

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

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

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course focuses on the leadership and supervisory roles and responsibilities of a manager in the context of operations management. Topics include leadership, human capital, labor relationships, work environment, diversification, and workplace culture within the context of student's own workplace as well as across different organizations and industries in the global environment.

Course Overview:

In this course, students will develop and improve their leadership and supervisory skills while obtaining a deeper understanding of the responsibilities of a manager in the context of operations management. The course includes the following topics: leadership, human capital, labor relationships, work environment, diversification, and workplace culture. During this course, the students will conduct scholarly research on different organizations and industries while comparing their results against their own workplace during the review and analysis of each topic in the context of operations management.

Course Learning Outcomes:

1. List and describe the leadership and supervisory roles in operations management.
2. Formulate a human capital program specifically for operations management.
3. Explain optimal strategies for managing the unique work shift requirements for operations management.
4. Describe the benefits of a diversified workplace.
5. Discuss methods to improve the operations management work environment.
6. Discuss communication and conflict resolution skills.
7. Describe knowledge management and succession 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:

Northouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). Thousand Oaks, CA: Sage Publications. ISBN 1544325193

Reid, D. R., & Sanders, N. R. (2015). *Operations management: An integrated approach* (6th ed.). Hoboken, NJ: Wiley. ISBN: 9781118952610

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

- Chapter 1 in *Leadership: Theory and Practice Interactive eBook*
- Abdulla, A. A., Singh, S. K., Al-Nahyan, M., & Amrik, S. S. (2017). Change management through leadership: The mediating role of organizational culture. *International Journal of Organizational Analysis*, 25(4), 723-739.

- Duryab H., M. M. A., Rehman, C. A., & Ilyas, M. (2018). Impact of leadership styles on employees' outcome: Mediating role of organizational culture. *Journal of Managerial Sciences*, 12(1), 11–20.
- Peters, K., & Haslam A. (2018, August 6). Research: To be a good leader, start by being a good follower. *Harvard Business Review*.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project Overview (0 points)

Option #1

A final Portfolio Project is due at the end of the course. Please read the full Portfolio Project description on the **Week 8 Assignments** page to preview your Portfolio Project assignment. Also, review the final Portfolio Project grading rubric, which you can access in the **Course Information** section.

You will assume the leadership style and leadership roles of a hypothetical organization leading a team for purposes of this assignment.

Next, you will reflect on what you learned from each of the self-assessments (survey 8; p. 190) and (survey 9; p. 226), (Northouse, 2019), and describe what you learned from them or from other course insights that could be leveraged to address leadership styles and leadership roles in organizations. Be sure to assume the perspectives of a leader in this scenario.

Your paper should be arranged into the following titled sections:

- Introduction
- Overview of Transformational Leadership style
- Overview of Authentic Leadership style
- Applicability of self-assessment if leading a team in an international setting
- Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.
- Conclusion
- References
- Appendix for Chapter 8 Self-Assessment: Raw Results (survey 8; p. 190)
- Appendix for Chapter 9 Self-Assessment: Raw Results (survey 9; p. 226)

Final Paper Instructions:

1. Include an introduction. It must provide a clear statement of your position on the topic.
2. Your paper must be at 8-10 pages in length, not counting the title and reference pages, which you must include.
3. Select, cite, and incorporate proper substance from five credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
4. Offer your conclusions regarding how best to lead a team (i.e., your informed opinion on the issues raised).
5. The paper shall comply with the requirements defined within CSU-Global APA Guidelines.
6. Refer to the Portfolio Project rubric for grading criteria.

Specific leadership self-assessments are assigned in each of Weeks 5 and 7 in which there is no CT assignment due. You should complete the assigned self-assessments by the end of the week in which they are assigned. Submit the raw results, and an initial critical analysis and discussion, of your initial thoughts regarding the results in the form of a Word document as objective evidence of completion of these self-assessments.

Option #2

A final Portfolio Project is due at the end of the course. Please read the full Portfolio Project description on the **Week 8 Assignments** page to preview your Portfolio Project assignment. Also, review the final Portfolio Project grading rubric, which you can access in the **Course Information** section.

You will assume the leadership style and leadership roles of a hypothetical organization leading a team for purposes of this assignment.

Next, you will reflect on what you learned from each of the self-assessments (survey 10; p. 251) and (survey 11; p. 292), (Northouse, 2019), and describe what you learned from them or from other course insights that could be leveraged to address leadership styles and leadership roles in organizations. Be sure to assume the perspectives of a leader in this scenario.

Your paper should be arranged into the following titled sections:

- Introduction
- Overview of Servant Leadership style
- Overview of Adaptive Leadership style
- Applicability of self-assessment if leading a team in an international setting
- Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.
- Conclusion
- References
- Appendix for Chapter 10 Self-Assessment: Raw Results (survey 10; p. 251)
- Appendix for Chapter 11 Self-Assessment: Raw Results (survey 11; p. 292)

Final Paper Instructions:

1. Include an introduction. It must provide a clear statement of your position on the topic.
2. Your paper must be at 8-10 pages in length, not counting the title and reference pages, which you must include.
3. Select, cite, and incorporate proper substance from five credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
4. Offer your conclusions regarding how best to lead a team (i.e., your informed opinion on the issues raised).
5. The paper shall comply with the requirements defined within CSU-Global APA Guidelines.
6. Refer to the Portfolio Project rubric for grading criteria.

Specific leadership self-assessments are assigned in each of Weeks 5 and 7 in which there is no CT assignment due. You should complete the assigned self-assessments by the end of the week in which

they are assigned. Submit the raw results, and an initial critical analysis and discussion, of your initial thoughts regarding the results in the form of a Word document as objective evidence of completion of these self-assessments.

Module 2

Readings

- Chapter 14 in *Operations Management*
- Chapter 7 and 14 in *Leadership: Theory and Practice Interactive eBook*
- Ray, K., Decker, S., Mitsch, B., & Rocchetti, R. (2017). Creating a sustainable advantage through team building. *Employment Relations Today (Wiley)*, 44(2), 45–50.
- Thomas, J. (2018). Key tactics to build stronger teamwork. *Physician Leadership Journal*, 5(4), 26–29.
- Tjosvold, D., Chen, N. Y., Huang, X., & Xu, D. (2014). Developing cooperative teams to support individual performance and well-being in a call center in China. *Group Decision and Negotiation*, 23(2), 325–348.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (90 points)

Option #1: His Team Gets the Best Assignment-Case Study

Read case study in Chapter 7, p. 151, in *Leadership* (Northouse, 2019).

After reading the case study, answer the following questions and prepare a 3- to 4-page paper.

- Based on the principles of LMX theory, what observations would you make about Carly's leadership at Mills, Smith, and Peters?
- Is there an in-group and out-group, and if so, which are they?
- In what way are Carly's relationships with the four groups productive or counterproductive to the overall goals of the agency?
- Do you think Carly should change her approach toward the associate directors? If so, what should she do differently?

Instructions:

- Write a 3- to 4-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper; however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one leader coming from different industries. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC news will not be accepted. The CSU-Global Library is a good place to find these sources.

- Format your entire paper according to the CSU-Global Guide to Writing & APA.

Option #2: Working Hard at Being Fair? - Case Study

Read case study in Chapter 7, p. 153, in *Leadership* (Northouse, 2019).

After reading the case study, answer the following questions and prepare a 3- to 4-page paper.

- Based on the LMX model, how would you describe Jenny's leadership?
- How do you think the employees at City Mortgage should have responded to Jenny?
- If you were asked to follow in Jenny's footsteps, do you think you could or would want to manage City Mortgage with a similar style?

Instructions:

- Write a 3- to 4-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper; however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- Be clear, concise, and focused. Be sure to properly organize your writing and, after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one leader coming from different industries. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC news will not be accepted. The CSU-Global Library is a good place to find these sources.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.

Mastery Exercise (10 points)

Module 3

Readings

- Chapter 2 in *Operations Management*
- Chapter 6 in *Leadership: Theory and Practice Interactive eBook*
- Philo, J. R. (2016). Understanding employee engagement. *Personnel Psychology*, 69(2), 501–504.
- Singh, R. (2016). The impact of intrinsic and extrinsic motivators on employee engagement in information organizations. *Journal of Education for Library & Information Science*, 57(2), 197–206.

Discussion (25 points)

Critical Thinking (CT) Assignment (90 points)

Option # 1 - Motivation Recognition in Different Industries Paper

Read three scholarly, peer-reviewed sources from the CSU Global Library and prepare a paper per the requirements noted below.

The sources you select should each focus on a different firm with all three firms representing different industries.

After reading these sources, develop a comparison between the leadership of the firms to address the following outcomes:

- Explain the leader's role in employee engagement.
- Explain how leaders can motivate others through recognition.
- Explain path-goal theory and if this theory was or was not successful and why.

Instructions:

- Write a 3- to 4-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Option # 2 - Motivation Recognition in the Same Industry Paper

Read three scholarly, peer-reviewed sources from the CSU Global Library and prepare a paper per the requirements outlined below. The sources you select should each focus on a different firm with all three firms representing the same industry.

After reading these sources, develop a comparison between the leadership of the firms to answer the following questions.

- Explain the leader's role in employee engagement.
- Explain how leaders can motivate others through recognition.
- Explain path-goal theory and if this theory was or was not successful and why.

Instructions:

- Write a 3- to 4-page paper, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one firm with all three firms coming from the same industry. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 3 in *Operations Management*
- Chapter 16 in *Leadership: Theory and Practice Interactive eBook*
- Glover, G., & Friedman, H. (2014). Cultural dilemmas and sociocultural encounters: A transcultural approach for understanding, assessing, and changing culture. *Organization Development Journal*, 32(2), 79–92.
- Moonjoo, K. (2017). Effects of team diversity, transformational leadership, and perceived organizational support on team-learning behavior. *Social Behavior & Personality: An International Journal*, 45(8), 1255–1270.

Discussion (25 points)

Critical Thinking (CT) Assignment (90 points)

Option #1 - Cultural Diversity in Different Industries Paper

Read three scholarly, peer-reviewed sources from the CSU Global Library and prepare a paper.

The sources you select should each focus on a different firm with all three firms representing different industries.

After reading these sources, develop a comparison between the leadership of the firms to address the following outcomes and prepare a 3- to 4-page paper.

- Explain how cultural factors, including values, influence leadership practice.
- Explain the contribution of cultural sensitivity and cultural intelligence to leadership effectiveness.
- Explain leadership initiatives to enhance the acceptance of cultural diversity.
- Explain the importance of overcoming cross-cultural barriers to communication.

Instructions:

- Write a 3- to 4-page paper or about 1500 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one firm with all three firms coming from different industries. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Option #2- Cultural Diversity in the Same Industry Paper

Read three scholarly, peer-reviewed sources from the CSU Global Library and prepare a paper.

The sources you select should each focus on a different firm with all three firms representing the same industry.

After reading these sources, develop a comparison between the leadership of the firms to answer the following questions in your paper.

- Explain how cultural factors, including values, influence leadership practice.
- Explain the contribution of cultural sensitivity and cultural intelligence to leadership effectiveness.
- Explain leadership initiatives to enhance the acceptance of cultural diversity.
- Explain the importance of overcoming cross-cultural barriers to communication.

Instructions:

- Write a 3- to 4-page paper or about 1500 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited work. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one firm with all three firms coming from the same industry. Non-scholarly or not peer-reviewed resources such as Wikipedia, USA Today, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Mastery Exercise (10 points)

Module 5

Readings

- Chapter 8 in *Leadership: Theory and Practice Interactive eBook*
- Holt, S., Hall, A., & Gilley, A. (2018). Essential components of leadership development programs. *Journal of Managerial Issues, 30*(2), 214–229.
- Phillips, P., Ray, R., & Phillips, J. J. (2016). How to capture the business value of leadership development. *People & Strategy, 39*(2), 46–51.

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project Milestone (75 points)

Option #1

Chapters 8 - Self Assessments

Complete the following self-assessments from Chapter 8 Transformational Leadership in your *Leadership* textbook:

To access Leadership Self-Assessment Survey 8, go to page 163, under “Interactive Leadership Assessment”, click on “Interactive Questionnaire”.

1. In a well-written document, discuss your initial thoughts regarding your raw results from self-assessments specific to Portfolio Project Option #1.

2. Make sure that the first set of assessments for your submission synthesizes the results and describes their applicability to you as:
 - a. a leader within an organization leading a team with Transformational Leadership style, and
 - b. give a brief background of your chosen organization with regard to operation management initiatives of the organization.

CT Submittal Requirements:

- Prepare a 1- to 2-page paper (minimum 500-1000 words.) Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements above.
- To save your results to a file, click "Print Survey" located at the bottom right hand of the survey then select the option in the "Print" dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate. Start collaborating with your classmate and their self-assessments, as you will need this for your final portfolio project. You can reach out to your classmate via the class internet chat or through email.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric on the **Course Information** page for more details.

Option #2

Chapters 10 - Self Assessments

Complete the following self-assessments from Chapter 10 Servant Leadership in your *Leadership* textbook:

To access Leadership Self-Assessment Survey 10, go to page 227, under "Interactive Leadership Assessment", click on "Interactive Questionnaire".

1. In a well-written document, discuss your initial thoughts regarding your raw results from self-assessments specific to Portfolio Project Option #2.
2. Make sure that the this first set of assessments for your submission synthesizes the results and describes their applicability to you as:
 - a. a leader within an organization leading a team with Servant Leadership style, and
 - b. give a brief background of your chosen organization with regard to operations management initiatives of the organization.

CT Submittal Requirements:

- Prepare a 1- to 2-page paper (minimum 500-1000 words.) Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements above.

- To save your results to a file, click “Print Survey” located at the bottom right hand of the survey. Select the option in the “Print” dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments, as you will need this for your final portfolio project. You can reach out to your classmate via the class Internet chat or through email.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric on the **Course Information** page for more details.

Module 6

Readings

- Chapter 13 in *Leadership: Theory and Practice Interactive eBook*
- Landells, E., & Albrecht, S. (2017). The positives and negatives of organizational politics: A qualitative study. *Journal of Business & Psychology, 32*(1), 41–58.
- Matsudaira, K. (2016). Delegation as art. *Communications of the ACM, 59*(5), 58–60.

Discussion (25 points)

Critical Thinking (100 points)

Option #1 - Ethical Leadership Style Questionnaire

Please read and complete in your Leadership textbook, Chapter 13, survey 13 and hypothetical situations 1 thru 5 in which a leader is confronted with ethical dilemmas. To access Leadership Self-Assessment Survey 13, please refer to the end of Chapter 13, see "Ethical Leadership Style Questionnaire (Short Form)".

Place yourself in the role of the leader or manager in the situation and indicate with an “X” your most preferred response. Your most preferred response is the response that best describes why you would do what you would do in that particular situation. Choose only one response. Remember there are no right or wrong answers. Follow the instructions to score your assessment and interpretations and submit a PDF of your results as an appendix to show that you have completed your assessment.

Discuss and critically analyze each action you took and the impact of these actions on the various factors used in each of the following six ethical and honest influence leadership tactics used during the decision-making process:

1. Leading by example and respect,
2. Using rational persuasion,
3. Explaining the benefits to the target,
4. Making a personal appeal,
5. Developing a reputation as a subject matter expert, and
6. Exchanging favors and bargaining.

Instructions:

- Write a 3- to 4-page paper or about 1500 words, not including the title and reference pages, which are required.
- To save your results to a file, click “Print Survey” located at the bottom right hand of the survey. Select the option in the “Print” dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one firm with all three firms coming from different industries. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Option #2 - Ethical Leadership Style Questionnaire

Please read and complete in your Leadership textbook, Chapter 13, survey 13 and hypothetical situations 6 through 10 in which a leader is confronted with ethical dilemmas. To access Leadership Self-Assessment Survey 13, please refer to the end of Chapter 13, see "Ethical Leadership Style Questionnaire (Short Form)".

Place yourself in the role of the leader or manager in the situation and indicate with an “X” your most preferred response. Your most preferred response is the response that best describes why you would do what you would do in that particular situation. Choose only one response. Remember there is no right or wrong answers. Follow the instructions to score your assessment and interpretations and submit a PDF of your results as an appendix to show that you have completed your assessment.

Discuss and critically analyze each action you took and the impact of these actions on the various factors used in each of the following six ethical and honest influence leadership tactics used during the decision-making process:

1. Legitimizing a request;
2. Making an inspirational appeal, being charming, and emotional display;
3. Consultation with others;
4. Forming coalitions;
5. Being a team player; and
6. Practicing hands-on leadership.

Instructions:

- Write a 3- to 4-page paper or about 1500 words, not including the title and reference pages, which are required.
- To save your results to a file, click “Print Survey” located at the bottom right hand of the survey. Select the option in the “Print” dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a reference page with cited references. This is an individual paper, however, you should reflect on our Discussion Forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references and can include resources from this course. Each source will focus on one firm with all three firms coming from

different industries. Non-scholarly or not peer-reviewed resources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted. The CSU-Global Library is a good place to find these sources.

Mastery Exercise (10 points)

Module 7

Readings

- Chapter 9 in *Leadership: Theory and Practice Interactive eBook*
- Ohlhausen, P. E., & McGarvey, D. (2018). The use of metrics to manage enterprise security risks: Understanding, evaluation and persuasion. *Journal of Business Continuity & Emergency Planning*, 12(1), 6–16.
- Yasuto, U. (2016). Leading by ear: Listening as a key leadership skill. *Journal of Property Management*, 81(1), 26–27.

Discussion (25 points)

Portfolio Project Milestone (75 Points)

Option #1 - Chapters 9 - Self Assessments

Complete the following self-assessments from Chapter 9 Authentic Leadership in your *Leadership* textbook:

To access Leadership Self-Assessment Survey 9, go to page 197, under “Interactive Leadership Assessment”, click on “Interactive Questionnaire”.

1. In a well-written document, discuss your initial thoughts regarding your raw results from self-assessments specific to Portfolio Project Option #1.
2. Make sure that the first set of assessments for your submission synthesizes the results and describes their applicability to you as:
 - a. leader within an organization leading a team with Transformational Leadership style, and
 - b. give a brief background of your chosen organization with regard to operation management initiatives of the organization.

CT Submittal Requirements:

- Prepare a 1- to 2-page paper (minimum 500-1000 words.) Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements.
- To save your results to a file, click “Print Survey” located at the bottom right hand of the survey. Select the option in the “Print” dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final portfolio project. You can reach out to your classmate via the class internet chat or through email.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric on the **Course Information** page for more details.

Option #2 - Chapter 11 - Self Assessments

Complete the following self-assessments from Chapter 11 Adaptive Leadership in your *Leadership* textbook:

To access Leadership Self-Assessment Survey 11, go to page 257, under “Interactive Leadership Assessment”, click on “Interactive Questionnaire”.

1. In a well-written document, discuss your initial thoughts regarding your raw results from self-assessments specific to Portfolio Project Option #2.
2. Make sure that the first set of assessments for your submission synthesizes the results and describes their applicability to you as:
 - a. leader within an organization leading a team with Transformational Leadership style, and
 - b. give a brief background of your chosen organization with regard to operation management initiatives of the organization.

CT Submittal Requirements:

- Prepare a 1- to 2-page paper (minimum 500-1000 words.) Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements.
- To save your results to a file, click “Print Survey” located at the bottom right hand of the survey. Then select the option in the “Print” dialog box to save the pages as a PDF. Attach the PDF as an Appendix to your paper to show your self-assessment results.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final portfolio project.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric on the **Course Information** page for more details.

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 16 in *Operations Management*
- Chapter 12 in *Leadership: Theory and Practice Interactive eBook*
- Chapter 13 – PowerPoint Presentation from *Leadership: Research findings, practices, and skills*
- Bunea, A., Dinu, G., & Popescu, D. M. (2016). Organizational learning versus the learning organization - Emerging concepts enhancing the leadership role. *Valahian Journal of Economic Studies*, 7(4), 57–64.
- Kaufman, R. (2017). Practical strategic leadership: Aligning human performance development with organizational contribution. *Performance Improvement*, 56(2), 16–21.

Discussion (25 points)

Portfolio Project (200 points)

Option # 1 - Strategic Leadership

You will assume the leadership style and leadership roles of a hypothetical organization leading a team for purposes of this assignment.

Next, you will reflect on what you learned from each of the self-assessments (survey 8) and (survey 9), (Northouse, 2019), and describe what you learned from them or from other course insights that could be leveraged to address leadership styles and leadership roles in organizations. Be sure to assume the perspectives of a leader in this scenario.

Your paper should be arranged into the following titled sections:

- Introduction
- Overview of Transformational Leadership style
- Overview of Authentic Leadership style
- Applicability of self-assessment if leading a team in an international setting
- Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.
- Conclusion
- References
- Appendix for Chapter 8 Self-Assessment: Raw Results (survey 8)
- Appendix for Chapter 9 Self-Assessment: Raw Results (survey 9)

Final Paper Instructions:

1. Include an introduction. It must provide a clear statement of your position on the topic.
2. Your paper must be at 8-10 pages in length, not counting the title and reference pages, which you must include.
3. Select five credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
4. Offer your conclusions regarding how best to lead a team (i.e., your informed opinion on the issues raised).
5. The paper shall comply with the requirements defined within CSU-Global APA Guidelines.
6. Refer to the Portfolio Project rubric for grading criteria.

The paper must demonstrate what you have learned about current issues related to experiences of strategic leadership management. Your paper is expected to have depth and offer a thoughtful analysis on the topic. The paper should be based on references to scholarly materials (rather than on introductory textbooks, popular website writings, or musings, for example) and should support your claims with evidence.

The most common mistakes in writing an essay are (a) simply summarizing the topic and not analyzing it or discussing your views and (b) failing to relate the subject to the broader context of leadership, as discussed in class and as found in the readings. Adequately including the broader contexts includes, for example, considering how your research might yield a different approach to strategic leadership management.

Option # 2 - Strategic Leadership

You will assume the leadership style and leadership roles of a hypothetical organization leading a team for purposes of this assignment.

Next, you will reflect on what you learned from each of the self-assessments (survey 10) and (survey 11), (Northouse, 2019), and describe what you learned from them or from other course insights that could be leveraged to address leadership styles and leadership roles in organizations. Be sure to assume the perspectives of a leader in this scenario.

Your paper should be arranged into the following titled sections:

- Introduction
- Overview of Servant Leadership style
- Overview of Adaptive Leadership style
- Applicability of self-assessment if leading a team in an international setting
- Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.
- Conclusion
- References
- Appendix for Chapter 10 Self-Assessment: Raw Results (survey 10)
- Appendix for Chapter 11 Self-Assessment: Raw Results (survey 11)

Final Paper Instructions:

1. Include an introduction. It must provide a clear statement of your position on the topic.
2. Your paper must be at 8-10 pages in length, not counting the title and reference pages, which you must include.
3. Select five credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
4. Offer your conclusions regarding how best to lead a team (i.e., your informed opinion on the issues raised).
5. The paper shall comply with the requirements defined within CSU-Global APA Guidelines.
6. Refer to the Portfolio Project rubric for grading criteria.

The paper must demonstrate what you have learned about current issues related to experiences of strategic leadership management. Your paper is expected to have depth and offer a thoughtful analysis on the topic. The paper should be based on references to scholarly materials (rather than on introductory textbooks, popular website writings, or musings, for example) and should support your claims with evidence.

The most common mistakes in writing an essay are (a) simply summarizing the topic and not analyzing it or discussing your views and (b) failing to relate the subject to the broader context of leadership, as discussed in class and as found in the readings. Adequately including the broader contexts includes, for example, considering how your research might yield a different approach to strategic leadership management.

Mastery Exercise (10 points)

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.

PMI-GAC Accreditation and PMI Certification

CSU-Global's Bachelor of Science in Project Management and Master of Project Management are accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC). GAC accreditation ensures the quality of academic degree programs and their graduates to meet the standards of the rapidly growing field of project management.

Among other [requirements](#), Project Management Institute (PMI) requires those who aspire to take the PMP exam to have a minimum of 35 contact hours of documented training in project management. Other PMI certificates have a similar requirement too. Students may utilize the courses taken at CSU-Global to satisfy these requirements.

Operations Management and Supervision (OPS) careers

CSU-Global is focused on providing career-relevant degree programs that align with industry requirements and best practices. CSU-Global's Operations Management and Supervision (OPS) courses are designed to provide students with the business and operations management skills necessary to succeed in an increasingly global economy and changing business environment. This program prepares learners to fulfill the organizational roles and responsibilities of Operations Management and Supervision. The learner will evaluate how companies manage manufacturing processes and services effectively and efficiently and the use of information to improve organizational performance. The courses are focused on developing students' knowledge, skills, and abilities in operations management, finance, management, leadership, strategic and critical thinking, decisionmaking, and business governance.

Faculty members serve as peer cohort mentors and facilitators, career coaches, writing coaches, and résumé reviewers for students, and represent the university at various academic and professional conferences and events. Students who need additional academic support to answer questions about degree programs may request to speak with the Program Chair or can schedule a meeting with a faculty career coach via an online scheduling tool located in the student portal. The career center allows students the opportunity to talk to a career coach, search for jobs and have access to a variety of resources.

A variety of job opportunities exist in various fields of practice in operations management and to maintain high standards of practice in this industry, operations management practitioners need to pay adequate attention to education and training to ensure they obtain the skills they need to succeed. Obtaining well-known industry certificates is one of the ways that operations management practitioners can choose to improve their skills, set themselves apart from competitors, and showcase their credentials. Here are some of the example certificates that operations management practitioners may choose to pursue:

- Certificates offered by APICS including the APICS Certified in Production and Inventory Management (CPIM), Certified Supply Chain Professional (CSCP), and Certified in Logistics, Transportation and Distribution (CLTD).
- Certificates offered by the ASQ such as the Certified Manager of Quality/Organizational Excellence, the ASQ Master Black Belt (MBB) certification, and the ASQ Certified Six Sigma Black Belt
- The Certified Professional in Supply Management (CPSM) from the Institute for Supply Management (ISM)
- The SCPro™ from the Council of Supply Chain Management Professionals (CSCMP)
- Other example certificates include the certificates offered by Project Management Institute (PMI)

Ethics and Professional Conduct

CSU global is committed to preparing its graduates to approach every situation ethically and professionally. Students are encouraged to reflect upon course topics that focus on ethical and professional conduct issues in business. Students in the Project Management programs of study including those who pursue the Operation Management and Supervision specialization/certificate are encouraged to use the Code of Ethics and Professional Conduct published by the Project Management Institute (PMI)®. PMI codifies ethical principles for professionals in the field of project management which serve as the foundational principles for students in this program.

Reference: Project Management Institute. (n.d.) Code of Ethics and Professional Conduct. Newtown Square, Pa: Project Management Institute. Retrieved from <https://www.pmi.org/about/ethics/code>

APICS Student Membership

CSU-Global encourages students who pursue the Operation Management and Supervision specialization/certificate to consider becoming members of APICS. APICS is the association for supply chain management. It is one of the leading provider of research, education and certification programs that elevate supply chain excellence, innovation and resilience.

APICS offers free student membership for eligible full-time students. Student membership is available to those currently enrolled as a full-time student (according to your educational institution's policy) at an accredited college or university. Learn about at this link:

<https://www.apics.org/apics-for-individuals/membership/categories>