



This course supports the assessment for Managing Organizations and Leading People. The course covers 4 competencies and represents 3 competency units.

Introduction

Overview

This course covers principles of effective management and leadership that maximize organizational performance. The following topics are included: the roles and functions of a manager, analysis of personal leadership styles, approaches to self-awareness and self-assessment, and application of foundational leadership and management skills.

Watch the following videos for an introduction to this course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 4 competencies:

- **Competency 3018.1.1: Practice of Management**
The graduate explains the theoretical bases, current knowledge, best practices, and trends related to the practice of management.
- **Competency 3018.1.2: Theories of Leadership**
The graduate uses contemporary theories of leadership to develop personal leadership skills based on a personal leadership philosophy.
- **Competency 3018.1.3: Sustaining Business Performance**
The graduate applies management and leadership theories for long-term global business success.
- **Competency 3018.1.4: Organizational Performance Methods**
The graduate analyzes appropriate methods to improve organizational performance.

Course Instructor Assistance

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to help you prepare for another attempt. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to



your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to enroll manually or acquire other resources independently. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

FranklinCovey

Throughout this course you will access content provided by FranklinCovey (FC). The content consists of short interactive activities, online learning modules, and videos. Your WGU login credentials will allow you to access the FC content by just clicking the provided links.

Cengage MindTap

You will access the materials in the following MindTap courseware at the activity level within this course.

- Managing Organizations and Leading People

This web-based resource includes access to the following e-text along with flashcards for mastering key concepts and vocabulary, videos, interactive quizzes, and homework questions.

- Daft, R.L. (2014). *Management*. South-Western, Cengage Learning.
ISBN: 9781285068657

Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

The following video will show you how to access your Cengage MindTap learning resource and install the mobile app to your mobile device:

- [MindTap App Navigational Video](#)

Review the following tutorials to become familiar with MindTap:

- [MindTap Basic Navigation](#)



- [MindTap Annotations](#)
- [MindTap Media](#)
- [MindTap Apps](#)

Note: Throughout this courseware, you will see orange text stating “counts toward grade.” Please disregard this note. The assignments within this MindTap course will provide you and the course instructor feedback to identify problematic content areas that may need to be supplemented with other content matter. The performance assessments and/or objective assessments will determine a pass/fail for the course.

Other Learning Resources

You will use the following learning resources for this course.

WGU Library Articles

This course utilizes resources via the WGU Library, with articles available for you to read. For instructions on how to access WGU Library articles, see the “[Accessing WGU Library Articles](#)” page.

Each of the readings listed below has been added to the related *Management* chapters within the MindTap course. You can access the readings by clicking on the assigned chapter readings within the courseware.

The following WGU Library articles will be used in this course:

- Bell, C. R. (2013). How leaders grow innovation. *T+D*, 67(2), 42-45.
- Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social & Personality Psychology Compass*, 5(1), 88-103
- Chadwick, M. (2010). Creating order out of chaos: A leadership approach. *AORN Journal*, 91(1), 154-170.
- Connolly, R., Pico, M., Henderson, K., Bodine, T., & Blankenship, S. (2012). Strategies for success. *Training*, 49(4), 48-52.
- Darling, J. L. (2011). The key for effective stress management: Importance of responsive leadership in organizational development. *Organization Development Journal*, 29(1), 9-26.
- DeRue, D. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy Of Management Review*, 35(4), 627-647.
- Dervitsiotis, K. N. (2011). The new imperative for leadership advancing from quality to innovation. *Journal For Quality & Participation*, 34(3), 11-17.
- Gesme, D. H., Towle, E. L., & Wiseman, M. (2010). Essentials of staff development and why you should care. *Journal of Oncology Practice*, 6(2), 104-106.
- Groysberg, B. (2013). Great leaders who make the mix work. (Cover story). *Harvard Business Review*, 91(9), 68-10.
- Hargis, M. (2011). Developing leaders: Examining the role of transactional and transformational leadership across business contexts. *Organization Development*



Journal, 29(3), 51-66.

- Lanz, K. (2013). The art of self-awareness. *Training Journal*, 65-69.
- Mirza, B. (2011). This place is a zoo! *HR Magazine*, 56(12), 36-37.
- Momeni, N. (2009). The relation between managers' emotional intelligence and the organizational climate they create. *Public Personnel Management*, 38(2), 35-48.
- Nyman, M., & Thach, L. (2013). Coaching as a new leadership development option. *Supervision*, 74(2), 23-26.
- Oakland, J. (2011). Leadership and policy deployment: The backbone of TQM. *Total Quality Management & Business Excellence*, 22(5), 517-534.
- Phillips, C. (2013). Can we talk? *Law Practice Today*, 39(3), 3.
- Rooke, D. R. (2005). 7 Transformations of leadership. *Harvard Business Review*, 83(4), 66-76.
- Scarrow, P. (2010). Interview with a quality leader: Kate Goonan on performance excellence. *Journal For Healthcare Quality: Promoting Excellence In Healthcare*, 32(3), 32-35
- Think you're a leader? Take our test to find out the truth. (2005). *Healthcare Purchasing News*, 29(7), 26.
- Taneja, S. (2013). Strategic management in an era of paradigmatic chaos: Lessons for managers. *International Journal Of Management*, 30(1), 112-126
- Turregano, C. G. (2012). Creating a shared leadership culture through multilevel development. *Public Manager*, 41(3), 18-21.
- Woolliams, P. (2013). Realizing change through other ways of working: Reconciling competing demands. *Organization Development Journal*, 31(2), 6-16
- Zenger, J. (2013). Developing leaders. *Leadership Excellence*, 30(8), 24.
- Zenger, J., & Folkman, J. (2013). Inspiring & motivating to achieve top performance. *Financial Executive*, 29(1), 56-59.

View SMART Goals

The following short video will assist you in creating SMART goals when completing the Performance Assessment for Task 2.

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Topics and Pacing

This outline suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow these guidelines carefully to complete the course in the suggested timeframe.

Week 1

- Management Analysis
- Changes Driven By Technology

Week 2



- Theories of Leadership

Week 3

- Self-Awareness

Week 4

- Sustaining Business Performance
- Strategic Management

Week 5

- Organizational Structure and Innovation

Week 6

- Managing Organizational Quality and Initiatives
- Review
- Performance Assessment

Managing Organizations and Leading People

How effective organizations are managed is the key factor in the life and success of an organization. Leading is the ability of a superior to influence the behavior of subordinates and persuade them to follow specific courses of action.

Management Analysis

Organizational management is the force that drives organizations forward to accomplish identified goals through analytic processes. Through discussion and analysis, management develops new ways to improve an organization's efficiency and increase profitability through reduced costs and increased revenues.

This topic addresses the following competency:

- **Competency 3018.1.1: Practice of Management**
The graduate explains the theoretical bases, current knowledge, best practices, and trends related to the practice of management.

This topic highlights the following objectives:

- Explain how the four management functions relate to different management activities.
- Explain the difference between efficiency and effectiveness.
- Explain how conceptual, human, and technical skills are relevant to managers.
- Define ten roles that managers perform in organizations.
- Describe the innovative use of management principles.
- Explain major developments in the history of management theory.



- Explain the management science approach and its current use in organizations.

Read: Chapter 1 ("Innovative Management for a Changing World")

As you complete the activities listed below, pay attention to the following key points:

- planning, organizing, leading, controlling
- managing organizational performance
- managerial skill sets
- managerial roles

Access and read Chapter 1 ("Innovative Management for a Changing World") in *Management* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Experiential Exercise
 - Management Aptitude Questionnaire
 - Apply Your Skills: Case for Critical Analysis
 - Smart Style Salons
- View the OTJ video ("Camp BowWow").
- Complete the OTJ video assessment.
- Complete Interactive Quiz 1.
- Complete the Aplia Assignment—Innovative Management for a Changing World.

After completing the Chapter 1 activities, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Zenger, J. (2013). Developing leaders. *Leadership Excellence*, 30(8), 24.
- Hargis, M. (2011). Developing leaders: Examining the role of transactional and transformational leadership across business contexts. *Organization Development Journal*, 29(3), 51-66.

Click the following link to access the MindTap module:

- [Chapter 1 \("Innovative Management for a Changing World"\)](#)

Read: Chapter 2 ("The Evolution of Management Thinking")

Chapter 2 provides an overview of the theories, ideas, and management philosophies that have helped shaped the workplace to what it is today. Some of these theories include the Classical Perspective, Humanistic Perspective, and Management Science.

As you complete the activities listed below, pay attention to the following key points:

- history and science of management
- management theories
- innovative thinking



Access and read Chapter 2 (“The Evolution of Management Thinking”) in *Management and* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Experiential Exercise
 - Security or Autonomy
 - Apply Your Skills: Ethical Dilemma
 - The New Test
- View the OTJ video (“Barcelona Restaurant Group”).
- Complete the OTJ video assessment.
- Complete Interactive Quiz 2.

After completing Chapter 2 activities, read the following supplemental articles. You can access the second reading by clicking on the assigned chapter readings within the courseware.

- Rooke, D. R. (2005). [7 Transformations of leadership](#). *Harvard Business Review*, 83(4), 66-76.
- Think you're a leader? Take our test to find out the truth. (2005). *Healthcare Purchasing News*, 29(7), 26.

Click the following link to access the MindTap module:

- [Chapter 2 \(“The Evolution of Management Thinking”\)](#)

Changes Driven by Technology

Technology change has a major influence on business performance and growth. Technology drives new paradigms when old paradigms become unsustainable. When a new technology becomes available, management directs resources and programs that need to be adjusted to sustain business performance and maintain growth equilibrium.

This topic addresses the following competency:

- **Competency 3018.1.1: Practice of Management**
The graduate explains the theoretical bases, current knowledge, best practices, and trends related to the practice of management.

This topic highlights the following objective:

- Describe how technology in the workplace impacts management practices.

Read: Chapter 2 (“The Evolution of Management Thinking”)

As you complete the activity listed below, pay attention to the following key point:

- current tools used in management



Access Chapter 2 (“The Evolution of Management Thinking”) in *Management* and complete the following activity:

- Review the “Innovative Management Thinking for a Changing World” section.

After completing the Chapter 2 activity, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Mirza, B (2011). This place is a zoo! *HR Magazine*, 56(12), 36-37.
- [Dervitsiotis, K. N. \(2011\). The new imperative for leadership advancing from quality to innovation. *Journal For Quality & Participation*, 34\(3\), 11-17.](#)

Click the following link to access the MindTap module:

- [Chapter 2 \(“The Evolution of Management Thinking”\)](#)

Theories of Leadership

Leadership theories distinguish characteristics of particular kinds of leaders. Leadership theories focus on determining specific qualities, such as skill levels, which separate a leader from a follower. The most common leadership theories include the following: trait, contingency, situational, behavioral, transformational, transactional, and participative.

Theories of Leadership

Leadership is the ability to make sound organizational decisions and inspire others to perform well. Effective leaders are able to set and achieve challenging goals, take swift and decisive action even in difficult situations, outperform their competition, take calculated risks, and persevere in the face of failure. Key leadership skills include values and ethics, motivation, power, followership, group dynamics, multiculturalism, conflict resolution, performance excellence, change process, and citizenship.

This topic addresses the following competency:

- **Competency 3018.1.2: Theories of Leadership**
The graduate uses contemporary theories of leadership to develop personal leadership skills based on a personal leadership philosophy.

This topic highlights the following objectives:

- Define leadership and its role in organizations.
- Identify the personal characteristics associated with effective leaders.
- Explain the situational use of task-oriented and people-oriented leadership behaviors.
- Explain how followership is related to effective leadership.
- Identify sources of leader power and the tactics that leaders use to influence others.
- Explain how intrinsic and extrinsic rewards impact motivation.
- Describe how interpersonal influence tactics affect leadership.

Read: Chapter 15 ("Leadership")



Chapter 15 covers the nature of leadership while describing different leadership traits and approaches to becoming an effective leader.

As you complete the activities listed below, pay attention to the following key points:

- the nature of leadership
- leadership traits, skills, and practices
- behavioral approaches
- followership
- power and influence

Access and read Chapter 15 (“Leadership”) in *Management* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Experiential Exercise
 - What is the Impact of Leadership?
 - Apply Your Skills: Case for Critical Analysis
 - What’s Wrong With the Team?
- View the OTJ video (“Camp BowWow: Leadership”).
- Complete the OTJ video assessment.
- Complete Interactive Quiz 15.
- Complete the Aplaia Assignment—Leadership.

After completing Chapter 15 activities, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Connolly, R., Pico, M., Henderson, K., Bodine, T., & Blankenship, S. (2012). Strategies for success. *Training*, 49(4), 48-52.
- Nyman, M., & Thach, L. (2013). Coaching as a new leadership development option. *Supervision*, 74(2), 23-26.

Click the following link to access the MindTap module:

- [Chapter 15 \(“Leadership”\)](#)

Watch the following video on leadership theory:

- [Leadership Theory Video](#)

Self-Awareness

Emotional Intelligence (EI) is the practice of intentionally using emotions to guide thinking and behavior in the workplace. EI involves developing an effective level of awareness of self and others, appropriate use and management of emotions, and applying a set of personal and social competencies to interact effectively in all forms of workplace relationships.



This topic addresses the following competency:

- **Competency 3018.1.2: Theories of Leadership**

The graduate uses contemporary theories of leadership to develop personal leadership skills based on a personal leadership philosophy.

This topic highlights the following objectives:

- Explain how the four components of emotional intelligence influence management practices.
- Describe two methods of leadership self-assessment.
- Describe methods of self-management, including personal time management.
- Apply leadership theories to develop a personal leadership philosophy.

Read: Chapter 14 ("Understanding Individual Behavior")

As you complete the listed material below, pay attention to the following key points:

- emotional intelligence
- time management
- stress management
- personality and behavior types
- problem-solving techniques
- work attitudes and perceptions

Access and read Chapter 14 ("Understanding Individual Behavior") in *Management* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - New Manager Self-Test (Expressed Emotions)
 - (found in the Emotional Intelligence section of Chapter 14)
 - Apply Your Skills: Experiential Exercise
 - Personality Assessment—Jung's Typology
- View the OTJ video ("Mitchell Gold + Bob Williams").
- Complete the OTJ video assessment.
- Complete Interactive Quiz 14.
- Complete the Aplia Assignment—Understanding Individual Behavior.

S.M.A.R.T. is an acronym for Specific, Measurable, Achievable, Realistic, and Time-related, giving standards that help guide when setting objectives. These goals are often used in project management, employee-performance management and personal development.

Read the following about S.M.A.R.T. goals:

- Performance Management (pp. 22-44)
- Developing Performance Goals



- Optional: Read Chapter 3 SMART Goals: Senseless Minutia Against Random Tasks.

While reading about S.M.A.R.T. goals, ask yourself:

- What kind of S.M.A.R.T. goals could you create that will help improve your leadership practice?
 - What specific actions can you take to reach these S.M.A.R.T. goals?
 - Reflect on whether these goals are results oriented or not.

Watch the following video on S.M.A.R.T. goals:

- [S.M.A.R.T. Goals Video](#)

After completing Chapter 14 activities and S.M.A.R.T. goals readings, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social & Personality Psychology Compass*, 5(1), 88-103
- Darling, J. L. (2011). The key for effective stress management: Importance of responsive leadership in organizational development. *Organization Development Journal*, 29(1), 9-26.
- Lanz, K. (2013). The art of self-awareness. *Training Journal*, 65-69.
- Momeni, N. (2009). The relation between managers' emotional intelligence and the organizational climate they create. *Public Personnel Management*, 38(2), 35-48.
- The 5 Steps to Setting SMART Business Goals.
- Use S.M.A.R.T. goals to launch management by objectives plan.

Click the following link to access the MindTap module:

- [Chapter 14 \(“Understanding Individual Behavior”\)](#)

View: 7 Habits of Highly Effective People

View or complete the following *7 Habits of Highly Effective People* activities by Franklin Covey:

- View: [Jump Start Habits 1-3](#)
- View: [Jump Start: Habits 4-7](#)
- Complete: 7 Habits Profile, which can found within the [Chapter 14](#) activities within the MindTap courseware
 - *Note: This form is not editable online. You will need to print the form, fill it out, and scan it in order to submit it as part of the performance assessment. To print the document, click the arrow in the upper right hand corner of the 7 Habits Profile document to “Open in new window.” Select File, then Print from the menu in the upper left part of the new window within your browser.*



Sustaining Business Performance

Shifts in global economies require that leaders exercise forward-thinking strategies that are designed to facilitate organizational growth and development. Increasingly, business expansion models include the promotion of products and services beyond domestic, national borders. Business development can only be achieved by leaders who embrace cultural diversity and understanding.

Sustaining Business Performance

Sustaining business performance is the leadership action that improves business performance and/or increases its global value through continuous examination of business strategies and processes.

This topic addresses the following competency:

- **Competency 3018.1.3: Sustaining Business Performance**

The graduate applies management and leadership theories for long-term global business success.

This topic highlights the following objectives:

- Explain how globalization is creating a borderless world.
- Explain why a global mindset is imperative for companies operating internationally.
- Describe the characteristics of a multinational corporation.
- Explain how management practices differ between domestic and international business operations.
- Identify how cultural differences in global environments can affect business operations.

Read: Chapter 4 ("Managing in a Global Environment")

As you complete the activities listed below, pay attention to the following key points:

- globalization
- a borderless world
- multinational corporations
- the international business environment
- international economic, political, sociocultural, and legal dynamics
- international trade alliances

Access and read Chapter 4 ("Managing in a Global Environment") in *Management* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Experiential Exercise
 - Rate Your Global Management Potential
 - Apply Your Skills: Ethical Dilemma



- Ah Biotech
- View the OTJ video (“Holden Outerwear”).
- Complete the OTJ video assessment.
- View the Manager Challenge Video (“Managing Cross-Culturally”).
- Complete the Manager Challenge Video assessment.
- Complete Interactive Quiz 4.
- Complete the Aplia Assignment—Managing in a Global Environment.

After completing Chapter 4 activities, read the following supplemental articles. You can access the second and third readings by clicking on the assigned chapter readings within the courseware.

- Groysberg, B. (2013). Great leaders who make the mix work. (cover story). *Harvard Business Review*, 91(9), 68-10.
- Woolliams, P. (2013). Realizing change through other ways of working: Reconciling competing demands. *Organization Development Journal*, 31(2), 6-16.
- Zenger, J., & Folkman, J. (2013). Inspiring & motivating to achieve top performance. *Financial Executive*, 29(1), 56-59.

Click the following link to access the MindTap module:

- [Chapter 4 \(“Managing in a Global Environment”\)](#)

Strategic Management

Strategic management is the management of an organization's resources in order to achieve its business objectives and maximize its value in the long term. Strategic management involves a defined sequence of steps that encompass the full range of a company's resources, from setting out objectives and identifying resources, to analyzing data and making financial decisions, to tracking and analyzing reasons for the variance between actual and budgeted results.

This topic addresses the following competency:

- **Competency 3018.1.3: Sustaining Business Performance**
The graduate applies management and leadership theories for long-term global business success.

This topic highlights the following objectives:

- Define the components of strategic management and levels of strategy in an organization.
- Describe how to perform a SWOT analysis to evaluate a company's strengths, weaknesses, opportunities, and threats.
- Explain several common strategic tools.
- Apply strategic tools for strategy formulations to improve organizational performance.

Read: Chapter 8 (“Strategy Formulation and Execution”)



As you complete the listed material below, pay attention to the following key points:

- strategic management
- the strategic management process
- formulating corporate level strategy
- Porter's competitive strategies
- global strategy
- strategy execution

Access and read Chapter 8 ("Strategy Formulation and Execution") in *Management* and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Experiential Exercise
 - Strategic Thinking Blueprints
 - Apply Your Skills: Case for Critical Analysis
 - Costco: A Different Path
- View the OTJ video ("Theo Chocolate").
- Complete the OTJ video assessment.
- View the Manager Challenge Video ("Managing Personal and Organizational Change").
- Complete the Manager Challenge Video assessment.
- Complete Interactive Quiz 8.
- Complete the Aplia Assignment—Strategy Formulation and Execution.

After completing Chapter 8 activities, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Turregano, C. G. (2012). Creating a shared leadership culture through multilevel development. *Public Manager*, 41(3), 18-21.
- Taneja, S. (2013). Strategic management in an era of paradigmatic chaos: Lessons for managers. *International Journal of Management*, 30(1), 112-126.

Click the following link to access the MindTap module:

- [Chapter 8 \("Strategy Formulation and Execution"\)](#)

Complete: Supplemental Activities

Read the following articles:

- [Business SWOT Analysis](#)
- [Personal SWOT Analysis](#)

Download the worksheet by clicking on the "Download Worksheet" link at the end of each article. Follow the instructions within the worksheet to complete the following activities:



- Perform a business SWOT analysis of your organization.
- Perform a personal SWOT analysis.

Watch the following video on SWOT analysis:

- [SWOT Video](#)

Organization Performance Methods

Management utilizes a range of performance measurements to evaluate strategies, programs, procedures, and assets. Performance methods are the key dynamic that measures the organization in the accomplishment of its objectives.

Organizational Structure and Innovation

Organizational management's objective is to build an organizational structure that leverages core competencies, responds to organizational change, and continually identifies and satisfies customer needs. Innovation is the degree to which a set of inherent characteristics are improved through new strategies. Innovation helps organizations sustain operations and remain competitive through increased sales and reduced costs.

This topic addresses the following competency:

- **Competency 3018.1.4: Organizational Performance Methods**
The graduate analyzes appropriate methods to improve organizational performance.

This topic highlights the following objectives:

- Describe functional and divisional approaches to organizational structure.
- Explain how the matrix approach applies to both domestic and international organizations.
- Describe how organizations use team and virtual network structures.
- Define the forces that drive organizational change.
- Describe methods to manage change.
- Describe how people and organizational culture affect change management.

Read: Chapter 10 ("Designing Adaptive Organizations")

As you complete the activities listed below, pay attention to the following key points:

- characteristics of organizational design
- how change drives innovation
- innovative strategies
- organizational development
- horizontal linkage model

Access and read Chapter 10 ("Designing Adaptive Organizations") in *Management* and complete the following activities:



- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Case for Critical Analysis
 - Abraham's Grocery
- View the OTJ video ("Modern Shed-Designing Adaptive Organizations").
- Complete the OTJ video assessment.
- View the Manager Challenge Video ("Managing the Boss").
- Complete the Manager Challenge Video assessment.
- Complete Interactive Quiz 10.
- Complete the Aplia Assignment—Designing Adaptive Organizations.

After completing Chapter 10 activities, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- DeRue, D. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy Of Management Review*, 35(4), 627-647.
- Bell, C. R. (2013). How leaders grow innovation. *T+D*, 67(2), 42-45.

Click the following link to access the MindTap module:

- [Chapter 10 \("Designing Adaptive Organizations"\)](#)

Read: Chapter 11 ("Managing Change and Innovation")

As you complete the activities listed below, pay attention to the following key points:

- organizational change
- innovative thinking
- organizational development
- technology

Access and read Chapter 11 ("Managing Change and Innovation") and complete the following activities:

- Complete the chapter review discussion questions.
- Complete the chapter review activities.
 - Apply Your Skills: Case for Critical Analysis
 - Cleaver's Sausage House
- View the OTJ video ("Holden Outerwear").
- Complete the OTJ video assessment.
- View the Manager Challenge Video ("How Managers Communicate").
- Complete the Manager Challenge Video assessment.
- Complete Interactive Quiz 11.
- Complete the Aplia Assignment—Managing Change and Innovation.

After completing Chapter 11 activities, read the following supplemental articles. You can access



the readings by clicking on the assigned chapter readings within the courseware.

- Chadwick, M. (2010). Creating order out of chaos: A leadership approach. *AORN Journal*, 91(1), 154-170.
- Gesme, D. H., Towle, E. L., & Wiseman, M. (2010). Essentials of staff development and why you should care. *Journal of Oncology Practice*, 6(2), 104-106.
- Phillips, C. (2013). Can we talk? *Law Practice Today*, 39(3), 3.

Click the following link to access the MindTap module:

- [Chapter 11 \("Managing Change and Innovation"\)](#)

Managing Organizational Quality and Initiatives

Quality can be measured by the features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Organizational management ensures that quality planning, assurance, and control processes are in place to leverage continual process improvements. Innovation is the degree to which a set of inherent characteristics are improved through new strategies. Effective initiatives are the framework that guides improved performance and customer satisfaction.

This topic addresses the following competency:

- **Competency 3018.1.4: Organizational Performance Methods**
The graduate analyzes appropriate methods to improve organizational performance.

This topic highlights the following objectives:

- Explain the key management function of organizational control.
- Explain the benefits of the balanced scorecard for tracking the performance of the organization.
- Describe quality standard concepts and how they affect organizational performance.
- Describe how current trends in quality and financial control affect organizations.

Read: Chapter 19 ("Managing Quality and Performance")

As you complete the listed material below, pay attention to the following key points:

- definition of quality
- implications of quality
- quality-control processes
- the balance scorecard
- managerial control and reports

Access and read Chapter 19 ("Managing Quality and Performance") in *Management* and complete the following activities:

- Complete the chapter review discussion questions.



- Complete the chapter review activities.
 - Apply Your Skills: Case for Critical Analysis
 - Five Stars
- View the OTJ video (“Barcelona Restaurant Group”).
- Complete the OTJ video assessment.
- View the Manager Challenge Video (“Achieving Desired Outcomes”).
- Complete the Manager Challenge Video assessment.
- Complete Interactive Quiz 19.
- Complete the Aplia Assignment—Managing Quality and Performance.

After completing Chapter 19 activities, read the following supplemental articles. You can access the readings by clicking on the assigned chapter readings within the courseware.

- Oakland, J. (2011). Leadership and policy deployment: The backbone of TQM. *Total Quality Management & Business Excellence*, 22(5), 517-534.
- Scarrow, P. (2010). Interview with a quality leader: Kate Goonan on performance excellence. *Journal For Healthcare Quality: Promoting Excellence In Healthcare*, 32(3), 32-35.

Click the following link to access the MindTap module:

- [Chapter 19 \(“Managing Quality and Performance”\)](#)

Complete: Task 1 and Task 2

Complete the following tasks in Taskstream:

- Task 1
- Task 2

For details about this performance assessment, see the "Assessment" tab in this course.

Final Steps

Congratulations on completing the activities in this course! You are now prepared to complete the associated assessment. If you have not already been directed to complete it, schedule and complete the assessment now.