

Syllabus  
**CCM5106E Organizational Effectiveness**  
 Tracy Maylett  
 Winter Semester 2022/2023

<b>Level</b>	Master	
<b>Credits</b>	3 ECTS	
<b>Student Contact Hours</b>	4 (45 minutes) for the first half of the semester, a total of 2 contact hours	
<b>Workload</b>	90 hours, 30 hours within class and 60 hours for self-study	
<b>Prerequisites</b>	Advanced Course for MCCM students, 3 <sup>rd</sup> semester	
<b>Time</b>	Blocked course on-site: Oct 14 <sup>th</sup> , 15 <sup>th</sup> , 18 <sup>th</sup> , 21 <sup>st</sup> , 22 <sup>nd</sup> (times see schedule below)	
<b>Room</b>	see LSF, <a href="https://hic.hs-pforzheim.de/lstf">https://hic.hs-pforzheim.de/lstf</a>	
<b>Start Date</b>	Friday, Oct. 14th, 13:30-17:00	
<b>Lecturer</b>	<b>Name</b>	Dr. Tracy M. Maylett, Ed.D Marriott School of Business Brigham Young University
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## Outline of the course

Each of us will have the opportunity and responsibility to be a part of various organizations: businesses, companies, non-profits, communities, governments, schools, families, volunteer organizations, teams, and religious and social organizations, just to name a few. Each organization has its unique characteristics, culture, values, and purpose. Yet, few focus the majority of their efforts on what brings the greatest return. This course addresses what it means to be “effective” by using practical theory, case studies, models, and exercises that will assist in leading organizations, teams, and individuals to accomplish what they intend to accomplish.

Although this is a course in making an organization effective, the principles apply to group (team) and personal (individual) effectiveness as well. We will address the notion of effectiveness in three overall subsections, which will be inter-mixed throughout the course:

- Organizational effectiveness—How to ensure your organization (business, community group, family, etc.) accomplishes what it intends to accomplish in the way it intends to accomplish it.
- Team effectiveness—Ways in which we can ensure teams (departments, workgroups, sports teams, etc.) are working effectively toward a common set of goals and objectives within the organization.
- Personal (individual effectiveness)—Promoting our own effectiveness as both an individual and a team member.

The purpose in combining these three subsections is that students will gain both knowledge about creating effective organizations AND will build their own, very personal effectiveness capabilities.

By the completion of the course, students should demonstrate that they possess competencies required for creating and leading effective organizations and teams—as determined by the following learning objectives:

- Demonstrate a clear understanding of both the theoretical and practical implications that create and drive effectiveness within organizations, teams, and individuals.
- Understand and implement practices for creating, leading, and belonging to effective organizations.
- Demonstrate knowledge of the impact of the “Swipe Effect” in countering organizational, team, and personal effectiveness. Students will show understanding of the science behind why we don’t finish what we start, and will create a personal plan for overcoming this effect in building personal and organizational effectiveness.
- Build the skills for prioritization by sorting through the everyday noise of what is important and what is not; getting the essential done first (and eliminating what is not).
- Multiplying results – getting the most with limited resources.
- Identify and articulate the importance of our environment—our operating culture and surroundings, mission, and values—in driving effectiveness.
- Understand the relationships between mission, strategy, goals and objectives, planning, task management, and measurement in driving effectiveness.
- Define the relationships between purpose, performance, and people. Understand and describe the importance of attracting, retaining, engaging, and developing members within an effective organization.
- Create a thorough Effectiveness Change Project Plan— a project designed to drive specific organization and individual changes that will lead to greater effectiveness.
- Develop professional ability by drawing from the experiences and insights of others, acknowledging and building on others’ ideas, and demonstrating respect toward others.

## Literature and Course Materials

A literature list and course materials will be provided on Moodle.

## Teaching, Learning Approach and Grading

Although this course is typically part of a business school curriculum (there is a heavy focus on effective businesses as organizations), the principles apply to any organization. As we are all members of multiple organizations, this course applies to students of all backgrounds and major areas of study. Additionally, with parts of this course aimed at individual effectiveness, students of all majors and interests find this course to be both practical and useful at the organization, team, and personal levels.

This course is both theoretical and practical, with heavy emphasis on the latter. We will be exploring various organizations, philosophies, and models. Through this course, you will be better equipped to determine what works for YOU, and apply these as you move forward in current and future organizations.

## Assessment

The final deliverable of the class will be an “Effectiveness Change Project.” The Change Project has three primary components: 1) Outline and begin working on a plan that will lead to becoming more effective personally; 2) Outline and begin working on a plan that will make an organization to which you belong more effective in one or more aspects; and 3) Compare and contrast personal change with organizational/team change.

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Participation in Class	Project Work
			20%	80%
			Individual	Collective
<b>1 Responsible Corporate Communication Management in Organizational Contexts</b>				
1.1	...to demonstrate their sound knowledge of corporate communication theories and concepts.	... demonstrate a clear understanding of both the theoretical and practical implications that create and drive effectiveness within organizations, teams, and individuals.	X	X
1.2	...to expertly apply corporate communication management theories and concepts to organizational contexts.	... understand practices for creating, leading, and belonging to effective organizations.	X	X
1.4	...to act responsibly from a scientific self-understanding and professional self-image.	... develop professional ability by drawing from the experiences and insights of others, acknowledging and building on others' ideas, and demonstrating respect toward others.	X	
<b>2 Creative Problem Solving Skills in a Complex Business Environment</b>				
2.3	...to develop creative solutions to complex problems of corporate communication management.	... implement practices for creating, leading, and belonging to effective organizations. ... create a thorough Effectiveness Change Project Plan— a project designed to drive specific organization and individual changes that will lead to greater effectiveness.		X  X

## Schedule Winter Semester 2022/23

Fri, Oct 14 <sup>th</sup>	13:30-17:00
Sat, Oct 15 <sup>th</sup>	9:30-13:00
Tue, Oct 18 <sup>th</sup>	11:30-16:00
Fri, Oct 21 <sup>st</sup>	9:30-16:15
Sat, Oct 22 <sup>nd</sup>	9:30-13:00