

situation. Prescribed and referenced texts, journal articles are rich sources of information. Guidelines include:

- Find 5-6 sources (including text and journals)
- Use at least 3 rated journals (HBR, California Management Review, Journal of OB, Journal of OD, OD journal, other field specific journals, e.g., journal of education, journal of psychology, anthropology journals, quality journal, etc.
- At least one of the journal sources should be new (< 2 years since publication)

While interleaving your findings from reading sources into your paper is important, students are urged to state their own position on the findings (and not just state what the author had to say) and even debate the findings. I want to see *you* in this section of the paper and not just what *others* have to say.

Try to keep this section to 4-6 pages - typed, double spaced, 12 point, in Arial or Times New Roman. No penalties for going over on pages

Active Experimentation: Given the perspectives, interpretations, readings, knowledge, and learning's that you have accumulated to this point in your paper, what actions would you take to influence the situation in a positive way or what would you do differently if faced with a similar situation in the future. State what you would do (similarly or differently) as compared to past actions, and what the anticipated implications are.

Try to keep this section to 1-3 pages - typed, double-spaced, 12 point, in Arial or Times New Roman. No penalties for going over on pages

Paper percentage points for this format are distributed as follows:

- Concrete Experience: 20%
- Reflective Observation: 15 %
- Abstract Conceptualization: 50%
- Active Experimentation: 15%

Option 2: Research Paper on topic of interest

- This option allows students to pursue a topic of interest related to the course work. If the class is on Team Building, paper topics could include leadership in teams, self managed teams, followership in teams, managing team conflict, effective problem-solving in teams, decision making in teams, etc.

The paper contains three sections:

Section 1 (10-12 pages): Students are encouraged to research published sources and locate concepts that enrich understanding of the topic of interest. Capture the key points within each article and make note of your perspective on the article or source. Do not just blindly accept what publications state. You are licensed to be critical with your review. Paper should include

- 8-10 sources (including text and journals)
- Sources include at least 5 rated journals (HBR, California Management Review, Journal of OB, Journal of OD, OD journal, other field specific journals, e.g., journal of education, journal of psychology, anthropology journals, quality journal, etc.
- Sources include at least 2 of the journal sources should be new (< 2 years since publication)

Section 2 (2-3 pages): Synthesize your findings into a framework and discuss implications

Section 3 (1-2 pages): Guidelines for use of what you have learned and implications for use.

Paper grade points (percentages) are distributed as follows for this format:

Section 1: 60%

Section 2: 25%

Section 3: 15%