

Organizational Structure and Culture

Summative Assessment: Outline & Rubric

Summative Assessment Outline

Organizational Structure and Culture

Competency Name: Organizational Structure and Culture

Competency Statement: Demonstrate an understanding of the impact organizational structure and culture has on organizations.

Summative Assessment Submission Title: Voice-over PowerPoint

Competency Objectives:

1. Identify and discuss the impact of common organizational structures (e.g., functional, divisional) have on organizational effectiveness and productivity.
2. Explain the sources of an organization's culture.
3. Discuss the impact of organizational culture on organizational effectiveness and productivity.
4. Assess the impact organizational structure and culture has on the effectiveness of an organization.

Program Learning Outcomes: N/A

Institutional Learning Outcomes: N/A

Purpose of this Assessment

The final assessment for this competency is to assess the sources of culture and the impact of structure/culture on organizational effectiveness from a case study that you choose. In this case study analysis, you will analyze important aspects of the organizational culture and structure using theories and history to seek patterns and causes of issues and offer possible solutions, if needed. Equipped with the application of organizational structure and culture theories, you will be able to more effectively address issues that will arise in your workplace.

Items Required for Submission

The item required for submission is a 10- to 15-slide voice-over PowerPoint presentation (VOPP).

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Step ONE: Preparation

- Choose one of the case studies below—one is about organizational culture, and one is about organizational structure. Read through the case study thoroughly, taking notes based on the things you learned in this competency.
 - Siemens Case Study: Creating a High Performance Culture <http://businesscasestudies.co.uk/siemens/creating-a-high-performance-culture/#axzz2riiuUVdJ>
 - Coca-Cola Great Britain: Creating an Effective Organizational Structure <http://businesscasestudies.co.uk/coca-cola-great-britain/creating-an-effective-organisational-structure/introduction.html#axzz2riiuUVdJ>
- Establish and outline your thoughts on the case study of your choice.
- Analyze resources and materials in the competency—as well as outside research related to organizational structure and culture—to help you with your analysis. Within your presentation, you must have three to five main points that are supported by three to five cited references.
- Include your informed reflections and recommendations on the issues to address from the case study.
- Create an outline for your VOPP using your selected case study with the appropriate detail for each section for each type of analysis given in the table below:

Section Number	Organizational Culture	Organizational Structure
1	Introduction	Introduction
2	Current Building Block of Organizational Structure	Level of Organizational Culture
3	Type of Organizational Configuration and its Key Characteristics	Nine Dimensions of Organizational Culture
4	Recommendations for the Changing the Organizational Structure for this Organization and Why	Recommendations for Changing the Organizational Culture for this Organization and Why
5	Role of Teams within the Organization	Role of Teams within the Organization
6	Application to own Professional Organizational Culture	Application to own Professional Organizational Structure
7	Conclusion	Conclusion

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Step TWO: Create the Voice-over PowerPoint

- Develop an interesting and informative PowerPoint presentation that highlights the key points of your case study and analysis. Your presentation should follow the same organization as your outline—introduction, details of your analysis, and conclusion.
- Write a script for each PowerPoint slide, and include it in the notes section of each slide (found below each slide).
- Once you develop the slides, add your voice to the presentation to explain the purpose of your analysis in greater detail.

Step THREE: Complete Checklist for Submission

Before you submit, check to see if you believe you have met the criteria noted below.

Did you....

- ✓ Accurately and thoroughly describe the case study with supporting details from the reading(s)?
- ✓ Correctly identify and explain at least three research theories, concepts, practices, and styles used as a framework for analysis of the selected case study and accurately apply them to the case study?
- ✓ Thoroughly describe all the key characteristics or dimensions of the case study using at least three scholarly references?
- ✓ Present at least three detailed, realistic, and appropriate recommendations clearly supported by the major theories and concepts?
- ✓ Thoroughly discuss the role of teams within the organization and provide well-aligned supporting documentation from the competency materials or additional research?
- ✓ Provide a complete description of your professional setting and thoughtfully apply at least three aspects of the case study to your own professional experience or professional expectation with clear explanations of the connection between them?
- ✓ Summarize all key points of the case analysis in your conclusion?
- ✓ Make sure your presentation is organized and all of the components (introduction, analysis, and conclusion) are present and covered sufficiently?
- ✓ Provide a clear, understandable voice-over to accompany the presentation and explains the case and analysis in great detail?

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Step FOUR: Submit Your Work

- Your completed final assessment documents should be submitted through the Final Assessment page of your competency.
- Please note, for files smaller than 10MB (i.e., most Word documents), use the corresponding “+UPLOAD STUDENT FILE” button to upload your final assessment assignments. For larger files of any type (i.e., voice---over PowerPoint files, videos, or image---heavy documents), please use the optional TEXT EDITOR to provide a URL where your grader can download your file.

The screenshot shows the submission interface for Assignment 5 on the Brandman University system. At the top is a navigation bar with links for Dashboard, Competencies, and Learning Journal. Below this, there are two upload buttons: one for 'SRM FA Doc1.docx' and another for 'Upload additional files to this assignment. This is optional'. The assignment details for 'Assignment 5' are shown, including a description: '5. A 10- to 15-slide PowerPoint presentation with supporting voice-over'. A 'Use File Uploader' button is present. Below this is a text editor with a toolbar containing bold, italic, bulleted list, numbered list, link, and unlink icons. The text editor contains the text: 'Download URL for Assignment 5: <https://fwk.box.com/s/2nwjgkwooz6pa7wm8uzojwerzb7sl2>'. At the bottom is a red 'Comments (Optional)' field.

- How you create a download URL is up to you, but various free online providers, including Google Drive, Box.com, or Dropbox, offer this service. Please make sure that the URL you provide can be accessed by anyone with the link. For further instructions on how to create public links for uploaded files, consult the support pages for your chosen provider.

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Scoring Rubric for Summative Assessment

<i>Criterion</i>	EMERGING (1)	DEVELOPING (2)	PROFICIENT (3)	EXEMPLARY (4)
Introduction	Fails to describe the case study with limited, if any, supporting details from the reading(s).	Somewhat describes the case study with limited supporting details from the reading(s).	Describes the case study with supporting details from the reading(s).	Accurately and thoroughly describes the case study with supporting details from the reading(s).
Basics of Organizational Structure or Organizational Culture	Identifies or explains at least two research theories, concepts, practices, and styles used as a framework for analysis of the selected case study but fails to apply them appropriately to the case study.	Identifies and explains at least two research theories, concepts, practices, and styles used as a framework for analysis of the selected case study and applies them to the case study.	Correctly identifies and explains at least two research theories, concepts, practices, and styles used as a framework for analysis of the selected case study and accurately applies them to the case study.	Correctly identifies and explains at least three research theories, concepts, practices, and styles used as a framework for analysis of the selected case study and accurately applies them to the case study.
Key Characteristics or Dimensions	Describes some of the key characteristics or dimensions of the case study without including at least two scholarly references.	Describes most of the key characteristics or dimensions of the case study using fewer than three scholarly references.	Describes all of the key characteristics or dimensions of the case study using at least three scholarly references.	Thoroughly describes all of the key characteristics or dimensions of the case study using at least three scholarly references.
Recommendations	Presents fewer than two realistic or appropriate recommendations with little, if any, support from the information of the major theories and concepts of organizational culture and structure.	Presents at least two realistic or appropriate recommendations supported by the major theories and concepts.	Presents at least three specific, realistic, and appropriate recommendations clearly supported by the major theories and concepts.	Presents at least three detailed, realistic, and appropriate recommendations clearly supported by the major theories and concepts.
Role of Teams	Fails to discuss the role of	Partially discusses the role	Discusses the role of	Thoroughly discusses the

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	teams within the organization and provides limited or inaccurate supporting documentation from the competency materials or additional research.	of teams within the organization and provides limited supporting documentation from the competency materials or additional research.	teams within the organization and provides supporting documentation from the competency materials or additional research.	role of teams within the organization and provides well-aligned supporting documentation from the competency materials or additional research.
Application to own Professional Organizational Culture	Provides no description of professional setting and applies fewer than two aspects of the case study to own professional experience or professional expectation with few, if any, explanations of the connection between them.	Provides a limited description of professional setting and applies fewer than three aspects of the case study to own professional experience or professional expectation with few explanations of the connection between them.	Provides a description of professional setting and applies at least three aspects of the case study to own professional experience or professional expectation with explanations of the connection between them.	Provides a complete description of professional setting and thoughtfully applies at least three aspects of the case study to own professional experience or professional expectation with clear explanations of the connection between them.
Conclusion and PowerPoint Presentation	<p>Does not summarize the case analysis.</p> <p>Presentation is disorganized or does not have any of the components (introduction, analysis, and conclusion) are missing.</p> <p>Voice-over does not accompany the presentation.</p>	<p>Summarizes some of the case analysis.</p> <p>Presentation is lacking organization and/or some of the components (introduction, analysis, and conclusion) are missing or are covered insufficiently.</p> <p>Voice-over is muffled and or unclear, but does accompany the presentation and explains the case and the analysis of it.</p>	<p>Summarizes most of the case analysis.</p> <p>Presentation is organized but some of the components (introduction, analysis, and conclusion) are missing or are not covered sufficiently.</p> <p>Clear, understandable voice-over accompanies the presentation and explains case analysis.</p>	<p>Summarizes all key points of the case analysis.</p> <p>Presentation is organized and all of the components (introduction, analysis, and conclusion) present and covered sufficiently.</p> <p>Clear, understandable voice-over accompanies the presentation and explains the case and analysis in great detail.</p>