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 examines the development and leadership of traditional, multi-cultural, and virtual teams. The fundamentals of team communication, motivation, decision making, problem solving, conflict management, performance management, power, politics, ethics, and team sustainability will be analyzed and applied using course materials and an online simulation game, Pacific: The Leadership Game.

COURSE OVERVIEW:

This course provides students with the opportunity to examine the concepts and practice the skills needed to effectively lead teams in organizations. In addition to course readings and interactive lectures, students will participate in Pacific: The Leadership Game, an online simulation, to learn and practice the fundamentals of team communication, motivation, decision making, problem solving, conflict management, performance management, power, politics, ethics, and team sustainability. Concepts learned and practiced will develop students' abilities to lead teams in organizations.

COURSE LEARNING OUTCOMES:

1. Analyze the factors impacting effective team composition and roles.
2. Identify the fundamentals of effective team communication and motivation.
3. Apply effective strategies of decision making, problem solving, and conflict management.
4. Examine the fundamentals of managing team performance.
5. Apply the principles of organizational power, politics, and ethics to improve team performance.
6. Apply the fundamentals of team leadership in multi-cultural and virtual teams.
7. Assess how sustainability impacts a team's response to change.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical

problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:
None.

NOTE: *All 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.
- **Pacific Discussions:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings
- Aaron, J. R., McDowell, W. C., & Herdman, A. O. (2014). The effects of a team charter on student team behaviors. *Journal of Education for Business, 89*(2), 90-97.
- Oke, A. E., Olatunji, S. O., Awodele, A. O., Akinola, J. A., & Kuma-Agbenyo, M. (2016). Importance of team roles composition to success of construction projects. *International Journal of Construction Project Management, 8*(2), 141-152.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Team Charter (Paper or Presentation)
In this assignment, you will create a Team Charter for the Pacific team. The Team Charter will include at a minimum the following sections:

- Background
    - o Provide the background that resulted in the team being formed.
- Purpose and Scope
    - o Describe the purpose for forming the team. Briefly describe the scope, goals, objectives, and anticipated outcomes.

- Team Composition and Member Roles
  - List the name of each team member using fictional names for confidentiality purposes. Identify the experience of each team member and recognize any specialized knowledge which may be relevant to the project.
- Team Operations
  - Describe how the team plans to function. Present your team 'rules' or guidelines for communication and decision making. Discuss how the team will deal with conflict including what communication behaviors will allow for constructive conflict management.
- Team Performance Assessment
  - Identify major activities, outcomes, and time lines. Document performance milestones needed for team success.
- Approvals
  - Create an acknowledgement statement. Indicate that all members of the team have agreed with the charter and are committed to the responsibilities indicated in the document.

The Charter should be supported by outside sources as appropriate. For example, the member roles, operations, and performance assessment sections would be strengthened by support from outside sources.

Your completed assignment must adhere to the following parameters:
- Be a 2- to 3-page paper (not including title and reference pages) **or** a 5- to 8-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 1 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Team Charter: Current or Previous Team (Paper or Presentation)
In this assignment, you will create a Team Charter for a current or previous team in which you have participated. The Team Charter will include at a minimum the following sections:

- Background
  - Provide the background that resulted in the team being formed.
- Purpose and Scope
  - Describe the purpose for forming the team. Briefly describe the scope, goals, objectives, and anticipated outcomes.
- Team Composition and Member Roles
  - List the name of each team member using fictional names for confidentiality purposes. Identify the experience of each team member and recognize any specialized knowledge which may be relevant to the project.
- Team Operations
  - Describe how the team plans to function. Present your team 'rules' or guidelines for communication and decision making. Discuss how the team will deal with conflict including what communication behaviors will allow for constructive conflict management.

- Team Performance Assessment
  - Identify major activities, outcomes, and time lines. Document performance milestones needed for team success.
- Approvals
  - Create an acknowledgement statement. Indicate that all members of the team have agreed with the charter and are committed to the responsibilities indicated in the document.

The Charter should be supported by outside sources as appropriate. For example, the member roles, operations, and performance assessment sections would be strengthened by support from outside sources.

Your completed assignment must adhere to the following parameters:
- Be a 2- to 3-page paper (not including title and reference pages) **or** a 5- to 8-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three scholarly sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 1 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 2

Readings
- Cardon, P. W., & Marshall, B. (2015). The hype and reality of social media use for work collaboration and team communication. *International Journal of Business Communication, 52*(3), 273-293.
- Hu, J., & Liden, R. C. (2015). Making a difference in the teamwork: Linking team prosocial motivation to team processes and effectiveness. *Academy of Management Journal, 58*(4), 1102-1127.
- Huffmeier, J., Krumm, S., Kanthak, J., & Hertel, G. (2012). 'Don't let the group down': Facets of instrumentality moderate the motivating effects of groups in a field experiment. *European Journal of Social Psychology*, *42*(5), 533-538.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Team Development (Paper or Presentation)
Create a plan to develop the Pacific Team focusing on communication and motivation. Your plan will include a) an assessment of the team development activities provided in the game including their purpose and perceived effectiveness and b) two team development activities, in addition to those provided in the game, that you would implement for the team.

Provide a two to three paragraph explanation of the two additional development activities explaining the intended focus and outcome. Use available research in your explanations to support why you chose each development activity, how you would implement the activity, and what outcomes you expect.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 2 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Development Processes (Paper or Presentation)
Consider a current or previous team in which you have participated, focusing on their communication and motivation. Create a plan to develop that team focusing on communication and motivation. Your plan will include a) an assessment of the current or previous state of communication and motivation of the team and b) two development activities you would implement for the team to improve communication and motivation.

Provide a two to three paragraph explanation of the two additional development activities explaining the intended focus and outcome. Use available research in your explanations to support why you chose each development activity, how you would implement the process, and what outcomes you expect.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 2 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 3

Readings
- Halvorsen, K. (2018). Questions as interactional resource in team decision-making. *International Journal of Business Communications, 55*(1), 69-93.
- Hung, W. (2013). Team-based complex problem-solving: A collective cognition perspective. *Educational Technology Research & Development, 61*(3), 365-384.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Delegation of Decision-Making Power (Paper or Presentation)
In the game Pacific, you are the team leader and, given the structure of the game, are responsible for making all decisions. By now you know your team members fairly well. If you had the ability to delegate some of your decision-making responsibilities to your team members, what decisions would you delegate to whom and why? What type of decision-making approach and process would you like to see them use? How effective would they be in making decisions in the best interest of the team? Would the balloon be completed sooner if you were able to do this in the game?

Your completed assignment must adhere to the following parameters:
- Be a 3-to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 3 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: New Market Launch (Paper or Presentation)
You are the leader of a team that has been tasked with deciding whether to launch their company's top-selling product in a new geographical market. Factors to consider include the new market's demographics, the company's financial stability, production capabilities, and the available methods of distribution, to name a few. While the decision contains elements of both programmed and non-programmed decisions, which best describes the nature of the decision as a whole? Create a flowchart illustrating the steps you would follow and the processes you would use to arrive at an effective team decision. What questions would you as the leader ask along the way? How would the final decision be made? Use available resources to support the steps and processes you propose.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 3 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 4

Readings
- Khan, K., Iqbal, Y., & Hussainy, S. K. (2016). Causes, effects, and remedies in conflict management. *South East Asian Journal of Management, 10*(2), 152-172.
- Kirti, C. (2016). Organizational conflict and most preferred conflict management styles: A research study conducted at NTPC, PATNA. *Journal of Research in Commerce and Management, 7*(5), 92-100.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Conflict Management (Paper or Presentation)

Malcom and Julia are collaborating on assembling the elements of the burner but disagree on how this should be done. Having designed the diagram of the process for building the hot air balloon, Malcom feels his approach is the most effective and efficient. Julia disagrees and feels the details of the design are faulty. The conflict has escalated. Julia is shouting at Malcom and refuses to give him the tools they need to complete the assembly. Malcom is accusing Julia of not being a team player. Considering Malcom and Julia's personalities and motivation factors, how do you approach this conflict? What type of conflict are you dealing with i.e. task, process, and/or relationship? What factors precipitated the escalation of the conflict? As the leader, what actions do you take to resolve the conflict? What can be learned from working through this conflict?

Your completed assignment must adhere to the following parameters:

- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 4 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Resolving Serious Conflict Between Team Members (Paper or Presentation)

The members of your project team are in serious conflict. They have been tasked with conducting a quality assessment of your company's product testing process. The number of product failures being reported by consumers has increased and your team needs to find out how the failures are being passed through test. Their main disagreement is about the approach they should take to assess the process. The fact that Kurt and Janet have never liked each other isn't helping, and Christine, the person who generally mediates between them, is fed up with their immaturity and is refusing to intervene. Thomas is disengaged as he believes the testing process is just fine; rather, it is the test employees who are at fault and should be fired. Describe the type of conflict involved i.e. task, process, and/or relationship. What factors within the team allowed the conflict to escalate? As the leader, what is your approach to resolving this conflict? What can be learned from working through this conflict?

Your completed assignment must adhere to the following parameters:

- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.

- Review the grading rubric, which can be found in the Module 4 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 5

Readings
- Brencic, V. (2015). Employers' efforts to deter shirking in teams: Evidence from job vacancies. *Review of Labour Economics & Industrial Relations, 29*(1), 52-78.
- Danish, R. Q., Aslam, N., Shahid, A. U., Gashir, F., & Tariq, S. (2017). Impact of team characteristics on team performance in banking sector of Pakistan. *Journal of Commerce, 7*(4), 183-199.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Efficiency, Productivity, and Performance (Paper or Presentation)
Team performance is a multi-layered construct which includes efficiency and productivity. Describe the approach you have taken in the game, efficiency or productivity? What have you done that supports efficiency? What have you done that supports productivity? Assess the efficiency with which you have approached the task of building the hot air balloon. Describe how this has impacted your productivity. Evaluate why both efficiency and productivity are needed for team performance.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 5 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Building Blocks of Managing Team Performance (Paper or Presentation)
There are six building blocks of managing team performance. In two to three paragraphs, describe each of the building blocks and what role they play in team performance. Give examples of actions a leader would take to support each of the building blocks.

The Building Blocks of Managing Team Performance:

- Direction
- Goal alignment
- Performance monitoring
- Ongoing feedback
- Coaching and development
- Rewards, recognition, compensation

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 5 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 6

Readings
- Cairns, T. D. (2017). Power, politics, and leadership in the workplace. *Employment Relations Today.* DOI 10.1002.ert
- Reiley, P., & Jacobs, R. (2016). Ethics matter: Moderating leaders' power use and followers' citizenship behaviors. *Journal of Business Ethics, 134*(1), 69-81.
- Yan, R., Baiyin, Y., & Lin, M. (2017). Leaders' sense of power and team performance: A moderated mediation model. *Social Behavior & Personality: An International Journal, 45*(4), 641-656.

Pacific Discussion (25 points)

Discussion (25 points)

Critical Thinking (50 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: Pacific: Power, Politics, and Ethics Scenario (Paper or Presentation)
The construction diagram showing how to build the hot air balloon is missing. Everyone immediately assumes someone has taken it in an exercise of power.

- Malcolm is intellectually able to recreate the diagram but is emotionally upset that someone would not work as part of the team by sabotaging their progress toward getting off the island.
- Annika is emotionally distraught at the thought of never getting off the island to reconcile with her mother.
- Julia seems unconcerned the diagram is missing as she is sure she can remember the details of the diagram and can direct the team in completing the balloon.
- Omar is not upset rather he is angry. As a competitive entrepreneur, he simply wants to get the job done and get off the island.
- Mai is also upset the diagram is missing and saddened by the thought that someone would sabotage the project.
- You, as the leader, would rather believe the diagram simply blew away in the wind or was taken by an animal.

Regardless, the diagram is missing and you must find a way to lead your team through this situation and resume progress on the balloon. What types of power do you see being exercised and by whom? What type of power will you utilize? What sort of political behaviors are occurring and how do you address

them? What ethical challenges does the team face?

Understanding your leadership skills, knowledge, and abilities is important when addressing issues involving power, politics, and ethics. Visit the Career Center, Job Search tab, Personal and Career Evaluation, Skill Set Worksheet. Include in your submission five skills from the worksheet that you feel will contribute to your ability to address issues of power, politics, and ethics.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 6 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Political Skills Inventory (Paper or Presentation)
After reading the article "Power, Politics, and Leadership in the Workplace" (Cairns, 2017), complete the Political Skills Inventory on Pages 7 and 8. What is your overall political score? Discuss each of your Individual Competency Scores. Do you feel the score adequately reflects your political skills? Can the competencies be used unethically? If so, how? How might you use each of the competencies to positively impact team performance? Would any of the power bases by involved? If so, which ones and how?

Understanding your leadership skills, knowledge, and abilities is important when addressing issues involving power, politics, and ethics. Visit the Career Center, Job Search tab, Personal and Career Evaluation, Skill Set Worksheet. Include in your submission five skills from the worksheet that you feel will contribute to your ability to address issues of power, politics, and ethics.

Your completed assignment must adhere to the following parameters:
- Be a 3- to 5-page paper (not including title and reference pages) **or** an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of three credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 6 folder.
  Be formatted according to the CSU-Global Guide to Writing & APA.

MODULE 7

Readings
- Jensen, K. (2015). Global innovation and cross-cultural collaboration: The influence of organizational mechanisms. *Management International, Special Issue* (19), 101-116.
- Morgan, L., Paucar-Caceres, A., & Alberto, W. G. (2014). Leading effective global virtual teams: The consequences of methods of communication. *Systemic Practice & Action Research, 27*(6), 607-624.

- Zofi, Y. (2012). Why cross-cultural communication is critical to virtual teams and how to overcome the intercultural disconnect. *People and Strategy, 35*(1), 7-8.

Pacific Discussion (25 points)

Discussion (25 points)

MODULE 8

Readings
- Global Leadership Foundation. (2018). Creating a great team culture. Retrieved from https://globalleadershipfoundation.com/deepening-understanding/creating-a-great-team-culture/
- Liu, L. A., Inlow, L., & Feng, J. B. (2014). Institutionalizing sustainable conflict management in organizations: Leaders, networks, and sensemaking. *Conflict Management Quarterly, 32*(2), 155-176.

Pacific Discussion (25 points)

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: Pacific Action Cards (Paper or Presentation)

During the game Pacific, periodically Action Cards popped up requiring your attention. The situation was described and you were given several responses from which to choose. For this Portfolio Project Option, you will create your own original Action Cards for Pacific. Create an Action Card for each of the following topics. Each card will have a description of the situation and three possible responses. You will include notes regarding which response is correct and why.

- Team communication and motivation
- Decision making and problem solving
- Conflict management
- Performance management
- Power, politics, and ethics

Your completed assignment must adhere to the following parameters:
- Include 5 Action Cards (not including title and reference pages) or an 8- to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of five credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 8 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Portfolio Project Option #2: Launching a New Product Line

For this Portfolio Project Option, you will act as an employee in a large company that develops and distributes men's and women's personal care products. The company has developed a new product line, and you have been asked to lead a marketing team in launching the new line. Explain how you would lead the team through this task. What would your first steps be? How would you help your team be

successful? In explaining your approach, be sure to address the following:

- Team communication and motivation
- Decision making and problem solving
- Conflict management
- Performance management
- Power, politics, and ethics

For example, how would you motivate your team? How would you make decisions and solve problems? What would you do when conflict arises? How would you address power, political behaviors, and the ethics of the team? How would you manage the overall performance of the team?

Your completed assignment must adhere to the following parameters:
- Be a 6- to 9-page paper (not including title and reference pages) or an 8-to 10-minute presentation (presentation tools such as Prezi, GoogleSlides, PowerPoint, Keynote, or others can be used).
- Be supported by a minimum of five credible, academic or professional sources. Remember, you must support your thinking and prior knowledge with references, even in a video presentation.
- Include an APA style reference list at the end of the paper or with your presentation file.
- Review the grading rubric, which can be found in the Module 8 folder. Be formatted according to the CSU-Global Guide to Writing & APA.

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% Pacific Discussion Participation
20% Discussion Participation
30% Critical Thinking Assignments
30% 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 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.