

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 explores the talent planning and acquisition process, specifically emphasizing how industry tools and techniques can enhance strategic workforce planning, thereby improving an organization's competitive advantage. Students will learn about traditional and nontraditional staffing techniques to include remote workers. Students will obtain an understanding of the interrelationship associated with workplace planning, staffing, and performance. Students will explore the steps associated with determining organizational needs, developing a recruitment plan, selecting quality candidates, and developing and retaining organizational employees. Furthermore, students will understand how external and internal factors can influence the workforce planning and staffing process.

Course Overview:

Students will examine the paradigms of performance and management as they apply to maximizing human capital and managing and leading effective organizations in today's dynamic legal, social, and economic environment. Elements to be addressed include human resource strategy, training and development, performance appraisals, compensation, retention, and human resource systems effectiveness.

Course Learning Outcomes:

1. Recognize the steps and preparation required for organizational staffing.
2. Evaluate how various processes, tools, and techniques can influence the recruitment and selection process for traditional and remote workers.
3. Identify how to effectively communicate employee strengths and weaknesses through the use of performance tools.
4. Describe the importance of strategic workforce planning and HR's role in the process.
5. Evaluate the impact of the organization's internal environment, as well as how factors in the external environment impact workforce planning.

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:

None

Suggested:

Within this course, we are recommending that students join SHRM; however, this is not mandated. Approximate cost is \$40.00 for SHRM student membership.

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

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Cairns, T. D. (2015). Disruptive talent-acquisition strategies. *Employment Relations Today*, 42(3), 29–35.
- Karr, G. (2016). Peer to peer: Five emerging trends in global recruiting to act on now. *Recruiter*, 42.
- Maurer, R. (2017). Strategic talent sourcing. *HR Magazine*, 62(4), 70–71.

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Steps in the Organization Staffing Process

In the organizational staffing process, there are four primary steps that should be addressed.

1. Workforce Planning - HR and management work together to analyze the current workforce and then devise steps/plans to meet the organization's anticipated needs.
2. Job Analysis and Documentation - A thorough analysis of the job(s) is completed to determine the necessary knowledge, skills, and abilities (KSAs). Then, this information is documented and categorized according to job types and job descriptions.
3. Sourcing and Recruiting - Multiple channels are used to identify and recruit talent.
4. Selection and Assessment - Various selection and assessment methods (such as interviewing and assessment tests) are used to narrow down the applicant pool and eventually make the hire.

As a Talent Acquisition Director, you have been asked to devise a staffing plan that will allow the organization to expand into a new global territory.

- Develop a report that you will share with the executive team about the staffing process.
- List each step of the staffing process in detail and discuss recruitment plans for one division of the organization (e.g., marketing, sales, finance).
- Additionally, in your report, discuss implications you may run into while expanding into a new global territory.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information.

Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings. The CSU-Global Library is a good place to find these references.

Option #2: Steps in the Organization Staffing Process

As organizations expand into new global territories, they face a new set of challenges when it comes to the staffing process. Culture plays a tremendous role on the talent acquisition strategies used. For example, if a US company has a career webpage that uses language that is only recognizable to Americans, it may be off-putting to other nations. And what is important in one culture in terms of job attractiveness, may not be important to another. Therefore, understanding these dynamics is crucial in securing talent on a global scale.

As we have discussed, the organizational staffing process has four primary steps that should be accounted.

1. Workforce Planning - HR and management work together to analyze the current workforce and then devise steps/plans to meet the organization's anticipated needs.
2. Job Analysis and Documentation - A thorough analysis of the job(s) is completed to determine the necessary knowledge, skills, and abilities (KSAs). Then, this information is documented and categorized according to job types and job descriptions.

3. Sourcing and Recruiting - Multiple channels are used to identify and recruit talent.
4. Selection and Assessment - Various selection and assessment methods (such as interviewing and assessment tests) are used to narrow down the applicant pool and eventually make the hire.

For this assignment:

- Identify some of the implications of staffing in a global environment.
- Then, discuss the effects that cultural differences, among other factors, may have on each step of the organizational staffing process.
- Be sure to be thorough in your response and in identifying some of the cultural barriers that need to be considered depending on your organization's location of expansion.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information.

Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least two scholarly references in addition to the course readings. The CSU-Global Library is a good place to find these references.

Module 2

Readings

- Schnake, M. (2016). An exploratory investigation of explanations for the relative effectiveness of employee recruitment methods. *American Journal of Management, 16*(2), 40–45.
- Shalev, K. (2016). How I hired an entirely remote workforce. *Harvard Business Review Digital Articles, 2–4*.
- Stoilkovska, A., Ilieva, J., & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics, 6*(2), 281–292.

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Recruiting Methods

One of the primary objectives of recruiting is to attract qualified candidates to meet the organization's goals and objectives. Once organizations have determined the necessary worker competencies, the next step is to identify various sources that will help the organization determine the best candidates for the open roles. Often organizations will look internally, as it is the path of least resistance. However, to attract new talent outside of the organization, external recruitment efforts can be employed.

In today's current workforce, there is a mixture of both onsite and remote workers. Onsite workers are workers that typically work at the physical location of an organization. Virtual workers can work anywhere electronically.

As a recruiting manager for a company of your choice:

1. Create a job opening, based on the needs of the company.
2. Describe the position, as well as the ideal candidate.
3. List the job duties that will be performed.
4. List the required qualifications for the position.
5. Make sure to include whether the job will be onsite or virtual. Explain why this job is virtual/onsite.

Finally, devise a report to share with the leadership team about which recruitment method (e.g., external or internal), you believe is appropriate for hiring your worker. Additionally, explain why you believe an onsite worker or virtual worker should be employed for this particular position.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

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Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

Use credible sources. You may not use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:

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- A newspaper article
- A government-based website or publication
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The CSU-Global Library is a good place to find these references.

Option #2: Diversity and Recruitment Methods

In today's business environment, there is much conversation about diversity and inclusion.

Organizations are now more inclined to recruit diverse talent. Remote and local workers can be diverse candidates.

Imagine you are a part of Company X, which is a large IT company that specializes in helping their customers with desktop remote service issues. Company X hires IT professionals who work remotely, thus there are no face-to-face interactions between employees and customers.

As the Recruitment Manager for Company X, you have been tasked to hire two IT customer service representatives. One of the service representatives will work on site, while the other representative will work virtually. The leadership team has asked that you focus on recruiting diverse candidates.

Explain which recruitment method (e.g., external or internal), you believe is appropriate to use when hiring diverse talent. Also, discuss what organizations must be aware of when recruiting candidates of a diverse talent pool.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

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Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

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Portfolio Milestone (40 points)

Options 1 & 2: Research and Preparation

For this milestone, identify which option you will choose for your final Portfolio Project – option 1 or 2. Read both Portfolio Project descriptions in Module 8, and select one. Do not do both projects.

1. Explain why you selected the Portfolio Project option.
2. List the key points you will need to research for the option chosen. The key points would be:
 - a. Organizational Staffing Process
 - b. Employee Life Cycle
 - c. Workforce Analysis
 - d. Performance Standards
3. Finally, include a list of 5 references that you plan to use (not including the course readings) and explain how these references will enhance your document.

Finally, submit a 1-2 page document identifying these key points for your Portfolio Project, along with the references.

Module 3

Readings

- Hakmaoui, I., & Loukili, A. (2017). Global performance management: Case of small and medium-size business in Morocco. *International Journal for Quality Research*, 11(4), 835-848. Retrieved from <https://doaj.org/article/ebdeb5b52e3848eba402509d2c259570>
- Negoită, O. D. (2018). The use of performance management systems. *FAIMA Business & Management Journal*, 6(2), 17–23.
- Stanciu, R. D. (2015). Performance management - A strategic tool. *FAIMA Business & Management Journal*, 3(2), 5–12.

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Using Performance Management Tools to Communicate Performance

Performance management tools must rely on the strategic plan to be useful. The behaviors, results, and developmental plans of all employees must be aligned with the vision, mission, goals, and strategies of the organization and the business unit. There are many performance management tools available in the open market. Depending on the size and maturity of the organization, the right performance management tool must be chosen to help the organization communicate performance results with its workforce.

Discuss the following:

1. Identify an international company and evaluate its strategic plan. This can be done by reading about their vision, mission, and goals.
2. Once you have identified the strategic plan, identify one technological tool that can be used to effectively communicate the results of employee performance. Briefly explain how this tool can make for a successful performance management process.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information.

Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

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Option #2: Organization Aligning Performance with Strategy

Strategic planning serves several purposes, including defining an organization's identity, preparing for the future, analyzing the environment, providing focus, creating a culture of cooperation, generating new options, and serving as a guide for the daily activities of all organizational members.

Performance management tools must rely on the strategic plan to be useful. The behaviors, results, and developmental plans of all employees must be aligned with the vision, mission, goals, and strategies of the organization and unit.

For the purpose of this assignment, discuss the following:

1. Identify an international company and evaluate their organizational strategy. This can be done by reading about their vision, mission, and goals.
2. Research the various performance management tools available in the open market and then list at least two different performance tools that can be used to effectively evaluate employee performance.
3. Briefly describe the strengths and weaknesses of each of your chosen performance tools. How do the performance tools that you've chosen allow for employees to receive feedback on their performance, as well as ensure that the employee's work and job behaviors are directly aligned with the organization's strategy?

Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

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 - A newspaper article
 - A government-based website or publication
- Trade or industry journal article, publication, or website, including those from trade organizations.

Module 4

Readings

- Mayo, A. (2015). Strategic workforce planning - A vital business activity. *Strategic HR Review*, 14(5), 174–181.
- McNally, K. (2018). The imperative for strategic workforce planning and development: Challenges and opportunities. *AHA Today*.
- Negoită, O. D. (2018). The use of performance management systems. *FAIMA Business & Management Journal*, 6(2), 17–23.

Discussion (25 points)

Portfolio Milestone (60 points)

Option #1: Outline

Provide an outline of the sections you will include in the Human Capital Management plan for the final Portfolio Project. Under each section, please provide 2-3 sentences, including scholarly references, regarding what will be discussed.

Option #2: Outline

Provide an outline that explains the key sections of your revised Human Capital Plan for the final Portfolio Project. Provide section headers and a brief description of each.

Module 5

Readings

- Cravens, K., Iqbal, M. Z., Akbar, S & Budhwar, P. (2015). Effectiveness of performance appraisal: An integrated framework. *International Journal of Management Reviews*, 17, 510–533.
- Esmaeili, N. (2015). Strategic management and its application in modern organizations. *International Journal of Organizational Leadership*, 4(2), 118–126. doi: <http://dx.doi.org.csuglobal.idm.oclc.org/10.19236/IJOL.2015.02.02>
- Iqbal, M. Z., Akbar, S., & Budhwar, P. (2015). Effectiveness of performance appraisal: An integrated framework. *International Journal of Management Reviews*, 17(4), 510-533.
- Javidmehr, M., & Ebrahimpour, M. (2015). Performance appraisal bias and errors: The influences and consequences. *International Journal of Organizational Leadership*, 4(3), 286–302. doi:<http://dx.doi.org.csuglobal.idm.oclc.org/10.19236/IJOL.2015.03.06>

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Workforce Planning and Environmental Factors

A company you work for is looking to expand globally, and needs to reevaluate their workforce plan, so that they can be successful in their expansion. The organization is a large automobile manufacturer that employs about 2000 workers in the US. The company specializes in manufacturing electric powered automobiles. The company would like to open 3 new manufacturing facilities in India, China, and Russia due to the increased demand of electric automobiles in these emerging markets. Each location will need to hire at least 250 new workers for a total of 750 new employees. The organization would like to accomplish this in the next 2 to 5 years.

As the Director of HR, you have been put in charge of putting together a strategic workforce plan that will aid the organization in their globalized expansion.

Choose an environmental scanning tool, such as the PESTLE, SWOT, or Scenario analysis. Then create a report that discusses both the internal and external factors that will directly influence your organization's workforce plan.

Also, in this report discuss how your company will progress in meetings its global expansion in light of these internal or external environmental factors. For example, what solutions will the organization adopt if the external political environment keeps it from hiring the staff needed? Or, what will the organization do if there is not enough highly skilled labor to meet organizational demands.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

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Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

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Option #2: Impact of Environmental Factors in Workforce Planning

Internal and external factors also vary from company to company and from industry to industry as they relate to workforce planning.

Select two different companies, from two separate industries, and analyze each of their strategic plans. For example, Apple would be considered an organization in the technology industry, and Walmart, would be considered an organization in the retail industry.

For the purpose of this assignment, please discuss the following:

1. Compare 2-3 external and 2-3 internal factors that influence the industries differently.
2. Identify specific countries in which these factors would be influenced.

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Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

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- A newspaper article
- A government-based website or publication

Trade or industry journal article, publication, or website, including those from trade organizations.

Module 6

Readings

- Becker, D. (2016). How Eli Lilly fixed a broken performance management system. *People and Strategy*, 39(3), 11–12.
- Giles, S. (2016). The most important leadership competencies. *Harvard Business Review*. Retrieved from <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>
- Holderness, D. K., Olsen, K. J., & Thornock, T. A. (2019). Making performance feedback work. *Montvale*, 100(8), 46–51.

Discussion (25 points)

Critical Thinking (90 points)

Option #1: Performance Management Systems

The successful implementation of a performance management system requires a clear understanding of how the system works, as well as a clear understanding of its benefits from the different perspectives of all involved.

1. Identify and briefly explain a performance management system that focuses on leadership and motivating employees.
2. Analyze how leadership influences employee's motivation and organizational performance.
3. Discuss the communication plan that informs employees about the performance management process.
4. Discuss the appeals process of the PMS. This is the process that employees would go through to respond to the performance feedback.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information.

Your paper should be 5-7 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

Use credible sources. You may not use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:

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Options #2: Leadership Techniques

To implement an effective performance management system, we need to take into consideration the motivation of employees, as well as the leadership techniques needed to enhance human capital.

Establishing and using a good communication plan can help us describe the benefits of implementing performance management for all those involved.

As an HR Professional, you have been tasked with creating a presentation to mid-level managers. The presentation is on leadership competencies and the importance a good communication plan can have in relaying strengths and weaknesses to employees, which in turn can help maximize human capital.

1. Identify and briefly summarize at least two leadership theories that are based upon communication
2. Identify 5-7 core competencies that are desirable for leaders to possess. Explain the influence of these competencies on employee motivation.

The presentation (PowerPoint or other presentation program) should be 10-12 slides not including title or reference slides, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references (do not include blogs, Wikis, anonymous sources, etc.). The CSU-Global Library is a good place to find these references.

Module 7

Readings

- DeFazio, S. M. (2016). Future-proof your workforce. *Workforce Solutions Review*, 7(2), 40–43.
- Jalloh, A., Habib, M., & Turay, B. (2016). The effects of human resource planning in the implementation of operational activities in large scale enterprises. *International Journal of Information, Business and Management*, 8(1), 252–274.
- Mayo, A. (2015). Strategic workforce planning - A vital business activity. *Strategic HR Review*, 14(5), 174–181. doi:<http://dx.doi.org.csuglobal.idm.oclc.org/10.1108/SHR-08-2015-0063>
- Naznin, H., & Hussain, M. (2016). Strategic value contribution role of HR. *Vision: The Journal of Business Perspective*, 20(2), 135–138.

Discussion (25 points)

Module 8

Readings

- Barbour, T. (2018). Instant staffing solutions: Temporary work opportunities benefit employers and employees. *Alaska Business Monthly*, 34(5), 14–20.
- Engle, P. (2015). Succeeding in the new economy. *Industrial Engineer*, 47(8), 22.
- Horney, N. (2016). The gig economy: A disruptor requiring HR agility. *People & Strategy*, 39(3), 20–27.

Discussion (25 points)

Portfolio Project (250 points)

Option #1: Human Capital Plan

Identify an organization or use your own organization to design and develop a Human Capital plan that aligns with the organization's goals and objectives.

Within your document, please include the following aspects:

- Provide an organizational profile that includes mission/vision, and strategy of the organization
- Identify and evaluate the current Human Capital plan

Based on your evaluation, propose a new human capital plan that includes:

1. An explanation the new organizational staffing process for that organization
2. A description of the entire Employee Life Cycle (ELC) for your chosen organization
3. A complete a comprehensive workforce analysis that also depicts the internal and external environmental factors that impact the workforce plan
4. Newly created performance standards for the workforce and also discuss how strengths and weaknesses will be effectively communicated. Be sure to discuss the performance tools that will be used to capture and track employee performance data and help management provide accurate feedback to employees.

After completing the steps above, please explain how your proposal will improve the organization's overall performance and increase employee loyalty/commitment to the organization.

For this assignment you may want to view the Sample APA Paper if you need guidance on how to format your paper according to APA guidelines.

You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information.

Your paper should be 8-12 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course readings.

Use credible sources. You may not use Wikipedia for any CSU-Global assignment. For this assignment, a credible source is defined as:

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Option #2: Improving Human Capital Management

Imagine you have been hired to help a new organization improve its human capital plan. The existing plan is outdated and is yielding poor results (e.g., high turnover, dissatisfied employees, difficulty in attracting and retaining talent, etc.). Your first task is to design and develop a human capital plan. The owner's vision is to improve upon the human capital plan with the expectation that this improvement will also enhance the overall performance of the organization. You will be presenting your plan to the executive board.

For the purpose of this assignment, please include the following aspects:

- Provide an organizational profile that includes mission/vision, and strategy of the organization
- Identify and evaluate the current Human Capital plan

Based on your evaluation, propose a new human capital plan that includes:

1. An explanation the new organizational staffing process for that organization
2. A descriptions of the entire Employee Life Cycle (ELC) for your chosen organization
3. A complete a comprehensive workforce analysis that also depicts the internal and external environmental factors
4. Newly created performance standards for the workforce and also discuss how strengths and weaknesses will be effectively communicated. Be sure to discuss the performance tools that will be used to capture and track employee performance data and help management provide accurate feedback to employees.

After doing this, explain how your proposal will improve the human capital plan and thus organization's overall performance.

Your presentation (PowerPoint or other presentation program) should be 17-20 slides not including title or reference slides, and conform to CSU-Global Guide to Writing and APA. Include at least five scholarly references in addition to the course readings. Consider other industry/trade and government sources as well.

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

Citing Sources with APA Style

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

Disability Services Statement

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

Netiquette

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

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