COURSE SYLLABUS

IST 614
Management Principles for Information Professionals
Spring 2014 (IST614-M001 #45796)
Mondays 9:30 am – 12:15 pm in Hinds Hall Room # 018

Instructor: Joe Treglia Phone: 315-443-2911 (IST Office)
Office: 239 Hinds Hall Email: jvtregli@syr.edu
Office Hours: Monday 12:30 pm to 2:30 pm, and by appointment

Prerequisite / Co-requisite:
None

Course Description:
This course introduces you to the profession and practice of management in the field of information systems. It is designed to illustrate management themes which are common to most organizational contexts, and through it you will better understand some of the issues, principles and techniques of practicing managers.

“Basic ideas, concepts and perspectives of management as they apply to the information professions. Students learn to understand and apply basic principles of organization theory and behavior and managerial techniques needed to improve organizational effectiveness.”

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.

This course focuses on eight management themes that are common to all organizations (managing):
• and organizing
• people
• knowledge
• resources
• process
• services & products
• change
• for the future

By bringing together Master’s degree students from the IM, LIS and TNM programs, this course also provides an interdisciplinary forum for the discussion and exchange of ideas and questions about management issues. It will prepare you to understand and apply both the basic theoretical principles of organization theory and useful managerial techniques.
Upon completion of this course you will be able to:

- Articulate fundamental principles of leadership & management in a variety of contexts
- Understand the role of organizational missions, goals, plans, and strategies
- Perform basic valuation analysis and capital planning
- Recognize how organizational processes and culture may affect organizational performance
- Apply fundamental principles of leadership and human resource management
- Understand techniques for effectively managing teams and groups
- Use the basic techniques of strategic analysis, planning, and evaluation
- Apply fundamental principles of leadership and human resource management
- Understand techniques for effectively managing teams and groups
- Use the basic techniques of strategic analysis, planning, and evaluation
- Apply fundamental principles of leadership and human resource management
- Understand how organizational processes and culture may affect organizational performance
- Recognize the forces of supporting and inhibiting organizational change
- Apply basic marketing strategies and techniques
- Understand the role of service quality and how to achieve it
- Understand the changing global environment and role of IT in that change

**Course Expectations:** Students with limited or no management education or experience (such as through full time work with operational, leadership, budgetary, and human resource responsibility) will find this a valuable introduction to both the field and practice of management. Those having greater than 5 years of such education or experience may consider petitioning to waive this course and pursue a more advanced course.

This is a provided as a face-to-face course that requires in-class participation, on-line and out of class assignments and activity. It also involves working with others on group assignments. Regular attendance and participation is expected and figures significantly in the calculation of final grades.

**Course Materials:** *Three required texts:* *(Additional readings will be provided during the semester)*


Books listed above are (or should be) available at the SU Bookstore. You may also consider an electronic or online source such as through NOOK, Kindle, Amazon, Barnes and Noble or others.

**Blackboard:** The iSchool uses a Web-based teaching and learning environment called the “Blackboard,” which is based on software that Syracuse University licenses from Blackboard (for more information, see [www.blackboard.com](http://www.blackboard.com)). Since this is an online course, you will use the Blackboard as the main platform of the course management. Access to the Blackboard is available at the following URL: [http://blackboard.syr.edu](http://blackboard.syr.edu). Blackboard questions should be directed to Peggy Brown at pbrown02@syr.edu or 315-443-9370.

**Email:** Please contact me at jvtreghi@syr.edu. I will try and respond to emails within 24 hours (though it may take me longer on weekends and holidays). **You must put IST614 in the subject line as I filter it.**
Initial Activity/Requirements Pending Official Schedule: Obtain texts, electronic or otherwise. Read Williams Ch. 1 & 2 for first class (8/29) and Drucker 1, 2, & 6 for the next class.

Academic Integrity: Syracuse University’s Academic Integrity Policy holds students accountable for the integrity of the work they submit. Students should be familiar with the policy and know that it is their responsibility to learn about course-specific expectations, as well as about university policy. The university policy governs appropriate citation and use of sources, the integrity of work submitted in exams and assignments, and the veracity of signatures on attendance sheets and other verification of participation in class activities. The policy also prohibits students from submitting the same written work in more than one class without receiving written authorization in advance from both instructors. The presumptive penalty for a first offense by an undergraduate student is course failure, accompanied by a transcript notation indicating that the failure resulted from a violation of Academic Integrity Policy. The standard sanction for a first offense by a graduate student is suspension or expulsion.

For more information and the complete policy, see http://academicintegrity.syr.edu

Disability-Related Accommodations: 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.

Religious Observances Policy: SU religious observances policy, found at http://supolicies.syr.edu/emp_ben/religious_observance.htm, recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes. For fall and spring semesters, an online notification process is available through MySlice/StudentServices/Enrollment/MyReligiousObservances from the first day of class until the end of the second week of class.

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.

Academic Requirements Make Up: Academic assignments and requirements are due at the time indicated and cannot be made up without prior instructor approval.
# Course Calendar & Activities – IST614 - Spring 2014:

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topic</th>
<th>Reading for</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Discussion</td>
<td>Activity</td>
</tr>
<tr>
<td>1</td>
<td>Intro to Management Theory Benchmarking &amp; Innovation</td>
<td>Williams Ch. 1 &amp; 2; Xerox Park Benchmark</td>
<td>Introductions</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Management Theory</td>
<td>Drucker Ch. 1, 2, &amp; 6</td>
<td>Groups</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Leading Organizations—What Makes a Good Leader?</td>
<td>Williams Ch. 14; Drucker Ch. 15 &amp; 19; Brafman &amp; Beckstrom Intro &amp; Ch. 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Organizing Organizations—Culture &amp; Structure</td>
<td>Williams Ch. 3, Ch. 9; Drucker Ch. 4 Brafman &amp; Beckstrom Ch. 2-8</td>
<td>Begin Interviews</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Building Effective Teamwork and Communication</td>
<td>Williams Ch. 10 &amp; 15; Drucker Ch. 18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Human Resource Factors in Organizations</td>
<td>Williams Ch. 11, 12, &amp; 13; Drucker Ch. 8 &amp; 9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Strategic Planning &amp; Decision Making</td>
<td>Williams Ch. 5 &amp; 6; Drucker Ch. 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Managing &amp; Strategic Use of Information Technology</td>
<td>Williams Ch. 17 &amp; 18; Drucker Ch. 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Innovation and Change</td>
<td>Williams Ch. 7; Drucker Ch. 10, 11, 12, &amp; 24 Brafman &amp; Beckstrom Ch. 9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Global Management</td>
<td>Williams Ch. 8; Drucker Ch. 26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Managing Risk</td>
<td>Williams Ch. 16</td>
<td>Win Win</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Ethics and Social Responsibility</td>
<td>Williams Ch. 4; Drucker Ch. 5</td>
<td>Ethics</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Final Presentations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Final Presentations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>FINAL EXAM WEEK - TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Rev. 11/10/13)
Chapters Q’s – “something I can relate to” and "something that I agree with or disagree with”

Manager Interview: This is an individual assignment. The purpose of this assignment is two-fold. First, it compels you to contact a practicing manager and, consequently, to develop your networking skills and expand your professional network. Second, it helps you gain insight into the ‘reality’ of day-to-day managerial work. This assignment involves identifying a manager for interview, conducting research on the entity and interviewee, interviewing the manager, preparing and presenting a summary of this to the class (8-16 minutes approximately), and submitting a written account of approximately 1500 words. Regardless of who you interview, you will learn from the experience. You will interview a manager about their position, role, activities and challenges. You will describe the business and the environment. The write up of the interview is the week following the presentation. Presentations must be scheduled in advance and have approval from the instructor.

Article(s) Discussion Paper: As a group you will choose a topics from the syllabus to provide a supporting or relevant article (or two) for the class to consider. The group will lead a discussion of the paper as it relates to the topic for that week (approximately 15-20 minutes is anticipated for this). The source(s) should be from high-quality business, academic or professional journals. The final selection must be approved by the course instructor and the article must be provided to the class at least one week prior to the discussion date (which means that the approval process would have to be completed before that). An short abstract of the article and brief summary of the relevance and issues (1000 words or less combined total for both abstract and write up) will be turned in by the group. Grading will be based primarily on the class presentation and discussion. The written portion will be due the week following the class discussion. Topics and dates are assigned on a first come basis that must be coordinated through the instructor/TA in advance.

Group Evaluation Assignment: There is a final exit assignment for the course. As this course is about management principles this activity is especially relevant to you as managers. All are all required to send an (memo) email to me at jvtregli@syr.edu which describes your participation in the group activities this semester. This includes identifying the other members of your group and their contribution and participation through the semester as well. I use this information in considering final grades. As a group you defined the equitable distribution of responsibility. If you did a fine job as a manager and group member this should be noted, you deserve credit. If you or someone(s) did not perform as agreed upon or required this is important to know. I am interested in knowing that people did as agreed - this does not mean that everyone did exactly the same amount or type of work - the goal is that each contributes to their ability and according to the accepted plan. Accurate assessment of yourself and others is a valued and valuable skill.

To insure proper delivery please make the subject: IST614 Evaluation Spring 2014. You may identify the other members by first name or initials if you wish. If for any reason you feel an email is not appropriate you may send this information so my mailbox in 245 Hinds Hall or contact me to make some other arrangements H 315-682-9806. These evaluations are due to me by 6:00 pm on May 3, 2014.

Introduce your interviewee: Introduce your interviewee their name, designation, company/organization and contact details. Also provide the time of the day when they are comfortable taking calls -We might reach out to them to get a feedback about you.

Case Study & Presentation: This is a group assignment. Each group will present their case study, comparing two business entities, and submit one final group paper. The report should apply what was learned throughout the semester from the three texts, our class lectures, discussion, activities, and articles. The report should also draw from high-quality articles from sources such as Wall Street Journal, BusinessWeek, Forbes, Harvard Business Review, Sloan, and other academic journals. Final paper due (one per group) May 3, 2014 @ 5:00 p.m. Group case presentations should be done on April 21 & 28.

Group Evaluation Assignment: There is a final exit assignment for the course. As this course is about management principles this activity is especially relevant to you as managers. All are all required to send an (memo) email to me at jvtregli@syr.edu which describes your participation in the group activities this semester. This includes identifying the other members of your group and their contribution and participation through the semester as well. I use this information in considering final grades. As a group you defined the equitable distribution of responsibility. If you did a fine job as a manager and group member this should be noted, you deserve credit. If you or someone(s) did not perform as agreed upon or required this is important to know. I am interested in knowing that people did as agreed - this does not mean that everyone did exactly the same amount or type of work - the goal is that each contributes to their ability and according to the accepted plan. Accurate assessment of yourself and others is a valued and valuable skill.

(Rev. 11/10/13)
To insure proper delivery please make the subject: IST614 Evaluation  Spring 2014. You may identify the other members by first name or initials if you wish. If for any reason you feel an email is not appropriate you may send this information so my mailbox in 245 Hinds Hall or contact me to make some other arrangements H 315-682-9806, C 315-382-1614. These evaluations are due to me by 6:00 pm on May 3, 2014.

**Grading:**

**Letter Grades** (total percentage points to letter grades):

- A 93.0-100.0
- A- 90.0-92.9
- B+ 87.0-89.9
- B 83.0-86.9
- B- 80.0-82.9
- C+ 77.0-79.9
- C 73.0-76.9
- C- 65.0-72.9
- F 64.9 and less

**Grading & Assignments: 100%**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>(20%)</td>
</tr>
<tr>
<td>Weekly Quizzes</td>
<td>(20%)</td>
</tr>
<tr>
<td>Discussion Papers (2)</td>
<td>(10%) Group</td>
</tr>
<tr>
<td>Manager Interview</td>
<td>(25%)</td>
</tr>
<tr>
<td>Final Project (Case Study)</td>
<td>(25%) Group</td>
</tr>
<tr>
<td>Final Exam (can replace Quizzes by request)</td>
<td></td>
</tr>
</tbody>
</table>

**Class Participation:** Class participation is an aggregated assessment of things such as attendance, participation in assigned online or class activities. Because our class meets but once a week attendance may be taken at different times during classes, such as in the first and second segments. Points or credit vary by activity or assignment. It also involves things such as asking thoughtful questions or providing appropriate responses during class discussions, lectures or presentations. It may involve your formal response to chapters as described in the Chapter Q's or Activities following.

**Chapters Q's:** For selected chapters you will be asked to submit a written reflection (a brief sentence or two) on the chapter readings. This involves considering the following two questions as they relate to you personally:

1. “Something I can relate to from this chapter was …,” and
2. “Something that I agree with or disagree with from the reading is …”

**Activities:** These include in class activities such as case studies, ethics exercise, management risk exercise or others that may be included conducted as a part of the class by the instructor.

**Quizzes:** Short quiz’s will be given during the semester based on the text and class material. These may be essay, short answer, multiple choice or a combination of the above. Quiz’s cannot be made up, however, one quiz may be dropped. These are tentatively planned for every other week and will be announced in class at least one week in advance. Material from the text will be included, we will not go over all the material from the text in class but you are responsible for it. Please, bring up questions that you have from the texts in class for clarification.

(Rev. 11/10/13)
Manager Interview
This is an individual assignment. The purpose of this assignment is two-fold. First, it compels you to contact a practicing manager and, consequently, to develop your networking skills and expand your professional network. Second, it helps you gain insight into the ‘reality’ of day-to-day managerial work. This assignment involves identifying a manager for interview, conducting research on the entity and interviewee, interviewing the manager, preparing and presenting a summary of this to the class (6-10 minutes approximately), and submitting a written account of approximately 2000 words. Regardless of who you interview, you will learn from the experience. You will interview a manager about their position, role, activities and challenges. You will describe the business and the environment. The write up of the interview is the week following the presentation. Presentations must be scheduled in advance and have approval from the instructor.

Introduce your interviewee
Introduce your interviewee their name, designation, company/organization and contact details. Also provide the time of the day when they are comfortable taking calls - We might reach out to them to get a feedback. This very brief exercise is done in class to insure all are on track. These will occur in class no later than January 13, 2014.

Article(s) Discussion Paper
As a group you will choose a topics from the syllabus to provide a supporting or relevant article (or two) for the class to consider. The group will lead a discussion of the paper(s) as it relates to the topic for that week (approximately 15-20 minutes is anticipated for this). The source(s) should be from high-quality business, academic or professional journals. The final selection must be approved by the course instructor and the article must be provided to the class at least one week prior to the discussion date (which means that the approval process would have to be completed before that). An short abstract of the article and brief summary of the relevance and issues (1000 words or less combined total for both abstract and write up) will be turned in by the group. Grading will be based primarily on the class presentation and discussion. The written portion will be due the week following the class discussion. Topics and dates are assigned on a first come basis that must be coordinated through the instructor/TA in advance.

Case Study & Presentation
This is a group assignment. Each group will present their major case study, comparing two business entities, and submit one final group paper. The report should apply what was learned throughout the semester from the three texts, our class lectures, discussion, activities, and articles. The report should also draw from high-quality articles from sources such as Wall Street Journal, BusinessWeek, Forbes, Harvard Business Review, Sloan, and other academic journals. Final paper due (one per group) May 3, 2014 @ 6:00 p.m. Group case presentations should be done on April 21, or April 28, 2014.

Group Evaluation Assignment
There is a final exit assignment for the course. As this course is about management principles this activity is especially relevant to you as managers. All are all required to send an (memo) email to me at jvtregli@syr.edu which describes your participation in the group activities this semester. This includes identifying the other members of your group and their contribution and participation through the semester as well. I use this information in considering final grades. As a group you defined the equitable distribution of responsibility. If you did a fine job as a manager and group member this should be noted, you deserve credit. If you or someone(s) did not perform as agreed upon or required this is important to know. I am interested in knowing that people did as agreed - this does not mean that everyone did exactly the same amount or type of work - the goal is that each contributes to their ability and according to the accepted plan. Accurate assessment of yourself and others is a valued and valuable skill.

To insure proper delivery please make the subject: IST614 Evaluation Spring 2014. You may identify the other members by first name or initials if you wish. If for any reason you feel an email is not appropriate you may send this information so my mailbox in 245 Hinds Hall or contact me to make some other arrangements H 315-682-9806. These evaluations are due to me by 10:00 am. Saturday, May 3, 2014.