Oregon Health & Science University
BMI 517/617
Organizational Behavior and Management in Informatics
Winter 2015
January 5 – March 20, 2015

Instructor: Justin Fletcher, PhD
Office: BICC 415
Office hours: By arrangement
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Required Reading:
          Robbins S, Judge T. Organizational behavior. 15th ed. Upper Saddle River (NJ): Pearson Prentice Hall; 2013.
                    ISBN-10: 0-13-283487-1
                    ISBN-13: 978-0-13-283487-2

          Lorenzi N, Riley R. Managing technological change, selected readings provided.

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

Recommended Reading:

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 apply the case method of analysis to simulated real life situations.

Course Grading:
     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%

Quizzes:
     There will be three quizzes to be taken through Sakai.

Teams, Individual Papers, and Team Paper:
     Early in the term, 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 pages or 20 double spaced plus references and appendices).

     Papers must be typed and free of grammatical and spelling errors.

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

     Class participation is graded each week on a 5 point scale. You are expected to participate in each discussion topic as you would an open discussion in class. Make your points, comment on other's posts, and support your points during the week. You should participate during the week, not just make a statement and never return. Posting earlier in the week is recommended; it allows your points to be central to the discussion during the week.

Policy on assignments:
     Your assignments will be due at 5 p.m. Pacific time on Tuesdays. Note that late assignments will incur severe grading penalties.

Class Schedule and Assignment List (subject to change)

Date	Topic	Chapters in Robbins	Chapters In Riley	Other readings	Complete
Week 1 Jan 5 – 11	Intro to O.B. Individual behavior	1 – 2	1 - 3	Braude	
Week 2 Jan 12 – 18	Values, etc. Virtual teams Searching the Literature	3 – 6		Sittig Gathering data for cases	Quiz 1
Week 3 Jan 19 - 25	Motivation Groups	7 – 9		Stanford Prison Experiment	Team proposal
Week 4 Jan 26 – Feb 1	Teams Communication	10 – 11	9	Hallowell Dykstra Patterson	
Week 5 Feb 2 – 8	Leadership Power	12 – 13	14, 15	Goleman	Quiz 2
Week 6 Feb 9 – 15	Conflict Organizational structure	14 – 15	6 - 10	Showdown case	
Week 7 Feb 16 - 22	Culture Human resources	16 – 17		Massaro APACHE case	Individual Paper
Week 8 Feb 23 – Mar 1	Change	18	5, 7, 8, 12		Quiz 3
Week 9 Mar 2 – Mar 8	Project management		11, 18		
Week 10 Mar 9 – 15	Planning		4	HIT or Miss video	
Week 11 Mar 16 – 20	Team papers				Team papers due Mar 17

Course Grading Policy

Final grades are determined at the end of the quarter and usually are assigned as follows:

A	94 – 100
A-	90 – 93
B+	87 – 89
B	83 – 86
B-	80 – 82
C+	77 – 79
C	73 – 76
C-	70 – 72
D/F	< 70

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 Department[1] /Program Coordinator[2] 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 Department[1] /Program Coordinator[2] 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 Department[1]/Program Coordinator[2] 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.*

Academic Honesty

Academic honesty is required in order to pass this course. Students are encouraged to help each other; nevertheless, all quizzes, written assignments and presentations must be the work of the individual student. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited.

Likewise, students are expected not to collaborate on the answers to individual assignments, although discussion of the concepts involved and working of similar problems together is permitted.

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 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:
(Toll-free) 877-972-5249
(Web) http://atech.ohsu.edu/help
(Email) sakai@ohsu.edu

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
(Web) www.ohsu.edu/student-access
(Email) studentaccess@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.
5. 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.