

Oregon Health & Science University
BMI 517/617 - Hybrid
Organizational Behavior and Management in Informatics
Summer Term, 2014
On-campus July 21-24, distance July 28-August 25

Instructors: Joan Ash, Ph.D.

Classroom: BICC 124 (the BICC Theater on the first floor)

Office hours: By arrangement

Phone: 494-4540 (24 hr. voice mail)

Electronic mail: ash@ohsu.edu

Required Reading:

Robbins S, Judge T. Organizational behavior. 15th or 16th ed. Upper Saddle River (NJ): Pearson Prentice Hall; 2012 or 2014.

ISBN-10: 0-13-283487-1 or 0-13-350764-5

ISBN-13: 978-0-13-283487-2 or 978-0-13350764-5

Journal of the American Medical Informatics Association and Harvard Business Review, selected readings (provided).

Lorenzi N, Riley R. Managing technological change. 2nd ed. New York: Springer; 2004, selected readings (provided).

Course Description:

Nearly everything that is accomplished in our society is done through the efforts of groups and organizations. Organizations are comprised of individuals. Therefore, the most important functions of managers in an organization include understanding and motivating individuals and organizing structural systems within which they can work in a productive manner. The field of Organizational Behavior deals with these issues. This course will consider the issues as they relate to medical informatics at three levels: The Individual, The Group, and The Organization. This course will also provide an introduction to a number of project management techniques and issues that are closely related to Organizational Behavior.

Course Objectives:

1. To review concepts, issues, and practices of Organizational Behavior.
2. To apply Organizational Behavior concepts in simulated health informatics situations to improve personal effectiveness in groups or organizations.
3. To impart an understanding of the relation between Organizational Behavior and the successful implementation of current management practices, especially in health care.

Additional Course Objectives:

1. To practice teamwork, especially virtual teamwork, in a self-directed team fashion by selecting, working with, evaluating, and rewarding team members as individuals and teams.
2. To develop skills in searching the literature for organizational behavior topics.
3. To apply the case method of analysis to simulated real life situations.

Course Grading Policy:

Grades will be based on scores from examinations, written assignments, and team and class participation. The point breakdown is as follows:

| | |
|---------------------------|-----|
| Team and class discussion | 25% |
| Team paper | 30% |
| Individual paper | 30% |
| Quizzes | 15% |

Graduate Studies in the OHSU School of Medicine is committed to providing grades to students in a timely manner. Course instructors will provide students with information in writing at the beginning of each course that describes the grading policies and procedures including but not limited to evaluation criteria, expected time needed to grade individual student examinations and type of feedback they will provide.

Class grades are due to the Registrar by the Friday following the week of finals. However, on those occasions when a grade has not been submitted by the deadline, the following procedure shall be followed:

- 1) The Department¹ /Program Coordinator² will immediately contact the Instructor requesting the missing grade, with a copy to the Program Director and Registrar.
- 2) If the grade is still overdue by the end of next week, the Department¹ /Program Coordinator² will email the Department Chair directly, with a copy to the Instructor and Program Director requesting resolution of the missing grade.
- 3) If, after an additional week the grade is still outstanding, the student or Department¹ /Program Coordinator² may petition the Office of Graduate students for final resolution.

1 For courses that are run by a specific department.

2 For the conjoined courses (course number is preceded by CON_ that are run by Graduate Studies.

Quizzes:

There will be three short quizzes administered over Sakai, each worth 5 points.

Individual and Final Team Papers:

Must be typed and free of grammatical and spelling errors. A maximum of 4 pages including references in AMIA paper format is required for the individual paper.

Teams, Individual Papers, and Team Paper:

During the on-campus week, teams will form and select topics about which they will write a case. Individuals will write papers (4 single spaced pages including references) offering background for the team. A case will be written by the team (the Team Paper, 10 single spaced or 20 double spaced pages plus references and appendices).

Team and class discussion:

Your grade for this will be based on class participation in the campus class and the discussion board, but also on effort and effectiveness in your teamwork. Team members will evaluate one another.

Attendance policy:

You must attend the campus course completely because we will have several dynamic guest speakers, material presented in class will be on your exam, and your team and class discussion grade will depend on your presence.

Student access:

OHSU is committed to providing equal access to qualified students with disabilities. Student Access determines and facilitates reasonable accommodations, including academic adjustments and auxiliary aids, for students with documented disabilities. A qualified student with a disability is a person who meets the academic and technical standards requisite to admission or participation in a particular program of study. As defined by the Americans with Disability Act (ADA), a person with a disability has a physical or mental impairment that substantially limits one or more major life activities of the individual. This may include, but is not limited to, physical conditions, chronic health issues, sensory impairments, mental health conditions, learning disabilities and ADHD. Student Access works with students with disabilities from all of OHSU's educational programs and at each campus.

Each school has an assigned Program Accommodation Liaison (PAL), who acts as an "in-house" resource for students and faculty concerning access issues for students with disabilities. The PAL works in collaboration with Student Access to implement recommended accommodations for students with disabilities.

It is recommended that you contact Student Access to consult about possible accommodations if you a) received disability accommodations in the past, b) begin experiencing academic difficulties, and/or c) are given a new diagnosis from your healthcare provider.

Learn more about Student Access:

Phone: 503 494-0082

Email: studentaccess@ohsu.edu

Website: www.ohsu.edu/student-access

Academic Honesty:

Academic honesty is required for passing this course. Students are encouraged to help each other understand the material; however, individual papers and examinations must be the work of the individual student. Proper attribution is required in your papers. Your writing style should reflect high quality academic publications; therefore references should primarily cite published journals. The Professional Conduct Policy of the Graduate Studies Program is available from on campus at

<http://ozone.ohsu.edu/som/faculty/docs/graduatecouncil/profconductpolicy.pdf> or on the departmental web site.

See http://www.ohsu.edu/xd/education/library/research-assistance/plagiarism.cfm?WT_rank=1# for information on code of conduct for OHSU and <http://www.ohsu.edu/xd/education/teaching-and-learning-center/for-students/index.cfm> for more information on citing sources and recognizing plagiarism.

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as Turnitin to compare a student's submitted work against multiple sources.

To protect student privacy in this process, it will be necessary to remove all personal information, i.e. student name, email address, student u-number, or any other personal information, from documents BEFORE submission.

Copyright Information:

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time as you will have no further access to your courses.

Use Of Sakai:

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours: Sakai Help Desk is available Mon – Fri, 8 am – 10 pm and weekends and holidays 12 pm – 5 pm

Contact Information:

(Local) 503-494-7074 (4-7074 on campus)

(Toll-free) 877-972-5249

(Web) <http://atech.ohsu.edu/help>

(Email) sakai@ohsu.edu

DMICE Communication Policy

1. If the syllabus directs the student to contact the TA before contacting the instructor, the student should do so. Otherwise, the student should contact the instructor and allow 2 business days (not including weekends) for a response.

2. If the student does not receive a response from the instructor within 2 business days, s/he should contact the TA (if there is one). When contacting the TA s/he should cc the instructor and Diane Doctor at doctord@ohsu.edu.
3. If a student does not receive a response from the TA within 1 business day (not including weekends), s/he should contact Diane Doctor at doctord@ohsu.edu and cc the instructor and the TA.
4. If Diane does not reply within 1 business day (not including weekends), the student should contact Andrea Ilg at ilgan@ohsu.edu.

Students having difficulties with Sakai should contact the Sakai Help Desk at sakai@ohsu.edu or at (877) 972-5249. Sakai help is available M-F from 8am to 10-pm and weekends from Noon to 5pm. Do not contact the instructor.

Class Schedule and Assignment List
(subject to change)

| Date | Topic | Chapters in Robbins | Chapters in Lorenzi and Riley | Other readings | Hand In |
|-------------------------------------|--|---------------------|-------------------------------|-----------------------------------|------------------------------|
| Week 1 July 21 (Day 1) | Intro to O.B. Health care environment Individual behavior Virtual teams | 1-2 | 1-2 | Lorenzi paper | |
| July 22 (Day 2) | Values, etc. Motivation Gathering data for cases Using the library | 3-8 | | Sittig | |
| July 23 (Day 3) | Groups Teams Communication Power Prison experiment video | 9-11, 13 | 9,15 | Hallowell Dykstra Patterson | Quiz 1 |
| July 24 (Day 4) | Leadership Change Implementation | 12,18 | 3,5,7,8,13,14,16 | Goleman Ash Showdown case | Team Proposal |
| Week 2 July 28-Aug 3 | Conflict Structure | 14-15 | 6,10 | Massaro Apache case | Quiz 2 |
| Week 3 Aug 4-10 | Culture Human resources | 16-17 | | | Individual Paper Due 9/28 |
| Week 4 Aug 11-17 | Planning Project Management | | 4, 11,18 | | Quiz 3 |
| Week 5 Aug 18-24 | TEAM PAPERS | | | | TEAM PAPERS due Aug 25 |

READINGS

1. Lorenzi NM et al. Antecedents of the people and organizational aspects of medical informatics: Review of the literature. *Journal of the American Medical Informatics Association* 4(2):79-93, March/April 1997.
2. Sittig DF, Krall M, Kaalaas-Sittig J, Ash JS. Emotional aspects of computer-based provider order entry: A qualitative study. *Journal of the American Medical Informatics Association* 2005; 12(5):561-7.
3. Hallowell EM. The human moment at work. *Harvard Business Review* 77(1): 58-January/February 1999.
4. Dykstra R. Computerized physician order entry and communication: Reciprocal impacts. *Proceedings American Medical Informatics Association* 2002: 230-234.
6. Patterson memo
7. Goleman D. Leadership that gets results. *Harvard Business Review* 7(2):78-March/April 2000.
8. Showdown case
9. APACHE case
10. Massaro TA. Introducing physician order entry at a major academic medical center. *Academic Medicine* 68:20-30, 1993.
11. Ash JS, Stavri PZ, Dykstra R, Fournier L. Implementing computerized physician order entry: The importance of special people. *International Journal of Medical Informatics* 69:235-250, 2003.

**BMI 517/617
Team Sign Up Sheet**

Project Name:

| Name: | Day Phone | Eve. Phone | Fax | E Mail |
|--------------|------------------|-------------------|------------|---------------|
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |

Guidelines for Analyzing Cases in Preparation for Discussion

1. What are the facts? Write a short case summary.
2. What are the issues? Look for holes or unclear points and develop a sense of the whole. What can you infer from the written case? Often the underlying issues parallel chapter titles in the text (communication, power and politics, organizational structure, for example). Inferences are important because managers often have to make decisions based on speculation.

What problems exist and why? The stated problem may not be the real one. More basic problems may underly those that have been stated. Also look for multiple causes of problems and not just a single cause.

3. What are possible solutions to the problems? Make sure they address issues identified in Step 2. Brainstorm possibilities, even far out ones. Evaluate possibilities only after you have been creative in thinking of them. List at least four alternatives (hint: one is usually “do nothing, keep the status quo”).

List under each alternative the pros and cons. Evaluate the consequences of each alternative. Look at both positive and negative results. Look at costs as well as benefits.

4. Select one of the alternatives and explain your choice. Describe in some detail the action plan for carrying out the selected option.

CASE ANALYSIS FORMAT FOR DISCUSSION PREPARATION

CASE NAME:

NAME:

Case Summary

Main Issues

Options, Pros and Cons

Option 1:

Pro

Con

Option 2:

Pro

Con

Option 3:

Pro

Con

Selected Option, Explanation, and Action Plan

Writing a Case (FOR FINAL TEAM PAPER)

“The problem with the school of hard knocks is that its graduates are too old to hire”
--Mark Twain

This type of case differs

- from a medical case in that the focus is on complex interactions among people within a constantly changing health care system and not on an individual patient
- from an in depth business case study, which could produce a book length document

Length

- Sections 1 and 2 together: ten single spaced pages plus appendices

Outline

Section 1:

- Introduction: make it a “grabber” and personal
- Background of organization: history, structure, leaders, politics, sense of culture
- The information technology environment
- Focus of the case-- the problem
- Ending: make it a “grabber,” a call for a decision
- Appendices: can be organization charts, job descriptions, biographical details of participants, financial details, survey results

Section 2:

- Team recommendations-- analyze the case (issues, option plus pros and cons, selected option and action plan)

Writing style

- Make the case as much a true story as possible, but be aware of confidentiality issues.
- Change the names.
- Add some fiction if needed for drama.
- Add underlying depth, issues that are not overt

Subject

- People issues
- Interpersonal challenges
- Health care setting
- Information technology implementation

Working Towards the Final Team Paper

Follow the “Writing a Case” format. Recommended steps are:

TEAM PROPOSAL

1. Locate a “health informatics” organization to use as a case study. This might be the employer of a team member or an organization selected by the instructor. Definition of a health informatics organization: any organization, either for-profit or non-profit, that deals in health information management.
2. Gather a team.
3. Write a brief one or two sentence description of the organization. Identify a current issue of interest.
4. Select a team leader. This person will receive 3 points of extra credit.
5. Submit to the instructor the list of team members (see form), description of the organization and issue, and a team name

You do not need to hand in these suggested assignments, but they will help you write the case.

1. Decide as a team what the individual paper topics should be: they should provide useful background information and references for some aspect of the case. References should be to peer reviewed academic publications or books.
2. Describe how workers are motivated in this organization.
3. Describe how groups and/or teams are used in this organization.
4. Describe communication channels in this organization.
5. Describe the leadership style in this organization.
6. Draw an organization chart for the organization and, if possible, a chart of the informal organization.
7. Describe the human resources policies of this organization.
8. Analyze the issues and outline recommendations for the future.
9. Write the case and submit it.