



Institution Development & Behavior

Course #: PADM 521

Credits: 3

Syllabus Version: v082322

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Office: 3008 Social Science Bldg

Office Hours: Wednesdays, 4:30-6:30 PM and by appointment

Term: Fall 2021

Class: Wednesday, 6-8:45 PM, Dane Smith Hall, Room 134 & Zoom

Course Description

“The lion cannot protect himself from traps, and the fox cannot defend himself from wolves. One must therefore be a fox to recognize traps, and a lion to frighten wolves.”

-Niccolò Machiavelli, *The Prince*

This course is designed to introduce healthcare administration students to evidence-based management principles and techniques that will guide them in their current and future roles as healthcare decision-makers. The course material will cover a broad array of theories and conceptual models in the fields of organization development, organization behavior, I/O psychology, change management, and systems thinking. This course calls attention to various ‘wicked problems’ that exist in healthcare organizations and will provide multiple analytic lenses through which students will develop strategic means to address these problems.

This course is organized around six broad organization development and behavior themes: culture, change, leadership, relationships, information technology, and systems. For each of these themes, we will first spend a portion of our time understanding how these themes affect the modern healthcare organization. Next, we will explore how organization researchers have studied and framed these issues, seeking to understand how evidence-based management principles can be used to address them. Finally, we will use multiple analytic lenses to review healthcare organization-specific issues and create strategic plans to improve organizational effectiveness.

The success of this course relies heavily upon how engaged participants are in the various components of the course. The role of the instructor is to facilitate and guide learning through class discussions, activities, assignments, and feedback. The course favors an active role for participants over the more passive role taken in a lecture-oriented format. Be prepared to engage the course material and each other to draw on assigned readings and your experiences working and interacting with healthcare organizations. We will work from the premise that all participants bring important knowledge, skills, experiences, and insights to the course that we can draw upon to create a successful collaborative learning experience.

Student Learning Objectives

1. Understand the concept of organizational culture, how to assess it, and how effective leaders shape culture and transform organizations
2. Perform an organizational change diagnosis and formulate hypotheses for root causes of management deficiency
3. Identify the major concepts or schools of thought that shape organization leadership theory
4. Identify and devise potential solutions to common professional relationship issues
5. Enumerate the complex issues faced by managers in the area of sociotechnical interactions
6. Practice applying frameworks, such as Resource Based View or Stakeholder theory Analysis, to understand internal and external competitive dimensions of an organization
7. Reflect on personal history of managerial ineffectiveness and devise methods to improve upon provision of management
8. Demonstrate graduate level writing, public speaking, critical thinking, research, and analytical skills

Course Expectations

Participation & Attendance

This course does not have a textbook. Instead, we will rely on two conduits of knowledge transfer. First, students will be assigned to a few light readings between classes. (These articles will be posted on this course's UNM Canvas page.) For each article, one student will be assigned to present said article in a 12-minute presentation (more on that below). The student will be responsible for emailing the presentation slides to the class prior to the presentation. The instructor will also provide his own presentation handouts. This brings us to the second (and dominant) conduit of knowledge transfer: dynamic, in-class exchange. For this course, the majority of knowledge-transfer will occur between 7-9:30 PM on Tuesdays. To accomplish this, students obviously must be both physically and mentally present. Should you need to miss a class, please email the instructor prior to your absence. It will then be up to you to acquire notes from a classmate or meet with the instructor for content clarification.

This course's essays will be the easiest for those who participate in class discussion (that is, ask questions and make meaningful contributions to class dialogue), take concise notes, and complete the readings.

Assignments

Essays

The essay assignments serve as an opportunity to demonstrate your knowledge and application of the content covered in each of the six organization development themes. Combined, the six essays will account for 75 percent of your total grade. The body of each essay must be no fewer than 600 words and no more than 1,000 words. Each essay will consist of three sections:

1. Issue identification – Provide a real-world healthcare example of an issue related to the theme at hand (e.g., for the course's first theme—culture—you might identify a hospital suffering from low-morale after losing its Nurse Magnet status). Students currently working in the industry are permitted (but not required) to write about a relevant issue their current organization is facing or has faced in the past. Students yet to join the industry (or those already in industry but without a relevant example) must find (and cite) an example from the literature. This opening section should include:
 - a. A brief history of the problem
 - b. An explanation of how the problem is negatively impacting the organization
2. Relevant Theory or Conceptual Model – Explain *at least one* theory or conceptual model from course material that could be used to frame the issue at hand. This section should include:
 - a. Its origins and founding author(s)
 - b. A layperson's explanation of the theory or conceptual model
3. Application – Connect the relevant theory or conceptual model with the organization issue. This section should include:
 - a. A justification for how the theory or conceptual model applies to the issue
 - b. An explanation as to how the theory or conceptual model could assist leaders/decision-makers in addressing or reframing the issue
 - c. Additional recommendations for addressing the issue

Essays are due at 7PM on the date noted on the course schedule below. All assignments should be turned in via UNM Canvas.

Presentations

The presentation assignments serve as an opportunity to demonstrate your mastery of a theory. Your presentation grade comprises 25 percent of your final grade. During the first week of class, each student will be assigned to research a specific organization development theory. The instructor will provide at least one relevant article to the student. It is then up to the student to craft a 12-minute presentation (accompanied by slides) that introduces the history, logic, and application of the theory. Presentations cannot exceed 12 minutes. A timer will note the end of your presentation and you will only be graded on the material that is presented. Presentation handouts must be emailed to the entire class prior to the presentation. Keep in mind that these presentations will serve as the principal mean of knowledge-transfer for the assigned theory to the rest of the class. Your classmates will likely draw on your presentation's content in completing their subsequent essay assignment and final exam. Each presentation should include:

1. A layperson's explanation of the theory
2. Its history/origin
3. What does it help explain?
4. A conceptual model / illustration
5. Application of the theory to a wicked problem (presentation can double-dip with essay assignment)
6. Like? Dislike? Why?

Final Grade Composition

Essays:	75 points (12.5 points per essay)
Theory presentation:	25 points
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	100 Total Points

Grading Scale

A+: 99 – 100%
A: 93 – 98%
A-: 90 – 92%
B+: 87 – 89%
B: 83 – 86%
B-: 80 – 82%
C+: 75 – 79%
C: 70 – 74%
C-: 65 – 69%
Fail: Below 65%

Attendance Policy

Regular attendance is required. UNM Pathfinder policies apply, which in part means instructor drops based on non-attendance are possible. After your first unexcused absence, each subsequent unexcused absence will result in the reduction of a half letter grade.

Accommodation Statement

In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. It is imperative that you take the initiative to bring such needs to the instructor's attention, as I am not legally permitted to inquire. Students who may require assistance in emergency evacuations should contact the instructor as to the most appropriate procedures to follow. Contact Accessibility Resource Center at 277-3506 for additional information.

UNM is committed to providing courses that are inclusive and accessible for all participants. As your instructor, it is my objective to facilitate an accessible classroom setting, in which students have full access and opportunity. If you are experiencing physical or academic barriers, or concerns related to mental health, physical health and/or COVID-19, please consult with me after class, via email/phone or during office hours. You are also encouraged to contact Accessibility Resource Center at arcsrvs@unm.edu or by phone 277-3506.

This is a three credit-hour course. Class meets for one 150-minute session of direct instruction for seventeen weeks during the Fall 2020 semester. Students are expected to complete a *minimum* of six hours of out-of-class work (or homework, study, assignment completion, and class preparation) each week.

Academic Integrity

Each student is expected to maintain the highest standards of honesty and integrity in academic and professional matters. The University reserves the right to take disciplinary action, up to and including dismissal, against any student who is found guilty of academic dishonesty or otherwise fails to meet the standards. Any student judged to have engaged in academic dishonesty in course work may receive a reduced or failing grade for the work in question and/or for the course. Academic dishonesty includes, but is not limited to, dishonesty in quizzes, tests, or assignments; claiming credit for work not done or done by others; hindering the academic work of other students; misrepresenting academic or professional qualifications within or without the University; and nondisclosure or misrepresentation in filling out applications or other University records.

Title IX

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the Department of Education (see pg 15 - <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes

sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Citizenship and/or Immigration Status

All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

Support in Receiving Help and in Doing What is Right

I encourage students to be familiar with services and policies that can help them navigate UNM successfully. Many services exist to help you succeed academically and to find your place at UNM, see students.unm.edu or ask me for information about the right resource center or person to contact. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the *Student Pathfinder* (<https://pathfinder.unm.edu>) and the *Faculty Handbook* (<https://handbook.unm.edu>). Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious disciplinary consequences.

Land Acknowledgement

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

UNM Policy on Masks

All students, staff, and instructors are required to wear face masks in indoor classes, labs, studios and meetings on UNM campuses, see the masking requirement. Students who do not wear a mask indoors on UNM campuses can expect to be asked to leave the classroom and to be dropped from a class if failure to wear a mask occurs more than once in that class. Students and employees who do not wear a mask in classrooms and other indoor public spaces on UNM campuses are subject to disciplinary actions. UNM will periodically evaluate and update the mask policy relative to public health conditions.

Module, Presentation, and Essay Schedule*

Week	Date	Module	Theory Presentation I	Theory Presentation II	Assignment
Week 1	24-Aug	Introduction	Nick: Second Order Impacts of Innovation		
Week 2	31-Aug	Culture			Bio Due
Week 3	7-Sep	Culture	Loose-Tight Duality (Orton et al 1990)	Learning Organization (Garvin et al 2008)	
Week 4	14-Sep	Change	Change Readiness (Weiner 2009)	Evidence Based Mgmt (Rousseau 2006)	Culture Essay Due
Week 5	21-Sep		No Class		
Week 6	28-Sep	Change	Punctuated Equilibrium Model (Gersick 1991)	Psychological Contract (Rousseau 1989)	
Week 7	5-Oct	Change	Social Ecology of Health (Grzywacz et al 2010)	Transtheoretical Model (Prochaska et al 2008)	
Week 8	12-Oct	Leadership	Agency (Dranove 1988)	Stewardship (Davis et al 1997)	Change Essay Due
Week 9	19-Oct	Leadership	Shared Leadership (Carson et al 2007)	Path-Goal Theory of Leadership (House 1971)	
Week 10	26-Oct		No Class		
Week 11	2-Nov	Relationships	Identity Theory (Stryker et al 2000)	Social-Comparison Theory (Aspinwall et al 1993)	Leadership Essay Due
Week 12	9-Nov	Relationships	Trust Formation (McKnight 1998)	Social Capital (Burt 1997)	
Week 13	16-Nov	Technology	Socio-Technical Fit (Harrison et al 2007)	Disruptive Innovation (Christensen et al 2004)	Relationships Essay Due
Week 14	23-Nov	Technology	Technology Acceptance Model (Davis 1989)	Social Presence Theory (Shen et al 2009)	
Week 15	30-Nov	Systems	Institutional Theory (DiMaggio et al 1983)	Resource Based View (Wernerfelt 1984)	Technology Essay Due
Week 16	7-Dec	Systems	Network Effectiveness (Provan et al 1995)	Stakeholder (Rowley 1997)	
Week 17	14-Dec	Finals Week			Systems Essay Due

*Subject to change