Course Syllabus

Course Description

Examines personnel administration for line supervisors and managers and integrates a systems approach to government regulation of employment, employment laws, conflict resolution, and performance-based personnel management.

Course Textbook(s)

No physical textbook is required; resources are integrated within the course.

Instructor recommended:


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Propose leadership theories that could advance employee motivation.
2. Discuss the impact of employment law on an organization's policy on equal employment opportunity.
3. Assess the role of culture in human resource management practices within a global organization.
4. Develop a human resource plan to address employee conflict.
6. Appraise the impact of different compensation strategies that relate to employee motivation.
7. Create a training and development module for midlevel business managers.
8. Analyze the impact of different collective bargaining strategies on employee morale.

Credits

Upon completion of this course, the students will earn 3 hours of college credit.

Course Structure

1. Study Guide: Course units contain a Study Guide that provide students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. Learning Outcomes: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. Unit Lesson: Unit Lessons, which are located in the Study Guide, discuss lesson material.
4. Reading Assignments: Units contain Reading Assignments from one or more chapters from the textbook and/or outside resources.
5. Suggested Reading: Suggested Readings are listed within the Study Guide. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.
6. Learning Activities (Non-Graded): Non-Graded Learning Activities are provided to aid students in their course of study.
7. Unit Assignments: Students are required to submit for grading Unit Assignments. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
8. Ask the Professor: This communication forum provides you with an opportunity to ask your professor general or course content related questions.
9. Student Break Room: This communication forum allows for casual conversation with your classmates.
CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

LibGuides

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, e-books, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

Click here for the LibGuide for this course.

Unit Assignments

Unit I Article Critique

For this assignment, you will read an article that discusses interviewing techniques, and you will then apply what you have learned by creating your own set of interview questions. To begin, navigate to the Business Source Complete database in the CSU Online Library, and locate the following article:


Part I: After reading the article, summarize the purpose of the study, and then answer the questions below.

- What are the authors’ main points for conducting the study?
- Do you agree with the authors’ findings?
- What evidence from additional sources supports your opinion?
- What are the reasons employers use the employment interview to fill job openings?
- How effective do you think behavior-based interviews that are conducted via telephone are?
- Briefly describe the main features of equal employment laws, and tell how this article demonstrates these features.

Part II: Using the knowledge you have accumulated throughout this unit, develop a minimum of five (but no more than eight) non-discriminatory interview questions that you would ask when conducting a telephone interview. These questions should be listed on the last page of your critique.

Use the guidelines below to prepare your article critique.

- Parts I and II combined must be at least three pages in length.
- Summarize the article on page one. Identify the main topic or question.
- Identify the intended audience.
- Think critically about the article and how it applies to the course when answering the questions.
- Organize the material logically by using smooth transitions and by grouping similar material together.

Submit Parts I and II as a single document. Format your article critique using APA style. Use your own words, and avoid plagiarism. At least one source other than the article must be used. All sources used must be referenced; any paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the grading rubric for this assignment is provided below.

Unit II Case Study

Read the following article from Unit II's Required Reading (located in the Unit II Study Guide):


After reading the article, analyze the scenarios provided below, and choose one to discuss in your case study paper. In your case study, be sure to address the following items:
- Begin the discussion by identifying which of the scenarios you chose.
- Include a brief statement that identifies your style of conflict management.
- Describe how you would handle the workplace investigation for the chosen scenario.

As a result of a merger, the organization decided to decentralize its human resource management (HRM) functions and create area human resource (HR) generalists across the United States. One of their responsibilities is to handle all employee relations issues. You report directly to the senior vice president of HRM in the corporate headquarters in New York, and there is a dotted line reporting relationship to the vice president of field operations in your area, which is located in the Midwest. You just arrived at your new location for this position about six days ago.

Armed with the information you have learned in Units I and II and aided by your own experience and ability to research, please read the scenarios below, and select one for this assignment. Please answer the questions, and follow the guidelines presented.

Scenario #1:

It is Sunday evening, and you receive a phone call from an employee, Ellen, who lives several states away. However, she lives and works in your area of responsibility. Ellen is emotional and states that she can no longer tolerate her young coworker being sexually abused by the manager in their three-person office. She gives you the coworker's name and phone number, and she tells you that the young woman wants you to call her later that evening when her husband will be asleep. As requested, you call the coworker, Tammy, and she states that she is afraid of losing her job. Tammy is emotionally upset and says that she fears that if her husband knows about what the manager is doing, he will confront him at the office, and there may be violence. Tammy informs you that the manager has a violent temperament and is prone to explosive outbursts.

Based on your knowledge of employment law, conflict management, and investigation procedures, what would be the best way to handle this situation? For example, what laws are involved? Where do you start? What do you tell the coworker (Ellen) and the employee (Tammy) who made the complaint?

In this situation, you are the employee relations representative for the organization. What is your role in the investigative process? Describe the steps you will take to investigate this employee complaint.

Scenario #2:

While conducting HR audits in the offices throughout your area, the newly promoted area director catches up with you to see how his offices are doing, and he invites you to lunch. While at lunch, he confides in you that he feels very uncomfortable with a certain highly regarded branch manager because she is always touching him inappropriately, and she does this in private as well as in front of her staff and vendors. He has politely asked her in private to stop this flirtatious behavior, explaining that it was unprofessional and that it makes him uncomfortable. Her response was to laugh it off, and she told him he was just too uptight.

She is a top performer, and he does not want to lose her or fire her; however, he asks you to talk with her to reinforce his request to stop the behavior.

What is your response to the area director? Based on your knowledge of employment law, conflict management, and investigation procedures, what would be the best way to handle this situation? For example, what laws are involved? Where do you start?

In this situation, you are the employee relations representative for the organization. What is your role in the investigative process? Describe the steps you will take to investigate this employee complaint, and explain how you will resolve the conflict.

Scenario #3:

Your senior vice president (SVP) of HRM has received a complaint from two branch managers in your geographic area. They are separate but similar complaints concerning Robert, the SVP of Area Operations. Both managers say Robert makes remarks about their alluring attire and comments that he is in love with them for the great job they are doing. Knowing you are housed in the same area office with this SVP, your boss asks you if you can objectively investigate this complaint. You talk it over with your boss and know he will support your efforts, and you agree to do the investigation.

Almost as soon as you give your answer to your boss, you receive a phone call from the area SVP's wife, who somehow already knows you will be interviewing her husband for a harassment complaint. She is irate and states that the charges are ridiculous. She becomes belligerent and begins to degrade the female managers.

Based on your knowledge of employment law, conflict management, and investigation procedures, what would be the best way to handle this situation? For example, what laws are involved? Where do you start? Who do you notify? When do you start? What do you tell the area SVP's wife?

In this situation, you are the employee relations representative for the organization. What is your role in the investigative process? Describe the steps you will take to investigate this employee complaint.

In your response to the scenario you have chosen, follow the guidelines below:

- Be sure to include academic sources to support your positions/conclusions. You are required to use at least two outside sources beyond the required reading for this unit.
- Be sure that your analysis is highly relevant, thorough, and remains on topic.
- Accuracy should be strong, with close attention to detail in all parts of the assignment.
Writing should be clear and concise with solid sentence structure and should be free of grammar, punctuation, and spelling errors.

Your paper should be at least three pages in length.

All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the grading rubric for this assignment is provided below.

**Unit III Essay**

Imagine that you are a director of performance management. With this role in mind, briefly compare and contrast the traditional annual evaluation method of performance appraisals with the new real-time feedback coaching format. State which method you support, and explain why. How do you think Frederick W. Taylor would respond to the real-time feedback coaching system? Explain.

Be sure to follow the guidelines below.

- Your paper should be at least three pages in length (not counting the title page and reference page).
- Writing should include proper grammar, sentence structure, and writing mechanics.
- Organization should be logical, clear, and appropriate.
- Paragraphs should contain strong topic sentences.
- The essay should begin with an introduction to the topic.
- You should make use of logical transitions.
- You must find at least two additional references in addition to any of the required readings that you use for a total of five references.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.
- Your paper should be formatted in accordance to APA format.

Information about accessing the grading rubric for this assignment is provided below.

**Unit IV PowerPoint Presentation**

**Compensation Strategy for Knowledge Workers**

To prepare for this assignment, review Waring’s article about employee compensation, which is also listed in the required reading section of the Unit IV Study Guide. Note: both links contain the same information; only one needs to be reviewed.


You are the director of compensation for a midsized organization. Prepare a PowerPoint presentation that justifies the implementation of a new compensation strategy that will support the motivational needs of knowledge workers and reinforce the real-time performance appraisal system that the organization has embraced. While your goal is to retain, motivate, and grow the current workforce of multi-generational knowledge workers, you must also justify to your senior management that this compensation strategy is competitive in the marketplace.

Your presentation should describe a compensation program for knowledge workers. The title of the knowledge worker’s position is entirely up to you (e.g., sales executive I, systems engineer III, etc.). You may use various sources (including the lesson materials), but you must use at least one additional resource from the CSU Online Library. Include a reference slide, and cite any sources used in proper APA format. Your presentation should be a minimum of 12 slides in length—not counting the title and reference slides. You may also use the slide notes function to explain slide contents as necessary, but this is not required.

Be sure to address the questions below in your presentation.

- What is the compensation strategy being proposed?
- Did employees provide input?
- Who else provided input?
- What incentives are included in the plan? How will it motivate the employees?
- How will employees determine fairness of the pay structure?
- Why do you believe the employees will be satisfied with this plan? Justify the compensation strategy that supports the motivational needs of knowledge workers.
- What is your communication plan for rolling out the new program?

If you have never created a PowerPoint or need to brush up on your skills, click here to watch a how-to presentation created by the CSU Writing Center. To learn PowerPoint best practices, click here to watch another presentation created by the CSU Writing Center.

Information about accessing the grading rubric for this assignment is provided below.
Imagine that you have been tasked with creating a training and development program for midlevel business managers in an organization (you can use your actual organization or one that you create). A midlevel manager is defined as a manager of managers. You have to present your proposed training program to your supervisor. To do this, you must decide on a training model, conduct a needs analysis, write learning objectives, and create the content of the training. For your assignment, you will create a 12- to 14-slide presentation (not counting the title and reference slides) that includes specific information as outlined below.

The topic of the training can be any subject relevant to a midlevel manager that we covered in the course, such as how to deliver real-time coaching feedback, how to communicate unfavorable news to employees (e.g., compensation status changes), or how to communicate that a complaint has been made against an employee concerning harassment. If you are unsure that your topic is appropriate, contact your professor for approval.

- Be sure to include the information below in your PowerPoint presentation.
- Discuss your selected training process model, and describe why you recommend this model.
- Explain the steps you would have taken to conduct a needs analysis.
- State how this training links to the organizational objectives.
- Provide a sample of two measurable course objectives (from input objectives through impact objectives).
- Present one of the program’s completed modules. For example, this should be one or two of the objectives that inform or engage the participants in an activity.

Be sure to cite any sources used in a reference slide with proper APA style. In addition, a minimum of one academic source that was not used in the Unit III Lesson or listed in required reading must be used, cited, and referenced. If you need assistance, the CSU library staff can help you with your research for this assignment. You may also use the slide notes function to explain slide contents as necessary, but this is not required.

Information about accessing the grading rubric for this assignment is provided below.

**Unit VI Article Critique**

Locate the following article in the Business Source Complete database in the CSU Online Library:


This article is a reflective essay that assesses the strength of comments made by Christopher L. Tomlins in his book *The State and Unions* (1985), which looks back over the past quarter century. Various predictions were made concerning union decline and failed revival efforts as well as counterfeit rights offered to the U.S. working class.

Using all of the knowledge accumulated in this unit and in previous units, write a critique of the article. You may use other academic resources to support your points as necessary. Your critique must be at least three pages in length.

Your critique should address the questions below.

- What are the author’s main points?
- Do the arguments presented by the author support the main point?
- What evidence supports the main point? For example, if Tomlin’s thesis that the New Deal offered only a counterfeit liberty to labor is true, what effect does that have on employee morale?
- Briefly describe two collective bargaining strategies companies use when dealing with unions. How can these strategies affect employee morale?
- What is your opinion of the article?
- What evidence, either from the textbook or from additional sources, supports your opinion?

Be sure to follow the guidelines below.

- Accurately identify the premise and supporting points from the article.
- Provide an insightful and thorough analysis of the information from the article, including using evidence as well as reasonable and compelling interpretations.
- Link material to course content and real-world situations.
- Organize the material logically by using smooth transitions and by grouping similar material together.
- Cite all sources used; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the grading rubric for this assignment is provided below.

**Unit VII Case Study**

Review the case study below, and answer the questions that are provided. Provide complete and detailed responses to each question. Your paper must be at least three pages in length.

**The Closing and Relocation of a Call Center**

In this case study, you are the regional human resource director for a Fortune 500 company. You receive an unexpected visit from your vice president of human resources (VP of HR), who informs you that there is a reorganization taking place within your company. He starts by explaining that the president of the company has decided to retire after 28 years, and the new president has decided to move the current headquarters from the Northeast to Texas. No business reason was provided. There will be almost 1,000 employees redeployed since the company has existed in the Northeast for more than 75 years. This information will be released to employees within the next week. The call center—with more than 500 employees, including your office that is located within it—will also be relocated to another southern state. All employees will be offered their current positions and a relocation package if they wish to move. Those who do not want to relocate will be
Mr. Davis, your VP of HR, is aware that you hired most of the individuals working in the call center and that you are very familiar with the culture and employee status. This news will be devastating to the employees because they have made this the most productive and efficient call center within this global corporation. Mr. Davis came to get your advice on how to best handle the communications plan for announcing this news in your region.

Mr. Davis has taken care of notifications to the state and federal government (i.e., the 60-day notice required according to the Worker Adjustment and Retraining Notification [WARN] Act, which announces that the business is relocating and that employees will be redeployed). From previous experience, Mr. Davis shares with you that you will be contacted by the state to set up meetings so that the state may address all of the employees concerning the state benefits and services available to the employees.

Mr. Davis shares two important messages from the new president: (1) Although this news may be unsettling to many employees, business must be conducted in the same professional manner as always, with the least amount of disruption; and (2) whether the employees decide to relocate or not, while they are employed, they must maintain productivity levels, and their metrics will be monitored as usual.

Mr. Davis informs you that Mr. Woods, senior vice president (SVP) of the region, who is responsible for the call center, is being told of this reorganization via a conference call with his boss on the West Coast and the president of the company. Mr. Woods will be joining you and Mr. Davis to plan the communications shortly. Mr. Davis wants to get a head start on planning with you because he has a flight scheduled back to headquarters that afternoon.

You begin to outline a plan for the communications strategy; for example, you include information that will assist Mr. Woods in preparation for his meeting with his direct reports where he will deliver the news. Other questions you think about during the development of the outline are as follows: What information will Mr. Woods give to his direct reports this afternoon, and what will he give them to share with their managers and employees? Mr. Davis sees your outline, and he encourages you to develop your outline into a communication plan/plan of action and to continue to share it with Mr. Woods.

Before Mr. Davis leaves for the airport, he asks you to report back to him with any issues or difficulties you are experiencing with employees. Mr. Davis also asks that you report the following information to him: How many employees do you think will want to relocate? What do they want to know about the new location? What can he do to help answer these questions for the employees? What can he do to assist you with the communication plan or any activities you plan within the next 60-day period? Mr. Davis gives you all of his contact numbers and reminds you that he is available to you for questions and concerns at any time.

Analyze the information presented in this case study, present your communication plan, and answer the questions below. Your case study paper should be at least three pages in length and should follow APA guidelines.

Your communication plan should address the following questions:

- What are your concerns? For example, how will you motivate the employees to stay throughout the 60 days if they have other job offers? How will you motivate all employees to maintain their productivity levels?
- In the article "Semper Fidelis! A Recipe for Leading Others," which is part of your Required Reading for this unit, Aubrey Daniels describes how a person earns leadership status and explains the importance of positive reinforcement. How will your plan help you to establish yourself as a positive reinforcer?
- What leadership style does Mr. Davis exhibit?
- Propose at least three leadership theories that could be applied to this situation. How will these theories advance or affect employee motivation?

You are required to incorporate information from at least three sources in the required reading for the unit as well as two additional sources in your response. All sources used must be referenced; paraphrased and quoted material must have accompanying citations and references. Your paper should be formatted in APA style to include a title page and reference page.

Information about accessing the grading rubric for this assignment is provided below.

**Unit VIII Essay**

For this assignment, you will write an essay that assesses the role of culture in human resource management practices within a global organization. Give examples of how cultural differences may affect at least two human resource (HR) functions. Examples of these functions may include recruitment and hiring, employee and/or management development, performance reviews, promotions, compensation, and benefits, but you are not limited to these functions.

Your essay should follow the guidelines below.

- Writing should include proper grammar, sentence structure, and writing mechanics.
- The organization of the paper should be logical, and you should include an introduction section with a clear thesis statement as well as a conclusion section.
- Your paper should be at least three pages in length.
- You must use a minimum of two outside sources.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.
- Your paper must be formatted in APA style to include a title page, running head, and reference page.
There are two additional references identified below that you may find helpful when completing this assignment, but you are not required to use them.

In order to access the following resources, click the links below:


Information about accessing the grading rubric for this assignment is provided below.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU's Citation Guide in the myCSU Student Portal by clicking on the “Citation Resources” link in the “Learning Resources” area. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Journal, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Journal rubric can be found within Unit I’s Journal submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Journals, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to e-mail your professor. Responses to your post will be addressed or e-mailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus,
Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Schedule/Grading

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

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<th>Unit I</th>
<th>Introduction to Human Resource Management and Employment Laws</th>
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| Read/View: | • Unit I Study Guide  
• Reading Assignments (6 articles): See Study Guide | |
| Submit: | • Unit I Article Critique | 13% |

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| Submit: | • Unit II Case Study | 13% |

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• Reading Assignments (3 articles): See Study Guide | |
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| Submit: | • Unit IV PowerPoint Presentation | 11% |

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| Submit:   | • Unit VIII Essay                           | 13%            |