LEADERSHIP & PROFESSIONALISM
Course of Study for LPO1

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.......................................... Wednesday, 9am-5 pm, Eastern Time
.......................................... Thursday, 9am-5 pm, Eastern Time
.......................................... Friday, 9am-5 pm, Eastern Time

Description
This document outlines the sequence of learning activities students should complete to help prepare to demonstrate competence in this subject area Leadership and Professionalism. Your competence will be assessed by passing the LPO1 Objective assessment (LPO1). Depending on your educational background and work experience, this Course of Study can take up to eight weeks. Following this document sequentially is an important part of your assessment preparation. This tool is designed to help you become an independent learner by providing multiple learning methods. These steps may be completed more quickly than shown below as determined in consultation with your mentor.

Introduction
Welcome to the Leadership and Professionalism Course of Study! Effective leadership and professionalism is a critical skill in today’s workplace whether we manage our own team or work collaboratively with or through others who do not report directly to us. We’ll explore these concepts together through this course of study. My name is Keith Wade and I will serve as your mentor for this course of study as you prepare for the LPO1 Objective Exam. I am here to support your learning through this Course of Study, and look forward to working with you. My role is to answer questions, provide guidance, and help solve problems, so don’t hesitate to contact me.

Why is leadership and professionalism so important?
Leaders come in all shapes and sizes- some with formal authority and some emerge in a group informally. Whether the leader is formally designated or informally emerges, I think we can all agree on their necessity for team and organizational success. Someone needs to steer the ship. Success as formal or informal leader depends heavily on the ability to communicate effectively, influence those around you, how you establish credibility, and your ethical conduct: in other words, leadership and professionalism.

This Course of Study is designed to prepare you for the LPO1. LPO1 is a proctored, objective exam consisting of 80 multiple choice questions with a pass score of 54%. The exam covers four areas including: communication, leadership, teamwork and professionalism. The exam must be taken at an approved testing site. There is also a pre-assessment (PALP) that is available to help you prepare for the exam. The pre-assessment has 40 questions with a pass score of 54%. **Students should aim for a score of 45% or higher before scheduling the LPO1 exam.
Once you’ve successfully completed this COS you should be able to apply the basic principles of leadership, teamwork, professionalism, and communication.

Each of you has a wealth of personal experience regarding leadership and professionalism—either you have led people and/or projects, or you have worked with leaders who have provided examples of effective or poor leadership or professionalism. Once you complete this Course of Study you will have the demonstrated a level of competence you can immediately use in your work and career experience.

PLEASE NOTE: This Course of Study is a dynamic document that is updated on a regular basis. As you work through the Course of Study, make certain you check to make sure you are using the most current version of the document found by clicking on the “Start Here” button on the AAP Learning Resources

**Competencies**

There following competencies are covered with this Course of Study:

<table>
<thead>
<tr>
<th>Numerical Code</th>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>p001192</td>
<td>Leadership</td>
<td>identify and apply leadership behaviors including: providing direction and enlisting others in a shared vision; searching out challenging opportunities for change, growth, and improvement; fostering collaboration and building effective teams; and coaching, mentoring, counseling and facilitating professional development.</td>
</tr>
<tr>
<td>p001193</td>
<td>Leadership</td>
<td>identify and apply effective leadership including: the function of the leader’s behavior, characteristics of the followers, aspects of the environment, and criteria of organizational effectiveness</td>
</tr>
<tr>
<td>p001194</td>
<td>Leadership</td>
<td>identify their own leadership strengths and weaknesses, and develop an action plan for continued leadership development</td>
</tr>
<tr>
<td>p001195</td>
<td>Leadership</td>
<td>describe the relationship between effective leadership, risk profiles and ambiguous situations in the context of various organizations.</td>
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<tr>
<td>p001196</td>
<td>Leadership</td>
<td>compare and contrast persuasion, influence and manipulation strategies available to leaders and managers.</td>
</tr>
<tr>
<td>p001197</td>
<td>Leadership</td>
<td>identify and apply conditions that foster creativity, courage, compassion, diversity, innovation, a healthy work environment, stakeholder trust and risk taking.</td>
</tr>
<tr>
<td>p001198</td>
<td>Leadership</td>
<td>exhibit dedication for the end result and model behavior that facilitates the desired outcome.</td>
</tr>
<tr>
<td>p001199</td>
<td>Leadership</td>
<td>recognize the importance of vision, mission, goals, and core values, how leaders can actively involve followers in their discovery/development, and their role in obtaining continuous success/improvements.</td>
</tr>
<tr>
<td>p001200</td>
<td>Professionalism</td>
<td>formulate, apply and explain their own professional ethics, considering the fundamentals of ethical behavior and including relevant professional ethical standards.</td>
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<tr>
<td>p001201</td>
<td>Professionalism</td>
<td>compare and contrast social responsibility, ethics and integrity.</td>
</tr>
<tr>
<td>p001202</td>
<td>Professionalism</td>
<td>identify and explain their own and others’ strengths and weaknesses in relation to organizational effectiveness and efficiency.</td>
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<tr>
<td>p001203</td>
<td>Professionalism</td>
<td>demonstrate an understanding of self-management skills including time and stress management, and interpersonal professional relationships and conduct.</td>
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<tr>
<td>p001204</td>
<td>Professionalism</td>
<td>describe and differentiate their own responsibilities to various stakeholders.</td>
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<tr>
<td>p001205</td>
<td>Professionalism</td>
<td>demonstrate an understanding of the components of a professional development action plan.</td>
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<tr>
<td>p001206</td>
<td>Professionalism</td>
<td>identify and apply appropriate strategies for networking and collaborating with others.</td>
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<tr>
<td>p001207</td>
<td>Professionalism</td>
<td>objectively consider and respond to others’ feedback and evaluation.</td>
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<tr>
<td>p001208</td>
<td>Professionalism</td>
<td>demonstrate respect for and acceptance of diverse groups and comply with appropriate legal requirements.</td>
</tr>
<tr>
<td>p001209</td>
<td>Professionalism</td>
<td>demonstrate appropriate and inappropriate resource use in the workplace (e.g., time, physical and intellectual property, and personnel).</td>
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<tr>
<td>p001210</td>
<td>Professionalism</td>
<td>articulate potential conflicts of their own ethics with those of the organization and how those ethical conflicts might be resolved with integrity.</td>
</tr>
<tr>
<td>p001211</td>
<td>Communication</td>
<td>interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources and charts/graphs).</td>
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<td>p001212</td>
<td>Communication</td>
<td>produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal and memo to board of directors).</td>
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<td>p001213</td>
<td>Communication</td>
<td>produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.</td>
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<td>Communication</td>
<td>respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.</td>
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<td>p001216</td>
<td>Communication</td>
<td>adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.</td>
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<tr>
<td>p001217</td>
<td>Communication</td>
<td>interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.</td>
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<tr>
<td>p001218</td>
<td>Communication</td>
<td>create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.</td>
</tr>
<tr>
<td>p001219</td>
<td>Teamwork</td>
<td>identify and discuss appropriate uses for a team including the advantages of individual versus team job design and the advantages of self-managed teams, team supervision, and individual/team rewards for performance.</td>
</tr>
<tr>
<td>p001220</td>
<td>Teamwork</td>
<td>identify the components of a team action plan that addresses barriers, team characteristics and roles, team stages, consensus formulation, and communication with external audiences.</td>
</tr>
<tr>
<td>p001221</td>
<td>Teamwork</td>
<td>identify and apply team facilitation skills including brokering with external audiences, directing, coordinating and preventing group-think.</td>
</tr>
<tr>
<td>p001222</td>
<td>Teamwork</td>
<td>identify and apply team participation skills including professional behavior, constructive role playing, commitment to team purpose and team celebration.</td>
</tr>
<tr>
<td>p001223</td>
<td>Teamwork</td>
<td>compare and contrast the needs and expectations of the external client to that of the team, including clarity of team goals, responsibility, authority and resources.</td>
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</table>

**Required Learning Resources**

- SkillSoft/Skillport Library
- Leadership & Professionalism Learning Community

**WEEK 1**

**Preparing for Success**

**Subject Description:** In order to successfully complete LPO1 you need the appropriate resources to support your learning. The various Learning Resources included in this COS are essential of your success as they will provide the necessary knowledge to pass the objective assessment.

**Topic 1: Acquire Learning Resources**

**Instructions:** Arrange to obtain or enroll in the Learning Resources listed below so there will be no delays in your studies. These items are essential for you as the COS will guide you week-by-week in the use of these resources.

**Activity:** Order the textbooks

**Description:** Order the following commonly used college-level management/leadership and communication textbooks. They include chapter questions, glossaries, and case studies to use to check your understanding as you progress through the material. *The WGU Bookstore has these books available for immediate purchase and delivery. You may shop at other online bookstores, but be sure to order early and use the correct ISBN to get the correct edition.*

Activity 2: Access the SkillSoft/Skillport Library

Description: The SkillSoft Library contains various Modules that will assist you in preparing for the assessment. The specific modules recommended for your studies are listed in each section of this course of study. All students will use their WGU student portal login and password to access SkillSoft at: http://wgu.skillport.com/. Talk to your mentor if you need additional information regarding your SkillSoft account. For additional information on using your SkillSoft account, read the “Using Your SkillSoft Account” document at: https://web5.wgu.edu/aap/content/Using%20the%20SkillSoft%20Library%20(2).doc

Logging on to SkillSoft: Log into SkillSoft and access the SkillSoft modules as directed in this course of study.

1. Log into SkillSoft: http://wgu.skillport.com
2. Enter the module number listed in the various sections of this COS in the “search for” box.
3. Click on the course
4. Read the SkillSoft Lesson overview.
5. Take the SkillSoft course pre-test for each section where available.
6. Complete the modules where your pre-test scores are low.
7. Take the post tests after completing all of the modules.
8. For additional information, review the SkillBriefs, Job Aids and Books 24/7 associated with each module.

Activity 3: Join the Leadership and Professionalism Learning Community

Description: Learning Communities are an integral part of the WGU learning experience. The Leadership and Professionalism Learning Community provides opportunities to learn through communication with the mentor and other students. Any time you have a question about the content in this Course of Study, contact the community mentor for assistance. Community mentors and other students will not provide answers, but will engage you in discussion to help you clarify and extend your understanding of important concepts. In addition, you will find specific assignments in this Course of Study that direct you to the Leadership and Professionalism Learning Community.

Enroll in the Community: Request your mentor to enroll you in the Leadership and Professionalism Learning Community.

Activity 4: Purchase a Journal for your Leadership & Professionalism studies.

Description: Throughout this course of study you will be asked to identify ideas or tools that jumped out at you, ideas that you can find immediate relevance or application for in your professional life; or that can be used to improve your skills in leadership. Writing them down will make it easier to apply them in your professional life. This journal or toolbox can also help to refresh your memory on concepts that will be included in the LPO1 exam. Whether you purchase a notebook, or create a Word
document, it will become a valuable toolbox you can add to and draw upon throughout the journey toward your degree.

**Subject 2: Communication**

**Subject Description:** The activities for Week 1, 2, 3, and 4 will introduce you to the concepts associated with Communication in business.

**Background Information:** Communication has many different components. On the one hand communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Our ability to communicate builds our credibility as a leader and a manager. Mastering effective communication can increase our ability to influence others. Most important, effective communication is the vehicle with which we ensure our intended messages are heard – often a complicated process.

**Competency:** Communication

**Numerical Code:** p001211  
**Competency Description:** The graduate can interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources and charts/graphs).

**Numerical Code:** p001212  
**Competency Description:** The graduate can produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal and memo to board of directors).

**Numerical Code:** p001214  
**Competency Description:** The graduate can produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.

**Numerical Code:** p001215  
**Competency Description:** The graduate can respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

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**Competency Description:** The graduate can adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

**Numerical Code:** p001217  
**Competency Description:** The graduate can interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Numerical Code:** p001218  
**Competency Description:** The graduate create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.
Topic 1: Workplace & Communication Overview

Objectives: When you have completed Week 1 you will be able to:

- Define work and explain the meaning of work
- Explain why people work and describe the basic philosophy associated with work
- Differentiate between work and play
- Describe employer theories of the meaning of work.
- List and describe the elements of the physical work environment
- Explain how elements of the mental work environment affect workers
- Compare individual and organizational needs
- Diagram and explain the basic communication model
- List and explain the five message channels
- Describe the role words play in communicating
- Describe six functions of nonverbal communication
- Differentiate between formal and informal communications
- Define and explain the role of upward, downward, and horizontal communications

Instruction: Being a good leader starts with an understanding of the workplace and its environment: why do people work? What is work? What are the individuals’ needs and organizational needs? How do those needs differ or intersect? This week’s topic will also provide an overview of communication - a subject we’ll delve into deeply in the coming weeks. As you work through this topic’s material reflect on the following:

- How do you define work? How do you think your definition differs from your employer’s (or someone you have worked for in the past)?
- This week be conscious of the communication channels you use and how you use non-verbal cues. What did you notice?

Your study of Communication and The Workplace includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 objective exam.

Activity 1: Today’s Workplace
Activity Type: Read Chapter 1 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 1, “Work and Its Place” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 2: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 1
Description: Log into the publisher’s website to take the quizzes associated with Chapter 1, “Work and Its Place”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
- Multiple Choice:
Activity 3 : Communication Overview
Activity Type: Read Chapter 3 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 3, “Primary Communications” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 4 : Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 3
Description: Log into the publisher’s website to take the quizzes associated with Chapter 3, “Primary Communications”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
   - Multiple Choice
     http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783018,00.html
   - True/False
     http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783029,00.html
   - Fill-in-the-Blanks
     http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783035,00.utf8.html

Activity 5 : Review of Communication SkillSoft Modules
Activity Type: Read and complete SkillSoft Modules
Description: Further integrate your understanding of communication by completing the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
   - comm_02_a01_bs_enus: Interpersonal Communications
   - comm_02_a02_bs_enus: The Mechanics of Communicating Effectively
   - lead_01_a05_bs_enus: Communication and Leadership

Activity 6 : Communication Website & Reflection
Activity Type: Review this website on Communication in Your Organization
Description: Visit the following website for further information about communication in the workplace. Answer the question below in your journal.
URL: http://www.mindtools.com/CommSkll/CommunicatingInAnOrganization.htm

After reviewing this website you should be able to answer the following in your journal:
   - How can clothing, eye contact, and posture make a difference in the message you send? Be specific.

Activity 7 : Study Tip: Mastering Concepts
Activity Type: Review of Chapters 1 and 3 in the Human Side of Organizations, focusing on important terminology.

Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Review - Terms: Review Flashcards for LPO1: http://www.studystack.com/flashcards-61494 This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

Exercises: It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapters 1 and 3 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.

Topic Study Questions: Click on this link and answer the study questions for this Course of Study Topics – Chapter #1/3 Human Side of Organizations. Fill in the answers on this document and save it with your journal for a final review before the test.

URL: https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

WEEK 2

Subject: Communication Continued

Subject Description: The activities for Week 1, 2, 3, and 4 will introduce you to the concepts associated with Communication in business.

Background Information: Communication has many different components. On the one hand communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Our ability to communicate builds our credibility as a leader and a manager. Mastering effective communication can increase our ability to influence others. Most important, effective communication is the vehicle with which we ensure our intended messages are heard – often a complicated process.

Competency: Communication

Numerical Code: p001211

Competency Description: The graduate can interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources and charts/graphs).

Numerical Code: p001212

Competency Description: The graduate can produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress
to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal and memo to board of directors).

**Numerical Code:** p001214  
**Competency Description:** The graduate can produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.

**Numerical Code:** p001215  
**Competency Description:** The graduate can respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

**Numerical Code:** p001216  
**Competency Description:** The graduate can adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

**Numerical Code:** p001217  
**Competency Description:** The graduate can interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Numerical Code:** p001218  
**Competency Description:** The graduate create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Topic 1: Improving Communication & Managing Conflict**

**Objectives:** When you have completed Week 2 you will be able to:

- Identify, describe, and give examples of the 14 barriers to communication
- Explain the importance of listening and identify methods to improve listening
- Describe methods to break down communication barriers
- Describe methods to improve communication.
- Identify positive and negative conflicts
- Identify eight methods for managing conflict

**Instruction:** Conflict is a natural occurrence in the workplace. If managed well, conflict can be a healthy element of team growth. Conflict dealt with in healthy ways uncovers issues in need of addressing, so that the organization can move forward. One way to manage conflict in the workplace is to improve communication, especially listening skills. As you work through this material, reflect on the following questions:

- **What conflict management tools and techniques are especially effective in your organization (or an organization you know well)?**
- **Why are they effective?**

**Activity 1:** Improving Communication  
**Activity Type:** Read Chapter 4 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 4, “Improving Communications and Managing Conflict in the Workplace” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 2: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 4
Description: Log into the publisher’s website to take the quizzes associated with Chapter 4, “Improving Communications and Managing Conflict in the Workplace”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
- Multiple choice: http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783051.00.utf8.html
- True/False: http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783062.00.utf8.html
- Fill-in-the-Blanks: http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783070.00.utf8.html

Activity 3: Review of Managing Conflict SkillSoft Modules
Activity Type: Read and complete SkillSoft Modules
Description: Further integrate your understanding of managing conflict and communication by completing the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
- **comm_07_a01_bs_enus**: Perspectives on Conflict in the Workplace
- **comm_07_a02_bs_enus**: Handling Conflict
- **comm_07_a03_bs_enus**: Managing Organizational Conflict

Activity 4: Conflict Resolution Website & Reflection
Activity Type: Review this website on Conflict Resolution
Description: Visit the following website for further information about resolving conflict. Answer the question below in your journal.
URL: http://www.mindtools.com/pages/article/newLDR_81.htm

After reviewing this website you should be able to answer the following in your journal:
- Define the Thomas/Killman Conflict styles.
- Which of these conflict styles are present in your workplace? Name one approach you can take to work with each of these styles.

Activity 5: Study Tip: Mastering Concepts
Activity Type: Review of Chapters 4 in the Human Side of Organizations, focusing on important terminology.
Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.
Review - Terms: Review Flashcards for LPO1: 
http://www.studystack.com/flashcards-61494 This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

Exercises: It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapter 4 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.

Topic Study Questions: Click on this link and answer the study questions for this Course of Study Topics – Chapter #4 Human Side of Organizations. Fill in the answers on this document and save with your journal for final review of the test.
URL: https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

Activity 6 : Books 24/7
Activity Type: Search Books 24/7 for relevant reading material
Description: For additional information on improving communication and resovling conflict, log into SkillSoft and using a key word search, search for books in Skillport Books 24/7
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm

Suggested keywords:
- Conflict Management
- Listening

WEEK 3

Subject: Communication Continued

Subject Description: The activities for Week 1, 2, 3, and 4 will introduce you to the concepts associated with Communication in business.

Background Information: Communication has many different components. On the one hand communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Our ability to communicate builds our credibility as a leader and a manager. Mastering effective communication can increase our ability to influence others. Most important, effective communication is the vehicle with which we ensure our intended messages are heard – often a complicated process.

Competency : Communication

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Numerical Code: p001215

Competency Description: The graduate can respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

Numerical Code: p001216

Competency Description: The graduate can adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

Numerical Code: p001217

Competency Description: The graduate can interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

Numerical Code: p001218

Competency Description: The graduate can create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

Topic 1: Communication Strategies

Objectives: When you have completed Week 3 you will be able to:

- Create a communication strategy
- Analyze your audience
- Choose the right channel to deliver your message
- Prepare a presentation
- Respond appropriately to questions
- Determine how communication might change when managing staff
- Identify ways to remove barriers between communication stages

Instruction: This week we’ll start delving into the mechanics of effective communication: choosing the right channel for your message, the importance of communication, and communicating as a manager. Reflect on the following questions as you move through the material:

- If you were coaching your manager (or someone you’ve worked for in the past) about their communication skills, what feedback you give him/her and why?
- Evaluate your own communication skills, what could you do better? Why did you choose those elements? Be specific.
Your study of the communication strategies includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

**Activity 1**: Communication Strategy  
**Activity Type**: Read Chapter 1 of your textbook and answer the discussion questions.  
**Description**: Read Chapter 1, “Communication Strategy” in Guide to Managerial Communication. Answer the discussion question below in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Discussion Questions**:  
- Define the following communication styles: tell, sell, consult, and join. Which should you use and when?

**Connecting Terms**: When learning terms it is often helpful to connect the term to the concept. Prepare a set of review/flash cards for the key terms in Chapter 1: one for each term - identify the term, its definition, and a short statement of how that term relates to communication strategies. Make sure to put the term in its context rather than just memorize. Think of some organizations you know: How do these terms relate to the type of communication strategies you’ve seen.

**Activity 2**: Communication Website & Reflection  
**Activity Type**: Review this website on Improving Communication  
**Description**: Visit the following website for further information about resolving conflict. Answer the question below in your journal.  

After reviewing this website you should be able to answer the following in your journal:

- How do the communication styles and skills change when you are managing staff?

**Activity 3**: Communication Website & Reflection  
**Activity Type**: Review this website on Why Communication Skills are so Important  
**Description**: Visit the following website for further information about resolving conflict. Answer the question below in your journal.  
**URL**: [http://www.mindtools.com/CommSkll/CommunicationIntro.htm](http://www.mindtools.com/CommSkll/CommunicationIntro.htm)

After reviewing this website you should be able to answer the following in your journal:

- What are some of the strategies you can use to remove barriers between the various stages of communicating a message?

**Activity 4**: Communication Strategy SkillSoft Modules  
**Activity Type**: Read and complete SkillSoft Modules  
**Description**: Further develop your understanding of communication strategies complete the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm

- COMM002A: Business Interpersonal Communications Skills Simulation
- Comm_03_a02_bs_enus: Listening to Comprehend

**Topic 2: Speaking and Presentation Skills**

**Objectives:** When you have completed Week 3 you will be able to:

- Prepare for a meeting
- Encourage participation during a meeting
- Manage decision making and follow-up
- Design a presentation
- Design visual aids

**Instruction:** Being able to speak effectively is key for any leader. But it’s not just the fact that you can speak effectively, but that you can tailor your message to the audience and the situation. Additionally, making effective presentations requires some skill unto itself. This topic will focus on the speaking and presenting elements of communication. Reflect on the following questions as you move through the material:

- *Focus on the communication of one person this week: how does that person’s style change in different situations or with different audiences?*
- *What are some of the most techniques you’ve seen used in presentations that made the main message shine through easily?*

Your study of the speaking and presentation skills includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

**Activity 1: Speaking**

**Activity Type:** Read Chapter 5 of your textbook and answer the discussion questions.

**Description:** Read Chapter 5, “Speaking: Verbal Structure” in *Guide to Managerial Communication*. Answer the discussion questions below in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Discussion Questions:**

- What can a speaker do to make the opening of his/her presentation most effective?
- Name a course of action you can take when you don’t know an answer to a question asked during your presentation.

**Connecting Terms:** When learning terms it is often helpful to connect the term to the concept. Prepare a set of review/flash cards for the key terms in Chapter 5: one for each term - identify the term, its definition, and a short statement of how that term relates to communication strategies. Make sure to put the term in its context rather than just memorize. Think of some organizations you know: How do these terms relate to the type of presentations you’ve seen.
Activity 2: Visual Aids
Activity Type: Read Chapter 6 of your textbook and answer the discussion questions.
Description: Read Chapter 6, “Speaking: Visual” in Guide to Managerial Communication. Answer the discussion questions below in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Discussion Questions:
- What are the key points to remember when working with visual aids? (Discuss slides, charts, bullets, flow)

Connecting Terms: When learning terms it is often helpful to connect the term to the concept. Prepare a set of review/flash cards for the key terms in Chapter 6: one for each term - and identify the term, its definition, and a short statement of how that term relates to communication strategies. Make sure to put the term in its context rather than just memorize. Think of some organizations you know: How do these terms relate to the type of presentations you’ve seen.

Activity 3: Presentation Skills SkillSoft Modules
Activity Type: Read and complete SkillSoft Modules
Description: Further develop your understanding of presentation skills complete the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm

- Comm_05_a01_bs_enus: Presenting Successfully
- Comm_05_a02_bs_enus: Delivering the Message
- Comm_05_a03_bs_enus: Available Presentation Resources

Activity 4: Study Tip: Mastering Concepts
Activity Type: Review of Chapters 1, 5 and 6 in the Guide to Managerial Communication, focusing on important terminology.
Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Review - Terms: Go back and review the flashcards you prepared for Chapters 1, 5, and 6. Have someone quiz you.

Topic Study Questions: Click on this link and answer the study questions for this Course of Study Topics – Chapter #1, #5, and #6 Guide to Managerial Communication. Fill in the answers on this document and save with your journal for final review of the test.
URL: https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

Activity 5: Books 24/7
Activity Type: Search Books 24/7 for relevant reading material
Description: For additional information on total quality management, log into SkillSoft and using a key word search, search for books in Skillport Books 24/7
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm
Suggested keywords:
- Presentation Skills
- Speaking
- Communication Skills
- Public Speaking
- Listening

WEEK 4

Subject 1: Communication Continued

Subject Description: The activities for Week 1, 2, 3, and 4 will introduce you to the concepts associated with Communication in business.

Background Information: Communication has many different components. On the one hand communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Our ability to communicate builds our credibility as a leader and a manager. Mastering effective communication can increase our ability to influence others. Most important, effective communication is the vehicle with which we ensure our intended messages are heard – often a complicated process.

Competency: Communication

Numerical Code: p001211
Competency Description: The graduate can interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources and charts/graphs).

Numerical Code: p001212
Competency Description: The graduate can produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal and memo to board of directors).

Numerical Code: p001214
Competency Description: The graduate can produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.

Numerical Code: p001215
Competency Description: The graduate can respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

Numerical Code: p001216
Competency Description: The graduate can adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

Numerical Code: p001217
Competency Description: The graduate can interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

Numerical Code: p001218

Competency Description: The graduate create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

Topic 1: Non-Verbal Communication Skills

Objectives: When you have completed Week 4 you will be able to:

- Align your body language to your message
- Use vocal qualities effectively
- Practice relation techniques
- Identify important elements of effective listening
- Differentiate between poor listening and good listening

Instruction: This week we turn our attention from oral communication to nonverbal communication. Although the words you say are important to the message being sent, often times the body language and tone of voice accompanying your words speak with louder volume. Aligning your body language and the message is an important element to ensuring what intend to convey is what is heard by the receiver. Reflect on the following question as you move through the material:

- The next time you’re talking with someone be conscious of the body language you use. Is it aligned directly to your message? What could you do to improve that alignment?

Your study of non-verbal communication skills includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

Activity 1: Non-verbal skills
Activity Type: Read Chapter 7 of your textbook and answer the discussion questions.
Description: Read Chapter 7, “Speaking: Nonverbal skills” in Guide to Managerial Communication. Answer the discussion questions below in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Discussion Questions:
- Discuss the important body language elements to keep in mind when giving a presentation.
- What are some ways you can help yourself relax when giving a presentation?

Connecting Terms: When learning terms it is often helpful to connect the term to the concept. Prepare a set of review/flash cards for the key terms in Chapter 7: one for each term - and identify the term, its definition, and a short statement of how that term relates to communication strategies. Make sure to put the term in its context rather
than just memorize. Think of some organizations you know: How do these terms relate to the type of nonverbal strategies you’ve seen.

**Activity 2 : Nonverbal Communication Website & Reflection**

**Activity Type:** Review this website on Improving Communication

**Description:** Visit the following website for further information about nonverbal communication skills. Answer the question below in your journal.

**URL:** http://www.goer.state.ny.us/Train/onlinelearning/FTMS/600s2.html

After reviewing this website you should be able to answer the following in your journal:

- What is meant by *reflecting a statement*?
- Why are open-ended questions important to effective listening?
- How do you reflect what someone is saying without judgment?

**Topic 2 : Written Communication Skills**

**Objectives:** When you have completed Week 4 you will be able to:

- Gather information and organize your thoughts
- Focus your written message
- Draft and edit your document
- Overcome writer’s block
- Identify the unique requirements of writing e-mails

**Instruction:** Because body language and tone of voice are so important to communication, it’s much more difficult to get your message across in writing. Your writing has to convey a message without the support of the non-verbal cues you use in oral communication. Even though difficult, written communication skill is an important element to most workplaces. Doing it well not only gets your message across, but also establishes your credibility as a professional. This section will delve specifically into written communication skills. Reflect on the following questions as you move through the material:

- *Look at some of the last e-mails you wrote at work. Were you putting your best foot forward professionally? In what ways could you have improved the writing?*
- *Review the writing of someone you think writes well in the workplace. What do they do that helps deliver their intended message?*

Your study of written communication skills includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

**Activity 1 : Written Communication**

**Activity Type:** Read Chapter 2 of your textbook and answer the discussion questions.

**Description:** Read Chapter 2, “Writing: Composing Efficiently” in Guide to Managerial Communication. Answer the discussion questions below
in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Discussion Questions:**
- Define the writing composition processes: gather, organize, focus, draft, edit
- It’s easy to let your message go off on a tangent. What are some of the strategies to keep your message focused?

**Connecting Terms:** When learning terms it is often helpful to connect the term to the concept. Prepare a set of review/flash cards for the key terms in Chapter 2: one for each term - and identify the term, its definition, and a short statement of how that term relates to communication strategies. Make sure to put the term in its context rather than just memorize. Think of some organizations you know: How do these terms relate to the type of nonverbal strategies you’ve seen.

**Activity 2:** Written Communication Skills SkillSoft Modules
**Activity Type:** Read and complete SkillSoft Modules
**Description:** Further develop your understanding of written communication skills complete the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
**URL:** [http://wgu.skillport.com/SkillPortFE/login/login.cfm](http://wgu.skillport.com/SkillPortFE/login/login.cfm)

- COMM0011: Writing with Intention
- COMM0016: Getting the Most from Business Documents

**Activity 3:** Study Tip: Mastering Concepts
**Activity Type:** Review of Chapter 2 and 7 in the textbook, focusing on important terminology.
**Description:** To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

**Review - Terms:** Go back to the review/flash cards you prepared for Chapters 2 and 7 and review. Continue to review these flash cards throughout your preparation for this exam. Have someone quiz you.

**Topic Study Questions:** Click on this link and answer the study questions for this Course of Study Topics – Chapter #2 and 7 Guide to Managerial Communication. Fill in the answers on this document and save with your journal for final review of the test.
**URL:** [https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc](https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc)

**Activity 4:** Books 24/7
**Activity Type:** Search Books 24/7 for relevant reading material
**Description:** For additional information on total quality management, log into SkillSoft and using a key word search, search for books in Skillport Books 24/7
**URL:** [http://wgu.skillport.com/SkillPortFE/login/login.cfm](http://wgu.skillport.com/SkillPortFE/login/login.cfm)
Suggested keywords:
- Listening
- Writing
- Written Communication
- Nonverbal Communication
- Body Language

WEEK 5

Subject 1: Teamwork

Subject Description: The activities for Week 5 will introduce you to the concepts associated with teamwork, working with small groups, self-management, and motivation.

Background Information: More and more often work is accomplished by teams and informal groups rather than by individuals. Working on a team can be rewarding and provide a true sense of camaraderie. Teamwork can also have its challenges requiring some specific actions to ensure the team is working toward the same goals and each member pulls his/her weight. In the words of Irving Janis, “Groups, like individuals, have their shortcomings. Groups can bring out the worst as well as the best in people” (Drafteke, 2006, p. 210). Self-management is also important in the team environment. When we can manage our time, our emotions, and handle the organizational politics well we can offer our best to the team and its goals.

Competency: Teamwork

Numerical Code: p001219

Competency Description: The graduate can identify and discuss appropriate uses for a team including the advantages of individual versus team job design and the advantages of self-managed teams, team supervision, and individual/team rewards for performance.

Numerical Code: p001220

Competency Description: The graduate can identify the components of a team action plan that addresses barriers, team characteristics and roles, team stages, consensus formulation, and communication with external audiences.

Numerical Code: p001221

Competency Description: The graduate can identify and apply team facilitation skills including brokering with external audiences, directing, coordinating and preventing group-think.

Numerical Code: p001222

Competency Description: The graduate can identify and apply team participation skills including professional behavior, constructive role playing, commitment to team purpose and team celebration.

Numerical Code: p001223

Competency Description: The graduate can compare and contrast the needs and expectations of the external client to that of the team, including clarity of team goals, responsibility, authority and resources.
**Topic 1: Teamwork and Small Groups**

**Objectives:** When you have completed Week 5 you will be able to:

- Describe the purpose and nature of formal and informal groups
- Describe group member characteristics
- List and describe factors affecting group attractiveness and cohesion
- Explain how informal groups utilize the grapevine
- Summarize the advantages and disadvantages of group decision making
- Describe methods for conducting effective meetings
- List, describe, and differentiate between two group formation models
- List and describe methods for maximizing team efforts
- Discuss inhibitors and enablers to the team process

**Instruction:** In this section we’ll focus on the teamwork aspect of this week’s subject: team formation, roles, cohesion and processes. Reflect on the following as you go through this material:

- **Think about your best team experience.** What made that experience so good? Be specific.
- **Compare your best experience to your worst team experience.** Why were there differences? Be specific.

Your study of Small Groups and Teamwork includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 objective exam.

**Activity 1: Small Groups**

**Activity Type:** Read Chapter 8 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.

**Description:** Read Chapter 8, “Small Groups and the Informal Organization” in *Human Side of Organizations*. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Activity 2: Chapter Quizzes**

**Activity Type:** Take the online quizzes for Chapter 8

**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 8, “Small Groups and the Informal Organization”. Take the Multiple Choice, True/False, and Fill-In-the-Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.

**URLs:**
- Multiple choice: [http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783185-content.00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783185-content.00.utf8.html)
- True/False: [http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783196-content.00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783196-content.00.utf8.html)
- Fill-in-the-Blanks
Activity 3: Review of Teamwork SkillSoft Modules  
**Activity Type:** Read and complete SkillSoft Modules  
**Description:** Further integrate your understanding of teamwork by completing the following SkillSoft modules. Try to score at least 80% on all lesson post tests.

- **TEAM0171:** Effective Team-building Strategies  
- **TEAM0172:** Effectively Communicating in Teams  
- **TEAM0173:** The Individual’s Role in a Team

Activity 4: Teamwork Website & Reflection  
**Activity Type:** Review this website on Teambuilding  
**Description:** Visit the following website for further information about team formation. Answer the question below in your journal.

**URL:** [http://www.managementhelp.org/grp_skll/teams/teams.htm](http://www.managementhelp.org/grp_skll/teams/teams.htm)

After reviewing this website you should be able to answer the following in your journal:

- Discuss the team formation processes of forming, storming, norming, and performing (Tuckman model).

**Topic 2: Self-Management**

**Objectives:** When you have completed Week 5 you will be able to:

- Explain why a certain degree of conformity among organizational members is desirable  
- Define the general types of individuals you may have to adjust to and explain how to deal with each  
- Evaluate the three general areas in which many employers have the “right to know”  
- Describe sound concepts for disciplining employees  
- Describe the nature and purpose of organizational politics  
- Define influence strategies and ways to influence others  
- List, define, and explain the concepts and components of self-management  
- List, define, and explain time management techniques

**Instruction:** Self management is key to professional conduct – our ability to manage our time, our emotions, and cooperate and get along with others in the workplace. This topic will give you an overview of self-management. Reflect on the following as you go through this material:

- **What’s the right balance between individuality and conformity?**  
- **Think of a person you think “has it together” at work. What are characteristics and behaviors which are giving you that impression?**

Your study of self-management includes resources from your textbook. Be sure to review it carefully as it provides a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 objective exam.
Activity 1: Self-Management
Activity Type: Read Chapter 9 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 9, “Individuals and Self-Management” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 2: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 9
Description: Log into the publisher’s website to take the quizzes associated with Chapter 9, “Individuals and Self-Management”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
- Multiple Choice: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783218-content,00.utf8.html
- True/False: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783229-content,00.utf8.html

Topic 3: Motivation
Objectives: When you have completed Week 5 you will be able to:

- Explain the importance of understanding the concepts of needs and motivation
- Describe a basic model of motivation and the four common learned needs
- Differentiate among the motivational theories of Maslow, Alderfer, and Herzberg
- Describe expectancy, equity, and intrinsic/extrinsic theories
- Describe and how time, importance, and money affect motivation
- List and describe the principles factors that influence morale
- Recognize the major warning signs of poor morale and describe the various methods for measuring and evaluating morale
- List and describe the 14 factors that can impact and improve the quality of work life
- List and explain the work trends, work/social environments, internal, external, and individual factors affecting job satisfaction and work life

Instruction: Each person in the workplace is there for a reason – something motivates that person to be there and perform at a certain level. Understanding what motivates others is important a manager’s success. This topic will give you an overview of motivation and job satisfaction. Reflect on the following as you go through this material.
What motivates you on the job? How do your motivations differ from the person in the next workstation?

Think about the morale at your workplace or a firm you know well. What influences that morale?

Your study of Motivation and Job Satisfaction includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 objective exam.

**Activity 1**: Motivation

**Activity Type:** Read Chapter 10 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.

**Description:** Read Chapter 10, “Motivating and Morale” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don't know an answer, go back to that section in the textbook and review.

**Activity 2**: Chapter Quizzes

**Activity Type:** Take the online quizzes for Chapter 10

**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 10, “Motivating and Morale”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.

**URLs:**


True/False: [http://wps.prenhall.com/chet_drafke_humanside_9/27/6965/1783262.cw/content/index.html](http://wps.prenhall.com/chet_drafke_humanside_9/27/6965/1783262.cw/content/index.html)


**Activity 3**: Job Satisfaction

**Activity Type:** Read Chapter 11 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.

**Description:** Read Chapter 11, “Job Satisfaction and the Quality of Work Life” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don't know an answer, go back to that section in the textbook and review.

**Activity 4**: Chapter Quizzes

**Activity Type:** Take the online quizzes for Chapter 11

**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 11, “Job Satisfaction and the Quality of Work Life”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
Activity 5: Study Tip: Mastering Concepts
Activity Type: Review of Chapters 8, 9, 10, and 11 in the Human Side of Organizations, focusing on important terminology.
Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Review - Terms: Review Flashcards for LPO1:
http://www.studystack.com/flashcards-61494 This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

Exercises: It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapters 8, 9, 10, and 11 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.

Topic Study Questions: Click on this link and answer the study questions for this Course of Study Topics – Chapters, 8, 9, 10, 11 Human Side of Organizations. Fill in the answers on this document and save with your journal for final review of the test. URL: https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

Activity 6: Books 24/7
Activity Type: Search Books 24/7 for relevant reading material
Description: For additional information on teamwork, self-management and motivation, log into SkillSoft and using a key word search, search for books in Skillport Books 24/7
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm

Suggested keywords:
- Motivation
- Morale
- Job Satisfaction
- Time Management
Workplace Conduct
Teamwork
Teams

WEEK 6

Subject 1: Leadership

Subject Description: The activities for Week 6 will introduce you to the concepts associated with leadership in today's workplace.

Background Information: Organizational leadership focuses on building leadership skills that are applicable across industries and specific disciplines. This section will focus on the strategic relationship between leadership theories and practices and organizational goals.

Competency: Leadership

Numerical Code: p001192
Competency Description: The graduate can identify and apply leadership behaviors including: providing direction and enlisting others in a shared vision; searching out challenging opportunities for change, growth, and improvement; fostering collaboration and building effective teams; and coaching, mentoring, counseling and facilitating professional development.

Numerical Code: p001193
Competency Description: The graduate can identify and apply effective leadership including: the function of the leader's behavior, characteristics of the followers, aspects of the environment, and criteria of organizational effectiveness.

Numerical Code: p001194
Competency Description: The graduate can identify their own leadership strengths and weaknesses, and develop an action plan for continued leadership development.

Numerical Code: p001195
Competency Description: The graduate can describe the relationship between effective leadership, risk profiles and ambiguous situations in the context of various organizations.

Numerical Code: p001196
Competency Description: The graduate can compare and contrast persuasion, influence and manipulation strategies available to leaders and managers.

Numerical Code: p001197
Competency Description: The graduate can identify and apply conditions that foster creativity, courage, compassion, diversity, innovation, a healthy work environment, stakeholder trust and risk taking.

Numerical Code: p001198
Competency Description: The graduate exhibits dedication for the end result and models behavior that facilitates the desired outcome.
Numerical Code: p001199

Competency Description: The graduate recognizes the importance of vision, mission, goals, and core values, how leaders can actively involve followers in their discovery/development, and their role in obtaining continuous success/improvements.

Topic 1: Leadership

Objectives: When you have completed Week 6 you will be able to:

- Define leadership and list the traits and behaviors of leaders
- Differentiate among authority, responsibility, and accountability
- Explain where power comes from
- Differentiate between leadership and management and list the skills of each
- Compare the major styles of leadership
- Describe the Vroom-Yetton continuum of manager-subordinate involvement
- List methods for building trust
- Summarize four ways in which managers can improve their leadership skills
- Define stress and stressors as well as and differentiate eustress and distress, and mental and physical stress
- List and explain the reactions to work-related distress
- Diagram and explain the three stages of stress
- Identify recommendations for general stress-management

Instruction: Good leadership is a combination of many different traits and behaviors, as well as being able to develop trust in the workplace. Many different leadership styles and theories exist. This topic will introduce you to those traits and behaviors as well as elements of the workplace which can be stressful. As you work through this material, think about the best leaders you’ve worked with in the past and reflect on the following question:

- In what ways did those leaders inspire you to your best performance?

Your study of leadership includes resources from your textbook and SkillSoft/Skillport. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

Activity 1: Leadership
Activity Type: Read Chapter 13 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 13, “Leadership” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 2: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 13
Description: Log into the publisher’s website to take the quizzes associated with Chapter 13, “Leadership”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
Activity 3: Stress
Activity Type: Read Chapter 14 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 14, “Stress” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 4: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 14
Description: Log into the publisher’s website to take the quizzes associated with Chapter 14, “Stress”. Take the Multiple Choice, True/False, and Fill-In-the-Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
Multiple choice: http://wps.prenhall.com/chet_drafke_humanside_9/27/6966/1783383.cw/content/index.html
True/False http://wps.prenhall.com/chet_drafke_humanside_9/27/6966/1783394.cw/content/index.html

Activity 5: Leadership SkillSoft Modules
Activity Type: Read and complete SkillSoft Modules
Description: Further develop your understanding of leadership and leadership theories complete the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
URL: http://wgu.skillport.com/SkillPortFE/login/login.cfm
- MGMT0124: Leadership Development for Technical Professionals
- LEAD0123: Energizing and Empowering Employees
- LEAD0125: Leading Change from the Front Line
- LEAD 0122: Organizational Culture and Leadership

Activity 6: Leadership Articles
Activity Type: Read the articles and complete the discussion questions.
Description: Further develop your understanding of leadership theory read the following articles from respected leadership experts and answer the following discussion questions in your journal.


Discussion Questions: After reading these articles you should be able to answer the following discussion questions in your journal:

- What is Drucker’s main point about knowing yourself?
- What’s the difference between induced and compelled behavior?
- Discuss three self-imposed barriers to leadership and three organizational imposed barriers to leadership.

Activity 7: Delphi Technique Website & Reflection
Activity Type: Review this website on the Dephi Technique and answer the discussion question.
Description: Visit the following website for further information about the Delphi Technique. Answer the question below in your journal.
URL: [http://www.iit.edu/~it/delphi.html](http://www.iit.edu/~it/delphi.html)

After reviewing this website you should be able to answer the following in your journal:

- Define the Delphi method and discuss how it’s used.

Activity 8: Study Tip: Mastering Concepts
Activity Type: Review of Chapters 13 and 14 in the Human Side of Organizations, focusing on important terminology.
Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Review - Terms: Review Flashcards for LPO1: [http://www.studystack.com/flashcards-61494](http://www.studystack.com/flashcards-61494) This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

Exercises: It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapters 13 and 14 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the
questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.

**Topic Study Questions:** Click on this link and answer the study questions for this Course of Study Topics – Chapters 13 and 14 Human Side of Organizations. Fill in the answers on this document and save with your journal for final review of the test.

**URL:**
https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

**Activity 9:** Books 24/7

**Activity Type:** Search Books 24/7 for relevant reading material

**Description:** For additional information on leadership log into SkillSoft and using a key word search, search for books in Skillport Books 24/7

**URL:** http://wgu.skillport.com/SkillPortFE/login/login.cfm

**Suggested keywords:**
- Leadership
- Management
- Stress
- Trust

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**WEEK 7**

**Subject 1: Professionalism**

**Subject Description:** The activities for Week 7 and 8 will introduce you to the concepts associated with professionalism.

**Background Information:** Professionalism is a broad term, and one could argue that everything discussed so far falls under the umbrella of professionalism in the workplace and they'd be correct. But we’ll continue to expand our thoughts here and use this section to focus on professional ethics and managing others in a professional, ethical and effective manner. Because it’s people who perform the work of an organization, the majority of a manager’s job focuses directly on managing individuals and relationships: hiring, training, motivating, and evaluating. All the while the manager performs these tasks in an ethical manner. It’s important to understand these dimensions to be successful as a manager.

**Competency:** Professionalism

**Numerical Code:** p001200

**Competency Description:** The graduate can formulate, apply and explain their own professional ethics, considering the fundamentals of ethical behavior and including relevant professional ethical standards.

**Numerical Code:** p001201

**Competency Description:** The graduate can compare and contrast social responsibility, ethics and integrity.

**Numerical Code:** p001202

**Competency Description:** The graduate can identify and explain their own and others' strengths and weaknesses in relation to organizational effectiveness and efficiency.
Numerical Code: p001203  
**Competency Description:** The graduate can demonstrate an understanding of self-management skills including time and stress management, and interpersonal professional relationships and conduct.

Numerical Code: p001204  
**Competency Description:** The graduate can describe and differentiate their own responsibilities to various stakeholders.

Numerical Code: p001205  
**Competency Description:** The graduate can demonstrate an understanding of the components of a professional development action plan.

Numerical Code: p001206  
**Competency Description:** The graduate can identify and apply appropriate strategies for networking and collaborating with others.

Numerical Code: p001210  
**Competency Description:** The graduate can objectively consider and respond to others' feedback and evaluation.

Numerical Code: p001209  
**Competency Description:** The graduate can demonstrate respect for and acceptance of diverse groups and comply with appropriate legal requirements.

Numerical Code: p001208  
**Competency Description:** The graduate can demonstrate appropriate and inappropriate resource use in the workplace (e.g., time, physical and intellectual property, and personnel).

Numerical Code: p001207  
**Competency Description:** The graduate can articulate potential conflicts of their own ethics with those of the organization and how those ethical conflicts might be resolved with integrity.

**Topic 1: Management**

**Objectives:** When you have completed Week 7 you will be able to:

- Describe management’s role in an organization
- List and define four functions of management
- List and define the four resources of management
- Describe the managerial working environment
- List and describe the types of decisions managers make
- Define management principles and describe their effect on the working environment
- List and describe the characteristics of classical management
- List and describe the characteristics of behavioral management
- Explain the management continuum
- Differentiate between good management and poor management
- Describe the worker’s role in an organization
- List and describe the steps in the total quality management process
Describe strategies for coping with being managed

**Instruction:** Regardless of how the business environment changes, organizations will always need effective managers to ensure it meets strategic objectives. The managers’ functions of planning, organizing, leading, and controlling are fundamental for an organization to run smoothly and innovate for the future. You’ve probably worked for good managers and poor managers. But do you know what differentiated the two? Reflect on this question as you work through the material:

- **What, specifically, makes a good manager good?**

Your study of management includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment

**Activity 1:** Understanding Management  
**Activity Type:** Read Chapter 7 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.  
**Description:** Read Chapter 7, “Understanding Management” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Activity 2:** Chapter Quizzes  
**Activity Type:** Take the online quizzes for Chapter 7  
**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 7, “Understanding Management”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.  
**URLs:**  
- Multiple choice:  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0,9920,1783152,00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0,9920,1783152,00.utf8.html)  
- True/False  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783163-content,00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783163-content,00.utf8.html)  
- Fill-in-the-Blanks  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783169,00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783169,00.utf8.html)

**Activity 3:** Review of Management SkillSoft Modules  
**Activity Type:** Read and complete SkillSoft Modules  
**Description:** Further integrate your understanding of management by completing the following SkillSoft modules. Try to score at least 80% on all lesson post tests.  
**Activity 4:** Management Style Website & Reflection  
**Activity Type:** Review this website on Management Styles and answer the discussion question.  
**Description:** Visit the following website for further information about management styles. Answer the question below in your journal.  
**URL:** [http://www.agribusiness-mgmt.wsu.edu/ExtensionNewsletters/mgmt/MgmtStyles.pdf](http://www.agribusiness-mgmt.wsu.edu/ExtensionNewsletters/mgmt/MgmtStyles.pdf)
After reviewing this website you should be able to answer the following in your journal:

- Define the seven styles on the management continuum.

**Topic 2: Managing Performance**

**Objectives:** When you have completed Week 7 you will be able to:

- Explain what comprises a job
- Differentiate employment at will from job contracts
- List and describe several job trends
- Describe a job analysis
- Differentiate and appraise job descriptions and job specifications
- List and describe the principle types of interviewing styles
- Summarize the suggestions for conducting and participating in interviews
- Appraise performance appraisals
- Describe and identify appraisal threats
- Describe and create appraisal responses

**Instruction:** Now that you have an overview of management, we’ll get into some of the particulars. Job design, hiring, and evaluating work are essential to the smooth functioning of any workplace. As you work through this material, reflect on the following questions:

- *In what way does the design of the job help or hinder a person’s success within that job?*
- *What should an employee expect to get out of an effective performance appraisal?*

Your study of managing performance includes resources from your textbook, SkillSoft/Skillport, and the Leadership and Professionalism Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the LPO1 performance assessment.

**Activity 1: Job Design and Appraisal**

**Activity Type:** Read Chapter 5 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.

**Description:** Read Chapter 5, “Jobs, from Design to Appraisal” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Activity 2: Chapter Quizzes**

**Activity Type:** Take the online quizzes for Chapter 5

**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 5, “Jobs, from Design to Appraisal”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
- Multiple choice: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783086,00.utf8.html
- True/False: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783097,00.utf8.html

Activity 3: Review of Managing Performance SkillSoft Modules
**Activity Type:** Read and complete SkillSoft Modules
**Description:** Further integrate your understanding of managing performance by completing the following SkillSoft module. Try to score at least 80% on all lesson post tests.

- **Mgmt_05_a01_bs_enus:** Problem Performance Prevention

Activity 4: Job Design Website & Reflection
**Activity Type:** Review this website on Job Design and answer the discussion question.
**Description:** Visit the following website for further information about job design and managing performance. Answer the question below in your journal.
**URL:** http://www.accel-team.com/work_design/index.html

After reviewing this website you should be able to answer the following in your journal:

- Explain some of the changes in job design through the years and why job design has evolved in those ways.

Activity 5: Study Tip: Mastering Concepts
**Activity Type:** Review of Chapters 5 and 7 in the Human Side of Organizations, focusing on important terminology.
**Description:** To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

**Review - Terms:** Review Flashcards for LPO1: http://www.studystack.com/flashcards-61494 This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

**Exercises:** It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapters 5 and 7 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.
**Topic Study Questions:** Click on this link and answer the study questions for this Course of Study Topics – Chapters 5 and 7 Human Side of Organizations. Fill in the answers on this document and save with your journal for final review of the test.

**URL:**
https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

**Activity 6 :** Books 24/7  
**Activity Type:** Search Books 24/7 for relevant reading material  
**Description:** For additional information on leadership log into SkillSoft and using a key word search, search for books in Skillport Books 24/7  
**URL:** http://wgu.skillport.com/SkillPortFE/login/login.cfm  

**Suggested keywords:**  
- Management  
- Job Design  
- Performance Appraisal  
- Performance Evaluation

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**WEEK 8**

**Subject 1: Professionalism Continued**

**Subject Description:** The activities for Week 7 and 8 will introduce you to the concepts associated with professionalism.

**Background Information:** Professionalism is a broad term, and one could argue that everything discussed so far falls under the umbrella of professionalism in the workplace and they’d be correct. But we’ll continue to expand our thoughts here and use this section to focus on professional ethics and managing others in a professional, ethical and effective manner. Because it’s people who perform the work of an organization, the majority of a manager’s job focuses directly on managing individuals and relationships: hiring, training, motivating, and evaluating. All the while the manager performs these tasks in an ethical manner. It’s important to understand these dimensions to be successful as a manager.

**Competency :** Professionalism

**Numerical Code:** p001200  
**Competency Description:** The graduate can formulate, apply and explain their own professional ethics, considering the fundamentals of ethical behavior and including relevant professional ethical standards.

**Numerical Code:** p001201  
**Competency Description:** The graduate can compare and contrast social responsibility, ethics and integrity.

**Numerical Code:** p001202  
**Competency Description:** The graduate can identify and explain their own and others’ strengths and weaknesses in relation to organizational effectiveness and efficiency.

**Numerical Code:** p001203
**Competency Description:** The graduate can demonstrate an understanding of self-management skills including time and stress management, and interpersonal professional relationships and conduct.

**Numerical Code:** p001204  
**Competency Description:** The graduate can describe and differentiate their own responsibilities to various stakeholders.

**Numerical Code:** p001205  
**Competency Description:** The graduate can demonstrate an understanding of the components of a professional development action plan.

**Numerical Code:** p001206  
**Competency Description:** The graduate can identify and apply appropriate strategies for networking and collaborating with others.

**Numerical Code:** p001210  
**Competency Description:** The graduate can objectively consider and respond to others’ feedback and evaluation.

**Numerical Code:** p001209  
**Competency Description:** The graduate can demonstrate respect for and acceptance of diverse groups and comply with appropriate legal requirements.

**Numerical Code:** p001208  
**Competency Description:** The graduate can demonstrate appropriate and inappropriate resource use in the workplace (e.g., time, physical and intellectual property, and personnel).

**Numerical Code:** p001207  
**Competency Description:** The graduate can articulate potential conflicts of their own ethics with those of the organization and how those ethical conflicts might be resolved with integrity.

**Topic 1: Professional Ethics and Challenges**

**Objectives:** When you have completed Week 7 you will be able to:

- Define ethics, etiquette, and morality
- Differentiation between ethics and etiquette
- List and explain ethical challenges to business
- Identify 5 ethical pressures
- Describe methods for managing ethics
- Define and differentiate philosophies toward profits
- Explain ethical concerns for business social responsibility
- Describe socially responsible program guidelines
- Describe proper etiquette for office equipment, shared work spaces, meetings, attire, business dining, business cordiality, and for coming and going
- Recognize the increased concern of organizations for global organizational behavior issues
- Explain the need to understand differences in customs among different cultures
• List examples of differences in communications, workforces, and labor laws among other cultures and countries
• Explain the importance of multi-cultural issues to organizations
• Differentiate between prejudice and discrimination
• Describe and list examples of discrimination laws
• Define and explain the various challenges faced by members of protected classes

**Instruction:** Just look at the news today and you’ll see the importance of business ethics. This is your opportunity to develop not only your understanding of this topic and the idea of social responsibility, but also your competence in applying these principles in the workplace. Coupled with this discussion of ethics, is the idea of workplace diversity and managing the many and varied relationships you might encounter. As you work through the material reflect on the following questions:

• *What policies, customs, norms, or processes have you encountered in the workplace that encourage the ethical behavior of all employees and managers?*
• *What benefits and challenges come along with the increasing diversity of today’s workforce?*

**Activity 1:** Ethics
**Activity Type:** Read Chapter 15 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
**Description:** Read Chapter 15, “Ethics and Etiquette” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

**Activity 2:** Chapter Quizzes
**Activity Type:** Take the online quizzes for Chapter 15
**Description:** Log into the publisher’s website to take the quizzes associated with Chapter 15, “Ethics and Etiquette”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
**URLs:**
- Multiple choice:  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783416.00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783416.00.utf8.html)
- True/False:  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783427-content.00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783427-content.00.utf8.html)
- Fill-in-the-Blanks  
  [http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783433.00.utf8.html](http://wps.prenhall.com/chet_drafke_humanside_9/0.9930.1783433.00.utf8.html)

**Activity 3:** Review of Ethics SkillSoft Modules
**Activity Type:** Read and complete SkillSoft Modules
**Description:** Further integrate your understanding of ethics by completing the following SkillSoft modules. Try to score at least 80% on all lesson post tests.
Activity 4: Challenges and Opportunities
Activity Type: Read Chapter 16 of your textbook and do the “Checking for Understanding” questions at the end of the chapter.
Description: Read Chapter 16, “Challenges and Opportunities” in Human Side of Organizations. Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal. Check your answers in the textbook. If you don’t know an answer, go back to that section in the textbook and review.

Activity 5: Chapter Quizzes
Activity Type: Take the online quizzes for Chapter 16
Description: Log into the publisher’s website to take the quizzes associated with Chapter 16, “Challenges and Opportunities”. Take the Multiple Choice, True/False, and Fill-In the Blank quizzes. If you don’t know an answer, or you get an answer incorrect, go back to that section of the textbook.
URLs:
- Multiple Choice: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783449,00.utf8.html
- True/False: http://wps.prenhall.com/chet_drafke_humanside_9/0,9930,1783460-content,00.utf8.html

Activity 6: Study Tip: Mastering Concepts
Activity Type: Review of Chapters 15 and 16 in the Human Side of Organizations, focusing on important terminology.
Description: To learn information you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Review - Terms: Review Flashcards for LPO1:
http://www.studystack.com/flashcards-61494 This stack of flashcards is for this entire course of study. How many do you already know? Keep this site bookmarked. You’ll refer back to it at the end of every section.

Exercises: It is important that you understand the elements of theory and concept and can apply those to practical situations. As a review tool, go back and review your “Checking for Understanding” answers. Also look at the “Applications” cases found at the ends of Chapters 15 and 16 and apply your knowledge by going through the Case Questions (answer them in your journal). If you have difficulty with any of the questions go to the Leadership and Professionalism Learning Community and post a question to get input from your peers.
**Topic Study Questions:** Click on this link and answer the study questions for this Course of Study Topics – Chapters 15 and 16 Human Side of Organizations. Fill in the answers on this document and save with your journal for final review of the test.

**URL:**
https://web5.wgu.edu/aap/content/LPO1%20Study%20Questions.doc

**Activity 7 : Books 24/7**
**Activity Type:** Search Books 24/7 for relevant reading material
**Description:** For additional information on leadership log into SkillSoft and using a key word search, search for books in Skillport Books 24/7
**URL:** http://wgu.skillport.com/SkillPortFE/login/login.cfm

**Suggested keywords:**
- Ethics
- Social Responsibility
- Diversity

**Final Subject : Conclusion**

Congratulations you have completed your studies of Leadership and Professionalism. You have a solid understanding of Teamwork and how to best develop and sustain a good team environment. You’ve studied Communication (oral, written, non-verbal, formal presentations) and understand the importance of being able to effectively deliver your message in the way it was intended. Your work in the Leadership section helped you understand different leadership styles and challenges of leaders today. You also have working knowledge of Professionalism and Business Ethics which provide a foundation for building a cooperative, ethical environment.

You are now ready to take the pre-assessment for LPO1.

**What are the major points you should take away from this Course of Study?**

1. Communication has many different components. On the one hand communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Our ability to communicate builds our credibility as a leader and a manager. Mastering effective communication can increase our ability to influence others. Most important, effective communication is the vehicle with which we ensure our intended messages are heard – often a complicated process.

2. More and more often work is accomplished by teams and informal groups rather than by individuals. Working on a team can be rewarding and provide a true sense of camaraderie. Teamwork can also have its challenges requiring some specific actions to ensure the team is working toward the same goals and each member pulls his/her weight. In the words of Irving Janis, “Groups, like individuals, have their shortcomings. Groups can bring out the worst as well as the best in people” (Draftke, 2006, p. 210). Self-management is also important in the team environment. When we can manage our time, our emotions, and handle the organizational politics well we can offer our best to the team and its goals.

3. Organizational leadership focuses on building leadership skills that are applicable across industries and specific disciplines. It’s important to understand the strategic relationship between leadership theories and practices and organizational goals.
4. Professionalism is a broad term, and one could argue that everything discussed so far falls under the umbrella of professionalism in the workplace and they’d be correct. But we’ll continue to expand our thoughts here and use this section to focus on professional ethics and managing others in a professional, ethical and effective manner. Because it’s people who perform the work of an organization, the majority of a manager’s job focuses directly on managing individuals and relationships: hiring, training, motivating, and evaluating. All the while the manager performs these tasks in an ethical manner. It’s important to understand these dimensions to be successful as a manager.

What have you learned that you will be using (or perhaps have already adopted) at your place of work? Look through your journal and make a list of 5 activities you will undertake in the next month, using the techniques or insights you developed as you studied for this assessment

Activity 1 : LPO1 Pre-Assessment

Description: Now that you have completed your study of Leadership and Professionalism it is time to see if you can successfully complete the pre-assessment. You can access the pre-assessment by logging on to your AAP and clicking on the pre-assessment available-“yes” link, and requesting to take the Pre-assessment (PALP). A referral will be sent to your mentor.

Take the pre-assessment exam in a quiet place without your notes or books. This will give you a result that will help determine if you are ready to take the assessment.

Activity 2 : Review

Description: You can access your pre-assessment score within 2-3 hours of taking the pre-assessment (or you can wait for your mentor to share the score with you). If your overall score on the pre-assessment is 45% or higher, you should schedule the actual exam. In the two weeks that it takes to schedule your exam, you should review the sub-sections where your score was lowest. The score evaluation tool (located on your AAP under the Learning Resources tab for LPO1) offers study guidelines for your LPO1 preparations.

Skills Evaluation Tool URL: https://web5.wgu.edu/aap/content/LPO1%20Score%20Evaluation%20Tool.doc

Use the coaching report from the pre-assessment to plan your review strategy. The competencies on the coaching report are aligned with the course of study making it easy to review each competencies study topics. Repeat the activities and review your notes in your journal to refresh your memory. Sometimes we have to re-read the textbook chapters in order to make friends with the information. Once you feel comfortable with the material it is time to schedule the objective exam.

Activity 3 : LPO1 Assessment

Description: You are now ready to take the assessment. Refer yourself for the exam by following these steps:
1. Login to your WGU portal.
2. Select the AAP tab.
3. Select the LPO1 course code link on the left hand side of your AAP.
4. On the Assessment detail screen select the Assessment tab.
5. Follow the instructions for placing the referral.
6. Coordinate with your mentor who will approve the referral.
7. Keep a keen eye on the required completion date when scheduling your objective exam. Objective exams take 14 days to schedule.

Here are some tips for taking the assessment.

- Before you begin the test, use the paper and pencil provided by your proctor to write down all important facts and information from your studies. You will use these notes to refer to as you proceed through the test.

- The exam is testing you on your knowledge of the material, as presented in the text. Your personal experience in management principles may be different than that presented in the textbooks. Rely on the textbook’s material to correctly answer the questions.

- The exam will be asking you to relate information you’ve read in these books to business scenarios. It is important to understand that you are being asked to understand the material, not memorize it.

**Good luck!**

**Feedback**
If you wish to provide feedback on this Course of Study, please contact Dr. Lawrence Wright at lwright@wgu.edu.