**Organizational Dynamics Analysis**

**Length: Paper: 8 - 10 double-spaced pages** (excluding title and references pages)

Effective leaders and managers are skilled at analyzing organizational dynamics, and facilitating the successful resolution of complex organizational issues. This often requires considering issues from different perspectives to determine the necessary actions. In this assignment, you will identify a complex organizational situation, problem or event you have experienced (or are experiencing) to analyze through the structural, human resources, political and symbolic frames integrating and synthesizing the information to draw valid conclusions and make recommendations to address the situation, and achieve desired organizational goals and outcomes.

**Organizational Dynamics Analysis Paper Guidelines**

Prepare and submit an 8 - 10 page paper that briefly describes the situation, defines and discusses the theoretical framework of the four frames, analyzes the situation through each of the frames, and integrates the analyses to draw valid conclusions and make recommendations that achieves the desired organizational outcomes. A well-constructed paper will reference 5 or more scholarly sources including 4 peer-reviewed journal articles retrieved from Brandman’s virtual library, adhere to APA standards, and include the following:

**Situation Description**

In no more than one page, describe a current or past organizational situation, issue or event you are or have experienced to examine through the structural, human resources, political and symbolic frames; briefly discuss the organization’s goals and desired outcomes, key players (names optional), and any other relevant background information. The situation described should be consistent with the one approved by the instructor in week 2 and used as the scenario in the discussion board in weeks 2 – 5. (PLEASE SEE ATTACHED)

**Theoretical Framework**

Prior to analyzing the situation through the structural, human resources, political and symbolic frames, define and discuss each frame, and its value in analyzing organizational issues. You may want to consider the assumptions behind the frames, the impact of the frames on individual and group performance and/or the insights each frame provides into organizational dynamics.

**Application of Theory**

Analyze your situation through each of the four frames assessing the impact of frame on the achievement of organizational goals and desired outcomes. Synthesize and integrate the findings of the four frames analyses to draw valid conclusions and make recommendations on how to address the organizational situation, issue or event.

**Evaluation Criteria: Grading Rubric**

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| **Criteria** | **Exemplary** | **Proficient** | **Developing** | **Emerging** |
| **Situation**  **Description** | **25**  Clearly and concisely describes the organizational issue or event. Identifies goals, areas of concern and | **21**  Clearly describes the organizational issue or event. Identifies most goals, areas of concern and/or key players. May slightly | **17**  Description of the organizational issue  or event is incomplete and/or confusing. May not identify goals, areas | **14**  Limited if any description of the organizational issue or event. Does not, identify goals, areas of concerns and/or |

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| --- | --- | --- | --- | --- |
|  | key players. Does not exceed 1 page | exceed 1 page | or concerns and/or key players. | key players. |
| **Theoretical**  **Framework** | **55**  In-depth and accurate discussion of 4 frames utilizing appropriate terminology. Fully describes the value, importance and impact of each frame in understanding and addressing organizational issues. | **47**  Accurately discusses 4 frames mostly utilizing appropriate terminology. Fully describes the value, importance and impact of 3 frames in understanding and addressing organizational issues. | **40**  Somewhat  accurately discusses 4 frames but may not use appropriate terminology.  Somewhat describes  the value, importance and impact of 2 - 3 frames in understanding organizational issues. | **33**  Describes in general terms 2 – 4 frames but does not use appropriate terminology. Limited if any description of the value, importance and impact of the frames in understanding organizational issues. |
| **Theory**  **Application** | **55**  Accurately applies 4 frames to the organizational issue or event. Provides explicit and direct links to the components of each frame as they relate to the situation. Draws valid conclusions and makes specific recommendations to address the situation. | **47**  Accurately applies 3 frames to the organizational issue or event. Provides fairly explicit and direct links to the components of 3 frames as they relate to the situation. Draws valid conclusions and makes fairly specific recommendations to address the situation. | **40**  Accurately applies 2 - 3 frames to the organizational issue or event. Provides some links to the components of 2 - 3 frames as they relate to the situation.  Draws some valid conclusions and makes general recommendations to address the situation. | **33**  Limited if any application of the frames to the organizational issue or event.. Does not link the components of the theory as related to the situation. Limited if any analysis of the impact of theory on the situation. |
| **Critical Analysis** | **55**  Consistently employs critical analysis in discussing the theoretical framework and applying theory to the organizational issue or event. Effectively synthesizes and integrates frame analyses to draw valid conclusions and make specific recommendations. | **47**  Fairly consistently employs critical analysis in discussing the theoretical framework and applying theory to the organizational issue or event. Fairly effectively analyzes frame data findings to draw fairly valid conclusions and make fairly specific recommendations. | **40**  Somewhat employs  critical analysis in discussing the theoretical framework and applying theory to the organizational issue or event.  Somewhat uses data from the frame analyses to draw somewhat valid conclusions and make general recommendations. | **33**  Limited if any critical  analysis in discussing the theoretical framework and/or applying theory to the organizational issue or event. Limited if any use of frame data findings to draw conclusions and/or recommendations. |
| **APA and Sources** | **25**  Uses 5 or more scholarly sources including 4 peerreviewed journal articles. Accurately adhere to APA standards; reference page and citations are correct. All sources listed in References are cited in paper | **21**  Uses 5 scholarly sources including 3 – 4 peer-reviewed  journal articles. .  Adheres to APA standards; reference page and citations are correct with minor (1-3) errors. All sources listed in References are cited in paper | **17**  Uses 3 - 4 scholarly sources including 2 – 3 journal articles. APA standards are somewhat followed; the work of others is cited but with numerous (4 – 10) errors.  Sources listed in References and citations may not | **14**  Uses 0 – 2 scholarly sources. Limited adherence to APA standards in the paper and Reference page; work of others may be cited but with multiple (11+) errors.  Sources listed in References and  citations do not  match |
|  |  |  | match |  |
| **Writing**  **Mechanics** | **35**  The paper is logical and well-written; spelling, grammar and punctuation are accurate. Paper is the required length of 8 - 10 pages of content, and includes correctly prepared title page. | **31**  The paper is logical and well-written but with minor (1 – 3) errors in spelling, grammar and/or punctuation. The content may be 5% too long or short; includes a correctly prepared title page. | **28**  The paper is somewhat logical and well-written but with several (4 – 10) errors in spelling, grammar and/or punctuation. The content may be 10% too long or short, and may not include a correctly prepared title page | **24**  The paper lacks clarity and may be confusing with numerous (11+)  errors in spelling, grammar and/or punctuation. The content may be 15% too long or short, and may not include a title page |