

Critical Organizational Culture Analysis: **Case Study**

Note: It is every student's responsibility to read the original paper description and evaluation/rubric criteria.

Rationale:

Students will demonstrate knowledge through application of organizational communication theory to a real life organization. Each student will be responsible for identifying organizational elements, culture, problems, causes, solutions, etc. Critical thinking and reflection of course theories is a significant aspect of this assignment.

Student Role:

You have been hired as an organizational communication consultant to analyze and solve the current issue facing the organization and employees. Given your background in organizational communication, you will learn about the organization's culture as well as examine how critical theory is applied. Throughout your analysis, you are expected to use your text theories and concepts to address your overall research question. It is your job as the consultant to answer your research question.

Learning Objectives: This assignment will satisfy the following course learning objectives below.

- Develop critical thinking skills through reflection
- Develop Rhetorical Knowledge
- Awareness of diversity & social justice beyond tolerance
- Articulate and apply concepts, theories, and ideas of conflict
- Conduct Analysis
- Writing
- This assignment satisfies the following Department of Communication Studies learning outcomes: Writing, concepts, critical thinking, and ethics.

Procedure

The overall case study paper will be developed in several stages (research rationale, peer draft, final draft, etc.). Every draft is different therefore please pay close attention to the criteria. Students must integrate all comments noted on the assignment description, PowerPoint, and rubric/evaluation criteria.

Audience: The audience of this paper will be Organizational Communication scholars.

APA Format & Overall Process:

Students must revise each draft based on feedback from their peers, the writing center, and Dr. Perry. The final revised draft will be submitted to Dr. Perry and all earlier drafts (see syllabus for dates). APA is the writing format that must be utilized throughout your papers. The APA text also provides a discussion on how to write key areas of your paper.

Page limit of the entire paper: 10-12 pages not including the title page, abstract, references, and appendices. Please read APA for specific guidelines. Also see the original paper guidelines.

Logistics: The introduction will be 1 page or three paragraphs. The historical background will be 1-1.5 pages. The literature reviewed will be integrated throughout the case study write up. Be sure

to use current research (research within the last 5 to 10 years except the historical background). A few older sources may be used but please talk with Dr. Perry for permission. The background is the main section that will consist of older sources. Please keep this section to one to two paragraphs.

References: Use at least 8 references, 4 references must be from outside sources (not class).

Interview: Interview at least 4-5 people.

Review Process & Submission Format: After each draft has been reviewed complete the **writer feedback form** (be sure to have a separate one for each reviewer). Complete the peer review sheets and record all feedback. (Forms will be available via CANVAS).

Evaluation Criteria: Dr. Perry will post the evaluation criteria via CANVAS. Part of your evaluation criteria will come directly from the paper description assignment.

Format: For your paper, **do not use the roman numerals below**. Instead follow the APA format for headings, layout, etc. Please submit your evaluation form with your paper.

Resources & assistance: The WWU library has online and face to face assistance for research purposes.

I. Title Page

- **Title Page:** Develop a title page with all the components required based on APA. Include the header, running head, title of your paper, author, date, institution, etc.

Title of your paper:

- Include a title (Center the title of your paper)

II. Introduction (1 page, LABEL AND CENTER THE HEADING)

The questions below are here to help you develop your introduction. See APA for how to develop an introduction. The problem, thesis, significance, and purpose must be written in at least two to three paragraphs. **DO NOT LABEL THE PROBLEM, THESIS, SIGNIFICANCE, OR PURPOSE.** Please include the thesis and statement of problem in the same paragraph. Follow the order below. Only label the introduction, the historical background, the elements, and other paper headings, conclusion etc.

Note: The terms and theoretical framework will be integrated throughout your literature review therefore do not have a separate section for them as you did in paper part 1. If you review the class samples, please do not follow the format because it has changed. Pay attention to how the paper is written.

Thesis Statement/Problem Statement: Use one sentence declaring your overall argument

- It is the stand that the writer intends to take within the paper
- It is the main idea of your entire paper
- What is your academic argument?

- It is a declaration of your belief. Throughout the paper you will have arguments to support this thesis statement.

Statement of Problem/argument (cite sources to support your point)

- What is the problem or issue?
- Why does this study of literature need to be investigated?
- What have others noted about this problem?
- What has been neglected in previous research? Who says this area has been neglected and needs further study? Has previous research been inadequate in some way? Have results been flawed, inconclusive?

Significance (cite sources to support your point)

- Why is this problem/issue important to explore? Explain and cite.
- Who can benefit from this paper and how?
- Do you want to extend a theory? Explain.
- Do you need to further explore a theory? Explain.

Purpose

- What is the purpose of the study?
- What is this study going to do about the problem discussed?
- Write a transitional phrase then state your research question.
 - RQ:

II. Historical Background (1-1.5 pgs., LABEL AND CENTER THIS HEADING) CITE

Background: Include a historical background regarding to your topic and organization.

- Introduce us to your organization.
- Tell us about the history of your organization. How and when did they get started? Focus on the past and where they are now. In addition, discuss how the issue being studied was researched in the past and currently researched (cite sources). Be descriptive when you are discussing the history of your selected organization.

III. Elements of Organizational Culture & Critical Theory (use a separate heading for each area listed below. You can order the elements in any way.) CITE Literature throughout this section.

- **Critical Analysis of the Issue** (LABEL)
 - What is the overall issue/problem that you are investigating?
 - Thinking of communication, why is the issue or issues happening?
 - What are the causes of the problem(s)?
 - What are the primary issues that led to the conflict? (surface issues)
 - What are the hidden issues and why do they exist? (deep issues)
 - How did the issues come about?
 - What were the effects?
 - What theories can you integrate to argue your points?
 - What role does power and control play?
- **Applying a critical Theory Lens to the Culture:** Select 3 of the 5 cultural elements to discuss. Take a critical look at the organization's culture. Don't accept what you see, investigate the deeper meanings.
 - **Context Elements** (place)
 - **Values** (master elements)
 - **Symbolic Elements** (symbols, stories, language, metaphors)

- **Role Elements** (Heroes, outlaws)
- **Interactive Elements** (Rituals, informal rules, organizational communication style)

IV. Methodology (1 paragraph)

- Discuss the method of data collection, who you interviewed, how many people, strengths and weaknesses of your methodology, what resources did you collect, etc. Everyone is conducting an ethnographic study which is a form of qualitative methods.

IV. Recommendations (2 pgs, CITE): Develop strategies for solving or alleviating the problem(s)/issues you have identified. Be realistic when you are offering the organization solutions. In this section also integrate theories (i.e. organizational culture theory, critical theory, systems theory, etc.) to develop your recommendations. Transfer, hire, fire, train etc.

- What could the organization and its members have done to prevent the problem(s)/issue from occurring in the first place?
- What can they do now to improve the situation?
- What can they do to prevent the problems from happening in the future?
- What are your recommendations as an organizational consultant?
- Suggestions may be to fire, hire, train, transfer, etc. (keep in mind that all of these may not apply. I am only providing examples.)
- What theories can you integrate to argue your points?
- What are the advantages and disadvantages to each of your suggestions?
(*updated)
- What are some alternative courses of action?

Implications & Conclusion (center)

V. Implications (who may benefit from your study) **(center this heading)**

- ❑ Answers the question, So what? So what does all of this mean? Who should be concerned about this study? Why?
- ❑ Discuss implications for practice (educators, trainers, professional development, practitioners etc.).
- ❑ Discuss implications for policy makers
- ❑ Discuss implication for research

Conclusion: (restating the introduction) (sub-heading)

- ❑ Summary (also restate your research question)
- ❑ Summarize the purpose of your paper.
- ❑ Summarize the main points of your paper?
- ❑ What did you learn?
- ❑ Your final thoughts and what makes your study important

References

References (not included in the page count)

Include a reference page. Use APA format. You need to have journal articles and books (not including the textbook) supporting your methodology.

Appendices (not included in the page count) Be sure to include a table of contents for the appendices. Cite anything that you did not create.

- ❑ Include the consent form
- ❑ Include demographic form
- ❑ Include your questionnaire.
- ❑ Include your transcriptions
- ❑ Include anything else that you used in your paper.

Folder & CANVAS Submission:

Note: Folders without all required printed and digital documents will not be evaluated for a final grade. Submit the following documents in a two-pocket folder to Dr. Perry and upload specifically requested content noted via CANVAS:

Submit the following via CANVAS in the “final paper” (have only one member submit everything)

- ❑ Please save each document using the titles below. It is required for students to clearly differentiate between drafts, peer responses, and individual feedback form.
- ❑ Include via CANVAS:
 - a) One copy of the final paper 3,
 - b) Research rationale
 - c) Paper draft 1, completed peer response, completed feedback form
 - e) Paper draft 2, completed feedback form after the writing studio