

Principles of Management: SPRING17-C-8-MG ...

**Module 8: HRM, Diversity, & Globalization—What Role Does Management Play in Our Globalized World?**

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**Module 8: Portfolio Project**Grade: N/A **PORTFOLIO PROJECT (350 Points)****Submissions****Important! Read First**[Submit Assignment](#)

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: Research and Reflection Paper – Management Perspective**

Your Portfolio Project synthesizes information gathered from an interview you will conduct with a manager of your choosing, the knowledge you've gained in this course, and your own experience to create a research and reflection paper.

Be sure to thoroughly read the Portfolio Project description below before beginning to work on the project.

**Portfolio Milestone Deliverables**

The following deliverables are due Sunday, 11:59 PM MST of week 2 and 5 respectively:

**Week 2: Interview Subject and Summary of Theories (20 points of the Portfolio Project)**

Select which of the two Portfolio Project options you will complete and submit. Before 11:59 PM MST on Sunday, submit the name of the person who will be your interview subject, along with a summary of the theories that you plan to cover. These theories can change as you progress through your project, so the information you provide for this Week 2 deliverable is not set in stone. Instead, this assignment provides an opportunity to begin thinking about your Portfolio Project and record your preliminary ideas. Your submission should be 200–300 words in length.

**Week 5: Portfolio Project Outline (20 points of the Portfolio Project)**

Submit an outline of your Portfolio Project. Your outline should include bullet points, in the form of sentences or phrases describing each major argument you want to make, organized as the final project will be organized. This should by no means be a complete or final document, but should be sufficiently advanced to serve as a guide for a working draft of your project drafts to ensure that your writing is clear, thoughtful, and precise.

**Interview**

Choose a manager to interview with whom you are familiar—ideally, someone whom you admire and aspire to emulate. Ask her or him for some time—perhaps you can sit down for coffee—during which you can describe your course learning objectives and discuss what you have so far taken away from the class (in brief) Ask the manager what insights she or he has to offer to you at this point in your career.

The goal of the interview is to gain insight into what makes a good manager from the perspective of someone in a management position. Some topics to touch on in the interview could include the following:

- How did your interviewee come to be a manager (i.e., what career path she or he followed)?
- Has your interviewee found that professional certifications, volunteering, and continued education are important factors to career development?
- What has surprised your interviewee most about what it means to be an effective leader (as opposed to the popular view of what a successful leader is and/or does)?
- What roles are played by managerial goals, objectives, decision-making, and communication on the job?
- How does the interviewee handle change management at his/her organization and what specific challenges has she or he encountered?

- What advice does your interviewee offer to someone in your position and with your short- and long-term goals?

At the close of the interview, be sure to thank your interviewee for her or his time and assistance!

**Note:** Any documentation resulting from personal interviews by CSU-Global students are for the sole purposes of fulfilling a course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

### Research and Reflection Paper

In the next phase, ruminate on what you learned in your interview—especially anything that helped you to gain a deeper insight into the topics you studied in the course—and write a research and reflection paper in which you draw upon learning shared with your instructor and colleagues, your individual learning, and knowledge you have gained from the interview to demonstrate a more in-depth understanding of the foundational principles of management. In your paper, go beyond recitation of memorized facts or regurgitation of information; strive to synthesize the most important topics of management (i.e., leadership, personality, motivation, decision-making, communication, and the importance of good management to yourself and to society) into a hybrid research and reflection paper.

Your paper should integrate responses to each of the following questions in a well-organized and coherent paper:

- What leadership precepts did your interviewee impart to you (or what can you glean on the topic as a result of your interview), and how do those dovetail with one or more of the modern theories of leadership?
- How do the personalities of workers, colleagues, managers, and subordinates impact your performance in, and experience of, the workplace? How do they interact with one or more leadership models to create the most effective work environment?
- In light of your interview, the leadership model(s) you've discussed, and your own personality, what one or two tenets of motivation theory have you taken away from the course?
- How do your understandings of motivation theories impact your conceptions of the best practices when it comes to making decisions and communicating at work?
- Based on your interview and on learning from this course, what does it take to be an effective employee, a successful manager, and an exemplary citizen of society?

Your well-written paper should meet the following requirements:

- 8–10 pages in length in addition to the title page and reference page
- Formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Cite at least three scholarly sources, at least one of which is not provided in, or linked from, the course, to support your assertions and strengthen your arguments. The CSU-Global Library is a great place to find these sources!

Refer to the Portfolio Project rubric on the Course Information page for grading criteria. Please proofread your paper to ensure the sentences, paragraphs, and ideas flow well and are logical, concise, and grammatically error-free.

### Option #2: Research and Reflection Paper – Non-Management Perspective

Your Portfolio Project synthesizes information gathered from an interview you will conduct with an individual of your choosing who reports/has reported directly to, or works/has worked closely with, a manager; the knowledge you've gained in this course; and your experience to create a research and reflection paper.

Be sure to thoroughly read the Portfolio Project description below before beginning to work on the project.

#### Portfolio Milestone Deliverables

The following deliverables are due Sunday, 11:59 PM MST of week 2 and 5 respectively:

#### Week 2: Interview Subject and Summary of Theories (20 points of the Portfolio Project)

Select which of the two Portfolio Project options you will complete and submit. Before 11:59 PM MST on Sunday, submit the name of the person who will be your interview subject, along

with a summary of the theories that you plan to cover. These theories can change as you progress through your project, so the information you provide for this Week 2 deliverable is not set in stone. Instead, this assignment provides an opportunity to begin thinking about your Portfolio Project and record your preliminary ideas. Your submission should be 200–300 words in length.

### **Week 5: Portfolio Project Outline (20 points of the Portfolio Project)**

Submit an outline of your Portfolio Project. Your outline should include bullet points, in the form of sentences or phrases describing each major argument you want to make, organized as the final project will be organized. This should by no means be a complete or final document, but should be sufficiently advanced to serve as a guide for a working draft of your project with some careful consideration and a few drafts to ensure that your writing is clear, thoughtful, and precise.

#### **Interview**

Choose someone to interview with whom you are familiar—ideally, someone whom you know well. The individual should report to in the present, or have reported to in the past, one or more managers. Ask her or him for some time—perhaps you can sit down for coffee—during which you can describe your course learning objectives and discuss what you have so far taken away from the class (in brief). Ask your interviewee what insights she or he has to offer to you about what makes a good manager.

The goal of the interview is to gain insight into what makes a good manager from the perspective of the employee. Some topics to touch on in the interview could include the following:

- Does your interviewee have a favorite manager that he or she has worked with? Ask for an explanation of why this manager is a favorite.
- What does your interviewee believe makes a strong manager?
- Does your interviewee aspire to be a manager someday?
- What does your interviewee believe it means to be an effective leader (as opposed to the popular view of what a successful leader is and/or does)?
- What roles do managerial goals, objectives, decision-making, and communication play in the job on a regular basis?
- How does the interviewee handle changes at his/her organization and what specific challenges have she or he encountered with managers in the past?
- Does your interviewee have experience with internships, volunteering, and professional certifications? Have they found any, or all, to be important to career development, or securing a position as a manager?
- What advice does you interviewee offer to someone who is looking to become a manager?

At the close of the interview, be sure to thank your interviewee for her or his time and assistance!

**Note:** Any documentation resulting from personal interviews by CSU–Global students are for the sole purposes of fulfilling a course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

#### **Research and Reflection Paper**

In the next phase, ruminate on what you learned in your interview—especially anything that helped you to gain a deeper insight into the topics we've studied in the course—and write a research and reflection paper in which you draw upon our shared learning, your individual learning, and the additional discernment you've gained from the interview to demonstrate a more in-depth understanding of the foundational principles of management. In your paper, go beyond a mere recitation of memorized facts or regurgitation of information; strive to synthesize the most important topics of management (i.e., leadership, personality, motivation, decision-making, communication, and the importance of good management to yourself and to society) into a hybrid research and reflection paper.

Your paper should integrate responses to each of the following questions in a well-organized and coherent paper:

- What leadership precepts did your interviewee impart to you (or what can you glean on the topic as a result of your interview), and how do those dovetail with one or more of the modern theories of leadership?
- How do the personalities of workers, colleagues, managers, and subordinates impact performance in and experience of the workplace? How do they interact with one or more leadership models to create the most effective work environment?

- In light of your interview, the leadership model(s) you've discussed, and your own personality, what one or two tenets of motivation theory have you taken away from the course?
- How do your understandings of effective motivation theories impact your conceptions of the best practices when it comes to making decisions and communicating at work?
- Based on your interview and on learning from this course, what does it take to be an effective employee, a successful manager, and an exemplary citizen of society?

Your well-written paper should meet the following requirements:

- 8–10 pages in length in addition to the title page and reference page
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Refer to the Portfolio Project rubric on the Course Information page for grading criteria. Please proofread your paper to ensure the sentences, paragraphs, and ideas flow well and are logical, concise, and grammatically error-free.

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