COLLEGE OF
INFORMATION
STUDIES

INST335 Teams and Organizations Fall, 2018

Course Overview

Time: MWF 10:00am – 10:50am, PHY 1204

First day of class: August 27, 2018, Last day of class: December 10, 2018

Instructor Information

Mary Kendig, mkendig@umd.edu, Room 1109F Patuxent Building

Research Administrator and Information Consultant
College of Information Studies

Office Hours

Appointment only.

Catalog Description:

Team development and the principles, methods and types of leadership will be a focus with an emphasis on goal setting, motivation, problem solving, and conflict resolution. This course examines the principles of managing team projects in organizations through planning and execution including estimating costs, managing risks, scheduling, staff and resource allocation, communication, tracking, and control. Whether you pursue a career in government, take a job in a multinational corporation, join an entrepreneurial startup, or start a new non-profit, your success as an information professional will depend on your ability to recognize and capitalize on opportunities to use information to increase efficiency, improve performance, and support innovation within teams and organizations.

 While billions of dollars are spent each year on information resources and technology, much of it is wasted. Executives purchase irrelevant or inadequate software because they cannot clearly specify their needs and lack the knowledge they need to evaluate vendor's claims. Multi-billion dollar systems and collections are underused because they are not well matched with the processes they are designed to support. Organizations miss opportunities to strategically use emerging technologies and new information resources because they are unable to design and execute information-enabled change. Effectively realizing the benefits of information resources and systems requires you to understand how organizations work, how to form and manage teams, and how to use project management techniques to bring about information-enabled change.

The overall objective of this course is to provide you with a foundational understanding of different ways of analyzing organizations and experience applying these concepts to plan and execute the initial stages of information-enabled change projects.

Learning Outcomes

Upon successful completion of this course you will be able to:

- Recognize the components of planning and executing teams and organizations:
    - Estimating costs
    - Managing risks
    - Scheduling
    - Staff and resources allocation
    - Communication
    - Tracking
    - Control
- Apply methods to successfully implement information-enabled change projects:
    - Goal setting
    - Motivation
    - Problem solving
    - Conflict resolution
- Identify factors that hinder/enhance performance of project teams and implement tools and processes that mitigate/magnify those impacts
- Craft strategies for successfully implementing information-enabled change projects
- Apply appropriate organizational analysis techniques to identify potential opportunities for information-enabled change
- Make the business case for information-enabled change projects

Course Materials

- Principles of Management By: Talya Bauer, Berrin Erdogan, Jeremy Short, and Mason A. Carpenter Version: 3.0 (free PDF's of prior versions available online)
- How to Win Friends and Influence People by Dale Carnegie (free PDF online)
- Additional material provided on ELMS

Course Communication and Technology

Modern organizational environments rely on several methods of communication to function (email, instant messaging, etc.). INST335 course communication and discussions will occur through Slack, a team collaboration and workspace communication tool. Slack messages can be accessed through your desktop, web browser, and phone.

Students are highly encouraged to bring their laptops, notebooks, or phones with web browsing capabilities to class to access Slack and other online activities. If you do not own a personal laptop or notebook, please let me know and I will provide them.

Syllabus change policy

This syllabus is a guide for the course and is subject to change with advance notice.

Students with Disabilities

The University is legally obligated to provide appropriate accommodations for students with disabilities. The campus' Disability Support Services Office (DSS) works with students and faculty to address a variety of issues ranging from test anxiety to physical and psychological disabilities. If a student or instructor believes that the student may have a disability, they should consult with DSS (4-7682, email Dissup@umd.edu). Note that to receive accommodations, students must first have their disabilities documented by DSS. The office then prepares an Accommodation Letter for course instructors regarding needed accommodations. Students are responsible for presenting this letter to their instructors.

Attendance Policy

University policy excuses the absences of students for illness, religious observances, participation in University activities at the request of university authorities and compelling circumstances beyond the student's control. Students who miss a single class for a medical reason are not required to provide medical documentation, but students who are absent more than once are responsible for providing various forms of documentation, depending on the nature of the absence. Course syllabi should specify the nature of the in-class participation expected and the effects of absences on students' grades. For more information, see University Policy V-1.00G on Medically Necessary Absence

Academic Integrity: What is academic dishonesty?

Academic dishonesty is a corrosive force in the academic life of a university. It jeopardizes the quality of education and depreciates the genuine achievements of others. Apathy or acquiescence in the presence of academic dishonesty is not a neutral act. All members of the University Community - students, faculty, and staff - share the responsibility to challenge and make known acts of apparent academic dishonesty.

Students have a responsibility to familiarize themselves with violations of the Code of Academic Integrity. Among these include:

- **Cheating** "Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise."
- **Fabrication** "Intentional and unauthorized falsification or invention of any information or citation in an academic exercise."
- **Facilitating Academic Dishonesty** "Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty."
- **Plagiarism** "Intentionally or knowingly representing the words or ideas of another as one's own in an academic exercise."

For further clarification or information on the Code of Academic Integrity :

http://www.studenthonorcouncil.umd.edu/code.html

Assignment due dates and extensions

Class assignments, final project assignments, quizzes, and tests are completed using ELMS and must be turned in on time. If you have difficulty using ELMS see the tutorial at https://elms.umd.edu/webapps/portal/frameset.jsp?tab_id=_300_1

Exams not completed on time will not continue to be available and may not be completed after the due date. Please see me privately or email me if you have an emergency.

Other assignments turned in late without prior approval will be docked the equivalent of one letter grade (e.g. a B instead of an A). If you are unable to turn the assignment in by the due date, contact me prior to the due date to arrange an alternative due date to ensure full credit.

Peer Evaluations:

Students are expected to work well in teams. This means being responsive to the needs of their team mates and produce high quality work. In cases where there are indications some students are not performing to the level their team-mates expect then peer evaluations may be done and points deducted as deemed appropriate by the professor.

Classroom Environment

Students are expected to follow the UMD community standards of behavior at all times in the classroom. http://www.president.umd.edu/policies/docs/V-100B.pdf

CourseEvalUM

Course evaluations are a part of the process by which the University of Maryland seeks to improve teaching and learning. The University Senate approved the implementation of a standard, online, University-wide course evaluation instrument. Each course evaluation contains a set of universal questions, and some are supplemented by questions from specific colleges. Across the University, course evaluations are being administered through a webbased system dubbed CourseEvalUM. Students who leave no "Pending" evaluations in their Evaluation Dashboard each semester can view the aggregate results of a sub-set of universal items online.

Across the University, course evaluations are being administered through a web-based system dubbed CourseEvalUM. All information submitted to the Evaluation System is confidential. Instructors and academic administrators can only view summarized evaluation results after final grades have been submitted. Instructors and academic administrators cannot identify which submissions belong to which students. This standardized set of evaluation results provides the University with useful information on teaching and student learning across the campus.

For additional info see **Student Fast Facts** at:

https://www.irpa.umd.edu/Assessment/CourseEval/stdt_faq.shtml

Grade Components

       Participation: 30%

Exams: 20%

Cases: 20%

Final Project: 30%

(i) **Class Participation:** Students are expected to contribute actively in class to the benefit of all. This implies attending class and being well prepared for the discussion of the week's reading and activity. Activities range from class discussion, in-class activity, out of class activity, or pop quiz; each activity equates to 1 participation point. Summed across all the sessions, class participation counts toward 30 pts, or 30% of the course grade. In case of a medical or personal absence, students may reach out to me to make up the activity. Frequent student absences will result in the banning of make-up activities.

(ii) **Exams:** There will be two exams during the course of this semester. The exams will be a closed-book test, aiming to assess the extent to which the student is now familiar with basic concepts and terminology on teams and organizations. The assessments consist of a mixture of multiple-choice questions and open response questions based on the textbook and class discussions. The two exams will count towards 20% of the course grade. Students who miss an assessment because of excused absence (illness or religious holiday) are responsible for promptly notifying the professor to arrange a makeup exam. It is the student's responsibility to communicate and arrange the makeup and failure to do so can result in a partial credit (ex: 50%) makeup or no makeup opportunity at all.

(iii) **Case Studies** This course includes three case studies that count towards 20% of the student's grade. Case study teams will be created by the instructor.

(iii) **Final Project** This course includes one final team project that is woven throughout the semester. Teams of students will analyze one organization's use of information technology to execute its business activities and achieve its goals. Students will work through the project management life-cycle to bring about information-enabled change for this organization. This involves assessing the organization's current use the of the technology, the organization's needs, and technologies' capabilities. Teams will develop a solution that will bring about an information enabled change, and present on this solution to the class. Rather than a final exam, students will write a report on the solution. The final team project counts towards 30% of the student's grade and is broken up by the following assignments:

User Interviews: 2.5 pts

Requirements Document: 5 pts

Project Plan Document: 5 pts

Virtual Project Check-in: 2.5 pts

Final Presentation: 5 pts

Final Report: 5 pts

Peer Reviews: 5 pts

TOTAL: 30 PTS

Course Grades:

A+	98-100 percentage	C	73-77.99
A	93-97.99	C-	70-72.99
A-	90-92.99	D+	68-69.99
B+	88-89.99	D	63-67.99
B	83-87.99	D-	60-62.99
B-	80-82.99	F	Lower than 60
C+	78-79.99		

In this class, an "A" denotes full achievement of the goals of the class; a "B" denotes good progress towards the learning objectives; and a "C" indicates that you were able to comprehend the concepts involved but were unable to effectively apply that knowledge.

Since the grading is based on a percentage-based system, an F is not the same thing as a zero. Failing work still earns some points. You are always better off to turn something in and get feedback on what you were able to complete. The percentage-based system also means that you can keep track of your progress and always know what your current grade is in the course in ELMS. You are encouraged to monitor your own performance.

Caveat

If any issue related to this course is not covered by this syllabus, then please refer to the Course Related Policies at http://www.ugst.umd.edu/courserelatedpolicies.html.

Schedule and Readings

This is the preliminary schedule for the class; it will be refined in the first weeks of the class. Readings should be completed prior to the date they are listed (Example: Read Introduction to Principles of Management prior to August 29)

Themes	Date	Day	Class Activity	Readings	Assignments
Week 1 (Organizational Management)	27-Aug	M	Introductions / Syllabus		
	29-Aug	W	Discuss Final Project / Get to Know Slack Activity	Chapter: Introduction to Principles of Management	
	31-Aug	F	Activity: Principles of Management		Create LinkedIn Profile & Update Resume
Week 2 (Organizational Management)	**3-Sep**	**M**	**NO CLASS (Labor Day)**	**Chapter: History, Globalization, and Ethics & Chapter: Organizational Structure and Change**	
	5-Sep	W	Activity: Globalization & Organizational Structures		
	7-Sep	F	Class Video: The World is Flat		
Week 3 (Organizational Values)	10-Sep	M	ZARA Lecture	Developing Mission, Vision, and Values	Personal Vision & Goals Document
	12-Sep	W	Activity: Vision & Goals		
	14-Sep	F	Case Study 1 Presentations (ZARA)		Case Study 1 Presentations (ZARA)
Week 4 (Organizational	17-Sep	M	Activity: POLC	Chapter: Strategic Management	

Strategy & Goals)					
	19-Sep	W	Activity: SWOT		
	21-Sep	**F**	**EXAM 1**	**Chapter: Goals and Objectives / Requirements Interview Document**	
Week 5 (Team Management)	24-Sep	M	Activity: Requirements Interview		Requirements Interview Questions
	26-Sep	W	Activity: Team Design & Requirements Document	Chapter: Managing Groups and Teams	Team Peer Review 1
	28-Sep	F	Activity: Project Proposal		Team Peer Review 2
Week 6 (Project Management)	1-Oct	M	Final Project: Interviews with DELTA	PM Chapter 1 Introduction to Project Management	Final Project: Interviews with DELTA
	3-Oct	W	Activity: WBS	PM Chapter 3 Project Phases and Organization	
	5-Oct	F	Activity: Project Plans	PM Chapter 8 Project Time Management	
Week 7 (Team Decision Making)	8-Oct	M	Activity: Decision Making		Final Project: Requirements Document
	10-Oct	W	Activity: Group Decision Making & Reports	Chapter: Decision Making	
	12-Oct	F	Final Project: Check-Ins	Chapter: The Essentials of Control	
Week 8 (Team Communication)	15-Oct	M	Activity: Budget Making		Final Project: Project Plan
	17-Oct	W	Activity: Budget Making II	Chapter: Communication in Organizations	

	Date	Day	Activity	Reading	Assignment
	19-Oct	F	Activity: Email Writing		
Week 9 (Team Communication & Dynamics)	22-Oct	M	PbD Simulation	Chapter: Personality, Attitudes, and Work Behaviors,	
	24-Oct	W	PbD Simulation		Myers Briggs Personality Test
	26-Oct	F	PbD Simulation	Chapter: Motivating Employees	
Week 10 (Team Dynamics & Leadership)	29-Oct	M	Case Study 2 Presentations (Communication)	Chapter: Leading People and Organizations,	Case Study 2 Presentations (Communication)
	31-Oct	**W**	**EXAM 2**		
	2-Nov	F	Activity: Leading a Meeting	Chapter: Organizational Culture	
Week 11 (Team Dynamics & Leadership)	5-Nov	M	Guest Speaker: Chris Bahret (DELTA)		DELTA Culture Questions
	7-Nov	W	Activity: Leading a Meeting		
	9-Nov	**F**	**NO CLASS (Final Project Interviews)**	**HTWFAIP - Preface, How This Book Was Written, Nine Suggestions on How to Get the Most Out of This Book**	**Final Project: Interviews with DELTA Members**
Week 12 (Personal Skill building / Trends)	12-Nov	M	Activity: Roger's Diffusion & HTWFAIP 1	HTWFAIP - Part 1 / Roger's Diffusions	
	14-Nov	W	Activity: Two Platform Networks	Platforms	
	16-Nov	F	Activity: HTWFAIP 2	HTWFAIP - Part 2	
Week 13 (Personal Skill building / Trends)	19-Nov	M	Case Study 3 Presentations (Organizational Design)		Case Study 3 Presentations (Organizational Design)

	21-Nov	**W**	**VIRTUAL CLASS (Project Check-Ins)**	**HTWFAIP - Part 3**	**Final Project: Check-Ins**
	23-Nov	**F**	**NO CLASS (Thanksgiving)**		
Week 14 (Personal Skill building / Trends)	26-Nov	M	Activity: HTWFAIP 3	HTWFAIP - Part 4 / Fads & Fashions	
	28-Nov	W	Activity: HTWFAIP 4	Agile	
	30-Nov	F	Activity: Agile		
Week 15 (Trends / Final Presentations	3-Dec	M	Class Video: Holocracy	Holocracy Video	
	5-Dec	**W**	**FINAL PRESENTATIONS**		**Final Project: Presentation**
	7-Dec	**F**	**FINAL PRESENTATIONS**		
Week 16 (Finals)	10-Dec	M	Q&A on Jobs		Update LinkedIn Profile & Update Resume
	14-Dec	**T**	**FINAL REPORT**		**Final Project: Report**