

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:

The course emphasizes human behavior theories and organization development theories, including concepts and processes related to management of self, teams, and the organization. Topics include personality, emotions, ethics, learning, motivation, conflict, negotiation, leadership, and followership. These topics are supported through expectations of scholarly writing requirements, including library resources and APA Guidelines.

Course Overview:

MGT500 Organizational Behavior serves as an introduction to graduate management studies. As an entry to graduate-level work, the course includes instruction in academic writing, use of Colorado State University-Global Campus's Library, evaluation of research credibility, and topics germane to organizational behavior (OB). OB topics include those related to human behavior and management at three units of analysis—the individual, teams, and organizational levels.

Course Learning Outcomes:

1. Demonstrate academic writing using American Psychological Association writing style.
2. Demonstrate academic library research skills.
3. Compare and contrast human behavior theories, concepts, and processes at the individual level.
4. Differentiate human behavior theories, concepts, and processes at the interpersonal level.
5. Evaluate human behavior theories, concepts, and processes at the organizational level.

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:

Kirszner, L. G., & Mandell, S. R. (2016). *The brief Cengage handbook* (8th ed.). Boston, MA: Cengage Learning.
ISBN-13: 9781337287432

Nelson D. L., & Quick, J. C. (2017). *ORGB⁵: Organizational behavior* (5th ed.). Boston, MA: Cengage Learning.
ISBN-13: 9781305663916

You will need to register with Real Time Cases for access to the case studies included in the Portfolio Projects in Module 8. The registration process takes a little time. It is recommended that you register early: <https://realtimecases.com/>

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.
- **Live Classroom:** Although participation is not required, Live Classroom sessions are held during Week 3 and 6. There are two total sessions.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1, 2, 3, 7, 12, & 18 in *The Brief Cengage Handbook*

Discussion (25 points)

Module 2

Readings

- Chapters 7, 12, & 18 in *The Brief Cengage Handbook*
- Castille, C. M., Buckner, J. E., & Thoroughgood, C. N. (2018). Prosocial citizens without a moral compass? Examining the relationship between Machiavellianism and unethical pro-organizational behavior. *Journal of Business Ethics, 149*(4), 919-930. doi:10.1007/s10551-016-3079-9

Discussion (25 points)

Critical Thinking (75 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: Organizational Behavior Theory

Organizational Behavior embraces many other fields of knowledge built on both theoretical and applied research. Given this statement, select an article related to the field of organizational behavior. Then, identify and describe an organizational behavior theory contained in the article. Include what other fields contributed to the development of this theory. Identify why the content of this article is credible. What is your own experience with this theory?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

The CSU-Global Library has excellent resources to support your success, including multiple selections of sources to build your research and writing skills. On your Assignment page, you can access the Library's homepage; then click the *Get Help* tab at the top of the screen to explore these resources.

Option #2: Personal Working Theory

Organizational Behavior embraces many other fields of knowledge built on both theoretical and applied research. Given this statement, identify and describe a personal working theory that could be used to explain organizational behavior issues. Then conduct research to find an actual Organizational Behavior (OB) theory that aligns with your working theory. What other fields contributed to the development of this theory? Identify why the content of the article is credible. What is your own experience with this theory?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least

one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

The CSU-Global Library has excellent resources to support your success, including multiple selections of sources to build your research and writing skills. On your Assignment page, you can access the Library's homepage, then click the *Get Help* tab at the top of the screen to explore these resources.

Module 3

Readings

- Chapters 1, 3, & 4 in *ORGB⁵: Organizational Behavior*
- Mondal, R., & Steinberg, H. (2016). Accounting customer service, cultural differences, and the big five in China and the USA. *Allied Academies International Conference: Proceedings of The Academy of Accounting & Financial Studies (AAFS)*, 21(2), 17-21.
- Wheatley, M. (2017). Who do you choose to be? An invitation to the nobility of leadership. *Leader to Leader*, 2017(85), 37-41. doi:10.1002/ltl.20304

Discussion (25 points)

Live Classroom (0 points)

Critical Thinking (75 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: Personal Code of Moral Principles

Describe your own personal code of moral principles and values. How were these principles and values formed? Are these values and principles consistent with those of your current organization (the values and behaviors present within the organization) or community in which you interact? If a conflict between your personal values and these external larger group's values is present, what actions could you take to respect these conflicting values given that people's values include diverse perspectives? Consider gender, generation/age, and culture in your analysis. Remember, this is a confidential essay. Be honest. Personal values and principles may not coincide with those of others, religious organizations, or professional organizations.

Some values could include being honest (always tell the truth), never take an action that harms someone else, treat people like you would like to be treated, always contribute at the highest level possible, family comes first, people come first, at work the organization comes first, and always show up early for work. Consider your own value system. Ask yourself why you think or behave in certain ways, or why someone else's behavior angers you and creates a strong reaction within you. How might your reactions and your behaviors conflict with what values that you believe are important? The following link provides ideas on how you can identify your values: <https://www.inc.com/kevin-daum/define-your-personal-core-values-5-steps.html>

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

The CSU-Global Library has excellent resources to support your success, including multiple selections of sources to build your research and writing skills. On your Assignment page, you can access the Library's homepage; then click the *Get Help* tab at the top of the screen to explore these resources.

Option #2: Embodiment of Moral Values

Identify and describe a person—for example, Mahatma Gandhi, Martin Luther King, Jr., Mother Teresa, or Nelson Mandela—who embodied moral values. Describe this person's likely personal code of moral principles and values. How were these principles and values formed? Were these principles and values consistent with those of this person's larger environment? If a conflict between personal and larger values was present, how was it addressed? Consider culture, gender, and generation in your analysis.

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

The CSU-Global Library has excellent resources to support your success, including multiple selections of sources to build your research and writing skills. On your Assignment page, you can access the Library's homepage, then click the *Get Help* tab at the top of the screen to explore these resources.

Portfolio Project Milestone (25 points)

Choose one of the following two Portfolio Milestones 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 milestone, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Milestone Option #1: Personality Assessments (Self)

Option #1 Complete one or both of the following personality assessments (linked on your Assignment page):

- The Big Five Project free online personality assessment
- The Myers-Briggs personality test at the HumanMetrics website

After completing the assessment, write a 1- to 2-page paper that includes the results of one, or both, of these assessment tools. Include answers to the following questions in your submission: What new information did you learn? What information about your personality did you already know?

Format your submission according to the CSU-Global Guide to Writing & APA. A cover page and references page are required. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of two credible, academic references to support your work beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

Milestone Option #2: Personality Assessments (Cava's Leader)

Complete the Myers-Briggs personality test (linked on your Assignment page) as though you are Cava's leader.

- Myers-Briggs personality test at the HumanMetrics website

After completing the personality test, identify this leader's personality, strengths, and weaknesses in a 1- to 2-page paper. How does knowing this person's personality help inform you on potential conflicts between the two of you?

Format your submission according to the CSU-Global Guide to Writing & APA. A cover page and references page are required. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of two credible, academic references to support your work beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

Module 4

Readings

- Chapters 5 & 6 in *ORGB⁵: Organizational Behavior*
- Andres, H. (2017). Active teaching as a moderator of course difficulty. *Proceedings for the Northeast Region Decision Sciences Institute (NEDSI)*, 270-291.
- Khusainova, R., de Jong, A., Lee, N., Marshall, G. W., & Rudd, J. M. (2018). (Re)defining salesperson motivation: Current status, main challenges, and research directions. *Journal of Personal Selling & Sales Management*, 38(1), 2-29. doi:10.1080/08853134.2017.1415761

Discussion (25 points)

Critical Thinking (75 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: Expectancy Theory and a Second Theory of Motivation

Provide an example of an instance of personal motivation/demotivation regarding expectancy theory. Then give a second example of an instance of motivation/demotivation regarding a second theory of

motivation. Provide a critique of the reasons that motivation failed or succeeded. Given these experiences, what lessons were learned and what recommendations are possible?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Option #2: Equity Theory and a Second Theory of Motivation

Provide an example of an instance of personal motivation/ demotivation regarding equity theory. Then give a second example of an instance of motivation/demotivation regarding another theory of motivation. Provide a critique of the reasons that motivation failed or succeeded. Given these experiences, what lessons were learned and what recommendations are possible?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Module 5

Readings

- Chapters 7, 8, 9, 10, & 13 in *ORGB⁵: Organizational Behavior*
- Goodman, N. (2018). The challenge of virtual teambuilding. *Training, 55*(3), 40-41.
- Simms, J. (2017). There's more than one way to solve a dispute: Resolving workplace differences is a fine art – and many businesses have been getting it dramatically wrong. *People Management, 32-35*.
- Yao, D. J., & Chao, M. M. (2016). When forgiveness backfires: The joint effect of forgiveness expressions and victim gender. *Academy of Management Annual Meeting Proceedings, 2016*(1), 922-927. doi:10.5465/AMBPP.2016.62

Discussion (25 points)

Critical Thinking (75 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: Work or Personal Conflict

Describe a recent work or personal conflict:

- Why did the conflict exist?
- Was the conflict related to differences in interpersonal values, unclear expectations, or other areas?
- How was the conflict resolved?

Apply your knowledge from the course material to recommend a better method to approach and resolve this conflict.

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Option #2: Reorganizations and Work Group Conflict

Organizations in the United States are dynamic. Work groups are subject to reorganizations, and the workforce changes quickly with employees entering and exiting work groups. What issues do reorganizations and work-group composition changes create? How might conflicts stemming from such disruptions be addressed to provide value while reducing the ill effects of conflict?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Portfolio Project Milestone (25 points)

Choose one of the following two Portfolio Milestones 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 milestone, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Milestone Option #1:

In a 2- to 3-page paper, identify three theories that resonate with you as explaining other people's behaviors or your own behavior. Include details that describe the situation's relevance to the theory in conjunction with the application of the theory.

Format your submission according to the CSU-Global Guide to Writing & APA. A cover page and references page are required. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of three credible, academic references to support your work beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

Milestone Option #2:

In a 2- to 3-page paper, identify three theories that resonate with you as explaining Cava's leadership behavior. Include details that describe the situation's relevance to the theory in conjunction with the application of the theory.

Format your submission according to the CSU-Global Guide to Writing & APA. A cover page and references page are required. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of three credible, academic references to support your work beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

Module 6

Readings

- Chapters 11 & 12 in *ORGB⁵: Organizational Behavior*
- Creary, S. J., Caza, B. B., & Roberts, L. M. (2015). Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40(4), 538-562. doi:10.5465/amr.2013.0101
- Heller, J., Notgrass, D., & Conner, C. (2017). Moderators to the relationship between leaders' inspirational behaviors and followers' extra effort. *International Journal of Business & Public Administration*, 14(1), 36-55.
- Shahzadi, G., John, A., Qadeer, F., & Mehnaz, S. (2017). Followership behavior and leaders' trust: Do political skills matter? *Pakistan Journal of Commerce & Social Sciences*, 11(2), 653-670.

Discussion (25 points)

Live Classroom (0 points)

Critical Thinking (75 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: Self-Analysis: Follower

Leadership and followership are complementary concepts, and depending on the situation, one can be a follower, a leader, or both:

- Define leadership and followership.
- Describe yourself as a follower.
- Given your personality and description as a follower, what improvements are needed and how could these improvements be pursued to improve your performance as a follower?
- As a follower, what leadership characteristics do you value and why?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and

theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Option #2: Self-Analysis: Leader

Leadership and followership are complementary concepts and, depending on the situation, one can be a follower, a leader, or both:

- Define leadership and followership.
- Describe yourself as a leader.
- Given your personality and description as a leader, what improvements are needed and how could these improvements be pursued to improve your performance as a leader?
- As a leader, what followership characteristics do you value and why?

Your submission should be 4-6 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of four credible, academic references to support your work beyond the text or other course materials, including at least one peer-reviewed article. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Module 7

Readings

- Chapters 14, 15, & 17 in *ORGB⁵: Organizational Behavior*
- Černe, M., Hernalis, T., Dysvik, A., & Škerlavaj, M. (2017). The role of multilevel synergistic interplay among team mastery climate, knowledge hiding, and job characteristics in stimulating innovative work behavior. *Human Resource Management Journal*, 27(2), 281-299. doi:10.1111/1748-8583.12132
- Kessler, I., Heron, P., & Spilsbury, K. (2017). Human resource management innovation in health care: The institutionalization of new support roles. *Human Resource Management Journal*, 27(2), 228-245. doi:10.1111/1748-8583.12114
- Narang, S. (2018). Work domain innovation. *Human Capital*, 21(11), 50-52.

Discussion (25 points)

Critical Thinking (75 points)

As you begin your academic work in management, career considerations must be a part of your development process. Now is the time to explore career options and supporting subjects such as internships, volunteer opportunities, and professional certifications. The more you learn now about career-related opportunities, the better your choices will be in the future.

In this assignment, review the information and resources available at the [Student Career Center](#). Using these resources, complete a personal and career evaluation, begin to assemble (or update) your Career Portfolio, and explore internships and volunteer opportunities. While you will not turn in your Career

Portfolio as part of this assignment, you should begin to build your portfolio to help you complete this and other career-development assignments in future courses. You will have career-development assignments throughout your degree program as a required activity. It is important to understand the connections between your learning, your career, and your ability to pay back any financial obligations connected to the costs in obtaining your degree. CSU-Global works hard to keep tuition and course materials costs as low as possible and provide you with relevant content to support your career choice.

Review the following TED Talk on how to get noticed for job promotions by learning to develop business, strategic, and financial acumen. Consider how you can use this information to build your skills in your selected program:

Video: Susan Colantuono: The Career Advice You Probably Didn't Get

Summary: You're doing everything right at work, taking all the right advice, but you're just not moving up. Why? Susan Colantuono shares a simple, surprising piece of advice you might not have heard before quite so plainly. This talk, while aimed at an audience of women, has universal takeaways—for men and women, new grads, and mid-career workers.

Assignment Preparation/Activities (links provided on Assignment page)

1. Go to the [CSU-Global Career Center](#) and get familiar with the kind of information and resources available there.
2. In the Career Center, explore the [Careers and Majors](#) section. Download and complete any worksheets that will help you complete your assignment.
3. In the Career Center, read the information on the [Internships/Experience](#) page.
4. Conduct an online search in areas related to your career goals:
 - Search for volunteer opportunities in your community.
 - Identify (and bookmark) professional societies and certifications that interest you.
 - Identify a career path, building on your current position and future goals.
 - Visit [O*Net](#), from the Department of Labor, to identify trends, as well as the skills, experience, and education requirements for your career path.

Assignment Requirements

Develop a well-written 3- to 4-page paper that includes the following:

- *One internship position*: Include a link to the internship description and provide a summary of how this position relates to your career goals.
- *One volunteer opportunity*: Include a link to the description for the volunteer opportunity and provide a summary of how this opportunity relates to your career goals.
- *One professional certification*: Include a link to the description of this certification and summarize the qualifications required to obtain certification, as well as the value the certification provides.
- Identify a **Career Path** building on your current position and future goals. Include your alignment between your Myers-Briggs personality type and your future career goals and two actions you can take to leverage your personality type with the desired career goal.
- Provide a summary of your **Personal and Career Evaluation**. Include why you are interested in a career in organizational leadership, and describe your experience completing the evaluation.

Your submission should be 3-4 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Review the grading rubric to see how you will be graded for this assignment. Utilize headings to organize the content in your work.

Module 8

Readings

- Chapters 16 & 18 in *ORGB⁵: Organizational Behavior*
- Grama, B., & Todericiu, R. (2016). Change, resistance to change, and organizational cynicism. *Studies in Business & Economics, 11*(3), 47-54. doi:10.1515/sbe-2016-0034
- McCarthy, S. (2015). Organizational culture – If you can 'see' it you can change it. *Human Resources Magazine, 20*(3), 28-29.

Discussion (25 points)

Portfolio Project (300 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.

Portfolio Project Option #1: Personal Development Plan (PDP)

A Personal Development Plan (PDP) is a document that allows self-reflection, self-assessment, and research to understand yourself as an individual, as a member of teams, and as an organizational citizen. It also helps create opportunities for improvement goals. The PDP provides a foundation for becoming more effective in your roles as a follower, a leader, and a team member.

SECTION 1

Before describing explanatory theories, concepts, fit in teams, and fit in organizations, you must first articulate your strengths and weaknesses, values, and personality. Refer to previous course material throughout this project. This section of your project can include self-reflection, use of self-assessment instruments, and application of objective evidence.

Personal Assessment (3-5 pages): How do your personality assessment results fit into this section?

- Strengths/Weaknesses
- Values
- Personality

SECTION 2

Next, include an articulation of theories and concepts to explain your behavior at three levels of analysis (individual, team, and organization). In addition, include factors (contingencies/moderators) that may alter the theory/concept's operation. This section should include discussion of the following:

Theory/Concepts at the Individual Level (1-2 pages)

- What theories/concepts describe your behavior as an individual?

- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts? Consider peer pressure, the organization's culture, and other factors.

Theory/Concepts at the Team Level (1-2 pages)

- What theories/concepts describe your behavior as team member?
- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts? Consider peer pressure, the organization's culture, and other factors.

Theory/Concepts the Organization Level (1-2 pages)

- What theories/concepts describe your behavior as an organizational citizen?
- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts? Consider peer pressure, the organization's culture, and other factors.

SECTION 3

The final section looks to the future. Choose and describe at least one developmental goal at each of the three levels of analysis: the individual level, the team level, and the organizational level. Consider how the content of the course helps inform your choices of development goals. For each development goal, provide the goal, development activities (how you will work toward accomplishing the objective), resources/support (that you have or can develop toward achieving the goal), timeline, potential obstacles, and evidence of progress (i.e., milestones), as detailed below:

Development Goals (2-3 pages)

- Development Goal (Individual Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
- Development Goal (Team Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
- Development Goal (Organizational Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
 - References

Your paper should be 10-12 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories

from the course readings and module content. You must include a minimum of eight credible, peer reviewed and/or industry references beyond the textbook or other course materials. Review the grading rubric to see how you will be graded for this assignment.

Portfolio Project Option #2: Leadership Assessment—Cava’s Leadership: Incumbent Leader

This option entails an assessment of Real Time Case—*Cava’s Leadership: Incumbent Leader*. During this process, you will create a consulting/coaching report to recommend how this leader can be more effective. Thus, your job is to prepare a Personal Development Plan (PDP) tailored to the needs of this individual.

The leader’s PDP will allow the leader to better understand himself or herself, as an individual, as a member of teams, and as an organizational citizen, as well as to create opportunities for improvement goals. Thus, the PDP provides an understanding of this leader’s current characteristics and how the leader can become more effective as a follower, a leader, and a team member. Include theories and concepts from the course in your response. Remember to comply with the CSU-Global Guide to Writing & APA in citing your sources and creating your reference page, as well as the entire format of the submission.

SECTION 1

First, articulate the leader’s strengths and weaknesses, values, and personality. Can you identify this leader’s Myers-Briggs personality type? You need to understand the person before describing explanatory theories, concepts, and fit in teams and organizations. This section can include materials from observations, interviews, assessment instruments, and application of objective evidence.

Individual Assessment (3-5 pages)

- Strengths/Weaknesses
- Values
- Personality

SECTION 2

Next, articulate theories and concepts to explain the leader’s behavior at three levels of analysis (individual, team, and organization). In addition, discuss factors (i.e., contingencies/moderators) that may alter the theory/concept’s operation. This section should include the following:

Theory/Concepts at the Individual Level (1-2 pages)

- What theories/concepts that describe this leader’s behavior as an individual?
- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts?

Theory/Concepts at the Team Level (1-2 pages)

- What theories/concepts describe this leader’s behavior as team member?
- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts?

Theory/Concepts the Organization Level (1-2 pages)

- What theories/concepts describe this leader's behavior as an organizational citizen?
- What factors (i.e., contingencies/moderators) affect the operation of these theories/concepts?

SECTION 3

The final section looks to the future. Choose and describe at least one developmental goal at each of the three levels of analysis: the individual level, the team level, and the organizational level for the leader (include your description of Cava's culture in your paper). For each development goal, please provide the goal, development activities (how the leader can work toward accomplishing the objective), resources/support (that the leader has or can develop toward achieving the goal), timeline, potential obstacles, and evidence of progress (i.e., milestones), as detailed below:

Development Goals (2-3 pages)

- Development Goal (Individual Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
- Development Goal (Team Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
- Development Goal (Organizational Level)
 - Development Activities
 - Resources/Support
 - Timeline
 - Potential Obstacles
 - Evidence of Progress
 - References

Your paper should be 10-12 pages (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing & APA. Be sure to integrate and reference concepts, terms, and theories from the course readings and module content. You must include a minimum of eight credible, peer reviewed and/or industry references beyond the textbook or other course materials. Review the grading rubric to see how you will be graded for this assignment.

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% Portfolio Project & Milestones
0% Live Classroom

IN-CLASSROOM POLICIES

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

Academic Integrity

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