INFM 612
Management of Information Programs and Services
(Section SG01 - Online)

Course Syllabus – Fall 2016

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Class time: Online - asynchronous
Consultations: Online and by appointment

Course Description

The course is an introduction to various aspects of management - focusing on planning, organizing, leading and controlling. The course introduces the evolution of management, innovative management for the changing world, management styles and leadership, managerial planning, goal setting and decision making. The course also focuses on ethical issues, designing adaptive organizations responding to change, global environment, diversity, and utilizing the appropriate technology to provide effective management of information programs and services.

Course Objectives

Upon successful completion of this course, students will be able to:

- Demonstrate familiarity with concepts and techniques to conceptualize and develop information programs and services responsive to the needs of the entire enterprise;
- Apply concepts and techniques to management functions of planning, organizing, leading and controlling to achieve the objectives of information programs and services;
- Recognize the critical importance of leadership and communications skills in all management functions;
- Recognize 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
- Describe the role of information systems and technology in supporting management functions.
Topics to be covered

1. Evolution of management theories and applications over time, such as Classical perspective, Humanistic perspective, Management science perspective, Systems thinking, Total Quality Management, and Innovation (collaboration)

2. Goal setting responsive to the needs of the enterprise
   - Identifying external opportunities and threats, and internal strengths and weaknesses
   - Facilitating Strategic Positioning through the management of information
   - Connecting information programs and services to the mission, vision and goals of the entire enterprise

3. Planning, organizing and controlling information programs and services
   - Defining organization structure, policies and standard operating procedures
   - Understanding the enterprise in terms of its information systems, including its financial structure and accounting system(s)
   - Setting milestones and monitoring progress
   - Budgeting and allocating resources for short-term program requirements, and long-range planning for financial vitality and business continuity
   - Evaluating ongoing effectiveness of program and services
   - Managing risks and maintaining high quality of services

4. Management styles and leadership skills needed
   - Individual behavior, particularly of information professionals
   - Enterprise culture
   - Innovative management for a changing world
   - Managing in a global environment
   - Management styles
   - Trends and challenges

5. Management models and tools, such as Porter’s Five Forces model, The Balanced Score Card, SWOT analysis, and Others

6. Professional conduct and ethical issues in all management functions of planning, organizing, leading and controlling - particularly in information management

Course Materials

Textbook


Later versions of the book are available but management concepts covered are the same, and this 10th edition provides a good balance between up-to-date mini-cases and cost. So be sure to have access to this 10th edition.
Cases

The following three cases will be used for the case studies in the course this semester.

1. Managing IT Resources in the Context of a Strategic Redeployment: A Hydro-Quebec Case Study (A) – The Issue (code – HEC029)
2. Managing IT Resources in the Context of a Strategic Redeployment: A Hydro-Quebec Case Study (B) – The Solution (code – HEC031)
3. Managing IT Resources in the Context of a Strategic Redeployment: A Hydro-Quebec Case Study (C) – The Implementation (code – HEC033)

You can obtain a copy of each case (for a cost) from [http://hbsp.harvard.edu/](http://hbsp.harvard.edu/). Search for each case using the code. Since these cases have copyright, the cases you buy cannot be copied.

Other materials

References to additional papers will be provided during the term. Students will have to search for further relevant information from academic and professional publications, and from vendors of information resources related products and services. UMD libraries provide links to many of the websites for specific trade press journals and the databases/collections of journals and books that are relevant to these topics. MIM students should access the website [http://lib.guides.umd.edu/mim](http://lib.guides.umd.edu/mim).

Instructional Method

The course will be taught primarily asynchronously online using the Canvas system (ELMS), accessible at elms.umd.edu. (For group assignments, students in each group can decide how they want to work, asynchronously or synchronously, using the Canvas system or some other technology available to them.) The course material will consist of readings, slides with audio recordings, discussion threads, and other forms that may be appropriate. The course will also consist of individual assignments and group assignments that will provide an opportunity to clarify your understanding of the concepts of management and to practice applying them to cases and other problems. Since the discussion of each assignment (group and individual) may be initiated on the day it is due, late submissions will not be accepted.

A weekly plan of activities will consist of readings, viewing slides while listening to the audio recordings, homework assignments, and participating in the discussion thread(s) on that week’s topics based on the reading (particularly mini-cases for critical analysis at the end of chapters in the textbook) and contents of the slides of that week. Those weekly plans will be posted in the ELMS as modules before the start of each week. You are expected to keep up with the pace of activities in the weekly plans.

An important ingredient will be your participation and contribution in the online discussions. You should question, challenge, argue, and present different ideas/thoughts to enrich the discussions. Such participation will take place via the discussion threads in the ELMS. The instructor will post two or more discussion questions for many of the module of the course, and you will be expected to post your thoughts on at least one of the questions initiated by the instructor for each of those modules. Each posting/contribution must be substantive, incorporate appropriate course material, and provide additional insights based on your own knowledge and
experiences. Requisite quantity of discussion postings will make you eligible to get points for course participation, but the points themselves will be based on the quality of postings in the discussion threads. You should also read postings of other students and any summaries the instructor may post. You are welcome to post further comments/questions for any and all of the discussion threads.

You (individually or in groups) can ask for audio or video conference with the instructor to complement all the asynchronous activities. Send an e-mail to the instructor to arrange such an audio or video conference.

**Online Attendance**

You will need to access the plan of activities for each week once it is posted, and follow through on those activities during the week. Regular and active participation in each assignment and discussion thread is the best way to grasp the contents of the course, as well as to accumulate points for class participation. It is your responsibility to inform the instructor in advance of any intended absence for religious observance. For absence due to medical reasons, a reasonable effort should be made to inform the instructor in advance.

The online learning environment should be professional and respectful. Discussions should be substantial and based on critical thinking. Your classmates may have different perspectives and ideas, but they deserve your respect. Such respectful approach is expected in the postings for the discussion threads and also in any side-bar exchanges that may occur during the semester.

**Course Assessment**

The course grade will be based on a weighted total of scores for the four components as given below:

- Case studies (3) 30%
- Article reviews (4) 40%
- Test 20%
- Course participation 10%
- Total 100%

The letter grade for the course will be based on the weighted total score using the following scale:

- A 93 and above
- A- 90 to 92
- B+ 87 to 89
- B 83 to 86
- B- 80 to 82
- C+ 77 to 79
- C 73 to 76
- C- 70 to 72
- F Less than 70
Case studies

There will be three case studies in this course to be worked on in groups – four students in a group. It is expected that each student will contribute fully to the work of his/her group. Each case involves investigation of management issues in specific situations, and to apply concepts and techniques to identify possible solutions for those issues. Questions, which accompany such case studies, are provided to provoke thoughts and to help you engage in the issues raised in the case. The deliverable from each case study will consist of a written management report addressing specific questions about those management issues and solutions. Details of these case studies, i.e. questions, structure and style of the report, and evaluation criteria, will be specified in each case study.

Article Reviews

There will be four articles to be reviewed individually. Each assignment deliverable will consist of a concise but complete report (in the style of management briefings) addressing specific questions for each article. The articles and questions will be aimed at specific management concepts and techniques. You are encouraged to find additional information relevant to the topic of the assignment from publications such as Harvard Business Review and CIO magazine (www.cio.com) to complement to substance of the assigned article in answering the specific questions. Details of these article reviews, i.e. questions, structure and style of deliverable, and evaluation criteria, will be distributed in each assignment.

Test:

There will be one open-book test on all the contents covered in the textbook, class notes, and class discussions. The objective would be to test the extent to which you have achieved the learning objectives of the course. Details about the structure of the test will be posted in the ELMS before the test.

Class participation

As described earlier in Instructional Method, the instructor will post two or more discussion questions for many of the module of the course, and you will be expected to post your thoughts on at least one of the questions initiated by the instructor for each of those modules. Each posting/contribution must be substantive, incorporate appropriate course material, and provide additional insights based on your own knowledge and experiences. Requisite quantity of discussion postings will make you eligible to get points for course participation, but the points themselves will be based on the quality of postings in the discussion threads.

Students with disabilities

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact the instructor and Disability Support Services (314-7682), as early as possible in the term, but not later than the second week of class. Disability Support Services will verify your disability and determine reasonable accommodations for this course.
Academic Integrity

The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student, you are responsible for upholding these standards for this course. It is very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For more information on the Code of Academic Integrity or the Student Honor Council, please visit http://www.shc.umd.edu.
**Class Calendar**

The schedule of topics, readings, lectures, homework assignments in each module given below is subject to change without notice. Detailed information about each module will be posted in the ELMS. (For this course, each module will be for the specified week Monday through Sunday, and homework assignments will be due by the end of the week mentioned in the schedule below.)

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<th>Module</th>
<th>Agenda</th>
<th>Reading</th>
<th>Assignments</th>
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<td>Course overview Basics of management</td>
<td>1</td>
<td>Discussion</td>
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<tr>
<td>2. 9/5/16</td>
<td>Management context - Environment, ethics and social responsibility</td>
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<td>Article 1</td>
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<tr>
<td>3. 9/12/16</td>
<td>Planning – goal setting</td>
<td>7, 8</td>
<td>Discussion</td>
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<tr>
<td>4. 9/19/16</td>
<td>Planning – decision making</td>
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<tr>
<td>5. 9/26/16</td>
<td>Organizing – organization structure</td>
<td>10</td>
<td>Case 1</td>
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<td>6. 10/3/16</td>
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<td>Discussion</td>
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<td>7. 10/10/16</td>
<td>Organizing – change and innovation management</td>
<td>11, 13</td>
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<td>8. 10/17/16</td>
<td>Leading – understanding individual behavior</td>
<td>14</td>
<td>Discussion</td>
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<tr>
<td>9. 10/24/16</td>
<td>Leading – styles and skills</td>
<td>15, 18</td>
<td>Case 2</td>
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<tr>
<td>10. 10/31/16</td>
<td>Leading – motivating, communicating</td>
<td>16, 17</td>
<td>Article 3</td>
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<td>11. 11/7/16</td>
<td>Controlling – achievements, risks, quality, cost</td>
<td>19</td>
<td>Discussion</td>
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<td>12. 11/14/16</td>
<td>Globalization context</td>
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<td>Case 3</td>
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<td>13. 11/28/16</td>
<td>Management of different types of enterprises IS/IT for management</td>
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<td>Article 4</td>
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<td>14. 12/5/16</td>
<td>Test</td>
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