

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:

An examination of the basic functions of management, including planning, organizing, leading, staffing and controlling and how they can be utilized to strengthen management, employee and organizational performance.

Course Overview:

This course provides an overview of business management, including the processes of planning, organizing, directing, and controlling. In addition, an introduction to managerial decision making, organizational culture, and entrepreneurship is included. The course is designed to provide basic insights into the art and science of management for students with little or no previous business training or background. It provides an overview of the process of management with the objective of increasing the awareness and knowledge of the complexity of managing people working in modern organizations.

Course Learning Outcomes:

- Describe the importance of managerial goals and objectives.
- Explain the use of varied leadership styles and techniques for developing a career in management.
- Discuss the importance of management to society, organizations, employees, consumers and the public.
- Distinguish the differences between entrepreneurship and established corporate organization behavior, governance and management.
- Describe forecasting and managing future trends, development and change.
- Demonstrate the use of managerial control tools and system.
- Recognize management strategy in a globalized world.

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:

- Robbins, S. P., Coulter, M. A., & DeCenzo, D. A. (2017). *Fundamentals of management* (10th ed.). New York, NY: Pearson Education ISBN: 9780134237473
- CapsimInbox (Please review the Student Registration Guide)

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.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1, 2, & 14 in *Fundamentals of Management*
- American Certification Institute. (n.d.). *Certifications*. Retrieved from <http://www.amcertinst.org/certifications.htm>

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

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

Option #1: The Impact of Happier Employees

Envision yourself as the middle manager in your organization. Create a PowerPoint presentation for upper level leadership in an effort to obtain a pledge of organization funding for employees who are interested in outside professional certification.

In your presentation, address the following:

- Summarize any connections between professional certifications and employee motivation.
- List examples of professional certifications (See the American Certification Institute).
- Calculate any cost associated with the professional certification.

- Explain to your superiors how you will use the 4 Functions Approach to plan, organize, lead, and control this effort.
- Describe the impact of a happy employee.
- Show any benefit(s) to the customers / stakeholders.

Your well-written PowerPoint should meet the following requirements:

Your presentation should include a minimum of 8-10 slides including title slide and reference slide(s), and be formatted according to the CSU-Global Guide to Writing and APA. Include speaker notes on each of your slides. Speaker notes should expand on the content you deliver in the PowerPoint. Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

Write clearly and logically, as you will be graded on content, analysis, and your adherence to the tenets of good academic writing—which should be succinct where possible while also exploring the topics appropriately. Remember that you can always improve your work by providing support from outside scholarly sources, which both help to bolster your own assertions and supplement your ideas.

Business Management and Administration Library Guide

A Library Guide is available via the following link to serve as a great resource in this course for you. *The Library Guide provides a variety of pre-selected databases within the library that are designed to support this specific course.* Be sure to use this link throughout the course to support your assignment and discussion board research efforts: **Management Library Guide**

Example PowerPoint Presentation

The sample PowerPoint presentation (linked in the assignment) provides added guidance in developing your PowerPoint slide presentation in this CT. Presentations in academia and in the business world require high-impact visuals and key, summarized points in the slides, plus extensive supporting speaker's notes, to accomplish the communication and decision-making outcomes you strive to achieve. Your audiences will find charts, graphs, models, and trend lines, for example, especially helpful in condensing data or ideas into a simple and understandable graphic.

Option #2: Skills Assessment: Are You in Control?

Based on your readings of Chapter 14 of your textbook and after completing a career assessment in the Career Center, complete a self-evaluation by discussing what you have discovered about yourself and the expectations of management control in all forms. Construct a PowerPoint presentation addressing the following:

- Summarize the findings of your career assessment results.
- List and give examples of the three steps in the control process.
- Explain to your superiors how you will use the 4 Functions Approach to plan, organize, lead, and control this effort.
- Compare what you have learned about yourself through the assessment and how you might lead, or follow, in a specific organization—one in which you are familiar or a large, known organization.
- Discuss the implications of your assessment results with a specific area of control in your personal life.

Your well-written PowerPoint should meet the following requirements:

Your presentation should include a minimum of 8-10 slides including title slide and reference slide(s), and formatted according to the CSU-Global Guide to Writing and APA. Include speaker notes on each of your slides. Speaker notes should expand on the content you deliver on the PowerPoint. Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

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Mastery Exercise (10 points)

Module 2

Readings

- Chapters 9 & 11 in *Fundamentals of Management*
- Gisela, S. V. & Giner, G. R. (2015) Effects of business internships on students, employers, and higher education institutions: A systematic review. *Journal of Employment Counseling, 52(3), 121-130.*
- Cheryl, W. M. (2018, Feb 12). Students look abroad for internships; International work experience can bolster a résumé, but the price tag can be significant. *Wall Street Journal (Online).*
- Marian Hoy Ph.D. (Education) (2011) Building pathways to working with collections: Can internships and student work experience help? *Australian Academic & Research Libraries, 42(1), 29-42.*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

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

Option #1: Personality and Motivation—Analyze a Personality

Demonstrate your understanding of personality and motivation, and your critical thinking and writing skills, by synthesizing theories of personality and motivation as covered in your textbook readings this

week. Include any theories you have discovered on your own personality and motivation research efforts. Base your response to this assignment on the personality of somebody with whom you have direct experience in the workplace—it could be a peer, a manager, a subordinate, or even yourself.

1. Describe the person's personality broadly (either as described by the "Big Five" model, or by the Myers-Briggs Type Indicator from Chapter 9 of your textbook).
2. Given what you know of the personality under examination, explain which theory, or theories, of motivation would be most effective for a manager to use when trying to help this individual achieve his or her full potential at work.
3. Describe the process of determination, and the theory, or theories, you eventually recommend.
4. Explain how the manager can use the tenets of that theory, or those theories, as applied to the person who serves as your case study.

Your well written paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find scholarly sources.

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Option #2: Soft Skills in Workplace Volunteering and Internships

After reading Hoy's (2011) article regarding internships and volunteering and visiting the Student Career Center to read the information about soft skills, identify an opportunity to volunteer or intern through your current workplace, through an organization connected to your field of study, or one found through the Student Career Center. Keep in mind that volunteering on a workplace committee, as an extension to the community or working under a mentor's care, are all examples of volunteering or internship (to name a few). Once you have identified your workplace opportunity, choose four soft skills from the list and complete the following:

- Analyze each of the four chosen soft skills in connection to what skill is important to your chosen volunteer or internship opportunity.
- Examine each with specifics, details, and offer examples related to your field of study.
- Conclude with a reflection of how your own soft skills could positively impact the chosen volunteer or internship experience.

Your well-written paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find scholarly sources.

Write clearly and logically, as you will be graded on content, analysis, and your adherence to the tenets of good academic writing—which should be succinct where possible while also exploring the topics appropriately. Remember that you can always improve your work by providing support from outside scholarly sources, which help both to bolster your own assertions and supplement your ideas.

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Mastery Exercise (10 points)

Module 3

Readings

- Chapters 10 & 12 in *Fundamentals of Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking Assignment (75 points)

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

Assignment Option #1: CapsimInbox Exercise – General Management

Complete the Capsim exercise at www.capsim.com.

Using the information from your feedback report describe your results in the following areas in this week's CT paper:

- Overall Performance
- Developmental Index
- Self-Awareness Score

Analyze your scores for each of the five soft skills areas.

- Explain what you can use from this analysis to help you be a better manager.
- Recognizing Issues
- Investigating Facts
- Identifying Stakeholders
- Generating Solutions
- Evaluating Consequences

Conclude with a reflection of how specific ways you would address improving three of these soft skills. Your well written paper should meet the following requirements:

- 3-4 pages in length
- Formatted according to the CSU-Global Guide to Writing and APA Requirements
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

Write clearly and logically, as you will be graded on content, analysis, and your adherence to the tenets of good academic writing, which should be succinct where possible while also exploring the topics appropriately. Although three outside scholarly sources are required for this paper, remember that you can always improve your work by providing support from additional outside scholarly sources, which helps both to bolster your own assertions and supplement your ideas.

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Management Library Guide: <https://csuglobal.libguides.com/c.php?g=791313>

Assignment Option #2: CapsimInbox Exercise – Non-General Management

Complete the Capsim exercise at www.capsim.com.

Once completed, assume the results are from an individual who reports to you (real or fictional). Using the information from your feedback report, describe the results in the following areas in this week's CT paper:

- Overall Performance
- Developmental Index
- Self-Awareness Score

Analyze the scores for each of the five soft skills areas.

Explain what you as a manager can use when trying to help this individual be a better employee.

- Recognizing Issues
- Investigating Facts
- Identifying Stakeholders
- Generating Solutions
- Evaluating Consequences

Conclude with a reflection of specific recommendations you as a manager would make to this individual to address improving three of these soft skills.

Your well-written paper should meet the following requirements:

- 3-4 pages in length
- Formatted according to the CSU-Global Guide to Writing and APA Requirements
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

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Management Library Guide: <https://csuglobal.libguides.com/c.php?g=791313>

Mastery Exercise (10 points)

Module 4

Readings

- Chapters 4 & 5 in *Fundamentals of Management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (75 points)

Choose one of the following two milestones, based on the Portfolio Project option you are completing, to submit this week. Do not do both milestones. Identify your assignment choice in the title of your submission.

Option #1: Interview Subject, Summary of Theories, and Outline

Review the Portfolio Project Descriptions and the Portfolio Project grading rubric, which can be accessed from the Module 8 folder. The Portfolio Project will be due at the end of the course before midnight of Week 8.

This week, select which of the two Portfolio Project options you will complete. Before midnight on Sunday, submit the name of the person who will be your interview subject and a summary of the theories that you plan to cover, along with an outline of your Portfolio Project, to the drop box link in this assignment. Your outline should include bullet points in the form of sentences or phrases describing each major argument you want to make, and organized as the final project will be organized. Your approach to theory can change as you progress through the Portfolio Project, so the information you provide this week is not set in stone. Although this document is by no means a complete or final document, it should be sufficiently advanced to serve as a guide for a working draft of your project that serves to ensure that your writing is clear, thoughtful, and precise. Your submission should be 250-500 words in length.

Business Management and Administration Library Guide

A Library Guide is available in the assignment to serve as a great resource in this course for you. The Library Guide provides a variety of pre-selected databases within the library that are designed to support this specific course. Be sure to use this link throughout the course to support your assignment and discussion board research efforts.

Option #2: Interview Subject, Summary of Theories, and Outline

Review the Portfolio Project Descriptions and the Portfolio Project grading rubric, which can be accessed from the Module 8 folder. The Portfolio Project will be due at the end of the course before midnight of Week 8.

This week select which of the two Portfolio Project options you will complete. Before midnight on Sunday, submit the name of the person who will be your interview subject and a summary of the theories that you plan to cover, along with an outline of your Portfolio Project, to the drop box link in this assignment. Your outline should include bullet points in the form of sentences or phrases describing each major argument you want to make, and organized as the final project will be organized. Your approach to theory can change as you progress through the Portfolio Project, so the information you provide this week is not set in stone. Although this is document is by no means a complete or final document, it should be sufficiently advanced to serve as a guide for a working draft of your project that serves to ensure that your writing is clear, thoughtful, and precise.

Your submission should be 250-500 words in length.

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A Library Guide is available in the assignment to serve as a great resource in this course for you. The Library Guide provides a variety of pre-selected databases within the library that are designed to support this specific course. Be sure to use this link throughout the course to support your assignment and discussion board research efforts.

Module 5

Readings

- Chapter 13 in *Fundamentals of Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

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

Option #1: Case Study Analysis: Social Benefit or Social Disaster?

Read and respond to a case study to demonstrate your understanding of, and ability to apply, the most important concepts of the module, especially regarding the potential pitfalls of communication media.

Click the link in the assignment to review a case study of Twitter in the 10th edition of the course textbook.

In an integrated essay, analyze the case from the perspective of a business organization, providing support for your analysis by replying to each of the following:

1. Explain the advantages and drawbacks for organizations using social media to communicate with various employees, customers, or the global communities.
2. Describe how communication barriers surface when using social media versus using traditional media.
3. Outline specific steps managers should take to be sure they communicate effectively when using social media.
4. Explain rules or policies (if any) business organizations should implement for employees using social media after office hours. Be as specific as possible.
5. Discuss the communication barriers a manager might encounter when using social media to create an organizational internship program.
6. From your recent readings and experiences, suggest guidelines managers and organizations could follow.

Your well-written paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find scholarly sources.

Write clearly and logically, as you will be graded on content, analysis, and your adherence to the tenets of good academic writing—which should be succinct where possible while also exploring the topics appropriately. Remember that you can always improve your work by providing support from outside scholarly sources, which help both to bolster your own assertions and supplement your ideas.

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Option #2: Case Study Analysis: Banning Email

Read and respond to a case study to demonstrate your understanding of, and ability to apply, the most important concepts of the module, especially regarding potential pitfalls of communication media.

Click the link in the assignment to review a case study of U.S. Cellular in the 10th edition of the course textbook. Next, visit the Job Search Toolkit component of the Career Center Resources to assist with your job search.

In an integrated essay, analyze the case providing support for your analysis by including the following:

1. Critically evaluate the position that e-mail tends to be generally unproductive in the workplace.
2. Review the communication challenges of dealing with this volume of e-mail.
3. Examine the idea that job-seekers (and seekers of internships) must use the internet, and consequently email, to find a job. Discuss the implications for managers who depend on email as a form of communication and for hiring.
4. Debate the concept of e-mail “replacement” by using more of a social media tool and whether this might it be better or worse when communicating throughout the organization or to external job-seekers (and seekers of internships). Include in your argument the factors that managers, specifically, must consider.

Your well-written paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

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Mastery Exercise (10 points)

Module 6

Readings

- Review Chapter 2 in *Fundamentals of Management*
- Chapter 6 in *Fundamentals of Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

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

Option #1: Case Study Analysis: New Kind of Structure

Read and respond to a case study to demonstrate your understanding of, and ability to apply, the concepts of organizational design and culture.

Click the link in the assignment to review a case study of Pfizer in the 10th edition of the course textbook.

Write an integrated essay that addresses the following items:

1. Describe and evaluate how Pfizer is allowing employees to be more productive with its PfizerWorks.
2. Analyze an organization where you work, or are familiar with, by considering the structural implications—good and bad—that the PfizerWorks approach would have in the specifics of productivity. (Address a minimum of one of the six organizational design elements in your analysis.)
3. Compare this arrangement with other types of organizations (including non-profit and volunteer, for example) and whether this structure would work.
4. Discuss the global aspect of adapting a structure similar to Pfizer and how the culture of the organization may or may not be impacted.

Your well-written paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

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Option #2: Case Study Analysis: Going to Extremes

Read and respond to a case study to demonstrate your understanding of, and ability to apply, the most important concepts of the module.

Click the link in the assignment to review a case study of Zappos in Chapter 2 of the course textbook.

Write an integrated essay that addresses the following items:

1. Find a list of all 10 of Zappos' corporate values. Pick two of the values and explain how you think those values would influence the way employees do their work.
2. Explain which areas where Zappos' culture is very high (or typical).
3. Describe how did Zappos' corporate culture began and how Zappos' corporate culture is maintained.
4. Discuss what other companies could learn from Tony Hsieh and Zappos' experiences.
5. Describe what could be improved in Zappos' corporate culture.

Your well-written proposal should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of three scholarly sources, at least one of which is not provided in, or linked from, the course. The CSU-Global Library is a great place to find these scholarly sources.

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Mastery Exercise (10 points)

Module 7

Readings

- Chapter 8 in *Fundamentals of Management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapters 3 & 7 in *Fundamentals of Management*
- Jaiprakash, P. (2015). Calculating employee compensation using an economic principle. *The Journal of Applied Business Research*, 31(3), 835-843.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (275 points)

Your Portfolio Project synthesizes information gathered from an interview you will conduct with a manager of your choosing, the knowledge you have gained in this course, and your own experience to create a research and reflection paper.

Be sure to thoroughly read the Portfolio Project description below and the Portfolio Project grading rubric, which can be accessed from the Course Information page. The Portfolio Project will be due at the end of the course before midnight of Week 8.

Portfolio Project Milestone (Option #1) Interview Subject, Summary of Theories, and Outline (75 points—Submitted in Week 4)

Your Portfolio Project Milestone must be submitted before midnight on Sunday during Week 4. Your deliverables during Week 4 are:

- The name of the person who will be your interview subject.

- A summary of the theories that you plan to cover.
- An outline of your portfolio project.

Your submission should be 250-500 words in length. Points for the milestone are awarded during Week 4 when the abovementioned deliverables are submitted. See Week 4 for instructions on completing and submitting the portfolio project milestone.

Portfolio Project Interview (275 points—Submitted in Week 8)

Choose a manager to interview with whom you are familiar—ideally, someone whom you admire and aspire to emulate. Ask him or her for some time—perhaps you can sit down for coffee—during which you can describe your course learning objectives and discuss what you have so far taken away from the class (in brief). Ask the manager what insights he or she has to offer to you at this point in your career.

The goal of the interview is to gain insight into what makes a good manager from the perspective of someone in a management position. Some topics to touch on in the interview could include the following:

- How did your interviewee come to be a manager (i.e., what career path he or she follow)?
- Has your interviewee found that professional certifications, volunteering, and continued education are important factors to career development?
- What has surprised your interviewee most about what it means to be an effective leader (as opposed to the popular view of what a successful leader is and/or does)?
- What roles are played by managerial goals, objectives, decision making, and communication on the job?
- How does the interviewee handle change management at his or her organization, and what specific challenges has he or she encountered?
- What advice does your interviewee offer to someone in your position in regards to your short- and long-term goals?

At the close of the interview, be sure to thank your interviewee for his or her time and assistance.

Note: Any documentation resulting from personal interviews by CSU-Global students are for the sole purposes of fulfilling a course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

Research and Reflection Paper

In the next phase, ruminate on what you learned in your interview—especially anything that helped you gain a deeper insight into the topics you studied in the course—and write a research and reflection paper in which you draw upon learning shared with your instructor and colleagues, your individual learning, and knowledge you have gained from the interview to demonstrate a more in-depth understanding of the foundational principles of management. In your paper, go beyond recitation of memorized facts or regurgitation of information; strive to synthesize the most important topics of management (i.e., leadership, personality, motivation, decision making, communication, and the importance of good management to yourself and to society) into a hybrid research and reflection paper.

Your paper should integrate responses to each of the following questions in a well-organized and coherent paper:

- Discuss the leadership precepts your interviewee imparted to you (or what can you glean on the topic as a result of your interview).
- Describe how the leadership precepts dovetail with one or more of the modern theories of leadership.

- Explain how the personalities of workers, colleagues, managers, and subordinates impact your performance in, and experience of, the workplace.
- Explain how the personalities of workers, colleagues, managers, and subordinates interact with one or more leadership models to create the most effective work environment.
- Describe one or two tenets of motivation theory you have taken away from the course, in light of your interview, the leadership model(s) you have discussed, and your own personality.
- Discuss how your understandings of motivation theories impact your conceptions of the best practices when it comes to making decisions and communicating at work. Based on your interview and on learning from this course, summarize what it takes to be an effective employee, a successful manager, and an exemplary citizen of society.

Your well-written paper should meet the following requirements:

- Be 8-10 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite at least five scholarly sources, at least one of which is not provided in, or linked from, the course, to support your assertions and strengthen your arguments. The CSU-Global Library is a great place to find these sources.

Refer to the Portfolio Project rubric on the Course Information page for grading criteria. Please proofread your paper to ensure the sentences, paragraphs, and ideas flow well and are logical, concise, and grammatically error-free.

Portfolio Project Assignment Option #2: Research and Reflection Paper—Non-Management Perspective (275 points)

Your Portfolio Project synthesizes information gathered from an interview you will conduct with an individual of your choosing who reports/has reported directly to, or works/has worked closely with, the knowledge you have gained in this course, and your experience to create a research and reflection paper.

Be sure to thoroughly read the Portfolio Project description below and the Portfolio Project grading rubric, which can be accessed from the Course Information page. The Portfolio Project will be due at the end of the course before midnight of Week 8.

Portfolio Project (Option #2): Interview Subject, Summary of Theories, and Outline (75 points—Submitted in Week 4)

Your Portfolio Project Milestone must be submitted before midnight on Sunday during Week 4. Your deliverables during Week 4 are:

- The name of the person who will be your interview subject.
- A summary of the theories that you plan to cover.
- An outline of your portfolio project.

Your submission should be 250-500 words in length. Points for the milestone are awarded during Week 4 when the abovementioned deliverables are submitted. See Week 4 for instructions on completing and submitting the portfolio project milestone.

Portfolio Project Interview (275 points—Submitted in Week 8)

Choose someone to interview with whom you are familiar—ideally, someone whom you know well. Preferably, the individual you chose should report directly to or have reported directly to you in the past, or should work closely with you or have worked closely with you in the past. Ask him or her for some time—perhaps you can sit down for coffee—during which you can describe your course learning

objectives and discuss what you have so far taken away from the class (in brief). Ask your interviewee what insights he or she has to offer to you about what makes a good manager.

The goal of the interview is to gain insight into what makes a good manager from the perspective of the employee, and how these insights dovetail with one or more of the modern theories of leadership.

Some topics to touch on in the interview could include the following:

- Does your interviewee have a favorite manager that he or she has worked with? Ask for an explanation of why this manager is a favorite.
- What does your interviewee believe makes a strong manager?
- What does your interviewee believe makes a weak manager?
- Does your interviewee aspire to be a manager someday? Why or why not?
- What does your interviewee believe it means to be an effective leader (as opposed to the popular view of what a successful leader is and/or does)?
- What roles do goals, objectives, decision making, and communication play on the job on a regular basis?
- How does the interviewee handle changes at his or her organization, and what specific challenges has he or she encountered with managers in the past?
- What advice does your interviewee offer to someone who is looking to become a manager?

At the close of the interview, be sure to thank your interviewee for his or her time and assistance.

Note: Any documentation resulting from personal interviews by CSU-Global students are for the sole purposes of fulfilling a course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

Research and Reflection Paper

In the next phase, ruminate on what you learned in your interview—especially anything that helped you gain a deeper insight into the topics we have studied in the course—and write a research and reflection paper in which you draw upon our shared learning, your individual learning, and the additional discernment you have gained from the interview to demonstrate a more in-depth understanding of the foundational principles of management. In your paper, go beyond a mere recitation of memorized facts or regurgitation of information; strive to synthesize the most important topics of management (i.e., leadership, personality, motivation, decision making, communication, and the importance of good management to yourself and to society) into a hybrid research and reflection paper.

Your paper should integrate responses to each of the following areas in a well-organized and coherent paper:

- Discuss the leadership precepts you gleaned as a result of your interview.
- Describe how the leadership precepts dovetail with one or more of the modern theories of leadership.
- Describe any management weaknesses or failures your interview imparted on you.
- Discuss how to address these weaknesses or failures in light of the leadership model(s) you have discussed.
- Describe one or two tenets of motivation theory you have taken away from the course, in light of your interview, the leadership model(s) you have discussed, and your own personality.
- Discuss how your understandings of motivation theories impact your conceptions of the best practices when it comes to making decisions and communicating at work.
- Based on your interview and on learning from this course, summarize what it takes to be an effective employee, a successful manager, and an exemplary citizen of society.

Your well-written paper should meet the following requirements:

- Be 8-10 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite at least five scholarly sources, at least one of which is not provided in, or linked from, the course, to support your assertions and strengthen your arguments. The CSU-Global Library is a great place to find these sources.

Refer to the Portfolio Project rubric on the Course Information page for grading criteria. Please proofread your paper to ensure the sentences, paragraphs, and ideas flow well and are logical, concise, and grammatically error-free.

COURSE POLICIES

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

Course Grading

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

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & 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.