
Course Learning Outcomes for Unit I

Upon completion of this unit, students should be able to:

1. Analyze the effects and applications of various organizational structures and levels of authority on employee motivation, morale, and culture.
 - 1.1 Examine approaches to organizational design.

Reading Assignment

Using the CSU Online Library, search the *ABI/Inform Complete* database to read the following articles:

- Buhler, P. M. (2011). Changing organizational structures and their impact on managers. *Supervision*, 72(2), 24-26. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/195594682?accountid=33337>
- Giberson, T., Resick, C., Dickson, M., Mitchelson, J., Randall, K., & Clark, M. (2009). Leadership and organizational culture: Linking CEO characteristics to cultural values. *Journal Of Business & Psychology*, 24(2), 123-137. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/196874211?accountid=33337>
- Hurley, R. F., Gillespie, N., Ferrin, D. L., & Dietz, G. (2013). Designing trustworthy organizations. *MIT Sloan Management Review*, 54(4), 75-82. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/1399095518?accountid=33337>

Unit Lesson

Click [here](#) to access the PowerPoint version of the Unit 1 Lesson.

Click [here](#) to access the note slides and transcript for the unit lesson presentation.

Suggested Reading

Using the CSU Online Library, search the *ABI/Inform Complete* database to read the following articles that focus on the topics of this unit.

- Feurer, R., & Chaharbaghi, K. (1997). Strategy development: Past, present and future. *Training for Quality*, 5(2), 58-70. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/212111783?accountid=33337>
- Murshed, S. T. H., Uddin, S., & Hossain, L. (2015). Transitivity, hierarchy and reciprocity of organizational communication network during crisis. *International Journal of Organizational Analysis*, 23(1). Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/1657283172?accountid=33337>

Verle, K., Markic, M., Kodric, B., & Gorenc Zoran, A. (2014). Managerial competencies and organizational structures. *Industrial Management & Data Systems*, 114(6), 922-935. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.proquest.com.libraryresources.columbiasouthern.edu/docview/1650583955?accountid=33337>

In the video below, Dr. Peter Senge, director of the Center for Organizational Learning at the MIT Sloan School of Management, sits down with SBC's Pierre Bismuth and Opoku Danquah at Schlumberger-Doll Research Centre to shed light on the topic of understanding a company's unique strategic capabilities and how to use them to gain a competitive edge.

SchlumbergerSBC. (2013, February 7). *Dr. Peter Senge speaks on organizational dynamics, culture, and generational leadership* [Video file]. Retrieved from <https://www.youtube.com/watch?v=AAkJqzJYHJc>.

Learning Activities (Nongraded)

Nongraded Learning Activities are provided to aid students in their course of study. You do not have to submit them. If you have questions, contact your instructor for further guidance and information.

Review the *Forbes* list of the most ethical companies using the site link below:

Adams, S. (2015, March 19). The world's most ethical companies 2015. *Forbes*. Retrieved from <http://www.forbes.com/sites/susanadams/2015/03/19/the-worlds-most-ethical-companies-2015/#6bf83efc2bed>

Examine these companies, and analyze their business practices, their giving to communities, and their social responsibility.