INFM 612: Management of Information Programs and Services

Course Syllabus

Spring 2015

Instructor: Prof. T. (Kanti) Srikantaiah, Ph.D.

Email: tsrikant@umd.edu

Office: 2123A Hornbake

Phone: 301-405-7742

Class location: Shady Grove

Class day and time: Wednesday 6-8:45 p.m.

Office hours: Before and after the class

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
• Tends 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


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. You will be assigned a case study from the textbook and asked to lead a class discussion. Participating in the class discussions provides you with the opportunity to
clarify your understanding of the concepts and to practice them to cases and chapters. This would also provide your colleagues with insights drawn from your experience and perspective. Students are expected 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 of the management field.

**Course Assessment**

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class attendance and participation</td>
<td>5</td>
</tr>
<tr>
<td>Individual presentation</td>
<td>10</td>
</tr>
<tr>
<td>Canvas online discussions (5)</td>
<td>25</td>
</tr>
<tr>
<td>Professional paper review (reading commentary)</td>
<td>10</td>
</tr>
<tr>
<td>Proposal</td>
<td>5</td>
</tr>
<tr>
<td>Progress report</td>
<td>5</td>
</tr>
<tr>
<td>Oral Presentation of Project/case study</td>
<td>10</td>
</tr>
<tr>
<td>Written report of the Project/case study</td>
<td>20</td>
</tr>
</tbody>
</table>

**Class Attendance and Participation (15 points)**

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 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 case study 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. Class participation will be evaluated on the basis of not only the quantity but also quality of contributions to class discussions.

**Individual Presentation (10 points)**

Students will make case study presentations as assigned from the textbook. Your responsibility is to present and discuss the main theme, relevance for the topic, and generate discussion from students and the instructor on the issues raised in the case study.
Canvas Discussion Participation (25 points)

There will be five Canvas discussions in the course as pointed out in the schedule. 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.

The first discussion will be on general issues such as old style or new style of management from the organizational perspective. 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 provided for your discussion.

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.

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). If needed, instructor can also suggest relevant articles.
Individual or Group Project (40 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
- Resource Requirements
- Deliverables
- Beneficiaries

For your project, you will have to provide a Gantt Chart (time-line for tasks, with schedules, milestones and deliverables) to accompany your proposal. A project 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 14th class meeting. 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 avoid grade penalties.

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:

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.

Classroom Environment:

As a graduate seminar, the classroom 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. As another aspect of respect in the classroom environment, turn off or mute all phones and other communication devices during each class session. If you use your laptop in the classroom, limit the usage of the computer to course-related reasons (i.e., taking notes)
Emergency Preparedness:

Information about the status of the campus is available at http://www.umd.edu/emergencypreparation/. If the campus is closed, please make sure to stay safe. Information about possible rescheduling of course activities will be provided via e-mail once the campus has reopened.

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.
<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Things to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1 (Jan, 28)</td>
<td>Introductions Review of syllabus &amp; other course requirements Evolution of management</td>
<td>Introduce yourself on ELMS Become familiar with the textbook chapters and case studies</td>
</tr>
<tr>
<td>Session 2 (Feb. 4)</td>
<td>Management practices Management of a project or Service The environment of management</td>
<td>DAFT: Read chapters 1 &amp; 2</td>
</tr>
<tr>
<td>Session 3 (Feb. 11)</td>
<td>Vision, mission and goals of The enterprise Corporate information culture Global environment</td>
<td>DAFT: Read chapters 3 &amp; 4 Canvas discussion # 1 begins Submit project proposals</td>
</tr>
<tr>
<td>Session 4 (Feb. 18)</td>
<td>Professional ethics and social responsibility Small business environment</td>
<td>DAFT: Read chapters 5 &amp; 6 Canvas # 1 participation continues</td>
</tr>
<tr>
<td>Session 5 (Feb. 25)</td>
<td>Strategic management processes Goal setting in organizations</td>
<td>DAFT: Read chapters 7 &amp; 8 Canvas discussion # 1 ends and # 2 begins</td>
</tr>
<tr>
<td>Session 6 (Mar 4)</td>
<td>Designing organizations Vertical and horizontal implementation</td>
<td>DAFT: Read chapters 9 &amp;10 Canvas # 2 participation continues</td>
</tr>
<tr>
<td>Session 7 (Mar 11)</td>
<td>Innovation and technology for the changing workplace Information driven management</td>
<td>DAFT: Read chapters 11 &amp; 12 Canvas discussion # 2 ends and # 3 begins</td>
</tr>
<tr>
<td>Session 8 (Mar 25)</td>
<td>Leadership Organizations and management styles</td>
<td>DAFT: Read chapters 13 &amp; 14 Canvas discussion # 3 continues Submit progress report on projects</td>
</tr>
<tr>
<td>Session</td>
<td>Topic</td>
<td>Additional Details</td>
</tr>
<tr>
<td>---------------</td>
<td>------------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Session 9 (Apr 1)</td>
<td>Leadership (contd) Motivating employees Managing diversity Understanding individual behavior</td>
<td>DAFT: Read chapters 15 &amp; 16 Canvas discussion # 3 ends and # 4 begins</td>
</tr>
<tr>
<td>Session 10 (Apr 8)</td>
<td>Team Building: leading Collaboration Conflict resolution</td>
<td>DAFT: Read chapters 17 &amp; 18 Canvas discussion # 4 continues</td>
</tr>
<tr>
<td>Session 11 (Apr 15)</td>
<td>Controlling quality and performance Financial control</td>
<td>DAFT: Read chapter 19 Canvas discussion # 4 ends and # 5 begins</td>
</tr>
<tr>
<td>Session 12 (Apr 22)</td>
<td>Value chain management SCM E-business</td>
<td>DAFT: Appendix and WEB 2.0 Canvas discussion # 5 continues</td>
</tr>
<tr>
<td>Session 13 (Apr 29)</td>
<td>Discussion of all four pillars: Planning, Organizing, Leading And Controlling</td>
<td>Canvas discussion # 5 ends Submit reading commentary</td>
</tr>
<tr>
<td>Session 14 (May 6)</td>
<td>Wrap-up Oral presentations</td>
<td>Make oral presentations of projects Submit final written report of projects</td>
</tr>
</tbody>
</table>