# CityUniversity
## of Seattle

## Syllabus

## SCHOOL OF BUSINESS AND MANAGEMENT

## BUS 464: Design of Effective Teams and Organizations

5 Credits

Effective: Spring 2020/2021

# FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

# COURSE DESCRIPTION

Organizational and team effectiveness depends upon the key components of a company's system and more importantly, the synergy among these building blocks. Using the Congruence Model, students will initially gain an in-depth understanding of critical organizational components including strategy, structure, tasks, culture, behavior, and human resources. Subsequently, students will be equipped with effective design methods, tools, and techniques that help to arrange various components in a synergistic manner to provide outcomes that align strongly with external demands. From a general perspective, the concepts in this class encourage students to explore factors that lead to a congruence between strategy and collective performance.

# COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course Reading List.  The reading list can be found under *Course Information* in Blackboard as well as from the library homepage ("Find Your Textbook" button).

**Note**: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the Canada Bookstore, and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

# CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Diverse and global perspectives

# COURSE OUTCOMES

In this course, learners:
- Demonstrate effective team negotiation and conflict management skills.
- Explain the connections between culture and leadership
- Use theories and practices to address challenges in human resources and staff development.
- Analyze the theories and best practices in organizational leadership and management.
- Apply organizational change theory to the business world.

# CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Conflict
- Culture
- Decision making
- Diversity
- Empowerment
- globalization
- human resources
- Leadership
- Motivation
- Staff Development
- Stress
- Team building

# OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

| *Overview of Required Assignments* | *% of Final Grade* |
|---|---|
| Organizational Effectiveness Models Presentation – Team Project | 15% |
| Strategy Case Study – Team Project | 15% |
| Best Practices in HR and Change Management – Individual Assignment | 10% |
| Analyzing an Organization's Effectiveness using the Nadler-Tushman Congruence Model Paper – Team Project | 30% |
| Instructor Determined Assignments and Activities | 30% |
| **TOTAL** | **100%** |

# SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

## Organizational Effectiveness Models Presentation - Team Project

Students in each group will be assigned to conduct research on an organizational effectiveness model and share their findings with the class (group presentation). The instructor will select a model for each team from the following options: The goal attainment model, the system resource model, the internal process approach, the multiple-constituency model, and the competing values model. In their presentation, students will be expected to: (1) formally define and describe the model, (2) specify the model's focus areas and how it defines "organizational effectiveness," (3) offer an example of the model's application, and (4) identify the model's key strengths and weaknesses. The presentation will be 15-20 minutes long. At least three (3) sources should be cited (throughout the presentation) and referenced (last slide) according to APA guidelines.

| Components | % of Grade |
|---|---|
| The Model's Description | 15% |
| The Model's View of OE | 15% |
| Practical Examples | 10% |
| Identification of Strengths and Weaknesses | 20% |
| Narration and Organization | 20% |
| Visual Component | 10% |
| APA | 10% |
| **TOTAL** | **100%** |

## Strategy Case Study – Team Project

"Strategy" represents a key component in the equation of organizational effectiveness. A real-world case that reflects a company's challenges related to strategic needs and decision making will be presented to the class. Students in each team will work collectively as management consultants to (1) identify and assess the company's internal and external factors, (2) develop a SWOT matrix, and (3) devise some alternative strategies to present to the company of interest. These three segments/deliverables should be presented in a 3-5 page report (APA) with at least three (3) sources cited and referenced. An executive from the company of interest will assess the quality of proposed strategies.

| Components | % of Grade |
|---|---|
| Internal and External Audits | 30% |
| SWOT Matrix | 30% |
| Alternative Strategies | 20% |
| Writing and Organization | 10% |
| APA Style | 10% |
| **TOTAL** | **100%** |

## Best Practices in HR and Change Management – Individual Paper

Considering their vital position within the firm's system, human resources significantly influence organizational effectiveness through their decisions, behaviors, and performance at both individual and collective levels. In addition, a company's consistent effectiveness depends highly upon how well managers identify and respond to incongruence or opportunities for more alignment among various components, which signifies change management. Students will conduct research to identify 6-10 best practices in HR and in Change Management (total of 12-20 practices). In particular, the paper should focus on (1) describing and justifying each best practice, (2) offering relevant examples of application, and (3) explaining how the practice might contribute to organizational effectiveness. The paper will be 4-6 pages; APA writing conventions should be followed with a minimum of three (3) sources referenced and cited.

| Components | % of Grade |
|---|---|
| Identification and justification | 40% |
| Application | 15% |
| Correlation with OE | 20% |
| Writing and Organization | 15% |
| APA Style | 10% |
| **TOTAL** | **100%** |

## Analyzing an Organization's Effectiveness Using the Nadler-Tushman Congruence Model – Team Paper

Students will be divided into teams and as a team they will analyze an organization's effectiveness (of their choice; also, some options might be provided) using the Nadler-Tushman Congruence Model. The following outline must be followed for the paper:

1. A brief summary of the organization.
2. Describe the key input factors that influence the organization:
   a. The external environment (PESTLE analysis).
   b. The organization's history (including culture) and the resources it has access to.
3. Identify a key strategy of the organization and determine if this strategy is in line with the organization's external factors (2.a) and resources.
4. Assess and analyze the alignment/congruence among:
   a. The organization's key components including tasks, the formal organization, the people, and the informal organization. An emphasis should be placed on how these components interact with one another in ways that influence the outputs produced by the organization.
   b. The organization's key components (tasks, formal and informal organization, and people) and the external factors (PESTLE) and resources, and strategy.
5. Identify the outputs that are being achieved. Are these the desired outputs?
6. Based on your careful assessment and analysis (i.e., the degree of congruence), what recommendations can you make to improve the organization's effectiveness? If your assessment indicates positive alignment, there is always room for improvement; therefore, your recommendations can help to further enhance performance in areas of interest. If your assessment indicates misalignment, then your recommendations should help to enhance alignment among corresponding components.

The paper will be 6-10 pages; APA writing conventions should be followed with a minimum of six (6) sources referenced and cited.

| Components | % of Grade |
|---|---|
| Identification of Key Components | 25% |
| Assessment and Analysis of Congruence | 30% |
| Recommendations | 20% |
| Writing and Organization | 15% |
| APA Style | 10% |
| **TOTAL** | **100%** |

## Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, you will be graded on your participation in classroom discussions; your ability to present, explain, or defend alternative viewpoints; and the degree to which you have mastered the concepts and principles inherent in the study of project management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. Your instructor may also choose to create additional activities to support learning in the classroom or online.

| Components | % of Grade |
|---|---|
| Quality of Responses | 40% |
| Quantity of Responses | 40% |
| Timeliness | 20% |
| **TOTAL** | **100%** |

# COURSE POLICIES

## Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

## Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

## Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

# UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

## Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. CityU will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

## Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit https://my.cityu.edu/titleix or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at https://www.cityu.edu/discover-cityu/about-cityu/ under the Policies section or at https://www.cityuniversity.ca/about/.

## Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

## Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy.*

## Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session.  For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the University Catalog under *Student Rights and Responsibilities* on the page titled *Attendance.*

## Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system.  Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

# SUPPORT SERVICES

## Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at *disability@cityu.edu*  or 206.239.4752 or visit the Disability Support Services page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

## Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the Ask a Librarian service, or access library resources and services online, 24 hours a day, seven days a week.

## Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.
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