IST 614: MANAGEMENT PRINCIPLES FOR INFORMATION PROFESSIONALS
SPRING, 2012: (MOO1 – (#59455)) (VERSION 1 AS OF 9 JANUARY, 2012)

CLASS TIME:  MONDAYS 018 Hinds Hall from 9:30 (0930) to 12:15PM (1215)

INSTRUCTOR:  Dr. Steve Sawyer  PHONE:  315-443-6147 (Office)
OFFICE:  344 Hinds Hall  EMAIL:  ssawyer@syr.edu

OFFICE HOURS:  Each Tuesday from 1:00PM (1300) to 2:00PM (1400) in the Hinds Hall social lounge and by appointment.

COURSE DESCRIPTION:

This course provides you an introduction to the profession, practice, and perspective of managing, with a focus on its application to organizations, services and processes found in the information field. Through this course you will grapple with the issues confronting managers, a set of principles to help guide managerial action, and analytic techniques useful to practicing managers. The course focuses attention to eight management themes common to all organizations:

- managing and organizing,
- managing people,
- managing knowledge,
- managing resources,
- managing process,
- managing services and products,
- managing change, and
- managing for the future.

Course work is structured so the involved student can explore how these common management themes apply across large and small organizations, for-profit firms, private non-profit agencies, and public sector agencies. Bringing Master of Science degree students from the IM, MSLIS, and TNM programs together provides a multi-disciplinary forum for the discussion and exchange of ideas and questions about management principles and managing. This helps prepare you to apply both basic principles and actionable managerial techniques.

COURSE OBJECTIVES:

Upon completion of this course, you will be able to:
1. Articulate the role of management in a variety of organizational contexts.
2. Use common managerial vocabulary.
3. Read standard financial statements and perform basic financial analyses
4. Apply fundamental principles of leadership and human resource management
5. Recognize and mobilize shared organizational knowledge resources
6. Analyze organizational processes
7. Use techniques for creating and promoting customer-oriented product and services
8. Use the basic techniques of strategic analysis, planning and evaluation
9. Recognize the forces supporting and inhibiting organizational change.

COURSE DESIGN AND ENACTMENT:

The course is designed as a “heads-in” survey of management principles with a specific focus on managing information-based organizations. The course is framed around a canon of required readings, distinct class topics, and a range of assessment and evaluation efforts that are designed to gauge your ability to apply the concepts in response to open-ended problems that will be posed to you. Correct application of concepts relative to the problems being posed to you shows a level of understanding and
comprehension. Simply put: the focus of the course is towards assessing you ability apply the concepts and techniques which are introduced through this course. The premise in the focus on application is that understanding and comprehension are both precursors to successful application.

Survey courses such as this are typically designed to provide both a conceptual framework (a way of organizing the material for understanding and use) and exposure to an initial selection of material to engage the student. Given the diversity of student’s prior experience, education and levels of preparation, this means that some students may need to do additional work beyond what is assigned to develop some familiarity with concepts. Other students may have some experience and education that is directly related to particular topics and these students should see this prior learning as providing them the impetus to explore the material in greater depth or to seek alternative perspectives on the same material to broaden their understanding and ability to apply this work to their benefit.

The course is designed to expose students to a variety of assignments so that we can both assess your abilities and that you can better assess how you respond to these challenges.

**COURSE MATERIALS:**

Course materials include two required texts, course reading (to be posted to the course site on the Learning Management System) and possibly material provided in class.

**Required texts (needed to prepare for the second class):**

*This book is available at the Follett’s Orange Bookstore, Marshall Square Mall, as well as many online and traditional booksellers.*


*Older versions are likely to be suitable, but the reading assignments will be based on this version.*

*This book is available at the Follett’s Orange Bookstore, Marshall Square Mall, as well as many online and traditional booksellers.*

**Other required readings will be provided during the semester.**

**Learning Management System (LMS):** The iSchool relies on the University’s Blackboard system: [http://blackboard.syr.edu](http://blackboard.syr.edu). Questions regarding Blackboard should be directed to ilms@syr.edu or Peggy Brown at (315) 443-8144.

**We will use LMS email as the primary means for electronic communication!** I will typically respond to your email within 24 hours (though it may take me longer on weekends and holidays). I may not always respond to class-related email sent to my Syracuse University email account. If it has been more than two weekdays with no response, please do feel free to send a reminder email.

**COURSE EXPECTATIONS:**

Students with undergraduate or graduate degrees in management, business or engineering management should consider petitioning to waive this course so they may enroll in a more advanced management selection. Students who have had none or limited management experience (less than five years of full
time work that includes budgetary, human resource and operational leadership responsibilities) will find this course very valuable and will not be granted a waiver.

The course is premised on your preparation and participation. Your attendance is expected. Please be prompt to class (or let me know that you cannot attend) as it is disruptive to your classmates for you to enter late.

There is work due each week: some is due at the start of class, some will be done during class. You cannot earn points if you are not in class.

There is no educationally appropriate reason to be “facebooking,” tweeting, or web-surfing during class time. You are welcome to use your digital device for note-taking and to support in-class work. Non-class uses are distracting to others and should this happen, you will forfeit in-class points that can be earned.

My policy on social media is to not link to or, ahem, “friend” current students.

I hold office hours in the Hinds Hall social lounge and you should feel free to stop by (there is no need to make an appointment). This noted, if you remember, it may be useful to send an email reminder that you are coming. Also, if the open office hour time is not possible (which is often the case for evening students), please contact me to arrange an alternative time to meet.

FERPA: The Family Educational Rights and Privacy Act of 1974 (FERPA) and SU’s FERPA institutional policy (http://supolicies.syr.edu/studs/ferpa.htm) set forth requirements regarding the privacy of student records. Federal regulations and University policies are fairly complex, but in general, you should err on the side of caution whenever dealing with issues of student privacy. Specific questions may be directed to the iSchool Student Services office or to the Registrar’s Office (443-3535).

Faith-Based Observances: Syracuse University recognizes the diverse faith traditions represented and supports the rights of faculty, staff, and students to observe according to these. A more detailed student policy can be found at http://supolicies.syr.edu/studs/religious_observance.htm. Under this policy, students are provided an opportunity to make up examination, study, or work requirements that may be missed due to religious observance provided they notify the university and their instructors before the end of the second week of classes. Students will have access to an online notification system for this purpose on MySlice during the first two weeks of the semester.

ASSIGNMENTS AND GRADING:

There are at least 102 points (and possibly more) available in this course: each point is 1% of your total grade\(^1\). Additional point-earning activities may (or may not) arise during the semester. At least 90% of the course grade is based on your individual work: up to 10% will be based on your ability to work collaboratively with others. More than 20% of the course grade will be based on in-class activities.

The course is based on criterion grading: the criteria provided on the grading rubric will indicate to you how your work is to be assessed.

I am passionate about academic integrity and have little tolerance for students who are confused about the University’s position on academic integrity. Please familiarize yourself with our policies, found at: http://supolicies.syr.edu/ethics/acad_integrity.htm. Academic integrity warnings will result in an

\(^{1}\) If you begin this course after the first class, your grade will be based on remaining points available.
automatic 10 point deduction in your grade AND loss of all points from the offending assignment. Academic integrity violations are more severe.

Students who have taken this course with me report spending, on average, eight (8) hours out of class working on the problems and doing the readings. The typical grade for students taking this course is a B+, with less than 20% earning an A. Students who have earned an A in this course report spending about 10 hours per week outside of class to achieve this outcome.

Please know I do not accept make-up or late work or provide individual extra-credit work.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points Distribution</th>
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<tbody>
<tr>
<td>Eleven (11) problems</td>
<td>60% (Problems one and two are worth three points. Problems three to 11 are worth six points.)</td>
</tr>
<tr>
<td>One (1) quiz</td>
<td>2%</td>
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<tr>
<td>Two (2) case study write-ups</td>
<td>20% (These can be done alone or in small groups)</td>
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<tr>
<td>Final Examination (to be done in class)</td>
<td>20% (The final will be based on a case study analysis)</td>
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**Grade assignment** (total points earned translate to the following letter grades):

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>93.0-100.0</td>
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<tr>
<td>A-</td>
<td>90.0-92.9</td>
</tr>
<tr>
<td>B</td>
<td>83.0-86.9</td>
</tr>
<tr>
<td>B-</td>
<td>80.0-82.9</td>
</tr>
<tr>
<td>C</td>
<td>73.0-76.9</td>
</tr>
<tr>
<td>C-</td>
<td>65.0-72.9</td>
</tr>
<tr>
<td>B+</td>
<td>87.0-89.9</td>
</tr>
<tr>
<td>C+</td>
<td>77.0-79.9</td>
</tr>
<tr>
<td>F</td>
<td>64.9 and less</td>
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</tbody>
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**DESCRIPTION OF ASSIGNMENTS** (more details will be provided):

**Problems**  A problem in this course will comprise a scenario, vignette or reading coupled with questions to which you are expected to respond (by making a decision or outlining a plan of action, supporting this decision or action plan with evidence from the readings and the problem). Your response should showcase your use of relevant course material in ways that moves beyond regurgitation or reporting. Problem write-ups will range from 300 to 400 words. Constraining the length of submitted work places a premium on clarity and comprehension while demanding you showcase your ability to apply concepts and techniques. Part of the points for each problem will be based on work done in class. If you do not attend the class, the in-class points will not be available for you to earn.

**Quiz**  A quiz is a short and formal assessment of your ability to apply the concepts and techniques we have been working with. The quiz will be done in class. The format of the quiz will be similar to the format of the final examination.

**Case study write-up**  A case study write up has two parts: (1) a detailed and structured analysis of the case (with evidence provided in appendices), and (2) your recommendation/decision or suggestion. In many ways these are like the problems, save for the case material is the primary basis for the write-up (where the course material is the primary basis for the problem write-ups). The case study write-up will include both individual and team elements. Case study write-ups can be up to 1500 words.

**Final Examination**  The final examination will be done in class and based on a case study that you will be given to read and prepare before the final examination session.
MATERIAL THE UNIVERSITY REQUIRES BE INCLUDED IN ALL SYLLABI:

Academic Integrity: The academic community of Syracuse University and of the School of Information Studies requires the highest standards of professional ethics and personal integrity from all members of the community. Violations of these standards are violations of a mutual obligation characterized by trust, honesty, and personal honor. As a community, we commit ourselves to standards of academic conduct, impose sanctions against those who violate these standards, and keep appropriate records of violations. The academic integrity statement can be found at: http://supolicies.syr.edu/ethics/acad_integrity.htm.

Disabilities: If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), http://disabilityservices.syr.edu, located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

MATERIAL THE UNIVERSITY REQUESTS BE INCLUDED IN ALL SYLLABI:

Ownership of Student Work: This course may use course participation and documents created by students for educational purposes. In compliance with the Federal Family Educational Rights and Privacy Act, works in all media produced by students as part of their course participation at Syracuse University may be used for educational purposes, provided that the course syllabus makes clear that such use may occur. It is understood that registration for and continued enrollment in a course where such use of student works is announced constitutes permission by the student. After such a course has been completed, any further use of student works will meet one of the following conditions: (1) the work will be rendered anonymous through the removal of all personal identification of the work’s creator/originator(s); or (2) the creator/originator(s)’ written permission will be secured. As generally accepted practice, honors theses, graduate theses, graduate research projects, dissertations, or other exit projects submitted in partial fulfillment of degree requirements are placed in the library, University Archives, or academic departments for public reference.
SCHEDULE OF CLASSES, ASSIGNMENTS AND TOPICS (as of 9 January, 2012):

WEEK 1    Monday, 23 January, 2012:
Introduction to Course        Problem 1 (What to do?) (It is posted to the course LMS)
Introduction to Management     Please prepare this prior to the start of our first class.
                                There are NO assigned readings for the first class.

WEEK 2    Monday, 30 January:
Management Theory             Problem 2 (Management)

WEEK 3    Monday, 6 February:
Management Theory and Practice Problem 3 (Management)

NO CLASS on Monday, 13 February (I will be away).

WEEK 4    Monday, 20 February:
Managing People                Problem 4 (People)

WEEK 5    Monday, 27 February:
Managing Knowledge             Problem 5 (Knowledge)

WEEK 6    Monday, 5 March:
Managing Process               Problem 6 (Process) & Quiz 1 (People and Knowledge)

No class on Monday, 12 March (spring break):

WEEK 7    Monday, 19 March:
Managing Money                  Problem 7 (Resources)

WEEK 8    Monday, 26 March:
Managing Money                  Problem 8 (Resources)

WEEK 9    Monday, 2 April:
Managing the Future             Problem 9 (Future - Strategy)

WEEK 10   Monday, 9 April:
Managing Services and Products  Problem 10 (Services and Products)

WEEK 11   Monday, 16 April:
Managing Change                 Problem 11 (Change)

WEEK 12   Monday, 23 April:
Case Study (summative)          Case Study #1

WEEK 13   Monday, 30 April:
Case Study (summative)          Case Study #2
Course recap:                   Recap case, discuss open issues and respond to questions.