

# Course Outline for CMST-480: Biz/Org Case Studies

Summer 2020 | Online: M–F; Approx. 2 hours per day (asynchronous)

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

Office Hours: See [craigengstrom.ninja/contact](https://craigengstrom.ninja/contact)

## WHEN YOU CONTACT ME

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

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

**A. Course Policies and Details (Syllabus):** [craigengstrom.ninja/policies](https://craigengstrom.ninja/policies)

**B. Course Information:** [craigengstrom.ninja/cmst-480](https://craigengstrom.ninja/cmst-480)

### a. Meetings

There will be a daily Teams meeting at 10 a.m. You DO NOT have to join this meeting in real time; however, you are required to watch the “lecture” portion of the video within 24 hours of its posting. I will try to keep to fewer than 15 minutes.

### b. Textbook/Readings

There are no required books from 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. Students 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. Your instructor will distinguish between required and optional readings. Expect to have material to read and short writing activities due each day. Graduate will read additional scholarly chapters/articles on teaching with cases.

### c. 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. Students analyze organizational communication principles through case studies and individual research.

### d. Course Goals

- Facilitate students' ability to understand communication problems and provide theory-based solutions using case studies
- Build on students' prior experiences and help them develop skills in learning how to use case studies in their own work (and teaching, if a graduate student)
- 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

**e. Course Learning Objectives**

*By the end of this course, students 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 students)

**C. Assignments/Grades: [craigengstrom.ninja/grading-criteria](http://craigengstrom.ninja/grading-criteria)**

**a. Participation .....25%**

This course requires consistent and ongoing engagement in order 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), and peer review of discussions.**

*Graduate students:* 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.

**b. Case Analysis Worksheet(s) .....45%**

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 on a day-to-day basis). **You will submit these each week for evaluation on the day noted (Wednesday or Thursday) by 5 p.m.** The first attempt will be graded pass/fail. All other submissions will be graded using a standard A–F scale (see: [craigengstrom.ninja/grading-criteria.html](http://craigengstrom.ninja/grading-criteria.html)). **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.**

**c. Case Analysis Discussions .....15%**

Each student is required to have a discussion with peers about the cases/worksheets on a weekly basis, preferably using feedback from your instructor. (I am not opposed to peers forming clusters of up to four students.) The discussions should take place via a method and time convenient for you and your partners. This discussion should be used to identify new ways of thinking about a case and to deepen understanding about a case. You need to share summary notes of your discussion with your instructor. If your peer is unsupportive or unresponsive, be sure to note this in your feedback.

- d. Case Analysis Presentation .....15%**  
Using readings, case materials, notes, discussion, and additional research, you (or you and a partner) will synthesize what you learned during our short time together in a **10-minute(ish) presentation** that can be pre-recorded or presented live during one of the available times.

**Note:** Students' file submissions and feedback will be provided through MS Teams; instructor will post grades in D2L.

#### D. Course Schedule (Overview)

Unit 1. Introduction to Case Study & Organizational Structure

Unit 2. Organizational Culture

Unit 3. Organizational Leadership

Unit 4. Organizational Conflict

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

Unit	Day	Calendar	Topic + Video/Reading	Due
1.1	1	May 11	<b>Welcome &amp; Course Overview</b> – Read: How to Read Cases – Read: Why Cases Matter ( <i>Inc. article</i> )	Welcome message in Teams
1.2	2	May 12	<b>Pre-Case Prep</b> – Read: How to Analyze a Case – Read: Org Structure/Hierarchy & Decision Making	
1.3	3	May 13	<b>Case 1 – Why don't CEOs know much? Why don't employees know their CEOs?</b> – Read <i>Entrepreneur</i> & <i>Inc</i> Articles – Watch <i>Undercover Boss: Dippin' Dots</i>	
1.4	4	May 14	<b>Research/Application</b> – Uncertainty Absorption in Orgs – Orgs as Information Systems	Case 1 Notes (by 5 p.m.)
1.5	5	May 15	<b>Discussion</b> – Discuss case w/ Partners	Notes summary & peer evaluation
2.1	6	May 18	<b>Pre-Case Prep</b> – Readings on Organizational Culture	
2.2	7	May 19	<b>Pre-Case Prep</b> – Watch Tony Hsieh – Happiness Matters – Reading TBA	
2.3	8	May 20	<b>Case 2 – Zappos: An Experiment in Holacracy</b>	
2.4	9	May 21	<b>Research/Application</b> – Read: Zappos & Tony Hsieh – Read: Effective Org Cultures – Read examples from different types of orgs	Case 2 Notes (by 5 p.m.)
2.5	10	May 22	<b>Discussion</b> – Discuss case w/ Partners	Notes summary & peer evaluation
3.1	11	May 25	<b>Pre-Case Prep</b> – Textbook chapter on Organizational Leadership – Read: Jobs & Gender/Identity Challenges	

Unit	Day	Calendar	Topic + Video/Reading	Due
3.2	12	May 26	<b>Pre-Case Prep</b> – Gender & Communication (journal article) – Video: Why few women leaders	
3.3	13	May 27	<b>Case 3 – Sydney Brian-Peters: A Case Study in Gender and Leadership Issues</b>	
3.4	14	May 28	<b>Research/Application</b> – Read: Women in Industry via HBR – Read: Challenges Women Face in Industry	Case 3 Notes (by 5 p.m.)
3.5	15	May 29	<b>Discussion</b> – Discuss case w/ Partners	Notes summary & peer evaluation
4.1	16	June 1	<b>Pre-Case Prep</b> – Read: Chapter on Power in Organizations – Read: Power Balancing Strategies	
4.2	17	June 2	<b>Case 4 – Limits of a “Family Friendly Organization”</b>	
4.3	18	June 3	<b>Research/Application</b> – Read: Negotiation Jujitsu – Negotiation tactics – Conflict & Metaphor	Case 4 Notes (by 5 p.m.)
4.4	19	June 4	<b>Discussion</b> – Discuss case w/ Partners	Notes summary & peer evaluation
4.5	20	June 5–7	Work on Case Analysis Presentation	Case Analysis Presentation