

MGT 510: Final Project Guidelines and Rubric

Overview

In this final project, you will analyze the case study “Creating a Culture of Empowerment and Accountability at St. Martin de Porres High School” and develop an **evaluative response paper**. The case is an account of how St. Martin de Porres High School (SMdP) was transformed from a school plagued with student failure and high teacher turnover into a true learning organization carrying out its mission of serving “young people of limited options.” Your response paper will assess the strengths and weaknesses of the organization and propose solutions and strategies for transforming the organizational culture.

The paper should be 13–15 pages and adhere to APA standards.

This assessment will measure student competency with respect to the following course outcomes:

- Analyze the value of organizations’ internal and external communication strategies for their strength in fostering organizational cultures of customer service
- Craft artifacts of organizational culture that promote diversity, enterprise, and brand stewardship through effective verbal and written presentations
- Apply empowerment and autonomy models that foster employee talent, facilitate high-performance teams, and align well with the organizational culture
- Propose strategic solutions for complex organizational conflict scenarios that align with organizational goals and culture and reflect systems-level decision-making
- Develop change management plans that provide effective support for employees and maintain alignment to the values, mission, culture, and goals of organizations
- Select appropriate approaches to managing different organizational cultures that reflect the values of an organization and are consistent with one’s ethical framework

Prompt

Your presentation should answer the following prompt: What are strengths and the weaknesses of the organization in its approach to realizing its mission of serving “young people of limited options”? How can SMdP **create** and **maintain** an **appropriate** and **effective** organizational culture?

Specifically, the following **critical elements** must be included:

- Evaluate the organizational culture
 - To what extent is the mission statement transparent to internal and external stakeholders? To what extent is the mission statement cogent, meaningful, and “customer-oriented” (in this case, think of the students and larger community as the customers)?

- What are the strengths and weaknesses of the culture? Assess the specific issues around each of the following: team performance, empowerment, and autonomy.
- What are the essential management and operational approaches? What are some of the basic organizational assumptions around morale and motivation?
- How is the organizational culture misaligned to the mission statement? To what extent are students, teachers, and administrators being held accountable to the mission statement?
- To what extent are there signs of a toxic culture at SMdP?
- To what extent are there ethical issues facing administration, teachers, and students at SMdP?
- Propose solutions for the organization
 - What should be the major objectives of the remediation plan? (Note: The overarching goal of the plan must be to address the misalignment of the organizational culture to the mission statement.)
 - What should be the specific tactics employed to create an appropriate and effective organizational culture? These could include organizational restructuring efforts, replacing individuals, revisiting the mission statement of the organization, and so forth.
 - Provide example artifacts of organizational culture that would promote the actualization of the mission statement.
- Propose change management strategies for the organization
 - What are the potential challenges of implementing the solutions? These could include the mindsets of the stakeholders and their willingness to take part in the change. How can these challenges be addressed?
 - What should the communication and training plans be for effectively supporting and empowering administration, teachers, and students through the transition?
 - How can one ensure that the solutions are implemented in an ethical manner?
 - What are some key factors, both internal and external, that could be used to determine whether the solutions are effective? How can the organization's performance against the objectives be measured and verified?
 - Works cited should be in APA format.

Final Paper Rubric

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Evaluation: Mission Statement	Meets “Proficient” criteria and uses specific examples to substantiate claims and communicate nuance	Mission statement is evaluated with respect to its transparency, cogency, meaning, and customer orientation	Mission statement is not comprehensively evaluated with respect to its transparency, cogency, meaning, and customer orientation	Mission statement is not evaluated or is erroneous	13
Evaluation: Culture	Meets “Proficient” criteria and relates strengths and weaknesses of organizational culture to articulate broader communications themes	Makes and substantiates claims about strengths and weaknesses of organizational culture	Makes but does not substantiate claims about strengths and weaknesses of organizational culture	Does not make claims about strengths and weaknesses of organizational culture	7
Evaluation: Approaches	Meets “Proficient” criteria, and specific examples are cited to illustrate the nuances of the organizational culture	Management and operational approaches are broken down to their component parts to uncover assumptions around morale and motivation	Management and operational approaches are not broken down to their component parts to uncover assumptions around morale and motivation	Management and operational approaches are not discussed	7
Evaluation: Alignment of the Org. Culture	Meets “Proficient” criteria and uses specific examples to substantiate claims and communicate nuance	The alignment of the organizational culture to the mission statement is evaluated with respect to students, teachers, and administrators	The alignment of the organizational culture to the mission statement is not comprehensively evaluated with respect to students, teachers, and administrators	The alignment of the organizational culture to the mission statement is not evaluated or is erroneous	6
Evaluation: Toxic Culture	Meets “Proficient” criteria and uses specific examples to substantiate claims and communicate nuance	Makes logical claims about the toxicity of the organizational culture	Makes claims about the toxicity of the organizational culture, but there are gaps in the logic	Does not make claims about the toxicity of the organizational culture	6
Evaluation: Ethical Concerns	Meets “Proficient” criteria and uses specific examples to substantiate claims and communicate nuance	Makes logical claims about the ethical issues facing administration, teachers, and students	Makes claims about the ethical issues facing administration, teachers, and students, but there are gaps in the logic	Does not make claims about the ethical issues facing administration, teachers, and students	6
Proposal: Objectives	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Proposes objectives that align to the overarching goal of rectifying the misalignment between the organizational culture and the mission statement	Proposes objectives that do not align to the overarching goal of rectifying the misalignment between the organizational culture and the mission statement	Does not propose objectives	6

Proposal: Tactics	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Proposes tactics that follow logically from the stated objectives	Proposes tactics that do not follow logically from the stated objectives	Does not propose tactics	6
Proposal: Artifacts of Culture	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Provides multiple example artifacts of organizational culture that illustrate the proposed objectives and tactics	Provides only one example artifact of organizational culture or the artifacts do not illustrate the proposed objectives and tactics	Does not provide example artifacts of organizational culture	13
Change Management: Challenges	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Identifies potential challenges and modifications for implementing the solutions	Identifies potential challenges, but does not propose modifications	Does not identify potential challenges	6
Change Management: Communication and Training	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Proposes communication and training plans that would effectively support and empower all stakeholders	Proposes communication and training plans that would not effectively support and empower all stakeholders	Does not propose communication and training plans	6
Change Management: Ethics	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Proposes policies for ensuring ethical implementation	Proposes policies for ensuring ethical implementation that overlook relevant factors	Does not propose policies for ensuring ethical implementation	6
Change Management: Measurement	Meets “Proficient” criteria, and proposals are particularly well-informed and substantiated by scholarly research	Includes metrics for measuring the effectiveness of the organization’s performance against the plan objectives	Includes metrics for measuring the effectiveness of the organization’s performance, but they are misaligned to the plan objectives	Does not include metrics for measuring the effectiveness of the organization’s performance	6
Articulation of Response	Submission is properly cited and free of errors related to grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding	6
Earned Total					100%