

Research Assignment

Trends in the macro global environment can impact management factors such as the nature of the work, the makeup of the workforce, the design of the organization, etc. that demand new structures and ways of doing things. The purpose of this assignment is: 1) to help you anticipate global trends and dynamics outside your sector (e.g., government, military, technology, education, etc.) and organization that are likely to *affect* your organization (current or future), 2) to conduct research that will help you anticipate management changes that you may need to make inside your organization to deal with these external factors, and 3) to identify what management skills will be most needed in the future.

Scanning for external environmental trends is an important aspect of strategic planning. In order to plan for the future, it is critical to pay attention to what is changing. The external environment of an organization is not stable but always in motion; therefore, the competitive (or survival) management strategy that works today is likely to be outdated a few years from now.

Your organization may face many issues (i.e., concerns, problems, etc.) at one point in time. But a trend typically is in motion --- increasing or decreasing -- which means that even if it's an issue now it may get more (or less) serious in the future. Or, what is not an issue now may be trending to become an issue five or ten years from now. *For this assignment, a trend is something that is changing.* As you do your research for this assignment, look for external trends that will affect what managers will have to do in the future.

Global trends occur in many different areas. They include **social and demographic trends** related to lifestyles, values, and population, etc. Examples: Age distribution, crime, education, health care, human rights, globally diverse workforce, migration. **Economic trends** also might affect your organization. Examples: Income inequality, global poverty, recession, multinational companies, energy prices, trade policy. There also are **political/legal trends** related to policies, regulations, groups in power, etc. Examples: Terrorism, election processes, organized labor, governing policy, business-government relations, nationalism. In addition, **technological trends** deal with how things get accomplished such as knowledge, methods, and products. Examples: Robotics, scientific discoveries, Internet crime and hacking, virtual work, digital interconnectivity. **Environmental trends** are related to the natural environment, especially its sustainability. Examples: Climate change/global warming, deforestation, melting of icecaps, weather volatility, natural resources extinction, fossil fuel dependence.

1. Introduce the purpose of the paper, including the specific organization or its sector (e.g., military, healthcare delivery, etc.) that could be impacted by the trends identified.

2. Trends.

- Research and identify at least two (2) specific *global external trends* of your choice that may impact your organization and its management. (Note: You are not restricted to the examples given above although these should give you some good ideas.) Cite facts from the course readings and scholarly and/or other credible sources from the UMUC online library to show that each of your selections is based on credible information.

3. Impact on Management. For each trend that you identify, research and then explain how it may impact management of your organization (current or your future career). (Note: You are expected to focus on issues related to organization design/theory and behavior within the organization, not marketing or other areas that are not topics in this course.)

- What actions could the management of this organization take to deal with or prepare for the change posed by each trend, respectively? In other words, how should it alter what is currently done? (If no change is expected, be sure to explain the rationale for your conclusion, based on course concepts.) Base this discussion on course concepts covered in our readings and weekly modules, citing them where appropriate to support your analysis, as well as your research.

4. Skills Needed by Managers.

- What skills will managers (such as your future self) need to handle the needed changes you identified, and why? Base this discussion on course concepts, citing them where appropriate to support your analysis, as well as your research.

5. Conclusions

For each major portion of the assignment (2-4), cite concepts from the course readings, scholarly sources from the UMUC online library, and/or weekly lecture modules to support your analysis. Keep in mind that this paper is not an opinion piece; it should be a logical analysis that synthesizes the facts with your knowledge of organizations and management from this course and your research. You are expected to use sources from the UMUC virtual library databases beyond our weekly eReadings lists. See the Library Discussion area for tips. Do not use Wikipedia or Google the topic--use the UMUC virtual library databases. Include at least twelve references, six of which should come from peer reviewed scholarly academic journals.

IMPORTANT NOTE: The articles you obtain from the library should not focus on your organization but instead should focus either on specific external trends or course concepts such as how management practices may need to adapt. **You are not researching the organization but instead you are researching trends and management concepts.**

The body of the paper, **including an abstract on a separate page**, should be no more than eight pages. NOTE: The page count includes an abstract but excludes the title page and references. Follow APA style guidelines. Be sure to use headings/subheadings for different sections.

8/20/2019

Written Assignment Rubric
MGMT 630

The following rubric shows key performance criteria for all written work and the projected possible points that can be earned at each level of performance.

Needs Improvement 0-23 pts	Satisfactory 26 pts	Excellent 30 pts	Concepts & Focus Points Earned /30
• Knowledge -The content demonstrates <i>little</i> knowledge and understanding of course content. It <i>seldom or never</i> references course concepts and <i>rarely or never</i> uses appropriate terminology. • There may be unnecessary content or content that fails to focus on the critical issues. • Failure to include or inclusion of poor quality references as required. • The content of the paper is <i>inconsistent</i> with the assignment guidelines and/or expected length.	• Knowledge -The content is <i>mostly</i> accurate and demonstrates <i>some</i> knowledge and understanding of course concepts. It references course concepts and <i>sometimes</i> uses appropriate terminology. • <i>Usually</i> focuses on the critical issues as assigned. • Includes only some required high quality scholarly references as assigned (e.g., five); quality may not be high. • The content of the paper is <i>mostly</i> consistent with the assignment guidelines and expected length.	• Knowledge -The content is <i>accurate</i> and clearly demonstrates a <i>high level of knowledge</i> and understanding of course concepts. It references course concepts and always uses appropriate terminology. • Clear consistent focus on the critical issues as assigned. Responds to the purpose of the assignment in a complete way. • Includes the <i>required number</i> (or more) of high quality scholarly references as assigned (e.g., five). • The content of the paper is <i>consistent</i> with the assignment guidelines and expected length.	Criteria
Needs Improvement 0-23 pts	Satisfactory 26 pts	Excellent 30 pts	Analysis Points Earned /30
• Depth of Analysis - Analysis is performed at a <i>superficial level</i> with <i>little or no evidence</i> of critical thinking through sound logic and reasoning backed up with concepts.	• Depth of Analysis - Analysis is performed with <i>some degree</i> of depth and <i>usually</i> reflects critical thinking through sound logic and reasoning backed up with concepts.	• Depth of Analysis - Analysis is performed at the requisite depth and reflects critical thinking through sound logic and reasoning backed up with concepts.	Criteria

• Synthesis - Content <i>seldom</i> synthesizes information & perspectives. Shows <i>little</i> ability to see the holistic view of how organizational systems and processes interact to affect organizational effectiveness. • Paper may summarize readings or case <i>without proper application</i> of ideas.	• Synthesis - Content <i>sometimes</i> synthesizes information & perspectives. Shows <i>some</i> ability to see the holistic view of how organizational systems and processes interact to affect organizational effectiveness. • Paper may present <i>some summary</i> beyond what is needed to analyze the topic.	• Synthesis - Content <i>consistently</i> synthesizes information & perspectives at a high level. Shows a high degree of ability to see the holistic view of how organizational systems and processes interact to affect organizational effectiveness. • The paper presents <i>original thought/analysis</i> and does not merely summarize from the case or readings.	
Needs Improvement 0-19 pts	Satisfactory 21 pts	Excellent 25 pts	Organization & Writing Points Earned
			/25
• The introduction (or conclusion) is lacking or doesn't adequately align with the purpose of the assignment. • The basic development of the paper may or may not be evident; points are not always linked one to the other, paragraph to paragraph. • The conclusion, if one, is weak in its development. • The thought process is not readily followed—ideas often don't clearly flow one to the other. • Sentences are sometimes clear but can be quite wordy and with some ambiguity. • Tone may be inappropriate or inconsistent at times. • Grammar, usage, spelling, and punctuation rules are violated. • The writing style, format, and tone may be inconsistent throughout the paper.	• There is a beginning (introduction), middle (body), and end (conclusion) to the essay-- paper is structured in support of its purpose. • Most paragraphs are coherent and logical in structure. • The conclusion is adequately developed. • The thought process is followed—ideas are related but don't always clearly flow one to the other. • Sentences usually are well constructed and readable. • Sentence transitions are sometimes present to maintain the flow of thought. • Grammar, usage, spelling, and punctuation rules are largely followed. • The writing style, format, and tone are mostly consistent throughout.	• There is a clear beginning (introduction), middle (body), and end (conclusion) to the essay-- paper is logically structured in support of its purpose. • Paragraphs consistently are coherent and logical in structure. • The conclusion is well developed and ties back to main idea or to the thesis presented in the introduction. • The thought process is easily followed—ideas are connected and flow one to the other. • Transitions are used effectively within and between paragraphs. • Sentences are well constructed, consistently strong, and varied. • Sentence transitions are always present and maintain a clear and coherent flow of thought. • Rules of grammar, usage, spelling, and punctuation are followed. • The writing style, format, and tone are consistent throughout.	Criteria

Needs Improvement 0-11 pts Complies with only a few or does not comply with current APA guidelines.	Satisfactory 13 pts In compliance with most APA standards & guidelines (e.g., references, headings, citations, spacing, margins).	Excellent 15 pts Fully complies with current APA standards & guidelines (e.g., references, headings, citations, spacing, margins).	Structure/ APA Style Criteria & Points Earned _____/15
Other:			
			Total Points: _____/100

Note: This rubric is provided for advance guidance. Please be aware that additional criteria may be added after grading has begun if needed for a specific assignment and points reallocated accordingly.

1/10/2015