

ORG579: Capstone – Organizational Leadership

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 10-25 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 will integrate and synthesize their learning from the core courses in the organizational leadership program. Students will analyze selected case studies to demonstrate skills needed to be an effective organizational leader in today's global workplace. Through the course activities, students will also demonstrate their knowledge and skills in how to lead organizations through complex changes in a global society.

Course Overview:

As the culminating course in your master's degree program, this Capstone course provides an opportunity to integrate and synthesize what you've learned in the core courses in the organizational leadership program. Each week of the course focuses on a specific aspect of the program. You will analyze case studies that directly relate to program outcomes, demonstrating skills needed to be an effective organizational leader in today's global workplace. You will also develop a reflective Capstone Project in which you reflect on how the program has affected your current practice of leadership and how you intend to keep developing your leadership skills in the future.

Course Learning Outcomes:

1. Analyze how individuals and groups interact within organizations.
2. Develop knowledge of strategies that support stakeholders and enhance organizational capacity.
3. Evaluate human behavior within organizations to understanding effective leadership, organizational communication, ethical practices, and cogent decision-making principles.
4. Demonstrate the ability to create and sustain lifelong learning to promote cohesive culture within an organization.
5. Assess current challenges of organizational leadership in historical and current contexts.
6. Analyze and integrate theories of leadership within personal and professional contexts.
7. Demonstrate skills for effective strategy development within an organization.
8. Evaluate and summarize one's synthesis of program outcomes in a reflective Capstone Project.

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 Activities: Assignments are due Sunday at 11:59 p.m. MT.

Week #	Readings	Assignments
1	<ul style="list-style-type: none"> • Module 1 Content 	<ul style="list-style-type: none"> • Discussion (25 points)
2	<ul style="list-style-type: none"> • Module 2 Content 	<ul style="list-style-type: none"> • Discussion (25 points) • Critical Thinking (150 points)
3	<ul style="list-style-type: none"> • Module 3 Content 	<ul style="list-style-type: none"> • Discussion (25 points) • Critical Thinking (150 points)
4	<ul style="list-style-type: none"> • Module 4 Content 	<ul style="list-style-type: none"> • Discussion (25 points) • Capstone Milestone (worth 15 points of Capstone Project)
5	<ul style="list-style-type: none"> • Module 5 Content • Katzenbach, J., von Post, R., & Thomas, J. (2014). The critical few: Components of a truly effective culture. <i>Strategy + Business</i>, 74. Retrieved from http://www.strategy-business.com/article/00237?pg=all 	<ul style="list-style-type: none"> • Discussion (25 points) • Critical Thinking (150 points)
6	<ul style="list-style-type: none"> • Module 6 Content 	<ul style="list-style-type: none"> • Discussion (25 points) • Critical Thinking (150 points)
7	<ul style="list-style-type: none"> • Module 7 Content • Eccles, R. & Serafeim, G. (2013). Aligning sustainability with corporate performance (formerly innovating for sustainability). <i>Harvard Business School</i>. Retrieved from http://www.exed.hbs.edu/assets/Documents/qa-ascp-serafeim.pdf 	<ul style="list-style-type: none"> • Program Completer Survey (25 points)
8	<ul style="list-style-type: none"> • Module 8 Content 	<ul style="list-style-type: none"> • Discussion (25 points) • Capstone Project (200 points)

Assignment Details



This course includes the following assignments/projects:

Module 2

Critical Thinking: Supporting and Engaging Stakeholders to Enhance Organizational Capacity (150 Points)

For this Critical Thinking Assignment, you will use the following case study (linked on the Week 2 Assignments page).

Pesch, M., Eide, D., & Moorthy, S. (2012). Western National Insurance. *Journal of International Academy for Case Studies*, 18(1), p. 95-112.

Begin your well-written paper with a short overview of the case study. After providing an overview of the case study, evaluate the actions that leadership at Western National Insurance took to support and engage its stakeholders. Use the following points to guide your evaluation:

- Begin by identifying all stakeholders described in the case study.
- Discuss the actions taken by Henderson to support and engage Western National Insurance stakeholders.
- Evaluate these actions using leadership theories to support your assessment.

In your assessment, consider how successful leaders excel at understanding themselves and others, at motivating group members to excel, and at facilitating group members to learn and perform their work more effectively, with the overall effect of enhancing organization capacity.

Your paper should meet the following requirements:

- Be 900 to 1,200 words in length
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Include at least three peer-reviewed sources to support your discussion. The CSU-Global Library is a good place to find these resources.

Module 3

Critical Thinking: Evaluating Human Behavior Within Organizations (150 Points)

For this Critical Thinking Assignment, you will use the following case study.

Willigan, G. (2009). Nokia: Values that make a company global. *Society for Human Resource Management*. Retrieved from https://www.shrm.org/Education/hreducation/Documents/Nokia_Values_Case_with%20teaching%20notes.pdf

Before beginning work on this assignment, read the module lecture and the case study listed above. Also view the Nokia website at <http://www.nokia.com/global/about-nokia/about-us/about-us/>.

Begin your well-written paper with a short overview of the case study. After providing an overview of the case study, break down the actions taken by Nokia leadership to re-examine the company's values and explain why this approach was so successful. Use a minimum of three leadership theories to support your discussion and focus on how the strategies (including leadership, communication, and decision-making) employed by Nokia leadership demonstrated an understanding of human behavior. You should also include a discussion of how these strategies functioned across global and cultural divides. Be sure that your paper contains a conclusion that draws your discussion together.

Your paper should meet the following requirements:

- Be 900 to 1,200 words in length
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Include at least three peer-reviewed sources to support your discussion. The CSU-Global Library is a good place to find these resources

Module 4

Capstone Milestone: Capstone Project Outline (worth 15 points of the Capstone Project)

This week, you will submit an outline of your Capstone Project. Please develop your outline following the Capstone Project requirements as outlined in the Capstone Project description on the Week 8 assignments page. Include in your outline a summary of the presentation form that your Capstone Project will take (paper, PowerPoint, video, etc.).

Although you will not receive immediate points for this deliverable, it is a part of your final Capstone Project requirements, and points will be deducted from your final project grade if the deliverable is not completed and submitted as assigned. Look, instead, for valuable instructor feedback on your work. Please see the Capstone Project grading rubric on the Course Information page for more details.

Your well-written outline should meet the following requirements:

- Be at least 300 words in length
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Include a minimum of seven potential resources you may use in your final Project. The CSU-Global Library is a good place to find these resources.

Module 5

Critical Thinking: Challenges of Organizational Leadership in Historical and Current Contexts (150 Points)

For this Critical Thinking Assignment, you will use the following case study (linked on the Week 5 Assignments page).

Newman, K. L. (2013). CH2M HILL: Reinventing organizational careers. *Case Research Journal*, 33(1), 93-115.

Begin your well-written paper with a short overview of the case study. After providing an overview of the case study, assess the challenges of organizational leadership faced by CH2M HILL in both historical and current contexts. In your assessment, consider the following elements:

- The organizational structure and culture of CH2M HILL and how this culture is embedded and conveyed throughout the organization
- The path by which CH2M HILL achieved its growth and success
- The main problem Walstrom must address, including concrete examples of the problem
- The root cause(s) of the problem, including how the cause(s) is/are manifested
- Why there is a lack of career opportunity, whether real or perceived
- The causes of the lack of internal talent for senior leadership

Once you have assessed the challenges facing the organization, describe what Walstrom should do to address the problems. Include a discussion of what you would do to manage your own career if you were an employee of CH2M HILL. Use leadership theories to support both your assessment and your discussion of strategies Walstrom should employ.

Your paper should meet the following requirements:

- Be 900 to 1,200 words in length
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Include at least three peer-reviewed sources to support your discussion. The CSU-Global Library is a good place to find these resources

Module 6

Critical Thinking: Analyzing and Integrating Leadership Theories (150 Points)

For this Critical Thinking Assignment, you will use the following case study (linked on the Week 6 Assignments page). Although the original focus of this case study was designed for junior- or senior-level undergraduate or first-year graduate courses, as noted in the case description, for this assignment you will be addressing questions that are specifically designed to align with all of the Master of Science in Organizational Leadership program outcomes.

Pryor, M. G., Humphreys, J. H., & Taneja, S. (2011). Transforming the Texas plant. *Journal of the International Academy for Case Studies*, 17(7), pp. 111-120.

Begin your well-written paper with a short overview of the case study. After providing an overview of the case study, write an assessment of the case that addresses the following questions:

- What are the internal and external drivers for change at the Texas Plant?
- What type of leadership and communication style did David exhibit when hiring Paula? What could he have done differently? What type of team dynamic did David create by placing Paula in a direct reporting line to Harvey? How did Paula's and Harvey's decisions and actions affect the team dynamic?
- If you were a consultant brought into the Texas Plant, what advice would you give David, Paula, and Harvey, given the challenges they face, as to the next steps needed? If you were a member of this staff, what would be some of your concerns from an organizational ethics and trust perspective?

In your assessment, discuss specific leadership concepts and theories as they relate to organizational transformation, organizational leadership, communication, strategic management, and high-performance teams.

Your well-written paper should meet the following requirements:

- Be 900 to 1,200 words in length
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Include at least three peer-reviewed sources to support your discussion. The CSU-Global Library is a good place to find these resources.

Module 7

Program Completer Survey (25 points)

Please complete and submit the Program Completer Survey. This 29 question survey replaces the Module 7 Discussion and is worth 25 points. Begin the survey by clicking on the "Start Survey" button below. Be sure to complete and submit the entire survey.

In order to receive the points associated with this assignment:

1. Click the "Submit" button.
2. Click "Print Screen" on the completion screen to which you are taken.
3. Save a copy of the screenshot.

4. Submit a copy of the screenshot to the Module 7 assignments area.

Module 8

Capstone Project: The CSU-Global Leadership Journey: Leadership Learned, Leadership Practiced, Leadership Forward (200 Points)

The goal of this Capstone Project is to chronicle the evolution of your leadership journey through the CSU-Global Organizational Leadership master's degree program and this course and reflect on how the program outcomes align with your learning experience.

In your Capstone Project, you will discuss how the CSU-Global MSOL program, including this course, developed your ability to:

- Analyze how individuals and groups interact within organizations
- Develop knowledge of strategies that support stakeholders and enhance organizational capacity
- Evaluate human behavior within organizations to understand effective leadership, organizational communication, ethical practices, and cogent decision-making principles
- Demonstrate the ability to create and sustain lifelong learning to promote cohesive culture within an organization
- Assess current challenges of organizational leadership in historical and current contexts
- Analyze and integrate theories of leadership within personal and professional contexts
- Demonstrate skills for effective strategy development within an organization

You will approach the presentation of your project through these three lenses:

1. **Leadership Learned:** Literature and courses that impacted your leadership growth and development in the seven areas listed above
2. **Leadership Practiced:** Peak events within your master's enrollment where the theoretical and the practical intersected in the seven areas listed above
3. **Leadership Forward:** A strategy for continued leadership development in the seven areas listed above

You have multiple options for how you may present your Capstone Project, including the following:

- A written reflective essay
- PowerPoint presentation
- Google presentation
- Slide Rocket presentation
- Prezi presentation
- Empressr presentation
- Podcast
- Video
- Website

If you wish to use a presentation method not listed here, please contact your instructor for approval.

IMPORTANT NOTE: All presentations must be submitted in a Word (or similar) document. For all presentations that are not in an essay format, insert the slides or links in the Word document. All presentations other than essay format must be accompanied by notes in the form of a professional-quality handout. The handout should contain what you would say if you were presenting to a board of directors or senior leadership of an organization.

Your well-written and well-developed submission should meet the following requirements, regardless of the presentation format you choose:

- Include an introduction, a conclusion, and a references page
- Use a minimum of seven credible sources that are cited within the project
- Include proper citation of any graphs or figures that you do not create yourself
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*

Course Grading



20% Discussion Participation & Survey
60% Critical Thinking Activities
20% Capstone Project

Grading Scale and Policies

A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

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 on your course’s Assignments page.

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.

SAMPLE