

DBA 670: Organizational Development Capstone

School of Business and Management

6 Credits, Graduate Course
Summer 2021

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Faculty Information* in the online course menu.

Contact Information

Contact information for instructors is found under *Faculty Information* in the online course menu.

Name: Dr. Gregory Price

Email: PriceG@cityu.edu

Phone: (206) 491-0839

Office Hours and Response Time: By Appointment.

Course Description

In this capstone course, students conduct an experience project that serves to apply the learning in the DBA program and to culminate the learning outcomes through a project deliverable. Through this experience, students conduct an analysis on an organization within the community. Students will analyze the organization's environment, identify a root cause of an existing problem, propose opportunities for improvement, recommend solution(s), and identify key performance metrics designed to track the long-term success of the recommendations.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Note: resources listed under "Required - Must Purchase" should be purchased from a vendor of the student's own choosing; resources listed under "Available from the Library" are available at no cost to students.

Course Outcomes

As a result of this course, students will know or be able to do the following:

- Network and gain access to an organization to gather information for a strengths-based intervention;
- Conduct a data-driven business analysis and intervention, founded in accepted research methodologies, to improve operational performance;
- Utilize the DBA program content and your specialized block courses in challenging and meaningful ways;
- Apply your own knowledge, skills, abilities (SKA) and strengths to the work environment;
- Enhance your portfolio of DBA program accomplishments.

Course Outcomes

As a result of this course, students will know or be able to do the following:

- Integrate leadership theories, business models, and ethical principles for improved operational performance.
- Formulate business strategies that guide organizations to change and adapt to emerging global challenges.
- Improve cultural competency, equity, diversity, and inclusion through leadership, governance, and policy.
- Establish technology-oriented, project-based initiatives that transform organizations.
- Demonstrate thought leadership, founded in research, that contributes to organizational and societal solutions.
- Develop ethical leaders who incorporate social, economic, and environmental values into responsible business strategies.

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog (<https://www.cityu.edu/catalog/>).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work to understand how it will be assessed.

OVERVIEW OF REQUIRED ASSIGNMENTS	% OF FINAL GRADE	POINTS
Instructor Determined Assignments - Discussion Board – 200 pts - Live Chats – 100 pts	30%	300 points
Assignment #1: Project Proposal and Agreement	20%	200 points
Assignment #2: Organizational Development Project - Paper	35%	350 points
Assignment #2: Organizational Development Project - Presentation	15%	150 points
TOTAL	100%	1,000 points

Course Assignments and Grading

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor-determined Activities

Class participation through formative assessments is an integral part of this course. Formative assessments can be journals, papers, activities, quizzes, discussions, wikis, webinars, or other activities. Each formative assessment includes its own rubric and/or due date as outlined within

the activity to balance participation and enhance learning. Whether in class, online, or in a mixed mode setting, students will be graded on their ability to present, explain, or defend alternative viewpoints and the degree to which they have mastered the concepts and principles within this course. Written work is assessed on relevance to the subject presented, adherence to writing mechanics and organization, and professional presentation.

Class participation through discussion, sharing, and webinar attendance and participation is an integral part of this course. Students are expected to contribute to the discussion board weekly. The discussion forum and webinars are to provide an ongoing opportunity for you to check-in with your instructor and to promote student-to-student interaction so there is a sense of community, camaraderie, resource sharing, and problem-sharing. There are no length requirements for your discussion posts; however, emphasis will be placed on detail, development of thought, community, support, resources and reflection. When webinars are scheduled, webinar attendance is required.

To provide structure for balanced participation and to allow maximum benefit of enhanced discussion activities and learning, the following is required:

- Initial posts are to be posted within the first four days of the online school week. (The online school week starts on Monday 12:01 am and ends Sunday at midnight PST.) Peer posts are due by the end of the week.

What to include in your initial post

Following your submission of your Project Proposal and Agreement. Review your Gantt Chart and stated objectives weekly, determine if you're on track, note observations as to what has transpired during the week, what obstacles have gotten in the way, what milestones have you achieved,

Keep an ongoing weekly log that records time stamps, stages of planning, upcoming challenges, events or meetings, aspects of research, reflections of things learned, areas of future research, basically when something significant has occurred or has been discovered in your project, write about it. Use this weekly log to provide your upcoming discussion post initial entry. Because you will have several things going on during the week that pertain to your ODP, use a bullet format, write a subject heading, then define how much time provide a brief description with enough detail to give it significance.

Peer posts

Contribute at least two thoughtful and topic-relevant comments, questions, aspects of sharing, or research notes in response to posts by classmates over at least two different days during the online school week. Any questions the instructor posts regarding the original post are to be responded to by the end of the online school week.

Criteria	% of Grade
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Quality of Responses	80%
Timeliness	20%
TOTAL	100%

Assignment #1 – Project Proposal and Agreement

The objective of the Project Proposal and Agreement Paper (PPA) is to setup student expectations for their Organizational Development Capstone project.

Students will submit the Project Proposal and Agreement Paper per the requirements specified in the Organizational Development Handbook. The Handbook provides detailed objectives and expectations for the specific deliverables associated with the student’s chosen Project. What is written in the Handbook provides details whereas the assignment provides an overview.

The Project Proposal and Agreement Paper will include:

- (a) a brief background on the chosen client organization/department and expectations between yourself and the Site Supervisor;
- (b) identify challenges the organization is experiencing (based on the discussion between you and the Site Supervisor). Narrow the discussion to the specific problem you will address in this project;
- (c) compose clearly written but brief sections on the following: a) problem statement, b) purpose statement, c) research question(s), d) methodology, e) design, and f) data collection instrument;
- (d) create a Gantt Chart that includes achievable milestones and clear timelines for the project (depending on your course of action, you may plan to finalize the project at the end of the first term, but the project is not to exceed a maximum of two, 10-week terms). Within this section, discuss each aspect of your Gantt Chart in enough detail to understand the objective;
- (e) an analysis that includes how the project aligns with: a) the DBA program outcomes (see course syllabus), b) the student’s specialized study block (Talk to your CityU academic advisor to obtain the proper form) and how your project along with your specialized study block will align with a proposed dissertation topic.
- (f) an analysis of the possible significance of this project;
- (g) a conclusion;
- (h) references;
- (i) an Appendix that includes a) a signed Non-Disclosure Agreement (NDA), b) a signed Project Proposal and Agreement Signature Page and, c) your approved specialized block document (obtain and work with your CityU Advisor.)

Complete this paper within the 14–20-page limit. Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used, however, they too are not considered part of the page count. No abstract is required. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of five (5) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A total of 10 (ten) references are required for this paper. Within the paper, use course concepts learned and incorporate the writing styles, [Application](#), [Analysis](#), [Synthesis](#), and [Evaluation](#) in your paper when applicable. Students must cite sources of all ideas, facts, and information used that are not their own, even if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, check <https://library.cityu.edu/howto/apa-writing/avoid-plagiarism/>.

Submission title: Last Name, First Name, Assignment Title

Criteria	% of Grade
Organizational Audit	10%
Problem identification	10%
Analysis	30%
Recommendations	20%
Style, Mechanics, and Organization	10%
References and APA	10%
Professional Format	10%
TOTAL	100%

Assignment #2 – Organizational Development Project Paper

The objective of the Organizational Development Capstone project is to provide students with the opportunity to gain applied consulting skills through a focused, time-limited project. The student will act as a consultant for their chosen organization and write a detailed business report of their findings and recommendations. (Note: The student’s proposed dissertation prospectus (RESR 625) may be useful in the development of this report.)

The specifics for what to include in the Organizational Development Capstone Project are outlined below. The project will include (but is not limited to):

- (a) an executive summary;
- (b) a brief discussion that describes relevant company/department background information critical to understanding the context of the problem;
- (c) a literature review;
- (d) individual sections that define the problem statement, purpose statement, research question(s), methodology, and design that support the problem;
- (e) an evaluation of the key theories used;

- (f) sections that include descriptions of the population, sample, and how data was collected;
- (g) analysis of the data and the findings; include key performance indicators, benchmarks, and models;
- (h) an analysis of specific research-based recommendations that may solve the problem with a plan to track the long-term success of those recommendations;
- (i) a conclusion;
- (j) references. In-text citations and references are to be in APA 7th edition style; however, the format of the document should be similar to that produced by a professional consultant and,
- (k) Appendix: include the completed Student Evaluation document,

Complete this paper within the 25–30-page limit. Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used, however, they too are not considered part of the page count. No abstract is required. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of five (5) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A total of 15 (fifteen) references are required for this paper with 80% of the references dated within the past 10 years. As an applied doctoral program, the best references will be those providing the most recent data. Within the paper, use course concepts learned and incorporate the writing styles, [Application](#), [Analysis](#), [Synthesis](#), and [Evaluation](#) in your paper when applicable. Students must cite sources of all ideas, facts, and information used that are not their own, even if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, check <https://library.cityu.edu/howto/apa-writing/avoid-plagiarism/>.

Submission title: Last Name, First Name, Assignment Title

Criteria	% of Grade
Organizational Audit	10%
Problem identification	10%
Analysis	30%
Recommendations	20%
Presentation	20%
Style, Mechanics, and Organization	10%
References and APA	10%
Professional Format	10%
TOTAL	100%

Presentation

Students will present their Organizational Development Capstone project report to representatives of the organization/department under examination. Key findings and recommendations will be shared in a focused, concise presentation.

Students are to prepare a 12 - 15 (Max) slide presentation. Presentation slide count does not include the title, reference, or appendix slides. Each slide should have brief, key points displayed with images that visually tell the story.

In both cases, audio/spoken content should equate to an average of 60 seconds per slide. Include references – they should be the same as what was in the paper.

Criteria	% of Grade
Professional Presentation Style	30%
Slide Design and Use	10%
Critical use and application of information	30%
Recommendations	20%
Question and Answer	10%
TOTAL	100%

Course Policies

Course policies on topics such as *Late Assignments*, *Participation*, and *Professional Writing* are found under *Course Information* in the online course menu. Students are responsible for reviewing and applying these policies while enrolled in this course.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Title IX Statement

City University of Seattle and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If students have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage them to report this to the University. If a student speaks with a faculty member about an incident of misconduct, that faculty member must notify CityU's Title IX coordinator and share the basic fact of the experience. The Title IX coordinator will then be available to assist students in understanding all of the options and in connecting students with all possible resources on and off campus.

To view CityU's sexual misconduct policy and for resources, please visit the [Title IX](#) and [Campus Safety](#) pages in the my.cityu.edu portal.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/> .

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Late Assignments

Students are required to submit all assignments by the due dates stated in the course schedule. A late assignment is one that is submitted after the due date or after any extension has expired. If circumstances prevent a student from meeting the due date, the student needs to contact the instructor and request an extension at least 48 hours prior to the date the assignment is due. Emergency situations will be considered on a case-by-case basis.

Being busy, pressured with outside work, technical issues, or having competing academic commitments are not valid reasons to grant extensions. A student who receives an extension in advance of the due date and abides by the agreement with the instructor is not subject to late penalties.

Without prior arrangement with the instructor, students who submit assignments late will receive a 5% deduction in grade each day or part of the day that the assignment is late up to a maximum of 25% off. Coursework received after 10 days will not be graded and will receive a zero grade unless prior arrangements have been made.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request a username and password.