



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: Milestone Two should follow these formatting guidelines: 750 words minimum, double spacing, 12 point Times New Roman font, one-inch margins, and citations in APA format.

Instructor Feedback: This activity uses an integrated rubric in Blackboard. Students can view instructor feedback in the Grade Center. For more information, review [these instructions](#).

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

Assess Organizational Culture: Examples	Meets "Proficient" criteria, and identification demonstrates a nuanced understanding of the internal culture present within the organization	Identifies specific examples from the case study that demonstrate the internal culture present within the organization	Identifies examples from the case study that demonstrate the internal culture present within the organization, but identification is inappropriate	Does not identify examples from the case study that demonstrate the internal culture present within the organization	10
Insights and Conclusions: Complement	Meets "Proficient" criteria, and explanation demonstrates a nuanced understanding of how leadership styles and culture complement each other	Explains why the leadership style(s) and internal culture of the organization complement each other or do not complement each other	Explains why the leadership style(s) and internal culture of the organization complement each other or do not complement each other, but explanation is cursory or inappropriate	Does not explain why the leadership style(s) and internal culture of the organization complement each other or do not complement each other	10
Insights and Conclusions: Influenced Each Other	Meets "Proficient" criteria, and explanation demonstrates a nuanced understanding of the influence that leadership styles and culture have on one another within the organization	Explains whether or not the changes in leadership style or internal culture of the organization influenced each other	Explains whether or not the changes in leadership style or internal culture of the organization influenced each other, but explanation is cursory	Does not explain whether or not the changes in leadership style or internal culture of the organization influenced each other	10
Insights and Conclusions: Employees	Meets "Proficient" criteria, and explanation provides cogent example for how employee behavior was influenced by the leadership styles and internal culture of the organization	Explains how the leadership styles and internal culture of the organization may have influenced the behavior of the employees within the organization	Explains how the leadership styles and internal culture of the organization may have influenced the behavior of the employees within the organization, but explanation is cursory or inappropriate	Does not explain how the leadership styles and internal culture of the organization may have influenced the behavior of the employees within the organization	10
Articulation of Response	Submission is free of errors related to citations, 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 of ideas	10
					Total 100%