

Syllabus for Organizational Design and Implementation (ODI)

Course #94-700 (6 units)

Semester: Fall 2024

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COURSE DESCRIPTION

This introductory course (there are no prerequisite courses) is designed to improve your effectiveness as an individual, manager and leader by introducing you to frameworks for understanding organizations, organizational processes, and necessary skills. Organizations 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, organizational behavior, draws from all these disciplines and applies the insights derived from the pertinent research. This course will introduce you to this research and offer ways to apply this knowledge situationally through analysis and subsequent class discussion of case studies.

While building the collective technical and quantitative skills of an organization is important, the human skills of managing, organizing, and communicating are arguably even more so. The reality is that people, not quantitative and technical skills, are the backbone of any organization. And yet, this self-evident fact continues to get overlooked as we presume our own level of competence in this area. Unfortunately, we tend to overestimate our human skills and engage our colleagues in unsystematic and unreflective ways.

This course is designed to get you thinking more mindfully about how we engage others in our professional environments. At times we will manage others and at

times we will be managed by others. We will always be working *with* others. As we progress through the course, we will explore various human elements of organizations and think about ways in which we can optimize performance using what we've learned. The course will provide you with opportunities to develop and practice your interpersonal and leadership skills within a team context while also providing you with an opportunity to reflect and share.

Throughout the course, we will cover several topics including organizational culture, organizational structure, team dynamics, communication, leadership, social networks, decision making, strategy, diversity and inclusion, interpersonal relationships, personalities and individual differences, and more.

LEARNING OUTCOMES

By the end of this course, students will be able to:

- Analyze and assess organizational culture and its impact on organizational effectiveness.
- Evaluate different organizational structures and their implications for management and policy.
- Develop strategies for building and maintaining effective interpersonal relationships in a professional setting.
- Apply personality assessment tools to understand individual differences and their impact on organizational behavior.
- Enhance team performance through an understanding of team dynamics and roles.
- Demonstrate effective leadership skills in various organizational contexts.
- Leverage social networks to achieve organizational goals.
- Promote inclusion and diversity within the workplace.
- Communicate effectively in a variety of organizational settings.

- Make informed and rational decisions by understanding decision-making processes and biases.
- Engage in reflective practice to continuously improve interpersonal and behavioral skills.

This course promises to be an engaging and enriching experience, providing students with the knowledge and skills necessary to excel in their professional careers.

COURSE FORMAT

To meet the learning outcomes listed above, this course focuses primarily on experiential learning, in which you will take the role of an individual or work together in a small cohort to illustrate course concepts.

This course involves class participation, group exercises, group projects, case analysis, in-class activities, assessments, and readings.

REQUIRED TEXT

The Five Dysfunctions of a Team by Patrick Lencioni

<https://cmu.idm.oclc.org/login?url=https://ebookcentral.proquest.com/lib/cm/detail.action?docID=292516>Links to an external site.

This book is available online in the Hunt Library.

PROFESSOR'S EXPECTATIONS

This course requires significant reading, writing and class participation. It is expected that everyone will come to class prepared to discuss the readings and that everyone will have answered the study questions. You are encouraged to discuss reading material before class in a study group with other members of the class.

My goal is to make this an excellent learning experience for you. If at any time you feel that the course is not meeting your expectations, PLEASE CONTACT ME.

Be respectful of others: arrive to class on time; do not return late from break; if you must leave class early, please let us know beforehand.

LEARN IN CLASS

Class begins on time each week. Your TA will keep track of attendance and participation.

I need your full attention. I am asking you not to use a cell phone, laptop, or any other devices. Why not? See this article [Self-Control .pdfDownload Self-Control .pdf](#)

Each session will typically have a few readings/case assigned. Please do the readings prior to the class.

- Except for the first lecture, we will begin with questions and comments inspired by the previous week's activities.
- Next, I will introduce a new topic. I will endeavor to make this section as interactive as possible

EVALUATION/GRADING

Students will be evaluated based on attendance, class participation, teamwork, written assignments, and presentations. All grading components are computed on a point scale as outlined below. The maximum point total one can achieve for the entire semester is 300 Final course grades will be assigned as follows:

Letter Grade	Point Range
A+	295-300
A	282-294.5
A-	273-281.5
B+	264-272.5
B	252-263.5

B-	243-251.5
C+	234-242.5
C	222-233.5
C-	213-221.5
R	Below 213

ATTENDANCE, PARTICIPATION & ENGAGEMENT (A, P, & E)

Each student begins the semester with 50 points (A, P, & E Score). Points are added or subtracted from A, P, & E Score according to the following:

- 0-10 points are added for class participation as evaluated over the course of the semester by the professor. Everyone is encouraged and expected to participate in class discussions and activities. Sharing your own knowledge and experience benefits the entire class. Constructive contribution to the class discussion and genuine listening to others is an important element of class participation. Keep in mind that high quality participation is the goal, not high quantity of airtime. In other words, it's not how much you talk, it's what you say that's important.
- Attendance is taken in all classes, including the first class. If you are absent from class, 3 points may be deducted from your participation score. If you need to miss a class, please e-mail me with as much advance notice as possible and state the reason for missing class. If it is a valid reason for missing class, this is an 'excused absence' and 3 points will not be deducted. If it is not a valid reason for missing class – for example, you slept in or were on vacation – this is an 'unexcused absence' and 3 points will be deducted.
- There is a penalty for excessive absences. If you miss three classes (including both excused and unexcused absences), 30 points will be deducted from your final course grade. If you miss four classes, 45 points

will be deducted from your final course grade. If you miss five or more classes, 60 points will be deducted from your final course grade.

- If you are more than a few minutes late arriving to a class, two points will be deducted from your class participation score.
- Lastly, technology (phone, computer, ear buds, etc) unless instructed are not allowed in the class. Please read the sections on 'Learn in Class' and 'Mobile Devices' to understand why not. Anyone using the technology in class will lose 5 points from the participation score.

-The quality of ODI course depends on your engagement, participation, and desire to learn. Bring energy and enthusiasm to the class so we can have a robust experience.

WRITTEN ASSIGNMENTS

You are required to complete five individual written assignments. Please refer to the 'Assignments' section on Canvas.

FEEDBACK MECHANISM

The way ODI is designed, students engage in several hands-on activities and feedback is embedded in the class activities and lectures. Pay attention specially to lectures and activities wrap-up. The instructor will also provide constructive feedback to each student and project groups from time to time. The feedback will cover topics including, but not limited to, class participation, reflection entries, self-assessment, project progress, check-ins, etc.

Additionally, students are highly encouraged to stop by her office during her office hours to have informal conversations.

MOBILE DEVICES

As research on learning shows, unexpected noises and movement automatically divert and capture people's attention, which means you are affecting everyone's learning experience if your cell phone, pager, laptop, etc. makes noise or is visually distracting during class.

For this reason, I ask you to turn off your mobile devices and laptops.

Here is an interesting study on how the use of smartphones reduces available cognitive capacity.

<https://www.journals.uchicago.edu/doi/full/10.1086/691462>Links to an external site.

RESPECT FOR DIVERSITY

It is my intent that students from all diverse backgrounds and perspectives be well served by this course. While diversity may recall familiar subdivisions such as race, color, national origin, language, sex, disability, age, sexual orientation, and the like, I would also encourage you to think in terms of things like work styles, communication styles, skills, and abilities. Respect and appreciation for the variety of talents, styles and approaches will be a major theme in this course. When we find ourselves in disagreements in the classroom or in our project groups, let us pledge to settle our disagreements in good faith by treating each other with the utmost respect and truly listening to one another with intent to understand.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

If you have a disability and require accommodations, please contact Catherine Getchell, Director of Disability Resources, 412-268-6121, getchell@cmu.edu. If you have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate. If you suspect that you may have a disability and would

benefit from accommodations but are not yet registered with the Office of Disability Resources, I encourage you to contact them at access@andrew.cmu.edu.

ACADEMIC INTEGRITY

Honesty and transparency are important features of good scholarship. On the flip side, plagiarism and cheating are serious academic offenses with serious consequences. If you are discovered to be engaging in either behavior in this course, you will earn a failing grade on the assignment in question, and further disciplinary action may be taken.

For a clear description of what counts as plagiarism, cheating, and/or the use of unauthorized sources, please see the University's Policy on Academic Integrity:

USE OF GENERATIVE AI PROGRAMS (ChatGPT, DALL-E, ETC.)

Facts and Evidence:

1. The main purpose of being a student is to learn and become a critical thinker. AI can negatively impact our ability to learn and critically analyze and resolve situations/problems.
2. AI can be factually incorrect, i.e. it 'hallucinates'.
3. AI currently does not cite sources, which is unacceptable in an academic setting (plagiarism).

Requirements and Expectations:

1. Using AI for grammar and writing style is acceptable. For example, many students use 'Grammarly'.
2. Entering the assignment question into AI and then having AI write your paper or sections of your paper is not acceptable.
3. If you use AI on your paper (this does not include Microsoft Word spell check

and Microsoft Word grammar check), you must inform the professor. Write the AI platform you used, the reason you used it, and how it helped you – enter this information in the ‘Assignment Comments’ field for the assignment in Canvas.

4. If you are concerned about how your use of AI may impact your grade and performance in the course, please contact the professor before you use AI for an assignment.

AI and Academic Integrity:

Using AI for any purposes or in any manner other than described above will be considered an academic integrity violation, resulting in a score of ‘0’ points for that assignment

AND resulting in either a reduced course grade or a failing course grade.

YOUR WELLNESS

Take care of yourself. Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep, and taking some time to relax. This will help you achieve your goals and cope with stress.

All of us benefit from support during times of struggle. There are many helpful resources available on campus and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is almost always helpful.

If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support.

Counseling and Psychological Services (CaPS) is here to help: call [412-268-2922](tel:412-268-2922) and visit their website at [http://www.cmu.edu/counseling/Links to an external site.](http://www.cmu.edu/counseling/Links%20to%20an%20external%20site) Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.

If you or someone you know is feeling suicidal or in danger of self-harm, call someone immediately, day or night:

CaPS: [412-268-2922](tel:412-268-2922)

Re:solve Crisis Network: [888-796-8226](tel:888-796-8226)

If the situation is life threatening, call the police

On campus: CMU Police: [412-268-2323](tel:412-268-2323)

Off campus: 911

If you have questions about this or your coursework, please let me know.

USE OF THIRD-PARTY COPYRIGHT MATERIAL

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