American Public University System
The Ultimate Advantage is an Educated Mind

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<th>School: School of Business</th>
<th>Course Number: BUSN630</th>
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<td>Course Name: Managing the Virtual Organization</td>
<td>Credit Hours: 3</td>
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<tr>
<td>Length of Course: 8 Weeks</td>
<td>Prerequisite: None</td>
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Please see the Lessons area in the classroom for additional course specific information

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Course Description (Catalog)

This course focuses upon the problems and challenges of managing individuals, groups, and organizations in a virtual or distributed environment. Virtual means that work is accomplished by interdependent people performing at different time or places, or across organizations. This course addresses current topics associated with the new forms of organizing that new technology and accompanying strategic changes promote. The student will examine online business models, sources of competitive advantage in e-commerce, and techniques for evaluating opportunities. In this context, the student will also investigate the ways in which virtual organizations differ from conventional organizations and how to create virtual alliances.

Course Scope

This course will help the student understand the basic factors of managing a virtual organization. The various readings, assignments, and discussion forum topics will help the student to explore how virtual organizations are envisioned, created, developed, and implemented. Discussions will be held to help the student explore how to evaluate and critique current models of virtualization, as well as to determine if this business model is appropriate to the given type of situation and/or organization.

Course Materials

Required Course Textbook:
STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

A Manager’s Guide to Virtual Teams by Zofi, Yael

**Course Objectives**

Upon successful completion of this course of study, the student will be able to:

**CO 1** Compare and contrast the complex relationships among individual, organizational, and societal cultures within the virtual business environment

**CO 2** Analyze the risks and opportunities associated with operating a virtual organization

**CO 3** Identify and describe the ways in which virtual technologies enable communications in the global workplace

**CO 4** Analyze viable plans to manage organizational competencies to respond to changes in technology

**CO 5** Define and describe virtual organizations and evaluate its impact on traditional business strategies, processes, and functions.

**CO 6** Assess the role of technology and technology resources in enabling overall business goals and strategies

**CO 7** Analyze examples of organizations that successfully applied e-business principles in support of business goals and strategies

**CO 8** Examine the integration of e-business and technology management within functional management roles

**CO 9** Examine the impact of legal, regulatory, and ethics issues on the virtual organization.

**Course Outline**

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<th>Week</th>
<th>Topic(s)</th>
<th>Learning Objective(s)</th>
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| 1    | Overview of e-Collaborations and Virtual Organizations | • Explain the concept of e-collaborations and virtual organizations.  
• Examine the advantages and disadvantages of virtual organizational design. |
| 2    | Using technology in Business to Business Integration, resource sharing, and distribution | • Explore and discuss the importance of the technology in business operation and functioning.  
• Identify and describe resource sharing and distribution strategies. |
| 3    | Organizational and Human Resources Advantages of Virtualization | • Identify and discuss the human resource advantages made possible by working virtually.  
• Identify and discuss the organizational advantages of working virtually |
### Virtual Team Models and Successful Virtual Organizations as Collaborative Networks
- Identify and discuss the features of successful virtual organizations.

### Managing a Virtual Organization and Virtualization as a Process of Organizational Change
- Compare and Contrast the management of virtual vs. traditional teams.
- Compare and Contrast the management of virtual vs. traditional organizations.
- Identify and describe the role of virtualization in organizational change and transformation.

### Impact of Culture, Affiliation, and Shared Goals, and Meetings and Communications in the Virtual Organization
- Analyze the impact of culture on interpersonal communication and operation of virtual organizations.
- Identify and describe various communications and meeting tools used in the virtual organization.

### Managing Information in a Virtual Organization
- Identify and describe the use of groupware systems as communication platforms.

### Final Thoughts and Examination
- Successfully complete the Final Examination

### Course Delivery Method

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Forum questions (accomplished in groups through a threaded forum), examination, and individual assignments submitted for review by the Faculty Member). Assigned faculty will support the students throughout this eight-week course.

### Policies

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.
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- **Drop/Withdrawal Policy**
- **Plagiarism Policy**
- **Extension Process and Policy**
- **Disability Accommodations**

**Grading Scale**
Please see the [Student Handbook](#) to reference the University’s grading scale.

**Citation and Reference Style**
Attention Please: Students will follow the APA Format as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the APA Format.

**Late Assignments**
Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each Assignment. As adults, students, and working professionals, I understand you must manage competing demands on your time. We all know that “life happens” but it is important to adhere as closely to the deadlines in the class as possible.

Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. If arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date. Assignments will not be accepted after the 7th day. No work will be accepted past the final day of class.

**Netiquette**
Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics,
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underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.

- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), : ), 😊

**Disclaimer Statement**
Course content may vary from the outline to meet the needs of this particular group.

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**Academic Services**

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors’ publication, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Tutor.com:** AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.
- **Disability Accommodations:** Students are encouraged email dsa@apus.edu to discuss potential academic accommodations and begin the review process.

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The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

**Turnitin.com**

Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. In some cases professors may require students to use Turnitin.com. This is automatically processed through the Assignments area of the course.