University of Michigan-School of Information  
Winter 2021  
SI 530 (Course #28938 Section 001):  
Principles of Management  
Mondays at 8:30 - 11:30 a. m.  
(Class starts @ 8:30 am and goes to 11:20 a.m. with a 10-15-minute break which will start somewhere between 10:00 and 10:15 p.m.)  
Class Location: https://umich.zoom.us/j/93775240621

Instructor: Dr. Lionel P. Robert, 4388NQ, lprobert@umich dot edu  
Office Hours: Mondays 3:00 pm – 4:30 pm or by appointment via Zoom link.

Course Description: This course provides a foundation in management for information professionals interested in working at for-profit, non-profit, or government organizations. In this course, you will learn specific managerial duties related to the efficient and effective attainment of organizational goals through planning, organizing, leading, and controlling organizational resources. This course employs the case method as a practical way for you to gain first-hand experience analyzing organizational situations. The specific assignments and discussions will be customized in response to the interests of class members.

Course Objectives:
• Understand basic management principles in the context of specific duties inherent in managerial responsibilities  
• Recognize and discuss a range of management challenges and the implications they have for organizations, the people who work for them, and other relevant stakeholders  
• Analyze organizational situations to determine the real problems managers are facing, evaluate their response, and outline alternative courses of action

Requirements:
• 1. Complete assigned required readings and individual case analysis on time.  
• 2. Attend all classes and actively participate in graded group and class discussions.  
• 3. Complete three take home exams and/or individual paper(s)

Evaluation:  
1. 10% Participation (group/class activities, discussion and 1 minute papers):  
   a. In class activities and discussions  
   b. One minute papers consist of a one paragraph summary of the most important thing you learned in SI530 that week.  
   c. Drop the 6 lowest one-minute paper scores
2. **15% Individual Take Home Chapter Quizzes:**
   a. Answer questions for chapter quizzes
   b. Drop the 2 lowest scores

3. **15% Individual Case/Required Reading Analysis:**
   a. Answer questions for required readings and case analysis
   b. Drop the 2 lowest scores

4. **60% Three Take Home Exams or Papers:**

   | Exam 1: 20% (Weeks 1 to 5; exam will include Short Answer and Essay) | Or |
   | Exam 2: 20% (Weeks 6 to 10; exam will include Short Answer and Essay) | *Paper 1: Profile of Successful Leader |
   | Exam 3: 20% (Weeks 11 to 14; exam will include Short Answer and Essay) | Or | *Paper 2: Emerging Technology Research Paper |

Students will have an opportunity to improve their exam/paper score by improving and resubmitting them. Re-grades should be requested within 3 days after the exams have been returned to the student. Scores can improve up to 92%. However, students that miss the deadline cannot achieve a score higher than their grade would have been with the late penalty. For example, a student that turns in a paper 16 minutes late cannot achieve a score higher than 90%.

*Students also have the opportunity to come up with their own topic as long as it is related to the course material.*

**GRADING SCALE:**

- A+ 100-99.0
- A 98.9-94.5
- A- 94.4-89.5
- B+ 89.4-88.5
- B 88.4-84.5
- B- 84.4-79.5
- C+ 79.4-78.5
- C 78.4-74.5
- C- 74.4-69.5
- D+ 69.4-68.5
- D 68.4-64.5
- D- 64.4-59.5
- F 59.4 and lower
Assignment Due Dates

Chapter Quizzes & Individual Case Questions
Required reading assignments are intended to facilitate class discussions. Therefore, chapter quizzes and case questions are due each week by 12:00 midnight the day before class (i.e. Thursday).

Exam Due Dates and Times

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Available</th>
<th>Due</th>
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<tbody>
<tr>
<td>Module 1 Exam</td>
<td>2/15, 5:00 pm</td>
<td>2/24, 5:00 pm</td>
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<tr>
<td>Module 2 Exam/Paper 1*</td>
<td>3/22, 5:00 pm</td>
<td>3/31, 5:00 pm</td>
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<tr>
<td>Module 3 Exam/Paper 2*</td>
<td>4/19, 5:00 pm</td>
<td>4/25, 11:59 pm</td>
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*Tips for papers should be approved at least one week before the due date!

Missed and Late Assignments
Things come up. We understand that not everyone will be able to make it to class every week and there may be reasons why an assignment needs to be turned in a bit late. Here are the policies regarding absence and lateness:

Participation
- You must be present in class for the entirety of the in-class work to receive credit for that in-class assignment.

Required Readings, Individual Case Questions & One-minute Papers
- Required reading assignments and case questions are intended to facilitate class discussions. Therefore, they are due each week 12:00 midnight the day before class (i.e. Thursday). You will receive no credit for late reading assignments and individual case questions!
- You can miss up to two required reading assignments/case analyses. These will be reviewed on an individual case basis. There will be one required readings and/or individual case analysis for each chapter except for chapter.
- One minute papers consist of a one paragraph summary of the most important thing you learned in SI530 that week. One minute papers are a part of your class participation grade. Because they are summary of what you learned that week you can turn them in any time before the midnight of the following Sunday after class.
- You can miss up to six one minute papers.

Take Home Exams/Papers
- Late exams will be assessed a 10% penalty for each day that they are late. There is a 15-minute grace period after the initial deadline to account for possible technical issues such as word processor malfunctions or Canvas slowness.
- No assignments/exams will be accepted after 72 hours past the deadline. This is to allow the instructors to release the answer key at the end of the next class should they so desire.

- To spell it out:
  - Before the deadline: No penalty
  - 0:16-24:00 hours after the deadline: 10% off
  - 24:01 – 48:00 hours after the deadline: 20% off
  - After 48:01 hours: No credit

- If an extension is required for legitimate reasons*, you must make your request to the instructors by email at least 8 hours before the deadline.

- The policy is the same for the paper alternative.

* "Legitimate reasons" for absence and lateness include illness, family emergencies, job duties, and significant emotional distress. The legitimacy of each specific instance is at the discretion of the instructor. "Legitimate reasons" do not include excessive course-related or extracurricular work— you are required to plan ahead to meet your deadlines in all classes.

**Required Course Materials:**

**Primary Textbook:**
http://students.flatworldknowledge.com/course/2546044

If you have any problems with your order: help@flatworldknowledge.com can assist you. You may also call: 1-877-257-9243.

**Harvard Course Pack:** All cases found in the Harvard course package can be found at the link below:
http://cb.hbsp.harvard.edu/cbmp/access/57778876

**Laptops and Other Devices**

You are encouraged to bring laptops and/or other net-connected devices to class. Indeed most of the in-class assignments will assume that at least one group member, if not all, have such a device. However, such devices bring with them temptations that are not always conducive to a positive learning environment.

While we have no intention or, indeed, means to enforce this policy, the official policy of this course is that net-connected devices should not be used for non-class-related activities (e.g.,
personal email, game playing, web browsing, Twittering, Facebooking, Pinteresting, etc.) during class time. Engaging in such activities not only distracts you from participating in class and absorbing the material, it can also distract others around you and degrade the overall focus and quality of the class meetings. Please don't do it.

Collaboration and Original Work

Collaboration

We strongly encourage collaboration while discussing and interpreting the readings. Active learning is effective. Collaboration will be especially valuable in summarizing the reading materials and picking out the key concepts. For the exams, however, you may not discuss the answers to the questions with any other members of the class. If you have clarification questions, please direct them to the instructors. See the Rackham Graduate policy on Academic and Professional Integrity for policies related to Cheating or Obtaining an Improper Advantage.

Your ideas for your term paper can be discussed with other members of the class, however direct collaboration is not permitted. Your experiences, critique, and analysis must all be your own, though you may use ideas that emerged from group discussions. Any such ideas that you used should be acknowledged in your final report and credited to the individual(s) who helped you come up with them.

Plagiarism

All written submissions must be your own, original work. Original work for narrative questions is not mere paraphrasing of someone else’s completed answer: you must not share written answers with each other at all. At most, you should be working from notes you took while participating in a study session.

You may incorporate selected excerpts from publications by other authors, but they must be clearly marked as quotations and must be attributed. If you build on the ideas of prior authors, you must cite their work. You may obtain copyediting assistance, and you may discuss your ideas with others, but all substantive writing and ideas must be your own, or be explicitly attributed to another. See the Rackham Graduate policy on Academic and Professional Integrity for the definition of plagiarism, and associated consequences.

In this course, an assignment containing plagiarized material will receive a grade of zero (0%). This applies whether the plagiarism is intentional or inadvertent. If you are unsure about whether a passage in your writing constitutes plagiarism, you are encouraged to seek help from the course instructors, or from the Sweetland Writing Center. Be sure to plan sufficiently ahead in your writing so that you can receive and incorporate feedback if you are uncertain about the boundaries of plagiarism.

Accommodations for Students with Disabilities

If you think you need an accommodation for a disability, please let your instructor know at your earliest convenience. Some aspects of this course, the assignments, the in-class activities, and the way we teach may be modified to facilitate your participation and progress. As soon as you make us aware of your needs, we can work with the Office of Services for Students with
Disabilities (SSD) to help determine appropriate accommodations. SSD (734-763-3000; http://ssd.umich.edu/) typically recommends accommodations through a Verified Individualized Services and Accommodations (VISA) form. We will treat any information you provide as private and confidential.

**Student Mental Health and Wellbeing**

The University of Michigan is committed to advancing the mental health and wellbeing of its students, while acknowledging that a variety of issues, such as strained relationships, increased anxiety, alcohol/drug problems, and depression, directly impacts students’ academic performance.

If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available. For help, contact Counseling and Psychological Services (CAPS) at (734) 764-8312 and https://caps.umich.edu/ during and after hours, on weekends and holidays or through its counselors physically located in schools on both North and Central Campus. You may also consult University Health Service (UHS) at (734) 764-8320 and https://www.uhs.umich.edu/mentalhealthsvcs, or for alcohol or drug concerns, see www.uhs.umich.edu/aodresources.

For a more comprehensive listing of the broad range of mental health services available on campus, please visit: http://umich.edu/~mhealth

**Zoom Protocols**

**How does Zoom work for SI310 Section 1 and 2?**

- Zoom will be used to host synchronous lectures and provide lecture recordings to be viewed later.
- Class starts at 10:00 am but students will be admitted to the Zoom session starting at 9:50 am.
- When students are admitted their microphone will be automatically be muted.
- Students can request to have their microphone un-muted by raising their hand or sending a message in Zoom chat.
- Zoom sessions are automatically recorded.
- Class ends at 11:30 am but the Zoom session will be open until 12:00 p.m. or until all questions are answered.

**What happens if I get disconnected?**

- Simply try to log back on .....  
- If you still cannot log back on feel free to access Zoom via telephone.
- How can I access Zoom via telephone?

Dial by your location
Meeting ID: 941 9242 7290
Passcode: 550152

- Find your local number: https://umich.zoom.us/u/abgTV8HJMf (Links to an external site.)
- If you still cannot access Zoom do not worry all lectures are recorded and will be available normally within 1 hour after the class.

**What happens if the instructor gets disconnected?**

- I will attempt to log back on .....  
- If that fails I will try to call in via telephone.... 
- If that fails, I will send an email to the class canceling the class and making the lecture recording from the other section available. Section 1 finishes at 11:30 am EST while Section 2 finishes at 5:30 p.m. EST.

**Are Zoom lectures recorded?**

- Yes, all Zoom lectures are automatically recorded once class starts. 
- After class is over a recording of the class lecture will be automatically sent to canvas.
- In addition, I will also attempt to edit another copy of the recordings to trim it and divide the larger video into smaller 7 to 12 mins videos. This will take additional time, but the overall larger video should be available within 1 hour of the lecture.
## SI530 Winter 2021 Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Readings</th>
<th>Quiz &amp; Case Analysis</th>
<th>1 min Paper</th>
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<tbody>
<tr>
<td>1</td>
<td>Jan-18</td>
<td><strong>MLK Holiday No Class!!!!!</strong></td>
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<td>2</td>
<td>Jan-25</td>
<td><strong>Course Overview</strong>&lt;br&gt;  - SI 530: Principles of Management&lt;br&gt;  - Introduction to Principles of Management, Chapter 1, in &quot;Principles of Management v2.0.1&quot; Stop after section 4 (17 pages)&lt;br&gt;&lt;br&gt;<strong>History, Globalization, and Ethics</strong>&lt;br&gt;  - History, Globalization, and Ethics, Chapter 2 in &quot;Principles of Management v2.0.1&quot; stop after Section 5 (26 pages).&lt;br&gt;  - A Framework for Ethical Decision Making by Markkula Center for Applied Ethics.&lt;br&gt;  - Unmasking The Myths: Learning to Navigate the Rough Seas of Ethics, 2010, IESE Insight, by Sophia Kusyk (8 pages).&lt;br&gt;  - <strong>Case</strong>&lt;br&gt;  - Targeting a Broken Heart by Irina Raicu made available by Markkula Center for Applied Ethics.</td>
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<td>3</td>
<td>Feb-1</td>
<td><strong>Employee Attitudes, Motivation &amp; Work Behaviors I</strong></td>
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<td>- Personality, Attitudes, and Work Behaviors Chapter 3 in &quot;Principles of Management v2.0.1” skip section 2, stop after Section 5 (22 pages)</td>
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<td></td>
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<td>- Why People Quit Their Jobs, 2016, Harvard Business Review (3 pages)</td>
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<td><strong>Additional Reading(s)</strong></td>
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<td>- The U.S. Chairman of PwC on Keeping Millennials Engaged, 2014, Harvard Business Review, by Bob Moritz (5 pages)</td>
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<td>o <strong>Case</strong></td>
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| 4    | Feb-8| **Employee Attitudes, Motivation & Work Behaviors II**  
- Chapter 4 Motivating Employees, in “Principles of Management v2.0.1” skip section 2, skip section 2.3 and stop after section 2 (18 pages)  
  **Additional Reading(s)**  
  - **Case (Found in the Harvard course package)**  
| 5    | Feb-15| **Redesigning and Automating Work**  
- Introduction: AI and Robotics Are Here. Now What?  
- Chapter 1: Deconstructing the Job  
- Chapter 2: Assess the Relationship between Job Performance & Strategic Value  
- Chapter 3: Identify Options  
- Chapter 4: Optimize Work | Quiz & Case Analysis | Due: Feb 14, 2021 | 1 min Paper | Due: Feb 21, 2021 |
### Algorithmic Management

- When Your Boss Is an Algorithm by Sarah O'Connor in The Financial Times Sept 8, 2016. (16 pages)
- Robots are already taking human jobs, but it may not be such a bad thing by Sophia Kolodzinski in CNB.Com Aug 2018. (1 page) (Links to an external site.)
  - **Case (Found in the Harvard course package)**

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<th>6</th>
<th>Feb-22</th>
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### Mission, Vision, and Values

- Chapter 5 Developing Mission, Vision, and Values in "Principles of Management v2.0.1" stop after section 4, (21 pages)
- Lofty Missions, Down to Earth Plans, 2004, Harvard Business Review by V. Kasturi Rangan (9 pages)
  - **Case (Found in the Harvard course package)**

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<tr>
<th></th>
<th>Quiz &amp; Case Analysis</th>
<th>1 min Paper</th>
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<tr>
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<td>Due: Feb 21, 2021</td>
<td>Due: Feb 28, 2021</td>
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<td>Week</td>
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<td>Readings</td>
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<td>7</td>
<td>Mar-1</td>
<td><strong>Strategic Management</strong></td>
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<td>- Chapter 6 Strategic Management, in “Principles of Management v2.0.1” stop after section 5 (28 pages)</td>
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<td>- <strong>Case (Found in the Harvard course package)</strong></td>
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<td>- <em>iRobot: Moving Beyond the Roomba</em> by Rajiv Lal and Scott Johnson, Harvard Business School</td>
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<td><strong>Possible Guest Speaker: TBA</strong></td>
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<td>8</td>
<td>Mar-8</td>
<td><strong>Leadership</strong></td>
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<td>- Chapter 7, Leading People, Groups and Organizations in “Principles of Management v2.0.1” stop after section 4 (21 pages)</td>
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<td></td>
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<td>- Leading with Intentionality: The 4P Framework for Strategic Leadership</td>
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<td></td>
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<td>- Leadership Across Cultures, 2015, Harvard Business Review, (2 pages)</td>
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<td><strong>Additional Reading(s)</strong></td>
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  - Case

Possible Guest Speaker: TBA

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| 10   | Mar-22  | **Organizational Structure and Change**  
  - Organizational Structure and Change, Chapter 9 in "Principles of Management" v2.0.1, stop after Section 5 (23 pages)  
  - Designing Organizations That are Built to Change, MIT Sloan Management Review, 2006, by Christopher G. Worley and Edward E. Lawler III (7 pages)  
    - Case *(Found in the Harvard course package)*  
      - Moderna (A), by Marco Iansiti, Karim Lakhani, Hannah Mayer, Kerry Herman  
|        |      | **Digital Transformation and Digital Platforms I**  
  - Chapter 1: The Five Domains of Digital Transformation: Customers, Competition, Data, Innovation, Value  
  - Chapter 2: Harness Customer Networks  
  - Chapter 3: Build Platforms, Not Just Products  
  - Platform Scale: How an emerging business model helps startups build large empires with minimum investment by Sangeet Paul Choudary  
  - Chapter 2: Designing the Interaction-First Platform  
  - Chapter 3: Building Interaction-First Platforms  
    - Case *(Found in the Harvard course package)* | Quiz & Case Analysis | Due: Mar 21, 2021 | Due: Apr 4, 2021 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Readings</th>
<th>Quiz</th>
<th>1 min Paper</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Digital Transformation and Digital Platforms II</strong></td>
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</table>
| 12   | Apr-5| - Chapter 4: Turn Data Into Assets  
- Chapter 5: Innovate by Rapid Experimentation  
- Chapter 6: Adapt Your Value Proposition  
- Chapter 7: Mastering Disruptive Business Models | Quiz & Case Analysis | Due: Apr 4, 2021 | Due: Apr 11, 2021 |
|      |      | **Crowdsourcing** |      |             |
|      |      | **Additional Reading(s)** |      |             |
|      |      | - Community-Powered Problem Solving, Harvard Business Review, 2013, by Francis Gouillart and Douglas Billings (6 pages) |      |             |
|      |      | - Chapter 3 “Issues in Crowdsourcing” p. 61 to 97 in Crowdsourcing (The MIT Press Essential Knowledge series) (by Daren C. Brabham;  
  - Case (Found in the Harvard course package)  
<p>| 13   | Apr-12| <strong>Managing a Diverse Workforce</strong> | Quiz &amp; Case Analysis | 1 min Paper | 1 min Paper |
|      |      | - Chapter 2, Managing Demographic and Cultural Diversity, in ORGANIZATIONAL BEHAVIOR VERSION 2.0, Stop after section 3 (23 pages) | Due: Apr 11, 2021 | Due: Apr 18, 2021 |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Reading</th>
<th>Quiz &amp; Case Analysis</th>
<th>Due Date</th>
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</table>
| Apr-19    | Last Day of Class                                                      | Rethink What You “Know” About High-Achieving Women, 2014, by Robin Ely, Pamela Stoner and Colleen Ammerma (7 pages)  
For LGBT Workers, Being “Out” Brings Advantages (1 page)  
Case *(Found in the Harvard course package)*  
Global Diversity and Inclusion at Royal Dutch Shell by Sandra Sucher and Elena Corsi |                                                        |                           |
| 14        | Corporate Social Responsibility & Wrap Up                              | **Corporate Social Responsibility & Wrap Up**  
  - Chapter 10, Goals and Objectives, in *Principles of Management* v2.0.1* Read only section 4 (2 pages)*  
  - The Truth About CSR: Most of these programs aren’t strategic—and that’s Ok, 2015, Harvard Business Review, by Kasturi Rangan, Lisa Chase and Sohel Karim, (8 pages)  
  **Additional Reading(s)**  
    - Case *(Found in the Harvard course package)*  
      - Schneider Electric in Rural India: Integrating Social Responsibility with BOP Strategy, INSEAD, by Jasjit Singh and Christiane Bode | Quiz & Case Analysis | Due: Apr 18, 2021  
Paper Due: Apr 25, 2021 |