Course Outline for CMST-480: Biz/Org Case StudiesFall 2022 | Online: M/W = asynchronous), T/R = Teams (3:35 – 4:50 p.m.)

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**MS Teams/Booking >>** [**craige.link/SIU-Calendar**](mailto:craige.link/SIU-Calendar) **| 618.203.1997 (text okay) | craig.engstrom@siu.edu**

**Office Hours:** See [**craige.info/contact**](http://www.craige.info/contact)

**When You Contact Me**

Email subject line = **CMST 480: *Topic of email (change to suit)***

Attachments submitted electronically: **LastnameFirst-Assignmentdetails.docx** (or .rtf).

1. **Course Policies and Details (Syllabus):** [craige.info/course-policies](https://craige.info/course-policies/)
2. **Course Information:** [craigengstrom.ninja/cmst-480](https://craigengstrom.ninja/cmst-480)
   1. **Meetings**

There will be a class meeting in Zoom on Tuesday/Thursdays from 3:35 p.m. to 4:50 p.m. These meetings are designed to discuss cases and real world organizational communication challenges.

* 1. **Textbook/Readings**

There are no required books for this course. You will be supplied the required reading materials via D2L or other free service provider. Expect to read approximately 5 peer-reviewed journal articles or book chapters in addition to cases. Learners will be provided the required reading materials via D2L or via the SIU Morris Library. Additional media, including videos, will be available to you via D2L or Microsoft Teams. Your instructor will distinguish between required and optional readings. Expect to have material to read and short writing activities due each class period.

* 1. **Course Description**

Exploration of the communicative constitution of organizations, including the role that artifacts and stakeholder attitudes play in the production of meaning and interpretation of organizational events and practices. Learners analyze organizational communication principles through case studies and individual research.

* 1. **Course Goals**
* Facilitate learners' ability to understand communication problems and provide theory-based solutions using case studies
* Build on learners' prior experiences and help them develop skills in learning how to use case studies in their own work (and teaching, if a graduate learner)
* Demonstrate an understanding of the study of organizations within a wider societal context
* Analyze the business, social and environmental implications of leading and managing effective organizations
* Describe the nature, theory and complexities of organizations and discuss the different elements of organizational structure, processes and design

**Course Goals, Cont’d**

* Apply organization communication theory to problems identified in organizations and recognize issues of leading and managing in the internal and external environment
* Develop perspective on organizational practices in diverse contexts and strategic decision-making techniques for organizational success
* Research, analyze and develop recommendations for organizational development
  1. **Course Learning Objectives**

*By the end of this course, learners should be able to*

1. explain the case study approach to organizational learning
2. identify causes of common organizational problems in organizational settings and provide theory-based solutions to these problems
3. use a problem-cause-solution approach to decision making in case study analysis
4. list communication theories used in organizational decision-making
5. present oral briefings in group format using persuasive organizational patterns of arrangement
6. list studies and articles that explain case study approaches in andragogy (graduate learners)
7. **Assignments/Grades:** [craige.info/course-policies](https://craige.info/course-policies/)
   1. **Participation 35%**This course requires consistent and ongoing engagement to accomplish the course goals and objectives. As such, **you will be provided a weekly grade for your engagement and participation in the course**. **This grade will be determined by timely submission of assignments, engagement with online learning activities (especially discussion questions), leading discussions, and presentation of case problems/solutions.**

*Graduate learners:* Your participation grade will also be determined by completion of the additional readings related to teaching with cases and the discussion of these readings with your peers or instructor.

* 1. **Case Analysis Worksheet(s) 35%**

Each case requires reading chapters or articles to prepare for the case analysis. You need to make thoughtful connections among readings and cases. You also need to make practical application of the material to your professional life. To facilitate this work, for each case study (four total) you will complete a case analysis worksheet (ideally filled in as we move through material). **You will submit these each unit for evaluation on the day noted (usually Wednesdays on Weeks 1, 4, 5, 6, by 11:59 p.m.** The first attempt will be graded pass/fail. All other submissions will be graded using a standard A–F scale (see: craige.info/course-policies). Due to the design of the course, you must submit work on time. You will be penalized up to 10% for each day that your worksheet is late.

* 1. **Career/Industry Case Study & Presentation 30%**Learners will conduct a case analysis of their career, industry, and profession to identify problems that will need resolved and develop a strategy for positioning themselves as a subject matter expert in this industry. This will require LinkedIn work. During week 8, learners will present their findings.

**Note:** Meetings, discussions, and most work will be submitted in Microsoft Teams. Grades will always be posted in D2L.

1. **Course Schedule (Overview)**

Unit 1. Introduction to Case Study & Organizational Structure

Unit 2. Case Study in Career Development

Unit 3. Organizational Culture

Unit 4. Organizational Leadership [Flip Grid]

Unit 5. Organizational Conflict

**\*\*READINGS & LINKS WILL BE POSTED IN D2L\*\***

| **Unit** | **Day** | **Calendar** | **Location** | **Topic + Video/Reading** | **Due** |
| --- | --- | --- | --- | --- | --- |
| 1.1 | Mon. | Aug. 22 | --- | **Welcome & Course Overview**   * Read: How to Read Cases * Read: Why Cases Matter (*Inc. article*) | Welcome message in Teams |
| 1.2 | Tues. | Aug. 23 | Zoom, 3:35 p.m. | * Lecture |  |
| 1.3 | Weds.-Sunday | Aug. 24 | --- | **Case 1 – Why don’t CEOs know much? Why don’t employees know their CEOs?**   * Read *Entrepreneur* & *Inc* Articles * Watch *Undercover Boss: Dippin’ Dots* |  |
| 1.4 | Thurs | Aug. 25 | Zoom, 3:35 p.m. | * Lecture |  |
| 1.5 | Mon | Aug. 29 |  | **Pre-Case Prep**   * Read: How to Analyze a Case * Read: Org Structure/Hierarchy & Decision Making | Case 1 Worksheet Notes  (by 5 p.m.) |
| 1.6 | Tues. | Aug. 30 | Zoom, 3:35 p.m. | * Lecture/Discussion |  |
| 1.7 | Wed. | Aug. 31 |  | **Research/Application**   * Uncertainty Absorption in Orgs * Orgs as Information Systems   Discuss case 1 |  |
| 1.8 | Thurs | Sept. 1 | TBD | **Discussion – Students, prepare presentation** |  |
| 1.9 | Mon | Sept. 5 | ---- | **Labor Day** |  |
| 1.10 | Tues | Sept. 6 | Zoom, 3:35 p.m. | **Presentation – Problems/Solution** |  |
| 2.1 | Weds. | Sept. 7 | --- | **Approaching Career as Case Study**   * Readings in D2L * Q: Stories from the field? |  |
| 2.2 | Thurs. | Sept. 8 | Zoom, 3:35 p.m. | **Approaching Career as Case Study**   * Lecture, discussions * Share stories from the field | LinkedIn URL +  Resume (any version) + Notes from research |
| 2.3 | Mon. | Sept. 12 | --- | **Research or Industry Case Study** |  |
| 2.4 | Tues. | Sept. 13 | Zoom, 3:35 p.m. | **Resume + LinkedIn Workshop**   * Lecture * Share notes from research |  |
| 2.5 | Weds. | Sept. 14 | **---** | **Research + Resume improvements**   * Readings/videos in D2L * Complete activities |  |
| 2.6 | Thurs. | Sept. 15 | Zoom, 3:35 p.m. | **Discuss Career as Case Study**   * Share notes and findings (~15 minutes each) * Share resume and LinkedIn updates | Resume (improved version) |
| 3.1 | Mon | Sept. 19 | **---** | **Pre-Case Prep**   * Readings on Organizational Culture * Watch Tony Hsieh – Happiness Matters |  |
| 3.2 | Tues | Sept. 20 | Zoom, 3:35 p.m. | **Pre-Case Prep – Discuss Readings**   * Lecture, discussion on Org Culture   ***Homework:***   * Read: Zappos & Tony Hsieh * Read: Effective Org Cultures * Read examples from different types of orgs |  |
| 3.3 | Weds | Sept. 21 | **---** | **Case 2 – Zappos: An Experiment in Holacracy** | Case 2 Worksheet Notes  (by 11:59 p.m.) |
| 3.4 | Thurs | Sept. 22 | Zoom, 3:35 p.m. | **Research/Application**   * Discuss Case 2 |  |
| 3.5 | Mon | Sept. 26 | --- | **Team meeting** |  |
| 3.6 | Tues | Sept 27 | Zoom, 3:35 p.m. | **Presentation – Case 2** | Final Case 2 Worksheet Notes |
| 4.1 | Weds | Sept. 28 | **---** | **Pre-Case Prep**   * Read: Chapter on Power in Organizations * Read: Power Balancing Strategies |  |
| 4.2 | Thurs | Sept. 29 | Zoom, 3:35 p.m. | **Pre-Case Prep**   * Lecture/discussion |  |
| 4.3 | Mon | Oct. 3 | **---** | **Pre-Case Prep**   * Read: Negotiation Jujitsu * Negotiation tactics * Conflict & Metaphor |  |
| 4.4 | Tues | Oct. 4 | Zoom, 3:35 p.m. | **Pre-Case Prep**   * Lecture/discussion / Conflict |  |
| 4.5 | Wed | Oct. 5 | **---** | **Case 4 – Limits of a “Family Friendly Organization”** | Case 3 Worksheet Notes  (by 11:59 p.m.) |
| 4.6 | Thurs | Oct. 6 | Zoom, 3:35 p.m. | **Research/Application**   * Discuss Case 4 |  |
| 5.1 | Mon | Oct. 10 | **---** | **Read – Collapse of Sensemaking in Orgs** |  |
| 5.2 | Tues | Oct. 11 | Zoom, 3:35 p.m. | **Discuss: Collapse of Sensemaking in Orgs** |  |
| 5.3 | Wed | Oct. 12 | **---** | **Presentation prep** |  |
| 5.4 | Thurs | Oct. 13 | Zoom, 3:35 p.m. | **Presentations/final thoughts/wrap-up** | Career Case, presentation 2;  Resume (final version) + LinkedIn improved [evals] |