

<b>Course Information</b>	<p>Organization Design and Implementation 94-700K, August 2021. 6 Units. Classes between 3.30 and 4.50pm Tuesdays and Thursdays ACST from 31 August to 14 October</p> <p>Instructor: Tim O'Loughlin. Contact: <a href="mailto:toloughlin@australia.cmu.edu">toloughlin@australia.cmu.edu</a> or 81109923 or +61419822915</p> <p>Teaching Assistant: Wanghui Li. Contact: <a href="mailto:wanghuil@alumni.cmu.edu">wanghuil@alumni.cmu.edu</a></p>
<b>Description and general learning outcomes</b>	<p>This course is designed to improve your effectiveness as a member of an organisation, a manager and a leader by introducing you to ways for understanding individuals, organisations and organisational processes. Organisations have been studied from the perspective of several social science disciplines, including psychology, sociology, economics, anthropology and political science. The field on which this course is based, organisational behaviour, draws from all of these disciplines and applies the insights derived from the pertinent research. This course will introduce you to this research and ways to apply the knowledge to particular situations through your analysis and subsequent class discussion of case studies.</p> <p>At the end of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Participate effectively in organisations and to become valued members of those organisations</li> <li>• Have the self-awareness needed for effective participation</li> <li>• Undertake management roles successfully</li> <li>• Have the ability to recognize and use tactics of power and influence</li> <li>• Be effective members of teams</li> <li>• Apply frameworks and theories to analyse situations in which organisations are undergoing change.</li> <li>• Listen to, respect and heed the advice and ideas of others.</li> </ul>
<b>Course Materials</b>	<p>The course draws upon a variety of sources, the main one being McShane, Olekanski, Newman &amp; Travaglione, T 2015. Organisational Behaviour: Emerging Knowledge, Global Insights. McGraw Hill. Sydney.</p> <p>I do not think it essential to purchase this text as we cover the relevant parts in class. In addition, the allowable portions of the text will be posted as we get to them. However, students should feel free to buy it if they feel the need to draw on it directly for the assignments. About two-thirds of the course and the assignments come from this text. The details for purchasing it are contained in a separate announcement on Canvas. Other readings will be provided on Canvas.</p>
<b>Class attendance and participation:</b>	<p>The success of this course relies heavily on student participation. Therefore, all students are expected to attend class, show up on time and participate actively in class discussion. There is no grade for class participation as student involvement in class activities is taken for granted. The manner of class participation is important. Students are expected to share their knowledge and experience for the benefit of the whole class. This sharing will be done in a way which is respectful of the views of others and uses techniques of active listening to generate quality discussion. These techniques will be covered in one of the classes. Please let me know if you have circumstances beyond your control that will cause you to be late for, or miss, class.</p>

**Evaluation Method**

The final grade will be based on each student's accumulated marks for the following individual assignments.

**Assignment schedule for ODI F21 Mini 1**

Assignment	Date posted	Due date	Assignment return and model answers posted
1: Individual behaviour and motivation in the organisational context	August 31	September 14	September 21
2: noise and cognition	September 14	September 21	September 28
3: Teams and participating effectively	September 21	September 28	October 5
4: Power and NYPR	September 30	October 7	October 11
Grades due			October 12

Each assignment will be worth 25% to the final grade.

The guidelines issued by the Heinz College faculty require the mean grade for a core class to be between 3.33 and 3.42. Students will then be graded using the following scale:

Grade	Interpretation	Points
A+	Exceptional	4.33
A	Excellent	4
A-	Very Good	3.67
B+	Good	3.33
B	Acceptable	3
B-	Fair	2.67
C+	Poor	2.33
C	Very Poor	2
C-	Minimal Passing	1.67
R	Failing	0

	The calculation of the grades will be made using the following scale:					
	A+	95%+	B+	80%	C+	65%
	A	90%	B	75%	C	60%
	A-	85%	B-	70%	C-	55%
Assessment rubric	This rubric will be completed for the answer to each question and returned to students					
	Learning outcome	A+  excellent	A  very proficient	A-  good	B+  developing	B  beginning
	Basic understanding of concepts (30%)	Shows a clear, deep grasp of the concepts	Understands the concepts well	Basic understanding of the concepts	Uncertain grasp of the concepts	Limited understanding
	Applying concepts to specific situations in the question (30%)	Clearly applies ODI concepts and uses those concepts successfully	Clearly to applies questions to ODI concepts	Relates some of the concepts to the situation described in the question	Answer to the question suggests some limitations in understanding of the concepts	Fails to link the concepts to the situation described in the question
	Clarity of writing (20%)	Clear, crisp writing that explains the application of concepts to the problem	Writing that is clear, sparse and accurately describes the argument	Writing that communicates the argument so that it can be understood by readers	Some good, some not so good	Unclear writing, poor syntax and poor selection of words, particularly verbs
	Added creativity (20%)	Injects creative thinking about the concepts and their use, including critical assessment	Some use of creative thinking to test the uses of the concepts	Shows an ability to go beyond the base demands of answering the question	Does not go past answering the question	Inadequate understanding of the concepts

Class schedule			
	Week	Date	Topic
	1	August 31	Individual and organisation behaviour <ul style="list-style-type: none"> <li>• Individual behaviour</li> <li>• Personality and values</li> <li>• Understanding strangers</li> <li>• Self-concepts and emotions</li> <li>• Perceiving ourselves and others in organisations</li> </ul>
	2	September 7	Motivation <ul style="list-style-type: none"> <li>• Workplace emotions, attitudes and stress</li> <li>• Employee motivation</li> <li>• Emotional intelligence</li> <li>• Applied practices</li> <li>• Decision-making and creativity</li> </ul>
	3	September 14	Teams and participating effectively <ul style="list-style-type: none"> <li>• Team dynamics</li> <li>• Team communications</li> </ul>
	5	September 21	Power and influence <ul style="list-style-type: none"> <li>• Conflict and negotiation</li> <li>• Leadership</li> </ul>
	6	September 28	Organisational design <ul style="list-style-type: none"> <li>• Structures and culture</li> <li>• Organisational change</li> </ul>
	7	October 5	Management success and failure <ul style="list-style-type: none"> <li>• What do bad managers look like?</li> <li>• Psychological characteristics of good managers</li> <li>• Specific issues for IT and public policy professionals</li> </ul>
Academic Integrity	<p>The following is an excerpt from the Heinz College Handbook:</p> <p>“In any manner of presentation, it is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Students may utilize the assistance provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMUQ) unless specifically prohibited by the course instructor(s). Any other sources of collaboration or assistance must be specifically authorized by the course instructor(s).”</p> <p><a href="https://www.heinz.cmu.edu/heinz-shared/files/img/student-handbooks/heinz-college-2021-2022-">https://www.heinz.cmu.edu/heinz-shared/files/img/student-handbooks/heinz-college-2021-2022-</a></p>		

[student-handbook.pdf](#)

For this course, specific attention needs to be given to avoiding:

- Plagiarism
  - Submission of work completed or edited in whole or in part by another person

Further information on the university's policies, including definitions of academic integrity violations, procedures for addressing them and sanctions to be applied can be found at:

<https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>