ORG515: Dynamics of Power in Organizations

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:
In this course, students will identify influences of power in the organization. Students examine the role of leadership and human behaviors related to power issues encountered in organizations and consider the positive and negative outcomes of the influence of power from the perspectives of leader, manager, and team member.

Course Overview:
This course examines the issues of power, influence, and politics within organizations, which includes effective leader and follower strategies and power and influence tactics, and their effects on employee motivation. The student will examine individual approaches; identify, analyze, and critique their own political and negotiating styles; and review gender communication variances. The student will also develop strategies for improving organizational relationships, responding to political settings, and increasing their organizational influence. Finally, the student will examine emerging issues in leadership within a fast-paced, global business environment.

Course Learning Outcomes:

1. Compare and contrast power versus influence and their role in society.
2. Evaluate techniques for understanding, achieving, and positively applying power and influence.
3. Analyze factors that impact the politics of power.
4. Assess the motives and styles of diverse leaders

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:

No required textbook for this course. A minimum of two academic and other journal articles as well as relevant videos are required assignments each week.

Suggested:

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.

Week #	Readings	Assignments
1	- Heimans, J. & Timms, H. (2014). Understanding "new power". Harvard Business Review, 92(12), 48-56. - Levine, M. & Boaks, J. (2014). What does ethics have to do with leadership? Journal of Business Ethics, 124(2), 225-242. - Liu, E. (2016, February 23). *How to understand power* [Video file].	- Discussion (25 points) - Critical Thinking (75 points)
2	Lyubovnikova, J., Legood, A., Turner, N., & Mamakouka, A. (2017). *How authentic leadership influences team performance: The mediating role of team reflexivity. Journal of Business Ethics, 141*(1), 59-70. doi:http://dx.doi.org.csuglobal.idm.oclc.org/10.1007/s10551-015-2692-3	- Discussion (25 points) - Critical Thinking (75 points)

	• Sinek, S. (2014, May 19). *Why good leaders make you feel safe* [Video file]. Retrieved • Sousa, M., & van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical power on follower engagement. *Journal of Business Ethics, 141*(1), 13-25. doi:http://dx.doi.org.csuglobal.idm.oclc.org/10.1007/s10551-015-2725-y	
3	• Daum, K. (2013, September 30). 8 Tips for empowering employees. • Dhyan, D. (2014, December 11). *Role of politics power and perception in an organization* [Video file]. • MindTools. (n.d.). *French and Raven's five forms of power: Understanding where power comes from in the workplace*. • Wright, J. L. (2015, January 11). *21 laws by John Maxwell: Law #12: Empowerment* [Video file].	• Discussion (25 points) • Critical Thinking (75 points) • Portfolio Milestone (25 points)
4	• Gruenfeld, D. H. (2017). *Power & influence* [Video file]. Retrieved • The Negotiation Experts. (2016). The unethical side of negotiation.	• Discussion (25 points) • Critical Thinking (75 points) • Portfolio Milestone (25 points)
5	• Riccardi, P. (2014, October 21). *Cross cultural communication* [Video file]. • Shuh, S., Hernandez Bark, A. Van Quaquebeke, N., Hossein, R., Frieg, P. & Dick, R. (2014). Gender differences in leadership role occupancy: The mediating role of power motivation. *Journal of Business Ethics*, *120*(3), 363-379.	• Discussion (25 points) • Critical Thinking (75 points) • Portfolio Milestone (25 points)
6	• Team-based global organisations: Goodbye to hierarchy-based global organising. (2016). *Strategic Direction, 32*(3), 16-18. • Workforce Singapore. (2013, September 26). *Learn how to manage people and be a better leader* [Video file]. • Zander, L. Bulter, C.L. & Mockaitis, A. (2015). *Team-based global organizations: The future of global organizing*.	• Discussion (25 points) • Critical Thinking (75 points)
7	• Colantuono, S. (2013, December 6). *Closing the leadership gender gap: Susan Colantuono at TEDxBeaconStreet* [Video file]. • Jenmattar79. (2015, August 15). *Gender differences in communication* [Video file]. • Roy, A. (2014, October 31). *Patriarchy— power and gender in the 21c* [Video file]. • Schuh, S. Hernandez Bark, A., Van Quaquebeke, N., Hossien, R. Frieg, P., & Dick, R. (2014, March). Gender differences in leadership role occupancy: The mediating role of power motivation. *Journal of Business Ethics, 120*(3), 363-379.	• Discussion (25 points)
8	• Sinek, S. (2016, June 3). *Simon Sinek on the future of work* [Video file].	• Discussion (25 points) • Portfolio (275 points)

Assignment Details

This course includes the following assignments/projects:

Module 1

CRITICAL THINKING ASSIGNMENT (75 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Influence Tactics Paper
There are seven influence tactics an individual can use to influence others: silent authority, assertiveness, information control, coalition formation, upward appeal, persuasion, impression management, and exchange.

 Instructions:

1. Select a well-known leader, alive or deceased, and conduct research on the influence tactics he or she has used to influence others. Identify the tactics and the specific situations in which they were used.
2. Based on your research, determine which tactics were the most successful for this leader.
3. Write a paper which examines the leader's use of tactics to influence followers.

Paper Requirements:

- Your paper should include an introduction and a conclusion and should be 4-5 pages long, not including the title or reference pages, which you must include.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*.

Review the Module 1 Critical Thinking Rubric for full details on how you will be graded on this assignment.

Option #2: Influence Tactics Presentation
There are seven influencing tactics an individual can use to influence others: silent authority, assertiveness, information control, coalition formation, upward appeal, persuasion, impression management, and exchange.

 Instructions:

- Select a well-known leader, alive or deceased, and conduct research on the influence tactics he or she has used to influence others. Identify the tactics and the specific situations in which they were used.
- Based on your research, determine which tactics were the most successful for this leader.
- Create a slide presentation which examines the leader's use of tactics to influence followers.

Presentation Requirements:
- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.

- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 1 Critical Thinking Rubric for full details on how you will be graded on this assignment.

Module 2

CRITICAL THINKING ASSIGNMENT (75 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Transformational Leader with Vision

Transformation leaders are viewed as change agents in their organization. They develop, build, model and encourage the vision for the organization. Choose a leader and evaluate how he or she supports the elements of vision in his or her organization. You must identify the leader and his or her organization, and provide a URL to the leader's website and to the organization.

Instructions:

1. Evaluate how this leader communicates the vision.
2. What does this leader do to encourage experimentation?
3. How does this leader model the vision?
4. Evaluate how this leader builds commitment to the vision.

Paper Requirements:

- Your paper should include an introduction and a conclusion and should be 4-5 pages long, not including the title or reference pages, which you must include.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*.

Review the Module 2 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor with any questions.

Option #2: What is Vision?

In the world of business there is a growing need for a vision for the future of all organizations. Vision has four basic concepts, which are: develop and communicate a strategic vision, build commitment to the vision, model the vision, and encourage experimentation. In your present organization, how do leaders support the four parts of vision? If you are presently not working, use one you are familiar with.

Answer these questions:

1. Given the information you have read about the four core concepts of vision, what is the vision of your organization? Does this vision follow the four core concepts of vision?

2. Describe how your organization supports the vision.
3. What should your organization do to better support the vision?

Directions

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 2 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor with any questions.

PORTFOLIO PROJECT REMINDER
Review Portfolio Project Assignments
Review the two options for your final Portfolio Project assignment in Module 8. Consider which option you will complete and review the corresponding grading rubric

Note that you have three preliminary deliverables for the final Portfolio Project:
1) Submit names of leaders: due in Week 3
2) Submit outline of paper: due in Week 4
3) Submit annotated bibliography: due in Week 5

Each deliverable is worth 25 points. This week, reach out to your instructor with any questions as you consider which assignment option you will choose.

Module 3

CRITICAL THINKING ASSIGNMENT (75 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Power in Organizations Paper

As you have read in this week's required readings, there are three fundamental sources of power (or five when you look at expert and referent power) in any organization. Choose an organization you have worked for or researched and analyze the forms of power.

Instructions:
1. Which of the sources of power is officially recognized by senior leadership?
2. What are the reasons for the dominance of this form of power in your organization?
3. Would a different form of power be more effective? Defend your choice.

Paper Requirements:

- Your paper should include an introduction and a conclusion and should be 4-5 pages long, not including the title or reference pages, which you must include.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*.

Review the Module 3 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

Option #2: Power in Organizations Presentation

As you have read in this week's required readings, there are three fundamental sources of power (or five when you look at expert and referent power) in any organization. Choose an organization you have worked for or researched and analyze the forms of power.

Instructions:
- Which of the sources of power is officially recognized by senior leadership?
- Which source(s) is really in power and what are the reasons for this form of power being so dominant in the organization?
- What form of power do you use at work and in your life? How did you develop this form of power?

Presentation Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 3 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

PORTFOLIO PROJECT MILESTONE
Portfolio Project Milestone #1 (25 points)

This week you will choose two leaders and complete a preliminary leadership analysis of them. If you have not already done so, now would be a very good time to review the complete Portfolio Project description, available on the Week 8 Assignments page. Also, review the grading rubric.

Choose one of the following two options for your Portfolio Project. Do not do both options. Identify your option choice in the title of your proposal submission.

Option #1: Leadership Analysis Paper: Choose Your Leaders

Choose the two leaders you are going to use for your portfolio project. In a one-page paper, provide your instructor with a brief history of each leader to make sure they are acceptable for the project. You must identify both leaders and organizations, and provide a URL to the website of either the leaders or the organizations.

Option #2: Leadership Analysis Presentation: Choose Your Leaders

Choose the two leaders you are going to use for your portfolio presentation. In a one-page paper, provide your instructor with a brief history of each leader to make sure they are acceptable for the project. You must identify both leaders and organizations, and provide a URL to the website of either the leaders or the organizations.

Module 4

CRITICAL THINKING ASSIGNMENT (75 points)

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

Option #1: Unethical Influence Tactics

Think about a time when you experienced a leader who used negative or unethical influence tactics in an organization, or research a leader known for the use of negative or unethical influence tactics. You must identify the leader and organization, and provide a URL to the website of one or the other as part of a narrated presentation.

Instructions:

1. Provide a brief overview of the leader and the organization, the situation, and any other key players relevant to the situation.
2. Describe the specific unethical influence tactics that were used in the situation. Then, analyze those influence tactics in terms of the leader's overall leadership strategy and use of power within the organization.
3. What was the outcome of the situation? If you were the leader in that situation, what would you have done differently?

Presentation Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 4 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

Option #2: Office Politics

As you have read in this week's required readings, there are multiple factors that can contribute to office politics, and every organization experiences office politics to some extent. Choose an organization and analyze that organization in terms of politics. You must identify the leader and organization, and provide a URL to the website of either the organization or the leader. Then, create a narrated presentation.

Answer these questions in your presentation:
- What factor(s) contribute to the politics?
- What strategies do effective leaders use to navigate the politics?
- What strategies do ineffective leaders use to navigate the politics?
- What role does leadership in general play in the organization's political climate?

Presentation Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 4 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

PORTFOLIO PROJECT MILESTONE
Portfolio Project Milestone #2 (25 points)

This week you will provide an outline for your portfolio project. If you have not already done so, now would be a very good time to review the complete Portfolio Project description, available on the Week 8 Assignments page. Also, review the grading rubric.

Option #1: Leadership Analysis Paper: Portfolio Outline (25 points)
This week you will submit an outline of your Portfolio Project paper. Address the topics you might include and how you will structure the comparative paper. You can begin writing the first sections of the paper based on the first two modules of the course.

Option #2: Leadership Analysis Presentation: Portfolio Outline (25 points)
This week you will submit an outline of your Portfolio Project Presentation. Address the topics you might include and how you will structure the presentation. You can begin writing the first sections of the presentation based on the first two modules of the course.

Module 5

CRITICAL THINKING ASSIGNMENT (75 points)

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

Option #1: Handling Organizational Conflict Paper
Research an organization that has recently had major conflict that made the news. You must identify the organization and the source of the conflict.

Instructions:
1. Describe the five common approaches individuals use to deal with conflict, and identify and explain the approach(es) this organization has used to deal with conflict.
2. Explain the negative and positive consequences of the conflict.
3. Provide an example of how this organization could have handled the conflict in a different manner, and discuss possible outcomes from this approach.
4. Summarize the strengths and weaknesses of the conflict resolution approaches you researched.

Paper Requirements:

- Your paper should include an introduction and a conclusion and should be 4-5 pages long, not including the title or reference pages, which you must include.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*.

Review the Module 5 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

Option #2: Handling Interpersonal Conflict Presentation

How we handle conflict is often more important than why there is conflict in our lives in the first place.

Instructions:
- Describe the five conflict handling styles and explain which style(s) you use in work-related conflict.
- Analyze how gender plays a role in the style used in conflict and discuss the negative and positive consequences of this.
- Analyze how culture plays a role in the style used in conflict and discuss the negative and positive consequences of this.

Presentation Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 5 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Milestone #3 (25 points)

This week you will provide an outline for your portfolio project. If you have not already done so, now would be a very good time to review the complete Portfolio Project description, available on the Week 8 Assignments page. Also, review the grading rubric.

Option #1: Leadership Analysis Paper: Annotated Bibliography

This week, submit an annotated bibliography for at least three sources you plan to use for your final Portfolio Project.

Option #2: Leadership Analysis Presentation: Annotated Bibliography

This week, submit an annotated bibliography for at least three sources you plan to use for your final Portfolio Project.

Module 6

CRITICAL THINKING ASSIGNMENT (75 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Team-Based Organizations Paper

All organizations use teams. Conduct research on an organization that has self-identified as a team-based organization. In your paper, identify the organization and open with a detailed history on its successful use of teaming.

Then, answer these questions:

1. What characteristics make the organization a team-based organization? What leadership styles are used within that organization?
2. How does the team-based setting affect leadership power and influence within the organization?
3. What do leaders do within this organization to successfully foster teamwork?

Paper Requirements:

- Your paper must be 4–5 pages in length, not counting the required title, abstract, and reference pages.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing and APA*.

Review the Module 6 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

Option #2: Cultural Dimensions – Individualism/Collectivism Presentation

According to Hofstede (1980), some cultures are different in terms of their cultural dimensions (p.18). One of these dimensions is *individualism/collectivism*.

Create a presentation, following these instructions:

- Choose two countries, one that has a high individualism score and one that has a low individualism score.
- Analyze each culture in terms of how this cultural dimension may affect leadership style, leading teams, fostering teamwork, and the dynamics within teams in each culture.
- Analyze the role of power and influence within the team settings in each of these countries.

Presentation Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Module 6 Critical Thinking Rubric for full details on how you will be graded on this assignment. Reach out to your instructor if you have any questions about the assignment.

PORTFOLIO PROJECT REMINDER

Option #1: Leadership Analysis Paper
You should be working on your Portfolio Project that was selected in Week 3. If you should have any questions, now is a good time to contact your instructor.

Option #2: Leadership Analysis Presentation
You should be working on your Portfolio Project that was selected in Week 3. If you should have any questions, now is a good time to contact your instructor.

Module 8

PORTFOLIO PROJECT (275 points)

You have a choice between two Portfolio Projects. *Do not do both projects*. Identify your Portfolio Project choice in the title of your document.

Option #1: Leadership Analysis Paper

For this Portfolio Project paper, you will choose two leaders, one male and one female. These two leaders do not need to be from the same organization. One leader should be what you would consider "effective and successful" and the other should be what you would consider "ineffective and unsuccessful."

Compare these two leaders regarding their leadership characteristics, use of power and influence, and how these relate to their effectiveness or lack of effectiveness within their respective organization.

The entire portfolio project is worth 35% of your overall grade for this course. Make sure to use research to back up your statements within the paper. You will need to address each of the following as they relate to your two leaders. Each element is worth equal value.

Instructions:

1. A brief background and organizational framework for each leader, including job title and general description, industry in which they work, number of subordinates they supervise, and their leadership level within the organization (lower level, middle level, executive level)
2. A comparison of the techniques used by each leader to gain power in his or her role within the organization
3. A comparison of how subordinates relate to each leader, including how much influence the subordinates have on each leader
4. An analysis of how each leader uses influence to change the behavior of other leaders, co-workers, and subordinates within the organization
5. A comparison of the techniques used by each leader to influence employee motivation
6. An analysis of self-destructive tendencies (dark characteristics) of each leader, and how these tendencies affect the organization
7. A comparison of how each leader rewards employees, and how effective the reward systems are
8. An analysis of which leadership theory best describes each leader and the reasons why you selected the leadership theory based on research

Requirements:
- Your paper must be 8–10 pages in length, not counting the required title, abstract, and reference pages.
- You must back up your analysis with at least six references not used as required or recommended readings in this course. The CSU-Global Library is a good place to find these sources. You may also use additional credible sources including newspapers, trade journals, government reports, and white papers. You may not use Wikipedia in any CSU-Global course. You may use course required or recommended readings as additional sources over the required six references.
- Include a cover page denoting the paper title, your name, the course number and name, your instructor's name, and the date you are making the submission.
- Include an outline or table of contents.
- Include a brief abstract statement summarizing your hypothesis or findings.
- Format your paper according to the *CSU-Global Guide to Writing and APA*. Use APA citations where appropriate, and include an APA- formatted reference page at the end.

Review the Portfolio Project Rubric for more information on how you will be graded on this assignment. Reach out to your instructor with any questions.

Option #2: Leadership Analysis Presentation

For this Portfolio Project presentation, you will choose two well-known leaders in different countries and cultures (for example, a leader from the United States and a leader from China). You will compare these two

leaders in terms of their leadership styles, their methods for gaining power and influence, and their success and effectiveness as a leader.

The entire portfolio project is worth 35% of your overall grade for this course. Make sure to use research to back up your statements within the paper. You will need to address each of the following as they relate to your two leaders. Each question is worth equal value.

Instructions:

- A brief background for each leader including a profile of the leader, the organization they work for, the country or culture in which they work, the industry in which they work, their leadership level within the organization (lower level, middle level, executive level), and any other relevant information
- An overview of the culture in which the leader holds a position of leadership
- A comparison of the techniques used by each leader to gain power in his or her role within the organization
- A comparison of how subordinates relate to each leader, including how much influence the subordinates have on each leader in his or her respective culture
- An analysis of how each leader uses influence to change the behavior of other leaders, co-workers, and subordinates based on his or her respective culture
- A comparison of the techniques used by each leader to influence employee motivation
- An analysis of self-destructive tendencies (dark characteristics) of each leader, and how these tendencies affect the leadership effectiveness
- An analysis of which leadership theory best describes each leader and the reasons why you selected the leadership theory based on research
- An evaluation of how successful the two leaders are in their respective cultures and ideas for how they could improve their effectiveness given the culture in which they are leaders

Requirements:

- Your presentation should be either a 5- to 8-minute video or 10-12 narrated slides with images and detailed speaker notes (between 75 to 100 words per slide), not counting the title and reference page slides, which you must include in both the video and slide presentation.
- You may use your smartphone, webcam, or other video recording device, PowerPoint or an internet-based program such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using internet-based tools. Paste the URL into a Word document and upload it with your presentation.
- You may also record your audio/video presentation using the Canvas tools.
- You must back up your analysis with at least six references not used as required or recommended readings in this course. The CSU-Global Library is a good place to find these sources. You may also use additional credible sources including newspapers, trade journals, government reports, and white papers. You may not use Wikipedia in any CSU-Global course. You may use course required or recommended readings as additional sources over the required six references.
- Follow the *CSU-Global Guide to Writing & APA*. See the Example PPT Presentation in the Online Research and Writing Lab for information on presentation development.

Review the Portfolio Project Rubric for more information on how you will be graded on this assignment. Reach out to your instructor with any questions.

Course Policies

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

Grading Scale and Policies

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

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 and APA Requirements* 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 and APA Requirements* 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.