. Details about this business, including any information that you can provide about its size, location, industry, mission, values, etc.
2. An overview about why you believe this organization might be in trouble financially or otherwise.
3. Information regarding how internal and external factors are impacting this organization.
4. Recommendations of factors that need to be addressed. Explain how addressing these issues will improve the organization's culture and potentially its competitive advantage.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
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Portfolio Project Milestone (25 points)

For this Portfolio Project Milestone, please review your two final Portfolio Project assignment options, which can be found in Module 8 of this course. Then, provide a one-page summary noting the following:

1. What option you selected and why.

2. A screenshot confirming that you have access to the textbook exercise (i.e., Exercise 11 for Portfolio Project Option #1 or Exercise 4 for Portfolio Project Option #2).
3. Any questions, comments, or concerns you have regarding this assignment.

Submission Requirements

- Provide a one-page paper, which does not need to include a title and reference pages.
- Provide the following headings in your paper:
 - Option selected
 - Screenshot of exercise
 - Questions, comments, or concerns
- Include your screenshot within your one-page submission. Do *not* add your screenshot as a separate file.

Please remember that late Portfolio Project Milestones will not be accepted. Note that Milestones are due the week that they are assigned. Format your submission according to the CSU-Global Guide to Writing & APA. Utilize headings to organize the content in your work.

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Module 3

Readings

- Chapters 2 & 4 in Goksoy, A. (2016). *Organizational change management strategies in modern business*. Hershey, PA: IGI Global.
- Chapters 1, 2, & 3 in Cameron, E., & Green, M. (2009). *Making sense of change management*. Philadelphia, PA: Kogan Page.

Discussion (25 points)

Critical Thinking: Title (90 points)

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Option #1: The Impact of One Employee

Organizations must continuously change. Changes are made based upon a number of factors, which are influenced by employees (micro), teams (meso), and the organization (macro). In order for organizations to remain competitive, they must determine when changes are needed and consider how the change will impact various levels of the organization. For the purpose of this Critical Thinking Assignment, consider the following scenario:

Emily has worked for Organization XYZ for 15 years as a Sales Manager and has greatly contributed to the organization's profitability. Recently, your organization learned that Emily would be moving to a different part of the country, so she could be closer to her aging parents. You recognize that Emily's move will greatly impact the workplace and the company's profitability. Therefore, you determined that changes in policies and practices are needed to allow Emily to work from a distance.

For this Critical Thinking Assignment, address the following:

1. Provide details regarding how Emily's move will impact micro, meso, and macro organizational factors.
2. Explain what changes Human Resources (HR) must make based upon the offer provided to Emily to work from a distance.
3. Given this situation, explain how the HR Department can effectively manage the change to ensure a successful transition for Emily and her team. What should HR do to ensure that all parties are taken care of? What can encourage successful change processes?

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
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Option #2: Making Changes

Implementing a change is never easy. There are times in our personal and professional lives where we try to make changes, though we fail at making the necessary changes due to the difficulties associated with the change process. Think about a time in your life where you decided that you needed to make a professional change/improvement.

For this Critical Thinking Assignment, address the following:

1. Explain the need for change and why you felt this change was important to make.
2. Discuss the challenges associated with making this change.
 - a. Specifically, detail how certain individuals, factors, etc. impacted the ease, or lack thereof, of the change effort.
3. Pretend that a colleague of yours wants to make a similar change to the one that you made. Explain how you could empower your colleague, using some of the recommendations provided in Chapter 2 of Goksoy (2016) to aid in the success of this change.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
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Module 4

Readings

- Chapter 11 in Open Textbook Library. (2017). *Organizational behavior*. Minneapolis, MN: University of Minnesota Libraries Publishing.
- Chapters 9, 10, & 11 in Goksoy, A. (2016). *Organizational change management strategies in modern business*. Hershey, PA: IGI Global.
- Walger, C., Roglio, K., & Abib, G. (2016). HR managers' decision-making processes: A "reflective practice" analysis. *Management Research Review*, 39(6), 655-671.

Discussion (25 points)

Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Qualitative and Quantitative Data

As noted throughout this week, metrics are needed to collect data in order to make thoughtful decisions. There are various types of data collection techniques that organizations can utilize to ensure that the changes being made are reflective of the needs of employees, teams, and the organization.

For this Critical Thinking Assignment, address the following:

1. Explain the differences between qualitative data and quantitative data.
2. Compare and contrast the benefits and drawbacks associated with using quantitative and qualitative data collection techniques.
3. Provide a scenario in which collecting qualitative data would be more so beneficial than collecting quantitative data.
4. Finally, based upon the scenario provided, offer details regarding the best qualitative data technique that your company could utilize (i.e., interviews, focus groups, observations, action research, etc.).

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
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Option #2: Exploring How to Collect Data

Human Resource (HR) professionals often need to use data to determine how to improve the organizational culture and/or address organizational issues. Consider the following scenario:

Your company, Organization ABC, has been in existence since 1912. Your organization makes quality paper products (i.e., specifically stationary), which is provided to businesses, as well as individual purchasers, around the globe. Recently, your company has experienced high turnover rates and is having a difficult time recruiting members of two generations (i.e., Millennials and Generation X). During exit interviews, your company learns that while the products that you provide are phenomenal, the organization's culture is outdated.

In order to reduce turnover rates and to improve the organization's culture, you believe it is important to use data to determine what is going on within the company and to implement organizational changes accordingly.

For this Critical Thinking Assignment, address the following:

1. Explain how data can be utilized to make decisions regarding necessary organizational changes.
2. Provide details regarding how qualitative data collection techniques can be utilized to gather more information about the issues noted (e.g., high turnover and issues with recruitment).
3. Provide details regarding how quantitative data collection techniques can be utilized to gather more information about the issues noted (e.g., high turnover and issues with recruitment).
4. Given the fact that these issues (e.g., high turnover and issues with recruitment) are pressing, explain what methods of data collection you would utilize and why.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
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Module 5

Readings

- Beauchamp, M. R., Mcewan, D., & Waldhauser, K. J. (2017). Team building: Conceptual, methodological, and applied considerations. *Current Opinion in Psychology*, 16, 114-117.
- Ritzman, M. (2016). A phenomenon we can't ignore: Performance improvement interventions to address workplace bullying. *Performance Improvement*, 55(1), 14-22.

Discussion (25 points)

Portfolio Project Milestone (75 points)

Examine your selected Portfolio Project option and provide a list of 10 peer-reviewed, scholarly journal articles that you will incorporate in your final project submission.

Submission Requirements

- Provide a document with your ten peer-reviewed references, which are formatted according to the CSU-Global Guide to Writing & APA.
- Provide two to three sentences, per reference, regarding how the information highlighted in your article aligns with this assignment.
- Address any questions, comments, or concerns that you might have.

Please remember that late Portfolio Project Milestones will not be accepted. Note that Milestones are due the week that they are assigned. Review the grading rubric to see how you will be graded for this assignment.

Module 6

Readings

- Chapter 10 in Hiriappa, B. (2009). *Organizational behavior*. New Delhi, India: New Age International.

- Chapter 2 in Joyce, C. (2016). *Being an agile leader-manager: Practical skills to handle people challenges in today's world of work*. St Albans, United Kingdom: Panoma Press.
- Barnett, N. (2019). What is the role of "Tone at the Top" in setting culture? *Governance Directions*, 71(1), 25-28.
- Painter, M. J. (2019). Leadership culture by design. *OD Practitioner*, 51(2), 60-62.

Discussion (25 points)

Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Which Leadership Style Should be Used?

Randy has recently learned that organizational leaders and stakeholders are proposing corporate restructuring. While this organizational change will benefit many upper-level employees, Randy recognizes that these changes will likely lead to layoffs, reclassification of jobs, and frustration among individuals who remain with the company.

While Randy is wary about these changes, he knows that he needs to adjust his leadership style based upon the needs of his employees. For example, Randy recognizes that he will likely interact with three groups of employees:

1. Employees who will be laid off.
2. Employees who will have their jobs reclassified/workload increased.
3. Employees who will remain with the organization during this time of change.

Given this situation, Randy recognizes that he must be a leader during this time of change. For this Critical Thinking Assignment, provide information regarding the following:

1. Explain the role that leaders play during times of change. Specifically, detail how leaders can support change efforts.
2. Describe what leadership styles Randy should use when interacting with the three groups of employees.
 - a. Explain details about the leadership styles selected.
 - b. Provide benefits and drawbacks of each leadership style.
 - c. Explain why you believe each style identified is best to use among each of the three groups.

Please note that different leadership styles should be used based upon the employee groups with which Randy will be interacting.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
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Option #2: You Are a Leader

During times of change, as well as stagnation, leaders play a role in the organization's success. For this Critical Thinking Assignment, watch the entirety of the 1-hour video entitled "New Manager Foundations."

After reviewing the video, address the following information:

1. Provide details regarding how you will establish your leadership identity and determine your leadership style.
2. Explain your selected leadership style and why you believe that this style is reflective of the needs of today's diverse workforce.
3. Explain how you will effectively manage change, as a leader. Specifically denote how you will model the change process and the importance of tone-at-the-top leadership.
4. Finally, provide an example of a time in which you will need to modify your leadership style and use authority accordingly.

Submission Requirements

- Write a five- to seven-page paper, not including the title and reference pages, which are required.
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Module 7

Readings

- Chaudhry, S., & Joshi, C. (2018). Effect of transformational leader communication on affective commitment to change. *International Journal on Leadership*, 6(1), 27-35.
- Lloyd, J. (2018). Communication key to leadership. *Health Care Registration*, 28(1), 8-9.
- Luo, W., Song, L. J., Gebert, D. R., Zhang, K., & Feng, Y. (2016). How does leader communication style promote employees' commitment at times of change? *Journal of Organizational Change Management*, 29(2), 242-262.
- Mayfield, J., & Mayfield, M. (2017). Leadership communication: Reflecting, engaging, and innovating. *International Journal of Business Communication*, 54(1), 3-11.

Discussion (25 points)

Module 8

Readings

- Chapter 1 in Goksoy, A. (2016). *Organizational change management strategies in modern business*. Hershey, PA: IGI Global.
- Church, A. H. (2017). The art and science of evaluating organization development interventions. *OD Practitioner*, 49(2), 26-35.
- Willis, C., Saul, J., Bevan, H., Scheirer, M., Best, A., Greenhalgh, T., ... Bitz, J. (2016). Sustaining organizational culture change in health systems. *Journal of Health Organization and Management*, 30(1), 2-30.

Discussion (25 points)

Portfolio Project (275 points)

Choose one of the following two Portfolio Projects to complete. Do not do both assignments. Identify your assignment choice in the title of your submission. Review the Portfolio Project grading rubric to understand how you'll be graded on your project.

Option #1: Team Intervention

Throughout this course, we have reviewed the impact that organizational behavior (OB) and organizational development (OD) initiatives, theories, practices, etc. have on organizational culture and change efforts. For your final Portfolio Project, we will apply the information learned throughout the past eight weeks to an exercise that can be found in Fremd and Anderson's (2012) textbook. For the purpose of this Portfolio Project, please review Exercise 11, which is entitled, "Team Diagnosis and Interventions." Specifically, review the section titled, "Team Survey (Quantitative and Qualitative Responses)."

In your Portfolio Project submission, address the following:

1. Based upon the information in this case, what OB and OD issues are at play?
2. Given the information highlighted, explain the following:
 - a. What are the strengths of the team?
 - b. What are the areas for team improvement?
 - c. As a leader, how do you believe that improvement opportunities should be prioritized? Why?

3. What are the benefits and drawbacks of the data responses provided? What information should be further collected?
4. What theory/theories do you believe should be applied to address the situation? Why?
5. What team intervention methods could be used? Why?
6. How, as a leader, would you ensure that the need for change is emphasized?
7. How would addressing these organizational issues impact micro, meso, and macro level organizational factors/functions?
8. What challenges might you encounter when implementing the necessary change/intervention?
9. How would you ensure that the change is sustained?

Submission Requirements

- Write a 10- to 12-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal reference page.
- This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least ten scholarly references and can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:
 - A scholarly or peer-reviewed journal article.
 - A government-based website or publication.
 - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

You may wish to review the Template Paper for help formatting your essay according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU-Global Writing Center. Utilize headings to organize the content in your work. Review the grading rubric to see how you will be graded for this assignment.

Option #2: Individual Intervention

Throughout this course, we have reviewed the impact that OB and OD initiatives, theories, practices, etc. have on organizational culture and change efforts. For your final Portfolio Project, we will apply the information learned throughout the past eight weeks to an exercise that can be found in Fremd and Anderson's (2012) textbook. For this Portfolio Project, review Exercise 4, which is entitled, "Giving Feedback." Specifically, review the section entitled "Giving Feedback." *Do not use the instructions provided in the textbook for Exercise 4, as they do not apply for this Portfolio Project.*

In your Portfolio Project submission, address the following:

1. Based upon the information provided about Jasmine, what OB and OD issues are at play?
2. Given the information noted, explain the following:
 - a. What are Jasmine's strengths?
 - b. What areas should Jasmine seek to improve?
 - c. In order to ensure productivity, while also encouraging needed change, how would you present this information to Jasmine?

3. What are the benefits and drawbacks of the data responses provided? What information should be further collected?
4. What theory/theories do you believe should be applied to address Jasmine's weaknesses? Why?
5. What individual intervention methods could be used? Why?
6. How, as a leader, would you ensure that Jasmine recognizes the need for change?
7. How would addressing these individual issues impact micro, meso, and macro level organizational factors/functions?
8. What challenges might you encounter when helping Jasmine improve her areas of weakness?
9. How would you measure and ensure that Jasmine makes the necessary changes?

Submission Requirements

- Write a 10- to 12-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal reference page.
- This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least ten scholarly references and can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:
 - A scholarly or peer-reviewed journal article.
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 - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

You may wish to review the Template Paper for help formatting your essay according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU-Global Writing Center. Utilize headings to organize the content in your work. Review the grading rubric to see how you will be graded for this assignment.

COURSE POLICIES

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Portfolio Project & Milestone

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

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 (CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the 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.