
University of Maryland
College of Information Studies (CLIS)



INFM 612: Management of Information Programs and Services

Course Syllabus

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COMPLETELY ONLINE

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INFM 612: Management of Information Programs and Services

Course Description

The course is an introduction to management dealing with 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 designing adaptive organizations responding to change, global environment, diversity, and utilizing the appropriate technology to provide effective management for results in information programs and services.

Course Objectives

The course is designed to enable students to:

- 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
- Analyze the evolution of management practices over time
- Develop techniques for successful vertical and horizontal implementation, and management of a project or service
- Determine 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 operations 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
- Implement 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. The Evolution of Management

Various management theories and applications over time will be discussed

- Classical perspective
- Humanistic perspective
- Management science perspective
- Systems thinking
- TQM
- Innovation (collaboration)

3. 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

4. Management Styles and Leadership Development

All aspects of planning, organizing, leading and controlling from the viewpoint of management and leadership will be discussed

- Information professionals and services
- Innovative management for a changing world
- Managing in a global environment
- Designing adaptive organizations
- Leadership styles
- Trends and challenges

5. Management Models and Tools

Several models including business intelligence tools will be discussed

- Porter's Five Forces
- The Balanced Score Card
- SCM
- TQM
- SWOT
- Others

6. 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

Textbook & Course Materials

1. Daft, Richard L. Management. 10th ed., Mason, Ohio, Thomson/South Western, Cengage Learning, c2010 (ISBN: 978-0-538-47953-0)
2. An International edition of Daft’s book is available and includes essentially the same content. ISBN: 978-1-111-525712.(check www.cengage.com/international)

Additional readings will be posted on ELMS as required.

Instructional Method

The course will develop students' analytical and managerial abilities in the area of information programs and services. The contents of the course are 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. You should read the textbook chapters and case studies mentioned for each class session to get the most out of the session. Recommended outside readings will also add value. Participating on the Discussion Board provides you with the opportunity to clarify your understanding of the concepts in textbook chapters and from your outside readings. This would help you to bring out your insights drawn from your perspective of understanding concepts/tools and your own experience to share with colleagues. Students also participate in case study analysis. In addition, students are expected to complete a project which includes a submission of proposal during the third week, followed by a progress report on the 7th week and a written report submitted toward the end of the course. All these areas are carefully integrated to provide students a holistic picture of the management field focusing on information sources and information management.

Course Requirements/Assessment

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

Discussion Board discussions (5)	25 points
Case study analysis (6)	30 points
Professional paper review (reading commentary)	10 points

Project

Proposal	5 points
Progress report	5 points
Written report of the Project/case study	25 points

Discussion Board Participation (25 points)

There will be five Canvas discussions in the course as pointed out in the schedule. Each discussion period carries 5 points. Each discussion period will be for two weeks. These discussions will serve as knowledge sharing platforms providing good value for students to comprehend concepts discussed in the textbook chapters and case studies

You need to participate actively in all five discussions. All these discussions are threaded discussions. The points you earn for each discussion depends on when you start participating (through posting), continuity of your participation throughout the period of two weeks, total number of your postings and quality of your postings. You need to have 5+ quality postings for each to be considered for full 5 points. You can treat this as your social media and visit as many times as possible interacting postings. You should read all postings in the last two days and interact for a holistic learning.

The first discussion deals with the evolution of management--old style or new style of management from the organizational perspective and focusing on information resources and information management. Management issues will be given from the internal as well as external organizational perspective for discussion.

The second discussion will be in the planning area. Cultural issues dealing with planning and goal setting—short term and long term—will be given to help in your discussion.

The third discussion will be in the organizing area. This is an important pillar of management to get things done efficiently. Organizing issues covering adaptive management techniques for issues such as change, innovation, HR and diversity will be covered.

The fourth discussion will be in the leading area. How managers lead will determine the outcome in the organization. Issues to be addressed include, among others, individual behavior, communication, motivation, and strategic planning encompassing leading.

The fifth discussion will be in the area of controlling. Manager's concern about the quality and performance, and budget and financial control will be the key issues for discussion.

Case Study Analysis (30 points)

Six case studies have been selected to address IM issues. Each case study will carry 5 points. You should submit your analysis of case studies indicated on schedule. I will also provide specific areas to address for each case study in the format of questions.

Case study # 1: IM issues in a joint venture between a U.S. firm and a Chinese firm

Case study # 2: IM areas in a small business undertaking

Case study # 3: IM areas in the Planning aspect

Case study # 4: Importance of IM in Organizing aspect

Case study # 5: IM focus on Leading aspect

Case study # 6: Critical IM in Controlling aspect

Reading Commentary (10 points)

Every manager needs to keep up with the professional reading to become aware of the latest management practices including technology applications. This assignment will be a good exposure to keep in touch with professional management literature. You need to select one article from the professional periodical literature in the area of managing information and submit one/two page review of the article pointing out your learning. Remember the article should be current and should deal with information management. The website of the library will be helpful in selecting the article (<http://lib.guides.umd.edu/mim>). HBR has many readings and case studies dealing with IM. If needed, instructor can also suggest relevant articles.

Individual or Group Project (35 points)

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 working with management issues. Students should submit their project proposals (about 2-3 pages) at the third class meeting. Among others, your proposal should include the following:

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

With your proposal, you need attach a time line graph (Gantt Chart) identifying tasks on the Y axis and completion schedule, milestones and deliverables on the X axis. This will serve as a monitoring tool to keep track of your project. A project progress report is due on the 7th class meeting where, if necessary, mid-point adjustments will be made. A written report is also due at the last meeting.

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 findings with the organization (if necessary) before submitting the

report to the instructor. Selected sample project reports from previous classes will be made available for reference.

Submission of Assignments:

Timely completion of all assignments is essential in keeping pace with the course and in fairness to all class members. Work must be submitted by the due date. Assignments not submitted on time are either (a) late; or (b) missed.

- **Late Work:** Work received within 48 hours after the due date/time will receive a penalty of one-half of a grade.
- **Missed Work:** Work submitted more than 48 hours past the due date/time without prior approval will be given a grade of zero, an F.
- **Extensions:** Timeliness is extremely important in graduate work, and extensions will only be available during personal emergencies. Students who need to request an extension should discuss the matter in advance with the professor. If an extension is granted, the work must be submitted within the extension period to

Grading Information and Criteria

I want to explain my grading philosophy in some detail because I want you to understand how your work will be evaluated in this course. Please keep in mind that assignments, exams, and discussion items are the only ways I can tell whether you comprehend the material covered. Use these as platforms to show me what you have learned. Please be sure to use references and appropriate citations in all assignments and exams submitted for grading. This shows me how you used the material covered and any outside readings to support your position.

In general, grading will include graduate writing skills, understanding of course concepts, the linking of course material to practical situations, focus on the assigned questions, and scholarly support using appropriately cited references.

An "A" represents excellence. In order to earn an "A", you must consistently demonstrate a superior understanding of the subject matter. This doesn't mean perfection. It means doing more than is expected for an assignment or exam. It means spending as much time needed to submit your very best work with each and every assignment. I understand that putting in the time it takes to do your very best work week in and week out isn't always possible. After all, I understand that there are other important priorities in your life. However, if you do not consistently submit the very best work that you are capable of doing, you should not expect to get an "A".

To increase the chances of getting an "A", please pay close attention to the quality of your writing. Superior writing skills certainly can help you to earn a better grade. The degree to which you provide authoritative support in your discussion can also improve your chances of earning an "A".

When I provide feedback on your assignment, I will not comment line by line. I won't correct your typing, your spelling, or your grammar. If you make more than a couple of mistakes I will usually make a comment about how you need to edit your work more carefully. I expect your assignments to be free from these mistakes. Your participation gives you the opportunity to share your perspective on the subject matter with your classmates as well as to learn from them.

If you have any questions about a grade you received, please let me know. I try very hard to evaluate each assignment and exam fairly, but I can only evaluate what you submit. I don't have the benefit of knowing all of the time and effort you have put into an assignment and exam. Therefore, you need to make that effort stand out. Sometimes I can misinterpret what you have written, which is why I am always willing to clarify how I graded your assignment or exam. I want to treat each of you fairly, and I will do everything I can to see that your grade truly reflects the scholarship of your work. I will be looking for how much responsibility and initiative you take for your learning.

The final grade will be determined on the basis of written assignments, professional paper review, Canvas participation, and a project.

The grading scale for the final grade is as follows:

A+	100
A	95-99
A-	90-94
B+	85-89
B	80-84
B-	75-79
C+	70-74
C	65-69
D	60-64
F	Less than 60

Syllabus Change Policy:

This syllabus is a guide for the course and may change throughout the semester to best suit the needs of the class.

Academic Integrity (PLAGIARISM AND OTHER UNIVERSITY POLICIES)

Work submitted in this course will be individual and original, in line with the University's Academic Honor Code and Honor Pledge. Engaging in any academic dishonesty will result in consequences in line with university policies. Academic dishonesty includes but is not limited to plagiarism, cheating, buying work, multiple submissions of the same paper, forging signatures, submitting fraudulent documents, and facilitating the academic dishonesty of others. When writing papers, be sure to carefully and thoroughly cite all materials you use in writing your paper and make sure all ideas

and quotations are properly acknowledged. 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"*

Students with Disabilities:

Students with disabilities needing academic accommodation should: (1) register with and provide documentation to the Disability Support Services office, and (2) discuss any necessary academic accommodation with their teachers. This should be done at the beginning of the semester.

Learning Environment:

As a graduate seminar, the learning environment should be professional and respectful. Discussions should be based on course readings and critical thinking. Issues of policy can involve strongly held beliefs and current political controversies. Remember--your classmates may have different perspectives on issues than you, but they still deserve your respect.

CourseEvalUM:

Participation in the evaluation of courses through CourseEvalUM is a responsibility that students hold as members of our academic community. Student feedback is confidential and important to the improvement of teaching and learning at the University. Please go directly to the website (www.courseevalum.umd.edu) to complete the evaluations at the end of the semester.

SCHEDULE

Session	Topic	Things to do
Session 1 on (Jan 27-Feb 2)	Introductions Review of syllabus & other course requirements Evolution of management	Introduce yourself on ELMS Become familiar with the textbook chapters and case studies
Session 2 (Feb 3-Feb 9)	Management practices Management of a project or Service The environment of management	DAFT: Read chapters 1 & 2
Session 3 (Feb 10-Feb 16)	Vision, mission and goals of The enterprise Corporate information culture Global environment	DAFT: Read chapters 3 & 4 Canvas discussion # 1 begins Case Study # 1 Submit project proposals
Session 4 (Feb 17-Feb 23)	Professional ethics and social responsibility Small business environment	DAFT: Read chapters 5 & 6 Canvas # 1 participation continues Submit Case Study # 1 analysis
Session 5 (Feb 24-Mar 2)	Strategic management processes Goal setting in organizations	DAFT: Read chapters 7 & 8 Canvas discussion # 1 ends and # 2 begins Case Study # 2
Session 6 (Mar 3-Mar 9)	Designing organizations Vertical and horizontal implementation	DAFT: Read chapters 9 & 10 Canvas # 2 participation continues Submit Case Study # 2 analysis
Session 7 (Mar 10-Mar 16)	Innovation and technology for the changing workplace Information driven management	DAFT: Read chapters 11 & 12 Canvas discussion # 2 ends and # 3 begins Case Study # 3

Session 8 (Mar 24-Mar 30)	Leadership Organizations and management styles	DAFT: Read chapters 13 & 14 Canvas discussion # 3 continues Submit progress report on Projects Submit Case Study # 3 analysis
Session 9 (Mar 31-Apr 6)	Leadership (contd) Motivating employees Managing diversity Understanding individual Behavior	DAFT: Read chapters 15 & 16 Canvas discussion # 3 ends and # 4 begins Case Study # 4
Session 10 (Apr 7-Apr 13)	Team Building: leading Collaboration Conflict resolution	DAFT: Read chapters 17 & 18 Canvas discussion # 4 Continues Submit Case Study # 4 analysis
Session 11 (Apr 14-Apr 20)	Controlling quality and performance Financial control	DAFT: Read chapter 19 Canvas discussion # 4 ends and # 5 begins Case Study # 5
Session 12 (Apr 21-Apr 27)	Value chain management SCM E-business	DAFT: Appendix and WEB 2.0 Canvas discussion # 5 Continues Submit Case Study # 5 analysis
Session 13 (Apr 28-May 4)	Discussion of all four pillars: Planning, Organizing, Leading And Controlling	Canvas discussion # 5 ends Submit reading commentary Case Study # 6
Session 14 (May 5-May 11)	Wrap-up	Submit final written report of projects Submit Case Study # 6 analysis

Assignments, Points and Due Dates

Assignment	Due Dates	Points
Discussion # 1	Starts Feb 10-ends Mar 2	5
Discussion # 2	Starts Mar 2-ends Mar 16	5
Discussion # 3	Starts Mar 16-ends Apr 6	5
Discussion # 4	Starts Apr 6-ends Apr 20	5
Discussion # 5	Starts Apr 20-ends May 4	5
Case Study # 1	February 23	5
Case Study # 2	March 9	5
Case Study # 3	March 30	5
Case Study # 4	April 13	5
Case Study # 5	April 27	5
Case Study # 6	May 11	5
Reading Commentary	April 28	10
Project		
Project Proposal	February 10	5
Project Progress Report	March 30	5
Project Written Report	May 11	25