

Spring 2018

INSC 451: Information Management in Organizations

School of Information Sciences, University of Tennessee at Knoxville

Class Meetings: Asynchronous

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Instructor

Office Hours: By Appointment

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COURSE DESCRIPTION

Introduces concepts and techniques for the interdisciplinary study of information, organizations, technology, and individuals, sometimes referred to as knowledge management. Topics include characteristics of data, information and knowledge; introduction to knowledge management; sensemaking in organizations; organizational learning; intellectual capital; communities of practice; ecological approaches; knowledge acquisition, representation and sharing; uses of information technology for information and knowledge management; and roles of professionals in managing information management initiatives.

COURSE OBJECTIVES

- People, process, technology, decisions, and policies are key factors influencing the ability of information to create value for organizations. These are also the key ingredients to becoming a successful chief information officer in organizations. This course will equip students with the skills and knowledge related to managing people, processes, technology, decisions, and policies for effective and efficient management of different types of information in and by organizations.
- The process of managing others begins with yourself and relies on your emotional intelligence. The **People** module will introduce students to self-regulatory techniques for managing time, emotions, and energy. Examples and exercises grounded in the management science literature will help students develop soft skills and knowledge necessary for building, motivating, managing, and leading teams, resolving conflicts, persuasion, and managing change in organizations.
- Business processes depict the interaction and interdependence of actors, technology, and information in any organization. The **Process** module will introduce students to the planning, analyzing, designing, building, testing, launching, and maintaining information systems in any organization, and six different types of software development methodologies.
- Information systems, social media, mobile technologies, artificial intelligence, and cloud computing dominate the technology landscape in the 21st century. The **Technology** module will introduce students to (a) decision-making systems like transaction processing systems, decision support systems, and executive information systems, and (b) enterprise systems like supply chain management, customer relationship management, and enterprise

resource planning systems. Students will learn techniques for managing the scope, time, data quality, communication, human resources, costs, and risks associated with projects in the digital world.

- Organizational capability to recognize and leverage the data-information-knowledge-intelligence-wisdom linkage enables them to make better-informed decisions, creating competitive advantage. The **Decisions** module will share information and analytical strategies used by chief information officers of Fortune 500 companies for developing exponential virtual organizations that are several times better, faster, and cheaper than traditional brick-and-mortar organizations. Knowledge management fundamentals, tools, and strategies will equip students to create, codify, share, disseminate, acquire, and apply knowledge for creating value for organizations.
- Managing information security and risks is critical for scaling and sustaining the growth of organizations. The **Policies** module emphasizes on the ethical production and consumption of information in and by organizations, through the combined lens of fair use of information, patents, trademarks, and copyrights. Students will be introduced to myriad of examples of measuring and managing information risks, which affect the triple bottom-line (i.e. financial, social, and environmental benefits) of organizations, across industries.
- The course deliverables provide a unique opportunity for students to apply skills and knowledge acquired through case examples, in-class exercises, research and news articles, reports, lecture slides, and videos.

STUDENT OUTCOMES

Upon completion of this course, students will be able to...

- Describe and discuss the nature of leadership and management in the information professions and the importance of participation in the global information society
- Apply the general principles, values, and ethical standards of providing information services in a variety of settings and for diverse populations
- Comply with the changing responsibilities of the information professional in a culturally diverse and networked global society
- Identify critical professional issues in a variety of organizational, cultural, societal, disciplinary, trans-disciplinary, and historical contexts
- Analyze and apply information policies, and information-related laws that influence the delivery of information resources throughout society
- Assess and implement information technologies, systems, sources and services that serve users effectively and efficiently
- Analyze research in the profession

TOPICS AND DELIVERABLES

Date*	Topics	Weekly Activity (WA) & In-Class Exercise (ICE)
Jan 12	• Introduction: Setting the ground rules	• Introduce yourself

	<ul style="list-style-type: none"> • Evolving landscape of information management: Setting the stage for this course • Top-10 characteristics of a chief information officer: A lens for this course (People, Process, Technology, Decisions, and Policies) 	
Module I. PEOPLE		
Jan 19	<ul style="list-style-type: none"> • Managing yourself: To build a life of excellence, Resilience, ADT, measuring your life, and happiness dividend 	<ul style="list-style-type: none"> • WA 1: Energy crisis (3%) • ICE 1: Ethical dilemma (3%)
Jan 26	<ul style="list-style-type: none"> • Managing others: Colleagues and boss • Group vs. team, types of teams, building effective teams, and increasing team performance 	<ul style="list-style-type: none"> • WA 2: Fair game on Facebook (3%) • ICE 2; Rough seas on the LINK 650 (3%)
Feb 2	<ul style="list-style-type: none"> • Motivating employees • Negotiating with others • Managing conflicts 	<ul style="list-style-type: none"> • WA 3: Dark side of social media (3%) • ICE 3: Conflict management style (3%)
Feb 9	<ul style="list-style-type: none"> • Power, influence, and persuasion • Managing change in organizations 	<ul style="list-style-type: none"> • WA 4: Unlimited vacation policy (3%) • ICE 4: From paper to electronic records (3%)
Module II. PROCESS		
Feb 16	<ul style="list-style-type: none"> • Developing IT strategies based on organizational business processes • System analysis and design part I: Planning, analyzing, and designing information systems 	<ul style="list-style-type: none"> • WA 5: Create a system request (3%) • ICE 5: Death of net neutrality (3%)
Feb 23	<ul style="list-style-type: none"> • System analysis and design part II: Building, testing, launching, and maintaining information systems 	<ul style="list-style-type: none"> • WA 6: Data modeling (3%) • ICE 6: IBM Credit (3%)
Mar 2	<ul style="list-style-type: none"> • Software development methodologies: Structured (waterfall and parallel), Rapid application development (phased, prototyping, and throwaway prototyping), and Agile (extreme programming) 	<ul style="list-style-type: none"> • WA 7: Selecting methodology (3%)
Module III. TECHNOLOGY		
Mar 9	<ul style="list-style-type: none"> • Decision-making systems: Transaction processing systems, Decision support systems, and Executive information systems (digital dashboards, intelligent systems like neural networks and genetic algorithms, and data mining) 	<ul style="list-style-type: none"> • WA 8: Revving up sales at Harley-Davidson (3%)
SPRING BREAK		
Mar 23	<ul style="list-style-type: none"> • Enterprise systems: Supply chain management, Customer relationship management, and Enterprise resource planning 	<ul style="list-style-type: none"> • WA 9: Made-to-order businesses (3%)

Mar 30	<ul style="list-style-type: none"> Managing projects (i.e. scope, time, quality, communication, HR, costs, and risks) in the digital world 	<ul style="list-style-type: none"> WA 10: IT innovations (3%) ICE 7: Big ideas of 2018 (3%)
Module IV. DECISIONS		
Apr 6	<ul style="list-style-type: none"> Decisions using “data – information – knowledge – intelligence – wisdom” linkage Information and analytics for creating competitive advantage for organizations 	<ul style="list-style-type: none"> WA 11: Measuring ROI (3%) Leader interview field project report (15%)
Apr 13	<ul style="list-style-type: none"> Knowledge management: Tools and KM cycle (creation and codification; sharing and dissemination; and acquisition and application) Developing KM strategy: Knowledge audit, gap analysis, and knowledge maps 	<ul style="list-style-type: none"> WA 12: User-generated content (3%) ICE 8: Virality (3%)
Module V. POLICIES		
Apr 20	<ul style="list-style-type: none"> Information management policies: Ethical computer use, information privacy, acceptable use, and social media policy Information ethics: Organizational policies for BYOD and social media, fair use of information, patents, copyrights, and trademarks Managing security risks: Internet and network attacks, unauthorized access and use, hardware theft, software theft, information theft, and system failure 	<ul style="list-style-type: none"> WA 13: Hackers (3%) ICE 9: FBI agent, mobile workforce, and computer mouse (3%)
Apr 27	<ul style="list-style-type: none"> Measuring and managing information risks 	<ul style="list-style-type: none"> WA 14: Business leaders (3%) ICE 10: The enormous omelet sandwich (3%)
May 4	<ul style="list-style-type: none"> No class (Classes end on Apr 27) 	<ul style="list-style-type: none"> Building a life of excellence (5%) Reflection paper (5%)

* By this date I will upload one or two recorded class sessions of about 75 minutes each.

GRADE DISTRIBUTION

Activities & Deliverables	Points	%
Self-Assessment for Building a Life of Excellence	25	5%
In-Class Exercises (10)**	150	30%
Weekly Activities (14)**	210	42%
Leader Interview Field Project**	75	15%
Reflection Paper	25	5%

Attendance (Watch ALL class recordings on a regular basis)	15	3%
Total	500	100%

** Your classmates can see these submissions and vice-a-versa but only after you submit your responses on Canvas. This is an excellent way to learn from each other’s viewpoint, skills (e.g., problem-solving, etc.), and knowledge in different walks of life. Although you are not required to comment on each other’s submission on Canvas, feel free to do so whenever you feel like. You can agree with someone’s response or have a different opinion or experience. Please be respectful to others, especially while critiquing them. Always use valid examples for refuting someone’s argument and don’t forget to mention the source of your information. Use parliamentary language. For more information see CIVILITY policy below.

ABOUT THE COURSE

INSC 451 will be delivered as an asynchronous online course, which means that each student will access pre-recorded class sessions at a time of his or her choosing, within a week of each session’s release. This course will have one or two recorded class sessions of about 75 minutes each, which will be made available to you by every Friday.

School of Information Sciences (SIS) offers online courses for undergraduate classes, in order to help students cope with balancing their busy schedules of classes, homework, jobs, and extracurricular activities. In addition, online courses prepare students for future experiences in the 21st century workplace, in which online learn-on-demand courses are often used for continuing education, advanced certification, and professional development courses. By taking this class, you will be gaining both greater flexibility in managing your time, and valuable experience with this alternative learning environment.

SIS has successfully used online education to deliver graduate classes for many years, and began offering undergraduate online courses in Fall 2009. It is important to recognize that taking an asynchronous online course is different from a traditional class, or even a synchronous online class, where everyone attends online at the same time. There are a few simple guidelines to follow (listed below), which will ensure that you have a successful experience. I promise you that I will uphold my responsibility to provide you with the same high level of support, access, and communication that you would want to have in a traditional classroom setting.

The course is structured to make it a rewarding learning experience that will also have meaning for you, both for your subsequent education, and in your future professional life. In some aspects, your part of the bargain is the same as it would be for a traditional class. I expect you to demonstrate critical thinking skills as well as commitment and involvement with our online discussions and your assignments. Learning is not a passive process; it is about a student’s actively engaging the material through reading, thinking, discussing (online), questioning, practicing skills, and ultimately understanding. Bring your best efforts,

a positive outlook, energy, and curiosity to each of the class sessions. Together we can make the class as interesting, relevant, and exciting as possible.

SUCCESS GUIDELINES FOR STUDENTS

1. **Be more self-reliant in an online class:** Although students are always responsible for knowing everything in the syllabus and complying with the requirements of a course, this is especially true for an online course. Students are expected to show self-initiative, to make good time management decisions, and to be especially proactive in contacting the instructor when they are having problems, or do not understand something.
2. **Keep up with the weekly schedule outlined below:** Enjoy attending class at 2 am, or from a location half way across the world, but don't abuse the schedule flexibility by falling behind, just because the class doesn't meet at the same place and time each week. The class requires consistent work – the workload should be easily manageable as long as you keep up with it. **THE SINGLE BIGGEST MISTAKE ONLINE STUDENTS CAN MAKE IS TO PUT OFF VIEWING THE CLASS RECORDINGS AND ALLOW THE ATTENDANCE AND ASSIGNMENTS TO PILE UP.**
3. **Put extra effort into all opportunities for interaction with your classmates and instructor:** We will be using Canvas' online discussion board, to interact as a class, and to have meaningful discussions, and question and answer sessions, even though we will not be together at the same time, as long as you do your part to participate.

STUDENT RESPONSIBILITIES

1. Watch all class recordings on time. You will click on the page for the class recording that you want to attend, and then click as usual on the video to play or pause the video as desired. **IMPORTANT: YOU MUST ACCESS THE SESSION RECORDINGS BY USING THE EMBEDDED VIDEO LINK ON THE CANVAS SITE IN ORDER TO GET CREDIT FOR ATTENDING THE SESSION.** Accessing the recording directly from the Office 365 Video Channel will prevent your attendance from being tracked, so be sure you follow these and any instructions sent to you in my reminder emails, to be sure you get credit for attending class.
2. Complete all assignments (e.g., weekly activities, in-class exercises, etc.) and submit them on time, using the format and procedure specified by the instructor.
3. Check your e-mail and Canvas regularly. I will use email to return assignments, solicit student input, and make clarifications. Canvas will also be used for announcements and the discussion board, assignment instructions, and other content or activities.
4. Participate actively in the class by giving your best effort to the interactive activities using the discussion board, or in-class activities. In addition, treat your colleagues with courtesy and respect by reading and reflecting on some of their online comments, and responding to them appropriately.
5. Timely online attendance is required. The course schedule below lists which class sessions you should complete at your convenience during each week. It is essential that you keep up by attending the sessions in the proper week, so that you can complete assignments as

scheduled. Canvas effectively tracks whether or not a student has “attended” a recorded class session, which allows me to “take roll” just as I would in a traditional class.

COMMUNICATION

- This course is offered in a virtual mode using Canvas. The delivery of the course content will include lectures, videos, discussions, live demonstrations, and hands-on training activities. All lecture slides will be posted on Canvas. Read the class announcement posted on Canvas to stay current with course matters.
- Prior to attending class sessions, the Powerpoint slides for each session will be available for you to download or print out for taking notes.
- To “attend” class sessions:
 1. Log into Canvas, click on the INSC 451 course site box in your Courses list.
 2. Click on the designated link in the left side navigation bar. There will be a separate page for each class session.
 3. Click on the page for the class recording that you want to attend, and then click as usual on the video to play or pause the video as desired.
- I'm here to help. Always feel free to ask questions or share ideas! For an online class, it is especially important that you contact me if you need help, or clarification about the course material or assignments. Make an appointment to meet me in person.
- The course instructor is required to communicate with students through UTK email address. If you prefer to use another address, consult the [OIT Helpdesk](#) to obtain directions for forwarding your UTK mail to your preferred address if you don't wish to check both accounts.
- Feel free to contact me for questions or to share ideas! To ensure quick response, start your message subject line with **INSC 451**. I will reply to your messages as soon as I can.
- Submit assignments on Canvas. Do not email them to the instructor.

COURSE DESIGN

This course adopts an active learning approach. Students are required to complete readings, attend all class lectures, complete graded activities and assignments, and participate in all activities. The amount of knowledge and skills you will gain from this course will depend on the amount of time and work you invest each week. Information sharing and processing, and collaboration are essential components of learning. Discussion on reading(s) requires active contribution & participation by all students at all times for meaningful and engaging discussions. Record will be kept of each student's participation in the class each week.

COMPUTING REQUIREMENTS

You must have adequate computing skills, including but not limited to use of word processing, Web browsers, e-mail, listservs, and Canvas software. You must learn how to submit your assignments using Canvas. The [Office of Information Technology \(OIT\)](#) provides training classes in using varied technologies for students at no charge (advance registration is required). You need to have a high-speed Internet connection to watch the pre-recorded class videos.

You must obtain a UT email account. In addition, you must have the PowerPoint Reader or the regular PowerPoint software installed on your computer in order to download the lecture notes from Canvas.

CLASS ATTENDANCE POLICY

It is assumed that each student be present and speak in class. Missing more classes or failing to participate will lower your grade; frequent participation will raise the grade.

Regular attendance is required and necessary. A substantial portion of your grade will be based on in-class work and participation. Unexplained absences will affect your grade. Contact me as soon as possible if you cannot attend class. If you will be absent from class, you must:

- Inform me in advance or as soon as possible after class
- Submit any work due from the missed class period
- Listen to class recording
- Obtain notes, handouts, etc. from Canvas
- Check with classmates for notes, announcements, etc.

Acceptable reasons for absence from class include:

- Illness
- Serious family emergencies
- Special curricular or job requirements (e.g., judging trips, field trips, professional conferences)
- Military obligation
- Severe weather conditions
- Religious holidays
- Participation in official university activities such as music performances, athletic competition or debate
- Obligations for court imposed legal obligations (i.e., jury duty, subpoena)

Missing more than one class meeting for reasons other than those listed above will have a negative impact on your course participation grade.

INCLEMENT WEATHER

"The chancellor (or appointed representative) may officially close or suspend selected activities of the university because of extreme weather conditions. When a decision to close is made, information is distributed to the campus community, shared with local media, and posted on the front page at <http://utk.edu>. (Hilltopics, p. 55)(<http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf>). SIS will cancel classes when UT is closed. Please check the SIS student listserv (UTKSIS-L@LISTSERV.UTK.EDU) for messages about closing.

DISABILITIES THAT CONSTRAIN LEARNING

Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services (ODS) at 865-974-6087 in 100 Dunford Hall to document their eligibility for services. ODS will work with students and faculty to coordinate reasonable accommodations for students with documented disabilities.

CIVILITY

Civility is genuine respect and regard for others: politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other's well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus: <http://civility.utk.edu/>.

CCI DIVERSITY STATEMENT

The College of Communication and Information recognizes that a college diverse in its people, curricula, scholarship, research, and creative activities expands opportunities for intellectual inquiry and engagement, helps students develop critical thinking skills, and prepares students for social and civic responsibilities. All members of the College benefit from diversity and the quality of learning, research, scholarship and creative activities is enhanced by a climate of inclusion, understanding and appreciation of differences and the full range of human experience. As a result, the College is committed to diversity and equal opportunity and it recognizes that it must represent the diversity inherent in American society. The College is acutely aware that diversity and fairness are foundations that unite the College's faculty, staff, students, and the larger communication and information community.

ACADEMIC INTEGRITY

Students should be familiar and maintain their *Academic Integrity* described in <http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf>, p. 15 as: "*Study, preparation and presentation should involve at all times the student's own work, unless it has been clearly specified that work is to be a team effort. Academic honesty requires that the student present his or her own work in all academic projects, including tests, papers, homework, and class presentation. When incorporating the work of other scholars and writers into a project, the student must accurately cite the source of that work.*"

Students should abide by the **Honor Statement** described in the same Hilltopics, p. 73:

"An essential feature of The University of Tennessee is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the University, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity."

PLAGIARISM

Plagiarism in any of its several forms is intolerable, and attention to matters of documentation in all written work is expected and required. Inadvertence, alleged lack of understanding, or avowed ignorance of the various types of plagiarism are not acceptable excuses.

Specific examples of plagiarism are:

1. Copying without proper documentation (quotation marks and a citation) written or spoken words, phrases, or sentences from any source;
2. Summarizing without proper documentation (usually a citation) ideas from another source (unless such information is recognized as common knowledge);
3. Borrowing facts, statistics, graphs, pictorial representations, or phrases without acknowledging the source (unless such information is recognized as common knowledge);
4. Collaborating on a graded assignment without the instructor's approval;
5. Submitting work, either in whole or in part, created by a professional service and used without attribution (e.g., paper, speech, bibliography, or photograph).

Students who may be unsure of the nature of plagiarism should consult the instructor or a guide for writing research reports. (Additional resources are available at <http://www.lib.utk.edu/instruction/plagiarism.>)

Infractions of academic integrity are penalized according to the severity of the infraction but **may include a course grade of "F."**

ASSIGNMENTS AND GRADING

Student work is assigned a grade based on quality of thought and writing style, thoroughness of research and of references, appropriateness of length, and originality. Only exceptional work will receive an "A" grade. Deliverables that are received after the due date will be assigned a lower grade than would otherwise be received. All sources must be cited, quotations must be in quotation marks and attributed correctly. Not doing so constitutes plagiarism.

DUE DATES AND LATE ASSIGNMENTS

Assignments should be submitted to the "assignments" area of Canvas and are due (officially) at 11:59 p.m. EST on the due date listed on the syllabus. I will download the submissions from Canvas early the next morning. **I will ONLY download course deliverables from Canvas ONCE.**

- Ten percent of Total Grade will be deducted for every 24-hour period the deliverable (e.g., assignments, online discussion entries, etc.) is not turned in.
- In case of emergency, please contact the instructor before the due date to avoid losing points for the late submission.

EVALUATION

Semester grades will be assigned according to the following scale:

A	94-100%
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A-	88-93.99%
B+	85-87.99%
B	82-84.99%
B-	78-81.99%
C+	75-77.99%
C	72-74.99%
C-	68-71.99%
D	58-67.99%
F	Less than 58%

COURSE EVALUATION

You will be invited to evaluate the course at the end of the term. Please participate in this valuable process. I also invite your comments throughout the course and read all comments, suggestions, and recommendations.

DISCLAIMER

Please be aware revisions may be made to this syllabus over the course of the semester, and as such, the content contained within may be subject to change.