MANAGEMENT OF INFORMATION PROGRAMS AND SERVICES

Syllabus for
INFM 612/LBSC 635-SG 01
Fall 2011

Meeting Days
Mondays
6:00-8:45 p.m.

Prof. Taverekere Srikantaiah (Kanti), Ph.D.,
Email: tsrikant@umd.edu
Office Hours: Before the class or by appointment
iSchool
UNIVERSITY OF MARYLAND
COLLEGE OF INFORMATION STUDIES

INFM 612/LBSC 635 Management of Information Programs and Services

Credit Hours 3

Catalog Description:

Administration of information programs, services, and projects, including the role of leadership in management; developing mission, vision, and goals; providing effective management for results; managing professionals; financial management; and professional conduct and ethical issues.

Extended Description:

INFM 612 Management of Information Programs and Services will consider the administration of information programs, services, and projects, including the role of leadership; developing mission, vision, and goals; providing effective management for results; managing professionals; and financial management as an information system and strategic tool within an organization.

The course will develop in students an ability to plan for, develop, manage, and keep programs attuned to the evolving objectives of their parent institutions; manage and motivate information professional to foster optimal development and application of their energies and talents; work as partners with other units in the program’s parent institution; develop measures and reporting mechanisms for monitoring and reporting effectiveness and impact; and show how to keep the program and its employees moving ahead. Students will consider professional conduct and ethical issues. This course will satisfy the advanced management course required for the MIM degree.

Goals:

The course is designed to enable students to:

- Analyze a project’s or service’s life-cycle in terms of both human and material resources necessary for the project’s or service’s success within the context of the entire enterprise;
• Use leadership skills to conceptualize and develop programs and services, and ensure that they are integrated in, and responsive to the needs of the entire enterprise
• Develop techniques for successful vertical and horizontal implementation, and management of a project or service
• Understand the value of measurement when applied to workforce and resource allocation, and apply appropriate scales of measurement to project and service milestones and completion
• Apply the principles of financial management to short-term projects and services, and to long-term strategic initiatives within the entire enterprise
• Recognize innovation and the ways in which innovation and change are driven by the vision, mission, and goals of the entire enterprise
• Apply professional and ethical practices, particularly in the context of evolving standards affecting information management and financial information systems
• Understand the appropriate technological applications relating to the management of information programs and services

Topics to be covered:

1. Developing an Enterprise Mission, Vision, and Goals
   • Creating a brand and maintaining it within the marketplace
   • Identifying Opportunity and Exploiting Advantage
   • Facilitating Strategic Positioning through the management of information and financial management
   • Connecting information management directly to the mission, vision and goals of the entire enterprise

2. Managing People, Programs, and Services
   • Understanding the enterprise in terms of its information systems, including its financial structure and accounting system(s)
   • Setting milestones and monitoring progress using primary benchmarks of performance like multipliers, utilization rates, direct expense ratios, and overhead
   • Allocating resources for short-term project requirements, and long-range planning for financial vitality and business continuity
   • Evaluating ongoing effectiveness of projects and services in terms of predicted returns on investment
   • Evaluating ongoing effectiveness of projects and services in terms of predicted returns on investment

3. Management Styles and Leadership Development
   • Information professionals and services
   • Management patterns
   • Leadership styles
• Trends and challenges

4. Professional Conduct and Ethical Issues in Information and Financial Management

• Assuring compliance with required and recommended practices for recording, retaining and reporting financial transactions
• Assessing the culture of the enterprise
• Implementing and evaluating “practice” audits
• Determining the level of “social responsibility”
• Establishing ethical policies and guidelines for information management within the enterprise

Academic Integrity

The University’s Code of Academic Integrity is designed to ensure that the principles of academic honesty and integrity are upheld. All students are expected to adhere to this Code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this Code. Please visit the following website for more information on the University’s Code of Academic Integrity: http://www.studenthonorcouncil.umd.edu/code.html

On each assignment you submit you will be asked to write out and sign the following pledge. “I pledge on my honor that I have not given or received any unauthorized assistance on the exam/assignment”

Course Approach/Teaching Methods

The course will develop students’ analytical and managerial abilities in the area of information programs and services. The contents of the course is divided into various segments as indicated on the schedule to provide a balanced approach to the field. Each segment will serve as a link to the following segment. Readings will be provided for each segment and students are expected to participate in classroom discussions. Assignments will be given for each segment specified on the attached schedule. Students are encouraged to complete a project that includes an oral class presentation and a written report that will be presented and submitted toward the end of the course. Class readings, assignments, lectures, class discussions and student presentations are carefully integrated to provide students a holistic picture to the field.

In addition, students will be involved in:

• Case Studies Discussions
• Structured Scenarios
• Assignments
• Projects
• Lectures and Presentations
Individual or Group Project

Students will undertake an individual project or a group project in the area of Management of Information Programs and Services. The project will serve as a practical, hands-on, experience in understanding various issues in management. Students should submit their project proposals at the third class meeting, as per class discussion. Among others, the terms of reference for the project may include the following:

- Title of the project
- Rationale for the project
- Clearly stated objectives
- Scope and limitations
- Methodology
- Resource Requirements
- Deliverables
- Beneficiaries

The professor will provide project guidance, review discussions, midpoint corrections, and related support. Students will agree to comply with the confidentiality/disclosure/publication rules of the organization where the study is undertaken, and clear their findings with the organization before submitting the report to the instructor.

Project Schedule

For your project, you will have to provide a Gantt Chart (time-line) with schedules, milestones and deliverables to accompany your terms of reference outlined in your proposal. Progress report is due on the 7th class meeting where, if necessary, mid-point adjustments will be made. An oral presentation of the findings and recommendations is due on the last class meeting. A written report is also due at that meeting.

Course Requirements

Both regular attendance and active participation are expected. All assignments are to be submitted in complete form and on time. Any delay in submission of assignments will affect the grading. Since the course is taught in seminar style, student participation is mandatory. Students will be asked to make oral presentations as required in the course.
GRADING

Grades are based upon the following:

a) Class participation  20 points

b) Assignments and oral presentations  40 points

c) Management project  40 points

♦ Proposal (properly formatted on agreed terms of reference)  5 points

♦ Progress report (mid-term)  5 points

♦ Oral presentation (13th class meeting)  10 points

♦ Written report  20 points

Total  100 points

Class Participation

Class time will be divided into lecture, discussions, and student presentations. Students should have completed required readings and assignments in order to actively participate in the class discussions and to get best results. Students are expected to contribute to class discussions, to ask questions, and to share experiences with other students. Specific percentage points may be subtracted from grades if classes are missed unless for reasons beyond control—(in which case I should be notified prior to the class). In addition, students are expected to make class presentations on specific assignments. The presentations should be used as helpful exercises to build up presentation skills that are absolutely necessary to succeed in the area of management in any position. Presentation assignments will be agreed upon well in advance in order for students to develop relevant techniques, such as handouts, overhead slides, video, Power Point, on-line versions, and other computer-assisted presentations.

Texts:

Additional readings will be assigned at each session

**Course Schedule**

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<thead>
<tr>
<th>Session</th>
<th>Topic</th>
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| 1 (Sept, 12) | Introductions  
Review of syllabus  
Overview--concepts and definitions  
General discussion  
Distribution of assignments |
| 2 (Sept, 19) | Background and Issues: Introduction to Management  
Fundamentals of information programs and services  
Changing environment and Innovation  
Evolution of management |

**Assignment # 1 Due October 17**

**Daft:**
- Chapters 1: Innovative Management for a Changing World  
- Chapter 2: The Evolution of Management Thinking

| 3 (Sept. 26) | Organizational Structure and Strategy: The Environment of Management  
Corporate information culture  
The internal environment  
The external environment  
Organization-environment relationship  
Global environment |

**Submission of Project proposals**

**Daft:**
- Chapter 3: The Environment and Corporate Culture  
- Chapter 4: Managing in a Global Environment
Information services and productivity
Learning organizations
Business ethics and social responsibility
Small businesses and management

Daft:
Chapter 5: Managing Ethics and Social Responsibility
Chapter 6: Managing Small Business Start-Ups

5 (Oct. 10)  Strategic Management: Planning
Strategic management processes
Goal setting in organizations
Manufacturing sectors
Service sectors

Daft:
Chapters 7: Managerial Planning and Goal Setting
Chapter 8: Strategy Formulation and Execution

6 (Oct. 17)  Domains in Information Programs and Services:
Planning/Organizing
Designing organizations
Vertical vs horizontal organizations
For profit organizations
Not for profit organizations

Assignment # 1 Due

Daft:
Chapter 9: Managerial Decision Making
Chapter 10: Designing Adaptive Organizations

7 (Oct. 24)  Systems Approach: Organizing
System tools and analysis for the changing workplace
Human resource component
Information driven management
Diversity issues
Knowledge sharing
Assignment # 2 Due November 28

Daft:
Chapters 11: Managing Change and Innovation
Chapter 12: Managing Human Resources

8 (Oct. 31) Motivation factors: Organizing/Leading
Behavioral Dynamics
Organizations and management styles
Leadership impact
Global culture

Progress Reports on Projects

Daft:
Chapter 13: Managing Diversity
Chapter 14: Understanding Individual Behavior

9 (Nov. 7) User Needs Assessment: Leading
Repackaging products and services
Reuse
Information representation and design

Daft:
Chapter 15: Leadership
Chapters 16: Motivating Employees

10 (Nov. 14) Team Building: Leading
Effective teams
Collaboration and outcome
Conflict resolution
Others

Daft:
Chapters 17: Managing Communications
Chapter 18: Leading Teams

11 (Nov. 21) Quality and Performance: Controlling
Regulations and Control
Information policies and politics
Information architecture
Fiscal management
Financial control

**Daft:**
*Chapter 19: Managing Quality and Performance*

12 (Nov, 28) Value Chain in Management
Supply Chain Management
Organizations as Value Chains
E-business
Others

**Assignment # 2 Due**

**Daft**
*Appendix: Managing the Value Chain, Web 2.0, and E-Business*

13 (Dec. 5) Oral Presentation of Projects
Submission of Written Project Reports

14 (Dec 12) Review of the semester work
Feedback on projects
Wrap-up
Suggested Readings

Books:


**Articles:**


E-journals:


Websites:

• http://fairuse.stanford.edu

• http://www.aipla.org/

• http://www.arma.org/

• http://www.aslib.co.uk/

• http://www.ihrim.org/

• http://www.infomgmtforum.com/

• http://www.managementhelp.org/

• http://www.simnet.org/
- http://www.sims.berkeley.edu/~pam/papers.html
- http://www.sims.berkeley.edu/resources/infoecon/
- http://www.wipo.int