

#### **OL 342 Milestone Two Guidelines and Rubric**

This milestone is designed to continue the critical analysis in Milestone One with a shift in lens to leadership and organizational culture. This short paper assignment is the second milestone in the analysis of the company within your final project. It should begin with a brief description (one paragraph) to transition the reader to the new analysis lens. The largest component of this short paper should focus on the leadership approach and any shifts through the course of the case study example, including any aspects of the culture that influenced the organization. Lastly, the final aspect of the short paper is to connect the analysis into insights and conclusions. This assignment will be submitted in the form of a 750-word **minimum** paper.

**Prompt:** Use the following case study to do your organizational analysis: The GM Culture Crisis: What Leaders Must Learn From This Culture Case Study.

After reading the case study, answer these questions:

#### III. Evaluate Leadership Theory

- A. Describe a leadership style used in the case study and why there was a shift in leadership style throughout the case study.
- B. Explain the characteristics and decisions of management in the case study that help explain the shift in leadership style.
- C. Identify the **internal and external influences** on the organization that may have caused the shift in leadership style. Be sure to explain your choices.
- D. Describe the **relationship** between a leadership style used by the organization in the case study and the decision-making process.

## IV. Assess Organizational Culture

- A. Discuss the **internal culture** present within the organization. Be sure to utilize terms relative to organizational behavior.
- B. Identify specific **examples** from the case study that demonstrate the internal culture present within the organization.

## V. Insights and Conclusions

- A. Explain why the leadership style(s) and internal culture of the organization **complement** each other or do not complement each other.
- B. Explain whether or not the changes in leadership style or internal culture of the organization **influenced each other**.
- C. Explain how the leadership styles and internal culture of the organization may have influenced the behavior of the **employees** within the organization. You could consider providing specific instances or examples from within the case study to support your response.



# Rubric

Guidelines for Submission: Submit assignment as a Word document with double spacing, 12-point Times New Roman font, and one-inch margins.

<b>Critical Elements</b>	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Evaluate Leadership	Meets "Proficient" criteria, and	Describes a leadership style used	Describes a leadership style used	Does not describe a leadership	10
Theory: Leadership	description demonstrates a	in the case study and why there	in the case study and why there	style used in the case study and	
Style	nuanced understanding of	was a shift in leadership style	was a shift in leadership style	why there was a shift in	
	leadership styles and why they	throughout the case study	throughout the case study, but	leadership style throughout the	
	can change		explanation is cursory	case study	
Evaluate Leadership	Meets "Proficient" criteria, and	Explain the characteristics and	Explain the characteristics and	Does not explain the	10
Theory:	explanation demonstrates keen	decisions of management in the	decisions of management in the	characteristics and decisions of	
<b>Characteristics and</b>	insight into how the behaviors of	case study that help explain the	case study that help explain the	management in the case study	
Decisions	management in the case study	shift in leadership style	shift in leadership style, but	that help explain the shift in	
	may have influenced the shift in		explanation is cursory or	leadership style	
	leadership style		inappropriate		
Evaluate Leadership	Meets "Proficient" criteria, and	Explains the internal and	Explains the internal and	Does not explain the internal	10
Theory: Internal and	explanation demonstrates keen	external influences on the	external influences on the	and external influences on the	
External Influences	insight into how internal and	organization that may have	organization that may have	organization that may have	
	external influences on the	caused the shift in leadership	caused the shift in leadership	caused the shift in leadership	
	organization in the case study	style	style, but explanation is cursory	style	
	may have influenced the shift in		or inappropriate		
	leadership style				
Evaluate Leadership	Meets "Proficient" criteria and	Describes the relationship	Describes the relationship	Does not describe the	10
Theory: Relationship	makes cogent connections	between a leadership style used	between a leadership style used	relationship between a	
	between a leadership style used	in the case study and the	in the case study and the	leadership style used in the case	
	in the case study and the	decision-making process	decision-making process, but	study and the decision-making	
	decision-making processes		explanation is cursory or	process	
			inappropriate		
Assess	Meets "Proficient" criteria, and	Discusses the internal culture	Discusses the internal culture	Does not discuss the internal	10
Organizational	the discussion is an especially	present within the organization	present within the organization	culture present within the	
<b>Culture: Internal</b>	comprehensive overview of the	using terms relative to	using terms relative to	organization using terms relative	
Culture	internal culture of the	organizational behavior	organizational behavior, but	to organizational behavior	
	organization		discussion is cursory or		
			inappropriate		



Assess	Meets "Proficient" criteria, and	Identifies specific examples from	Identifies examples from the	Does not identify examples from	10
Organizational	identification demonstrates a	the case study that demonstrate	case study that demonstrate the	the case study that demonstrate	
Culture: Examples	nuanced understanding of the	the internal culture present	internal culture present within	the internal culture present	
	internal culture present within	within the organization	the organization, but	within the organization	
	the organization		identification is inappropriate		
Insights and	Meets "Proficient" criteria, and	Explains why the leadership	Explains why the leadership	Does not explain why the	10
<b>Conclusions:</b>	explanation demonstrates a	style(s) and internal culture of	style(s) and internal culture of	leadership style(s) and internal	
Complement	nuanced understanding of how	the organization complement	the organization complement	culture of the organization	
	leadership styles and culture	each other or do not	each other or do not	complement each other or do	
	complement each other	complement each other	complement each other, but	not complement each other	
			explanation is cursory or		
			inappropriate		
Insights and	Meets "Proficient" criteria, and	Explains whether or not the	Explains whether or not the	Does not explain whether or not	10
<b>Conclusions:</b>	explanation demonstrates a	changes in leadership style or	changes in leadership style or	the changes in leadership style	
Influenced Each	nuanced understanding of the	internal culture of the	internal culture of the	or internal culture of the	
Other	influence that leadership styles	organization influenced each	organization influenced each	organization influenced each	
	and culture have on one another	other	other, but explanation is cursory	other	
	within the organization				
Insights and	Meets "Proficient" criteria, and	Explains how the leadership	Explains how the leadership	Does not explain how the	10
Conclusions:	explanation provides cogent	styles and internal culture of the	styles and internal culture of the	leadership styles and internal	
Employees	example for how employee	organization may have	organization may have	culture of the organization may	
	behavior was influenced by the	influenced the behavior of the	influenced the behavior of the	have influenced the behavior of	
	leadership styles and internal	employees within the	employees within the	the employees within the	
	culture of the organization	organization	organization, but explanation is	organization	
			cursory or inappropriate		
Articulation of	Submission is free of errors	Submission has no major errors	Submission has major errors	Submission has critical errors	10
Response	related to citations, grammar,	related to citations, grammar,	related to citations, grammar,	related to citations, grammar,	
	spelling, syntax, and	spelling, syntax, or organization	spelling, syntax, or organization	spelling, syntax, or organization	
	organization and is presented in		that negatively impact	that prevent understanding of	
	a professional and easy-to-read		readability and articulation of	ideas	
	format		main ideas		
	•	<u>'</u>	1	Total	100