

ORG480 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 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:

This capstone course provides students the opportunity to observe, critique, and practice knowledge gained in the study of organizational leadership. Students will demonstrate what they have learned throughout their organizational leadership program and apply it in real-world situations, addressing organizational problems. Students will apply leadership skills in areas of decision making, determining strategic direction, managing organizational change, and ensuring ethical operations of organizations. Career readiness is emphasized in this final course.

Course Overview:

This course emphasizes practical application of organizational leadership concepts gained throughout the Organizational Leadership program at CSU-Global. The course uses a case study evaluation method where students will have an opportunity to apply concepts they have learned to organizational leadership issues. Students will also engage in activities designed to prepare the student to apply for leadership positions within organizations.

Course Learning Outcomes:

1. Develop a resume and self-marketing plan.
2. Navigate the CSU-Global Career Center.
3. Demonstrate an understanding of how teams are led in organizations.
4. Apply leadership skills to strategic development and change.
5. Identify the ethical behaviors and outcomes of decisions within a professional environment.
6. Develop critical thinking skills for effective analysis in decision making.
7. Demonstrate knowledge of the responsibilities of organizational leaders.

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

Week #	Readings	Assignments
1	<ul style="list-style-type: none">• Community Tool Box. (n.d.). Chapter 13, section 11 - Collaborative leadership. Retrieved from http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main• Taylor, G. (2013). Implementing and maintaining a knowledge sharing culture via knowledge management teams: A shared leadership approach. <i>Journal of Organizational Culture, Communication and Conflict</i>, 17(1), 69-91.	<ul style="list-style-type: none">• Discussion (25 points)
2	<ul style="list-style-type: none">• Beaulieu-Volk, D. (2014). Communication tip: Write before you run your mouth. Newton, MA: Questex Media Group LLC.• Mascle, D. D. (2013). Writing self-efficacy and written	<ul style="list-style-type: none">• Discussion (25 points)• Capstone Assignment (75 points)

	communication skills. <i>Business Communication Quarterly</i> , 76(2), 216-225.	
3	<ul style="list-style-type: none"> Băeșu, C., & Bejinaru, R. (2013). Leadership approaches regarding the organizational change. <i>USV Annals of Economics & Public Administration</i>, 13(2), 146-152. Riwo-Abudho, M., Lily, N., & Ochieng, I. (2012). The role of strategic leadership during change. <i>KCA Journal of Business Management</i>, 4(1), 48-61. 	<ul style="list-style-type: none"> Discussion (25 points) Capstone Assignment (75 points)
4	<ul style="list-style-type: none"> Raelin, J. A. (2014). The ethical essence of leaderful practice. <i>Journal of Leadership, Accountability and Ethics</i>, 11(1), 64-72. The Global Institute for Ethical Leaders. (n.d.). GIEL materials. Retrieved from http://globoethicalleadership.org/Materials.htm (Please review the materials on this page.) 	<ul style="list-style-type: none"> Discussion (25 points) Capstone Assignment (125 points)
5	<ul style="list-style-type: none"> Community Tool Box. (n.d.). Chapter 14, section 1: Learning how to be a community leader. Retrieved from http://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/become-community-leader/main Jonassen, D. (2012). Designing for decision making. <i>Educational Technology Research & Development</i>, 60(2), 341-359. 	<ul style="list-style-type: none"> Discussion (25 points) Capstone Assignment (125 points)
6	<ul style="list-style-type: none"> http://www.ccl.org/Leadership/programs/LTIOverview.aspx. Please explore the many resources this site offers. You are not required to register for a seminar. Tiffan, B. (2014). The art of team leadership. <i>American Journal of Health-System Pharmacy</i>, 71(10), 799-801. 	<ul style="list-style-type: none"> Discussion (25 points) Capstone Assignment (125 points)
7	<ul style="list-style-type: none"> Gross, M. A., Hogler, R., & Henle, C. A. (2013). Process, people, and conflict management in organizations. <i>International Journal of Conflict Management</i>, 24(1), 90-103. The Foundation Coalition. (n.d.). Understanding conflict and conflict management. Retrieved from http://www.foundationcoalition.org/publications/brochures/conflict.pdf 	<ul style="list-style-type: none"> Discussion (25 points) Capstone Assignment (125 points) ETS Proficiency Profile (50 points) CPC-based Comprehensive Exam
8	<ul style="list-style-type: none"> No readings this week—focus on comprehension of Pages I-III of the lecture. 	<ul style="list-style-type: none"> Discussion (25 points) Career Development Assignment (50 points)

Assignment Details



This course includes the following assignments/projects:

Module 1

CPC-based Comprehensive Exam—Introduction (50 points assigned at the end of Week 7)

From now through the end of Week 7 of this course, CSU-Global will be conducting a program assessment called the *Common Professional Component (CPC)-based Comprehensive Exam*, provided by Peregrine Academic Services. The purpose of this exercise is to provide CSU-Global with data that will help assess the quality of its academic programs so that the school can improve its program content and provide the best possible educational experience for all students. Because this is an assessment of the quality of CSU-Global programs, and not an assessment of individual student performance, there is no need to prepare for this exam. This exam must be completed in one sitting and we do ask that you complete the exam to the best of your ability.

You will receive 50 points for completing the exam. These points are a part of the total points for this course. This assignment will be reflected in your grade book.

Upon completion of the exam, you will receive a PDF-downloadable certificate, sent to your CSU-Global email account (from Receipt@PeregrineAcademics.com). To receive the 50 points for this exam, you must upload the certificate to the appropriate dropbox in the Module 7 folder.

You can complete the CPC-based Comprehensive Exam at any time during Weeks 1 through 7. For exam content and requirement-related questions, please review Module 7 and the exam FAQ information linked from this assignment in the Module 1 folder.

Thank you in advance for taking this exam and helping CSU-Global sharpen its program content and delivery!

Module 2

Capstone Assignment: Effective Written Communication and Research (75 Points)

In the case study, CEO Thomas is considering team leadership approaches that could be used in his organization. For this assignment, you will use your research skills.

- Locate three peer-reviewed articles in the CSU-Global Library. Each article should present a different approach to team leadership.
- Read each article and consider your own opinion of the issue.
- Write a 2- to 3-page written communication (you may use a memo, a report, a letter or any other form of written communication) to “CEO Thomas,” your boss, summarizing each approach and recommending which one you would select to lead your team.
- Be sure to use effective written communication strategies to convey your ideas.

Your well-written paper should meet the following requirements:

- Be 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information. The CSU-Global Library is a good place to find these sources.
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

Module 3

Capstone Assignment: Leading Organizational Change (75 Points)

In the case study, several change initiatives were attempted unsuccessfully. Your goal this week is to select one of the initiatives and develop a plan to successfully implement organizational change. Your plan should include a written explanation on how to successfully implement this change. This plan should include each step that will be taken to implement this change as well as who will be responsible for each step and the target dates for implementation of each step.

You should use and cite sources to support your explanation.

Your well-written paper should meet the following requirements:

- 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

Module 4

Capstone Assignment: Leadership Ethics (125 Points)

Identify an ethical issue in the case study. First discuss the issue and the ethical dilemma it creates. Prepare a recommendation to Thomas on the decision you think he should make. Consider the ethical impact of the decision justifying your approach.

For this assignment, you will do the following:

- Locate three peer-reviewed articles in the CSU-Global Library on ethical decision making.
- Read each article and consider your own opinion of the issue.
- Write a 2- to 3-page paper offering a decision based on the facts in this case. You should consider the ethical issues involved in your decision and justify your approach.
- Be sure to use effective written communication strategies to convey your ideas.

Your well-written paper should meet the following requirements:

- Be 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information
- Be formatted according to [CSU-Global Guide to Writing and APA Guidelines](#)

CPC-based Comprehensive Exam—Reminder

Remember to take your CPC-based Comprehensive Exam before the end of this course. Full details about this exam and self-registration information can be found on the Week 7 Assignments page.

While you do not need to prepare for this exam, take your time and *do your best*. Plan to spend 90-120 minutes completing the exam. Though it is officially assigned in Week 7, you may complete the exam at any time in the course until Sunday midnight of Week 7.

If you have any questions or concerns, please reach out to your course instructor!

Module 5

Capstone Assignment: Leadership Decision Making (125 Points)

Select a decision that Thomas is faced with. Research decision making approaches and apply one approach to the decision. You will prepare a 2-3 page paper justifying your decision and describing the decision-making approach you used.

For this assignment, you will do the following:

- Locate three peer-reviewed articles in the CSU-Global Library on decision making.
- Read each article and consider your own opinion of the issue.
- Write a 2- to 3-page paper offering a decision based on the facts in this case. You should explain the decision-making style you applied to this case.
- Be sure to use effective written communication strategies to convey your ideas.

Your well-written paper should meet the following requirements:

- Be 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

Module 6

Capstone Assignment: Leading Teams (125 Points)

For this assignment, you should refer to the issue in the case where Thomas is reorganizing and creating a production team. You will research team development and implementation. You will prepare a 2-3 page plan to implement a new team. You will then identify possible team development issues and develop a strategy to address them.

For this assignment, you will do the following:

- Locate three peer-reviewed articles in the CSU-Global Library on team development.

- Read each article and consider your own opinion of the issue.
- Write a 2- to 3-page plan to implement a new team. You will identify possible team development issues and a strategy to address them.
- Be sure to use effective written communication strategies to convey your ideas.

Your well-written plan should meet the following requirements:

- Be 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

Module 7

Capstone Assignment: Managing Conflict (125 Points)

Review the issue the human resources manager is facing with the conflict between Abram and Jon. For this assignment you will prepare a 2-3 page report to Thomas describing how you will resolve this conflict. You will describe the conflict resolution method you plan to use and justify why this is the best approach.

For this assignment, you will do the following:

- Locate three peer-reviewed articles in the CSU-Global library on resolving organizational conflicts.
- Read each article and consider your own opinion of the issue.
- Write a 2- to 3-page report describing how you would resolve the conflict. Describe the conflict resolution method you plan to use and justify why this is the best approach.
- Be sure to use effective written communication strategies to convey your ideas.

Your well-written paper should meet the following requirements:

- Be 2-3 pages in length
- Include at least three outside sources, in addition to properly citing information
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

ETS Proficiency Profile Assessment (50 points)

Take the ETS Proficiency Profile before midnight of Week 7. The ETS Proficiency Profile is a 36-question exam that measures critical thinking, reading, writing, and mathematics. You will not receive a grade for how you do on the exam, but will receive 50 points for completing it. The purpose of this exercise is to provide data to CSU-Global that will help improve courses, curriculum, and instructional practices.

A couple of tips before you get started:

1. Make sure to allow at least 40 minutes to complete the exam.
2. Remember to use your CSU-Global email (first.last@csuglobal.edu) address when/if prompted.
3. Have your CSU-Global student six-digit ID number (not SSN) ready.
4. Refer to the Module 7: ETS Proficiency Profile Assessment page in Schoology for the current exam session number.
5. When you are finished with the exam, you have the option to email your test completion acknowledgement to someone. Email yourself and take a screen shot of the email. Then submit it to the Module 7 assignment submission area to show that you have completed the exam. (Alternately, after you exit the test you will receive an email from ETS with a link to a URL that lets you set up an account for no fee to retrieve your results. You can set up an account with ETS submit your score report to the Module 7 assignment area to show you have completed the exam.)

When you are ready, access the exam by clicking the following URL: <http://proficiencyprofile.ets.org>

CPC-based Comprehensive Exam (50 points)

The *Common Professional Component (CPC)-based Comprehensive Exam* is an assessment that measures the foundational knowledge areas of the following programs: Business Finance, Business Integration and Strategic

Management, Economics, Information Management Systems, Legal Environment of Business, and Management. The exam is conducted by Peregrine Academic Services and the exam data will help CSU-Global assess the quality of its academic programs so that the school can improve its programs and provide the best possible educational experience for all students. This is not an individual assessment of knowledge, so there is no need to prepare for this exam. However, take your time and do your best. You have three hours (180 minutes) to complete the exam, though most students are able to finish it in 90-120 minutes. You must complete the exam in one sitting. Additionally, you will not receive an individual grade based on how *well* you do on the exam, but you *will* receive 50 points for completing it. These 50 points will factor in as part of your total course grade.

Before starting, read the **Frequently Asked Questions** document linked to this assignment in the Module 7 folder for more information about this exam.

Important tips before you access the self-registration page:

- Make sure you allow yourself enough time to complete the exam, especially if you plan to complete it all at one time. (While you have up to three hours to complete the exam, we recommend allowing at least 120 minutes if you plan to finish it all at once.)
- If you do not plan to complete the exam all at one time, save the email you receive upon completing the self-registration process as it provides a link to access the exam again. **Remember to finish the exam within 48 hours of starting it!**
- This is a timed exam. It contains 60 questions and you have a total of three hours to complete it, which is an average of about three minutes per question. This should be plenty of time. If you need to take breaks, *be sure to log out completely* or you will lose time that you need to take the exam. You must log back in within 48 hours to complete the exam.
- Any technical issues or “locked out” issues need to be addressed through the Peregrine support team, available here: Support@PeregrineAcademics.com

Once you have completed the exam you will receive a confirmation email and PDF certificate. Download and save the certificate to your computer. To receive credit for taking the exam you must upload the certificate you received from this assignment in the Module 7 folder.

Steps for self-registration:

To self-register, please have the following information ready:

- Your CSU-Global email address
- Your degree program
- Your term (such as Spring-A, Winter-C, Fall-B)
- The assessment password: CSUG-1001

To begin the self-registration process, please access the Peregrine Academic Services page for CSU-Global using the following link, and follow the instructions provided there:

<http://www.peregrineacademics.com/csu-global>

The registration process should take about five minutes to complete. Upon completion of your registration you will receive a confirmation email with your exam/course link for taking the exam.

Module 8

Career Development Assignment: Self-Marketing and Resume Development (50 Points)

For this assignment, you should first complete the following tasks:

1. Register and initiate a focused job search using industry key words and archive results.
2. In the CSU-Global Career Center, use Optimal Resume to complete two specific activities: the resume builder and interview preparation.
3. Conduct a practice interview either on your own (using flashcards with prepared questions) with the help of a friend/family member or with a professional in your field.

Then develop a well-written paper that includes the following:

1. The results of your job search
2. A summary of what you learned in building a resume
3. An assessment of your experience in a practice interview, including what you learned that you can apply to a real-life interview
4. A copy of the resume you created

Your paper should meet the following requirements:

- Be 4-5 pages in length
- Be formatted according to the [CSU-Global Guide to Writing and APA Guidelines](#)

Course Policies



Course Grading

20% Discussion Participation
 70% Capstone Assignments
 5% ETS Proficiency Profile
 5% CPC-based Comprehensive Exam

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 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.