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.

PMI-GAC Accreditation and PMP Certification: PJM programs are GAC accredited. 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 the area of project management. Students can utilize PJM courses taken at CSU-Global to satisfy this requirement. Please also note that 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.

PJM Careers

CSU-Global is focused on providing career-relevant project management degree programs that align with industry requirements and best practices. CSU-Global's project management degree programs are designed to provide students with the business and project management skills necessary to succeed in an increasingly global economy and changing business environment. The program focuses on technology-facilitated collaboration, innovation and entrepreneurship, systems thinking, ethical and socially responsible leadership, and the globalization of today's market. 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 project management and to maintain high standards of practice in this industry, project 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 project 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 project management practitioners may choose to pursue:

- Certificates offered by Project Management Institute (PMI): Certified Associate in Project Management (CAPM) and Project Management Professional (PMP).

- Certificates offered by the American Association of Cost Engineering (AACE International): Certified Cost Technician (CCT), Certified Scheduling Technician (CST), Certified Cost Professional (CCP), Certified Estimating Professional (CEP), and Planning & Scheduling Professional (PSP)
- Other example certificates include the Certified ScrumMaster (CSM) from Scrum Alliance, the PRINCE2 certificates, CompTIA's Project+ certificate, and construction project management certificates such as Construction the Certified Construction Manager (CCM) by Management Association of America (CMAA).

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course provides the student with a high-level overview of project management. Student will cover project management techniques such as project selection, management, organization, planning, conflict, negotiation, budgeting, scheduling, control of the project, and termination of the project. Students cannot receive credit for both PJM310 and MGT410.

Course Overview:

This course provides students with an overview of the project management concepts. The course examines the framework, knowledge areas, processes, tools, and procedures associated with project management. Students will learn project management techniques, significant aspects of how projects are selected, different ways that projects can be planned and organized, and how to monitor and control a project. Examining how to deal with resource assignment and development through the course assignments will help students develop skills in the project management process. Finally, students will learn how to terminate a project. Students will have the opportunity to evaluate project management software and complete a case study applying key concepts of the course.

Course Learning Outcomes:

1. Apply project concepts, frameworks, factors, and life cycle management in a project setting.
2. Examine, apply, and evaluate various methods used for project selection.
3. Explain the importance of each component that comprises a project and the project management process.
4. Comprehend and apply methods of monitoring and controlling to a specific project.
5. Comprehend and apply techniques used to audit, control, and terminate projects.
6. Evaluate and assess project software to manage projects.
7. Define and utilize the basic elements of project reporting.
8. Analyze the implications of diversity/culture and managing projects in an international setting.

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:

1. Meredith, J. R., Mantel, S. J., & Shafer, S. M. (2017). *Project management: A managerial approach* (10th ed.). Hoboken: Wiley. ISBN: 978-1-119-36911-0
2. Project Management Institute. (2017). *A guide to the project management body of knowledge* (PMBOK® Guide) (6th ed.). Newton Square, PA: PMI Publications. ISBN-13: 978-1-62825-184-5
   - This book is available in the CSU-Global Library at the following link: https://csuglobal.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1595321&site=ehost-live

Suggested:

- **Project Management Institute (PMI) ® Student Membership**

    In keeping with its commitment to the academic and professional success of its students, CSU-Global encourages students enrolled in its Project Management programs to consider becoming members of the Project Management Institute (PMI) ®.

    Advantages of PMI membership include continuous online access to the PMBOK ® Guide, a variety of tools and templates, and many knowledge resources, including on-demand webinars and an online library of articles and books (PMI, 2015). Membership also conveys access to a number of professional communities and volunteer opportunities as well as access to career resources and professional development opportunities. (PMI, 2015)

    Additional information including membership application can be found on the PMI website: http://www.pmi.org

    PMI®, PMBOK ® Guide, Project Management Professional®, and PMP® are registered marks of the Project Management Institute, Inc.

    Reference

    PMI, (2015). *Membership benefits*. Project Management Institute, Inc. Retrieved from http://www.pmi.org/membership/membership-benefits-of-membership.aspx

- **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 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.

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 & 4 in *Project Management: A Strategic Managerial Approach*
- Chapter 1 & 4 PowerPoints from *Project Management: A Strategic Managerial Approach*
- Chapter 1 & 2 in A Guide to the Project Management Body of Knowledge
- Marks, T. (2016). What is project management? *Manager*, 24-25.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Readings

- Chapter 2 in *Project Management: A Strategic Managerial Approach*
- Chapter 2 PowerPoint from *Project Management: A Strategic Managerial Approach*

· Oueslati, A. (2016). The added value of the project selection process. *Journal of Defense Resources Management*, *7*(1), 75-84.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (70 points)

Option 1: NPV for 5-Year Project

You are the manager of a construction company with a five-year project that has a projected net cash flow of $25,000, $35,000, $45,000, $20,000 and $15,000. Implementation costs are $50,000. The company has a required rate of return of 20%. Compute the discounted cash flow and determine the NPV. Include your calculations in an appendix after the references page. Include information on what projected net cash flow, discounted cash flow and NPV are, why they are useful in project selection, and, given the numbers, if this example project meets the company requirements, and why or why not.

Optional Resources

Review any of the following videos for additional information on how to calculate NPV:
- Calculate Net Present Value Given Irregular Inputs
- Calculate the Net Present Value of an Investment
- Introduce Net Present Value and Internal Rate of Return

Submission Requirements
- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix) detailing and compiling the specifics to items above.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

Option 2: Weighted Scoring Matrix

You are the person responsible for ordering the following 10 telecommunications projects, all of which support the new 5G initiative. Using the scoring matrix and the weights provided, which project would you rate highest (the first to implement, next, and so on until they are listed from 1 to 10). Your matrix should be included in an appendix after the references page. Describe what a weighted score matrix is, how it is used, and how you reached the conclusions you did.

	Supports the business strategy to move to 5G	Urgency in being first to market to win market share	5G will drive new ancillary product sales	Will cause customers to move from current provider to us	Maintenance costs will be reduced
Weight	0.02	0.05	0.025	0.03	0.01
Project 1	3	2	4	9	4
Project 2	3	8	7	2	5
Project 3	4	2	7	3	5
Project 4	7	5	4	2	4
Project 5	2	5	5	2	8
Project 6	3	3	1	4	8
Project 7	6	7	2	3	7
Project 8	9	2	1	1	2
Project 9	1	6	3	1	7
Project 10	1	6	1	6	7

Submission Requirements

- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix) detailing and compiling the specifics to items above.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

Module 3

Readings

- Chapter 6 & 7 in *Project Management: A Managerial Approach*
- Chapter 6 & 7 PowerPoints from *Project Management: A Strategic Managerial Approach*
- Chapter 4 & 5 in A Guide to the Project Management Body of Knowledge

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (30 points)

Option 1: Case Overview

- Read the **SATTVA eTech** case. Examine the project management issues including concerns about the project, timeline, uncertainties about meeting timelines, and consequences.
- Let's practice Cooperative Learning. To that end, please reach out to at least one fellow classmate and discuss the project management issues of importance in this case. You are NOT

producing an assignment together but rather engaging in a sharing of research and informed opinion. Include the name(s) of the other student(s) with whom you are in cooperative discussion. (Your classmate does not need to choose the same Portfolio Project option as you. The goal here is to simply enhance your learning about project management issues through sharing and debate. You may email your fellow students to ask for participation, or you may use the Updates area for this week's opening announcement to state your project particulars and how to reach you.)

- In no more than two pages, give an overview of the case and the project management issues to be covered in more detail in subsequent sections of the paper.
- Support your overview with one current (published in the most recent five years) scholarly source from the CSU-Global Library that you are likely to use in your final paper exclusive of any course textbooks or lecture material.
- Format your submission to conform to the CSU-Global Guide to Writing & APA.

Option 2: Case Overview

- Read the **SATTVA eTech** case. Examine the project management issues including concerns about the project, timeline, uncertainties about meeting timelines, and consequences. Pick and develop a case of your choosing for a project you are or have been involved with and which will allow you to meet the requirements of the portfolio Option 2 requirements.
- Let's practice Cooperative Learning. To that end, please reach out to at least one fellow classmate and discuss the project management issues of importance in this case. You are NOT producing an assignment together but rather engaging in a sharing of research and informed opinion. Include the name(s) of the other student(s) with whom you are in cooperative discussion. (Your classmate does not need to choose the same Portfolio Project option as you. The goal here is to simply enhance your learning about project management issues through sharing and debate. You may email your fellow students to ask for participation, or you may use the Updates area for this week's opening announcement to state your project particulars and how to reach you.)
- In no more than two pages, give an overview of the case and the project management issues to be covered in more detail in subsequent sections of the paper.
- Document any concerns you have about accessing the data to develop your own case and how you will overcome them in a timely manner to meet the portfolio deadline in Module 8.
- Support your overview with one current (published in the most recent five years) scholarly source from the CSU-Global Library that you are likely to use in your final paper exclusive of any course textbooks or lecture material.
- Format your submission to conform to the CSU-Global Guide to Writing & APA.

Module 4

Readings

· Chapter 8 & 9 in *Project Management: A Managerial Approach*
· Chapter 8 & 9 PowerPoints from *Project Management: A Strategic Managerial Approach*
· Chapter 6 & 9 in A Guide to the Project Management Body of Knowledge
· Viswanathan, B. (2015, Apr 8). Understanding responsibility assignment matrix (RACI Matrix). Retrieved from http://project-management.com/understanding-responsibility-assignment-matrix-raci-matrix/

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (100 points)

Option 1: WBS and Activity Network

Select a project with which you are familiar or one you identify through research, or a project that involves community engagement (e.g., your experience after being involved in a community service or volunteer work) and develop a WBS similar to Figure 6.6 in your textbook. Your WBS should contain no fewer Steps and sub-steps than the example. Develop an activity network for your project similar to those shown in Figures 8.2 and 8.3 of your textbook, but specific to your chosen project. Your WBS and activity network should be included in an appendix after your references page. The body of your paper should describe the project in no more than a half-page. Additionally, describe what a WBS and activity network are and how to develop them, and clarify your project in words to support your appendices. The appendices should include calculations, diagrams, and table.

Submission Requirements
- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix with your WBS and network diagram) detailing and compiling the specifics of your information.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

Option 2: WBS and RACI Matrix

Select a project with which you are familiar or one you identify through research, or a project that involves community engagement (e.g., your experience after being involved in a community service or volunteer work) and develop a WBS similar to Figure 6.6 in your textbook. Your WBS should contain no fewer Steps and sub-steps than the example. Develop a RACI matrix for your project similar to that shown in Figure 6.9 of your textbook, but specific to your chosen project. Your WBS and RACI matrix should be included in an appendix after your references page. The body of your paper should describe the project in no more than a half-page. Additionally, describe what a WBS and RACI matrix are, how to develop them, and clarify your project in words to support your appendices.

Submission Requirements
- Prepare a 3- to 4-page paper (not including the required title and reference pages and the with your WBS and RACI diagram) detailing and compiling the specifics of your information.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

Module 5

Readings

- Chapter 10 & 11 in *Project Management: A Strategic Managerial Approach.*
- Chapter 10 & 11 PowerPoints from *Project Management: A Strategic Managerial Approach*
- Chapters 7, 8, & 9 in A Guide to the Project Management Body of Knowledge

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (20 points)

Options 1 & 2: Building on Module 3's Milestone

For this assignment, you will be capturing information that logically builds on the information from Module 3.

1. Capture information on the logical order of the topics about which you will write, using outline form. Incorporate the information you provided in Module 3 and any additional text you have developed to this point.
2. Include one current (published in the most recent five years) scholarly source from the CSU-Global Library that you are likely to use in your final paper exclusive of any course textbooks, lecture material, or sources provided in Module 3.
3. As always, format your submission according to the CSU-Global Guide to Writing & APA.

Module 6

Readings

- Chapters 12, & 13 in *Project Management: A Strategic Managerial Approach*
- Chapters 12 & 13 PowerPoints from *Project Management: A Strategic Managerial Approach*
- Chapters 4.7, 11, & 12 in A Guide to the Project Management Body of Knowledge

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (200 points)

Option 1: Project Management Simulation- Scenario A – Management Levers

This simulation will take approximately 90 minutes, after which you will organize your thoughts and notes in a written paper. Take notes on what actions you took and why.

Simulation – Austin, R. D. (2013). Project management simulation: Scope, resources, schedule V2, HBR, Product # - 4700-HTM-ENG

1. Compose and describe your thoughts about which options you chose during the simulation including the criteria you used to select options, the tradeoffs you considered, and any analysis you conducted.
2. Explain your choice relative to scope, resources, and schedule.
3. Explain how project characteristics, such as deadlines and team skill levels, affect team morale and work quality.

4. Convey the impact of managers' decisions on team morale and work quality, including how much time to spend on meetings and coaching, impact of overtime and outsourcing, and staffing levels.
5. Finalize your thoughts about the simulation play, including what you learned about managing projects.

Submission
- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix – any tables, figures, charts, drawings, etc. are to be in the appendices if needed) detailing and compiling the specifics to items 1-5 above.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; and list of references.

Option 2: Project Management Simulation- Scenario A – Project Speed of Processes

This simulation will take approximately 90 minutes, after which you will organize your thoughts and notes in a written paper. Take notes on what actions you took and why.

Simulation – Austin, R. D. (2013). Project management simulation: Scope, resources, schedule V2, HBR, Product # - 4700-HTM-ENG
1. Compose and describe your thoughts about which options you chose during the simulation including the criteria you used to select options, the tradeoffs you considered, and any analysis you conducted.
2. Explain your choice relative to scope, resources, and schedule.
3. Explain whether the project completed faster or slower than you anticipated, why it fell behind (if it did), and what you did as a result.
4. Convey the impact the kinds of meetings you organized, how the meetings did or did not support project outcomes, and whether your project completed successfully.
5. Finalize your thoughts about the simulation play, including what you learned about managing projects.

Submission
- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix – any tables, figures, charts, drawings, etc. are to be in the appendices if needed) detailing and compiling the specifics to items 1-5 above.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU-Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; and list of references.

Module 7

Readings

· Chapter 10 in *Project Management: A Strategic Managerial Approach*

- Chapter 10 PowerPoints from *Project Management: A Strategic Managerial Approach*
- PMSRC – [Project Management System Resource Center](#)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapters 3 & 5 in *Project Management: A Strategic Managerial Approach*
- Chapters 3 & 5 PowerPoints from *Management: A Strategic Managerial Approach*
- Rockwood, K. (2018). 2018 jobs report: In a time of change, demand for project talent will keep rising. *PM Network, 32*(1), 28–47.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (300 points)

Option 1: SATTVA eTech

Read the case SATTVA eTech: Managing Uncertainties in the Project Network:

Jain, T. Hazra, J. (2017). SATTVA eTech: Managing uncertainties in the project network *HBR*. Product #IMB625-PDF-ENG.

1. Examine the project management issues in the case, including concerns about the project, timeline, uncertainties about meeting timelines, and consequences.
2. In no more than one page, give an overview of the case and the project management issues to be covered in more detail in subsequent sections of the paper.
3. Discuss, in a logical order, the following topics. (You must determine the logical order of these topics as this is part of your grade. See the grading rubric in this week's folder.)
   - Judge the challenges in managing a project such as this by constructing the project network diagram and determining the critical path.
   - Differentiate the impact of variability on project completion times.
   - Argue the alternative strategies to manage the project to meet client deadlines.
   - Explain the expected time to finish the project.
   - Describe Kumar's concerns regarding delays.
   - Defend or refute Kumar's strategies for treating the risks.
   - Anticipate the consequences and recommend project management principles and tools important to improve project performance.

Submission
- Write a paper addressing the SATTVA eTech case. Your paper should be 8-10 pages in length, not including the required title and references pages and appendices. Diagrams, charts, figures, and tables should be placed in appendices and written about in the body of the paper. For more information see "How do I do an Appendix in APA style?"
- Support the paper with a minimum of three current (published in the most recent five years) scholarly sources from the CSU-Global Library. This is in addition to any course textbooks or

lecture material you decide to use. Of course, you may always exceed the minimum number of sources.

- Format the paper according to the CSU-Global Guide to Writing & APA.
- Include an introductory section clearly stating your thesis and a mapping of what you will cover; the main body of your paper; and a conclusion. Be clear, concise, and focused.

Option 2: Student Developed Case

As an example of what is required, read the case SATTVA eTech: Managing Uncertainties in the Project Network:

Jain, T. Hazra, J. (2017). SATTVA eTech: Managing uncertainties in the project network *HBR*. Product #IMB625-PDF-ENG

1. Develop your own case on project management issues including concerns about the project, timeline, uncertainties about meeting timelines, and consequences for a project on which you are or have been involved.
2. In no more than two pages, give an overview of the case including scope, cost, timeline, quality requirements, and the project management issues to be covered in more detail in subsequent sections of the paper.
3. Discuss, in a logical order, the following topics. (You must determine the logical order of these topics as this is part of your grade. See the grading rubric in this week's folder.)
   - Judge the challenges in managing a project such as you have defined by constructing the WBS, RACI, Organizational Structure chart showing who is who, project network diagram and determining the critical path.
   - Differentiate the impact of variability on project completion times.
   - Argue the alternative strategies to manage the project to meet client deadlines.
   - Explain the expected time to finish the project.
   - Develop strategies for treating the risks.
   - Anticipate the consequences and recommend project management principles and tools important to improve project performance.

Submission
- Write a paper addressing your developed case. Your paper should be 10-12 pages in length, not including the required title and references pages and appendices. Diagrams, charts, figures, and tables should be placed in appendices and written about in the body of the paper. For more information see "How do I do an Appendix in APA style?"
- Support the paper with a minimum of three current (published in the most recent five years) scholarly sources from the CSU-Global Library. This is in addition to any course textbooks or lecture material you decide to use. Of course, you may always exceed the minimum number of sources.
- Format the paper according to the CSU-Global Guide to Writing & APA.
- Include an introductory section clearly stating your thesis and a mapping of what you will cover; the main body of your paper; and a conclusion. Be clear, concise, and focused.

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
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.