ORG502: Effective Organizations: Theory and Practice

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
In this course, students gain an understanding of managing operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Students will examine organizational theory, strategic thinking, and management, along with theories guiding decision-making, leadership, organizational culture, and change management.

Course Overview:
This course provides students with the opportunity to examine organizational theory, and strategic thinking and management, and how these theories guide decision-making, leadership, organizational culture, and change management. Students will learn theory and practices that lead to effective organizational management and leadership and will examine how organizations are structured and how they function. Principles and strategies of communication, effective management, decision-making, problem-solving, and change management in organizations will also be explored.

Course Learning Outcomes:
1. Apply leadership and management theories to identified business problems.
2. Analyze the structures and functions of businesses operating in a global economy.
3. Assess the relationship between effective leadership, strategy, culture, management, and organizational success.
4. Explore and evaluate the core principles, processes, and paradigms of effective management including operations management, decision models, communication skills, and management control.
5. Utilize decision models and processes in identifying and exploring business problems and construct and apply problem-solving strategies to applied business problems.

Participation & Attendance
Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.
- Live Classroom: Although participation is not required, Live Classroom sessions are held during Week 2 and Weeks 5 or 6. There are two total sessions.

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| 1      | • CSU-Global Guide to Writing & APA  
• Critical Thinking (50 points) |
• Critical Thinking (80 points)  
• Live Classroom (0 points) |
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Assignment Details

This course includes the following assignments/projects:

Module 1

CRITICAL THINKING ASSIGNMENT (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Organization Structure and Your Career Path
For this career development assignment, read the following article.


Write an analysis of the article discussing how employee engagement is related to organizational effectiveness. Provide a real-life scenario of how you have seen engaged or disengaged employees impact, either positively or negatively, an organization. Use an organization you work for, one that you are familiar with, or one that you would like to work for in the future.

Keep in mind this is academic writing, and should be written in the third person and should not include unsubstantiated opinions, but rather facts and theories.

Your well-written paper must adhere to the following parameters:
- Be 3-4 pages in length, not including the title and reference pages.
- Cite three scholarly references. Remember, you must support your thinking and/or opinions and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 1 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Organization Structure and Employee Support

Discussion (25 points)
Portfolio (350 points)
For this career development assignment, read the following article.


Create a presentation, using PowerPoint or other presentation software, to summarize the main points of the article. Also, include in this presentation how your career path can help you become a more engaged employee and how that would help the organization you work for or an organization you would like to work for in the future.

Keep in mind this is academic writing, and should be written in the third person and should not include unsubstantiated opinions, but rather facts and theories.

Your well-written and prepared presentation must adhere to the following parameters:

- Be 10-12 slides in length, not including the title and reference pages. Relevant images and multimedia can be included in the presentation. You may use the charts within the article, but make sure you properly cite them.
- Include a minimum of 150 words in the notes for each slide to provide knowledge, critical thinking, and depth to the topics presented on the slide.
- Cite three scholarly references. Remember, you must support your thinking/opinions and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 1 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

**PORTFOLIO PROJECT REMINDER (0 points)**

Review the Portfolio Project description and rubric in the Week 8 folder. There are two project options for you to consider. Now is a good time to think which option you would like to complete for your final Portfolio Project.

**Module 2**

**CRITICAL THINKING ASSIGNMENT (80 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Best Practices for Workplace Communication**

As a team leader in an organization where the team has experienced a heightened amount of conflict due to poor communication, share a presentation about communicating effectively in the workplace. This is your opportunity to demonstrate your public speaking skills, which is an expectation in a leadership role. This is also your opportunity to show your creativity if you are so inclined.

Based on the articles from this week’s required readings, especially “Workplace communication problems: inquiries by employees and applicable solutions,” create a presentation using a webcam, smartphone, the Schoology video button, or other video tool to communicate to a team best practices for workplace communication.

Your prepared presentation must adhere to the following parameters:

- Be 5-8 minutes in length. Relevant images and multimedia can be included in the presentation. You may use the charts within the presentation, but make sure you give attribution to your source(s).
- Include an APA style reference list along with your link, MP4, or Schoology recording.
- Be supported by four scholarly references, and mentioned during your speech. Remember, you must support your thinking and prior knowledge with citations and references—even in a video presentation.
- Review the grading rubric, which can be found in the Module 2 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.
**Option #2: Improving Workplace Communication**

Based on the article from the weekly required readings entitled, “Workplace communication problems: Inquiries by employees and applicable solutions,” with a specific focus on the section Communication Skills Education is a Priority, imagine a scenario within a team where poor communication is prevalent and basic communication skills, both oral and written, are sorely lacking. Imagine leading this team and develop a plan with at least three action items to move the team from poor communication to effective oral and written communication.

Research proven communication methods through four scholarly journal articles. Conclude the plan with justification as to why the three action items are the best choices.

Make sure your well-developed plan includes critical thinking in which leadership communication is demonstrated, in conjunction with scholarly writing attributes and professionalism.

Your well-written plan must adhere to the following parameters:
- Be 3-4 pages in length, not including the title and reference pages.
- Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 2 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

**Module 3**

**CRITICAL THINKING ASSIGNMENT (80 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Organizational Management Approach Analysis-Paper**

Many of the approaches to management and/or managerial theories are based on historical approaches to management and/or historical managerial theories. Analyze the approach to management an organization takes with which you are familiar.

In the analysis identify how this approach is different from and similar to at least one historical approach. Assess how effective (or ineffective) the approach is.

Your well-written paper must adhere to the following parameters:
- Be 5-6 pages in length, not including the title and reference pages.
- Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 3 folder.
- Be formatted according to the CSU-Global Guide to Writing & APA.

**Option #2: Multinational Corporations (MNC): Is there a difference?**

It has been suggested that the skills and techniques of an MNC are very different from those of an organization without a global presence.

Create a chart comparing the skills and technique of a manager in an MNC versus a manager in an organization that does not have a global presence. In a narrative following your chart, discuss the findings suggesting the management approach that is most relevant for an MNC manager.

Your chart and subsequent narrative must adhere to the following parameters:
- Be 5-6 pages in length, not including the title and reference pages.
Module 4

CRITICAL THINKING ASSIGNMENT (80 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Managerial Problem-Solving Memo
Imagine that you are a leader in an industrial cleaning supply organization. Over the past three months, the sales in the organization have declined significantly.

In a one- to a two-page memo to your employees, provide the problem-solving process to solve this problem and justify why this is the best approach.

Your well-written memo must adhere to the following parameters:
• Be 2 pages in length using a memo format, but with the inclusion of APA citations and referencing.
• Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 4 folder.
• Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Problem-Solving and Decision-Making Presentation
You have been hired to consult with an organization to help it solve a business problem.

Create a presentation using a webcam, smartphone, Schoology video, or as a last resort a fully narrated (audio) PowerPoint presentation to examine a business problem in an organization you are familiar with (the organization you work for or a well-known organization like Walmart or Google). Include the following details in your presentation:
• Identify the organization's problem.
• Create a specific problem-solving approach to solving the problem.
• Suggest a decision-making approach that should be used.
• Justify the approaches by demonstrating scholarly support for the suggestions.

The well-prepared presentation must adhere to the following parameters:
• Be 5-8 minutes in length, or six slides in length with full audio narration, not including the title and reference pages. Relevant images and multimedia can be included in the presentation. You may use the charts within the article, but make sure you properly cite them.
• Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported through your narration or on the slides; in-text references used throughout the PowerPoint must be included in an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 4 folder.
• Be formatted according to the CSU-Global Guide to Writing & APA.

Module 5

CRITICAL THINKING ASSIGNMENT (80 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Change Implementation Plan**
You are a leader in a large organization. There is a need to implement a new method of tracking sales which will involve a major change of process for all employees. Prepare a plan to implement this change.

Your assignment is to develop a planning document. The plan should include:
- A description of the type of change
- An analysis of the change process necessary to implement the plan
- A recommendation for dealing with resistance to the change
- You must support the plan with a minimum of four scholarly sources.

The well-written plan must adhere to the following parameters:
- Be 5-6 pages in length.
- Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 5 folder.
- Be formatted according to the *CSU-Global Guide to Writing & APA*.

**Option #2: Change Implementations Procedures**
Imagine that you are a leader working within an MNC. You have been working with a division manager who is frustrated that changes he tries to implement are unsuccessful. You have asked the manager to prepare a procedural document that you can use when changes need to be implemented.

Your assignment is to direct the manager in preparing procedures for implementing change.
- Describe the types of change the organization could experience and how to create procedures for dealing with each.
- Include how to deal with possible resistance to change, including how the division manager could work with on-site managers to support the change.

Your well-written plan must adhere to the following parameters:
- Be 5-6 pages in length.
- Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
- Review the grading rubric, which can be found in the Module 5 folder.
- Be formatted according to the *CSU-Global Guide to Writing & APA*.

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**Module 6**

**CRITICAL THINKING ASSIGNMENT (80 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Changing a Company’s Culture**
Choose a company that values organization culture. Describe what the company did to make its culture better overall, not just a better place to work, but financially as well. (A basic Google search of leading companies should give you ample options to choose from.)

What is the secret to their success? Address these points in your paper:
- Describe (briefly) the culture before the company changed its culture.
- List the steps the company took to change its culture.
• Describe (briefly) the impact on employees and other statistics such as increased retention rates.
• Show in table format the impact on gross income and profit over a three-year period.
• Analyze the effectiveness of the steps to change culture.
• Evaluate whether the steps were efficient and effective or whether other steps could have been taken.
• Recommend how these changes could be used in a company whose culture is causing high employee turnover and poor image and detracting from its competitive advantage.

Your well-written paper must adhere to the following parameters:
• Be 5-6 pages in length, not including the title and reference pages.
• Be supported by four scholarly references. Remember, you must support your thinking/opinions and prior knowledge with references; all facts must be supported; in-text references used throughout the assignment must be included in an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 6 folder.
• Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: What Makes a Company Great?

Find four companies considered to have “good” cultures. Create a video presentation using your choice of webcam, smartphone, or the Schoology video tool to describe what makes each company’s culture great.

Address these points in your presentation:
• Name of company and number of employees
• Description of the culture that is available from sources such as articles and YouTube videos
• Describe the impact on gross income and profit as compared to a competitor.
• The impact of company culture on the organization’s image and brand
• The company’s reputation among its customers/clients
• Evaluate and assess the positive impact on employees, profit margin, and its image/brand, or recommend what they could do to further improve culture with an analysis of the impact of the steps to improve culture further.

Your well-written and prepared presentation must adhere to the following parameters:
• Include 1-2 minutes for each company for a minimum of four minutes and a maximum of eight minutes. Include a reference page with your link or MP4 file. Relevant images and multimedia can be included in the presentation. You may use the charts within the article, but make sure you properly cite them.
• Include knowledge, critical thinking, and depth to the topics presented.
• Be supported by four scholarly references. Remember, you must support your thinking and prior knowledge with references; all facts must be supported; vocalize the sources used throughout the assignment; and include an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 6 folder.
• Follow APA format, according to CSU-Global Guide to Writing & APA. Include a title slide and reference slide. Use outside scholarly sources other than the textbook, course materials, or other information provided as part of the course materials.

Module 8

PORTFOLIO PROJECT (350 Points)
Choose one of the following two projects to complete as your final assignment. Do not do both assignments. Identify your project choice in the title of your submission.

Option #1: Elements of Effective Organizations
For this Portfolio Project option, you will prepare a research paper that analyzes the elements of effective organizations.

Your paper should address the following:
• Describe the components necessary for an effective organizational structure, evaluating how working in a
global economy may impact the function of an organization.
• Evaluate communication strategies needed for effective organizations.
• Assess the principles of effective management.
• Examine decision-making and problem-solving processes needed for effective organizations.
• Suggest a leadership approach that could contribute to organizational effectiveness and justify your
choice.

Your well-written paper must adhere to the following parameters:
• Be 8-10 pages in length, not including the title and reference pages.
• Be supported by five scholarly references. Remember, you must support your thinking/opinions and prior
knowledge with references; all facts must be supported; in-text references used throughout the
assignment must be included in an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 8 folder.
• Be formatted according to the CSU-Global Guide to Writing & APA.

Option #2: Changes for Effective Organizations
For this Portfolio Project option, you will act as a higher-level leader in a small engineering firm. Your organization
has been struggling to meet its goals for the past six months, and for the last two months it has operated at a
financial loss. Turnover has increased, with employees stating they are concerned that the firm will have to close
soon.

Your organization has been offered a large contract to perform services, but your Board of Directors is reluctant to
accept it given the issues your organization is facing.

For this option, you will create a video presentation (as you may have chosen throughout previous assignments)
designed to demonstrate to the Board of Directors the organizational changes you plan and how those changes
will lead to more effective operations within the organization and gain revenue. You should minimally address the
following:
• Recommendation for how the organization should be structured to achieve effectiveness
• Communication plan to address both external and internal communications
• Process for both decision making and problem solving
• Recommendation and justification of a managerial approach
• Recommendation and justification of a leadership

Your presentation must adhere to the following parameters:
• Be 8-10 minutes in length for a video production, or 12-14 slides in length, not including the title and
reference pages. Relevant images and multimedia can be included in the presentation. You may use the
charts within the article, but make sure you properly cite them.
• If you choose a PowerPoint presentation, include audio narrative and provide knowledge, critical thinking,
and depth to the topics presented on the slides.
• Be supported by five scholarly references. Remember, you must support your thinking and prior
knowledge with references; all facts must be supported; in-text references used throughout the
PowerPoint or mentioned in your video assignment, along with an APA-formatted reference list.
• Review the grading rubric, which can be found in the Module 8 folder.
• Be formatted according to the CSU-Global Guide to Writing & APA.
20% Discussion Participation  
45% Critical Thinking Assignments  
35% Portfolio Project  
0% Live Classroom

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In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.