Course Objectives

Upon completing the course, students will:

- Be familiar with contemporary management and administrative theories
- Understand main components of management practices
- Identify and develop critical skills of management
- Apply theories and skills to solving mgmt. problems in the information world
Course Schedule

1. Introduction
2. Managers
3. Environment
4. Managerial ethics
5. Planning, strategy, & making decisions
7. HR & diversity mgmt.
8. IT management
9. Leadership & motivation
10. Communication & teamwork
11. Managerial control
   Project presentations
12. Project presentations
   Course conclusion

External Environment – Value Web

Hybrid music activities

Traditional music activities

Digital music activities

Internet retailer → New media distributor

Management Company → Record Label → Manufacturing → Marketing → Distribution → Retailer → Consumer

Digital Delivery

Britney
Internal Environment – Org. Culture

Visible
1. Artifacts, such as dress, office layout, symbols, slogans, ceremonies
2. Expressed values, such as “The Penney Idea,” “The HP Way”
3. Underlying assumptions and deep beliefs, such as “people here care about one another like a family”

Invisible
Deeper values and shared understandings held by organization members

Decision Making Approaches

<table>
<thead>
<tr>
<th>“Thinking first” features the qualities of</th>
<th>“Seeing first” features the qualities of</th>
<th>“Doing first” features the qualities of</th>
</tr>
</thead>
<tbody>
<tr>
<td>science</td>
<td>art</td>
<td>craft</td>
</tr>
<tr>
<td>planning, programming</td>
<td>visioning, imaging</td>
<td>venturing, learning</td>
</tr>
<tr>
<td>the verbal</td>
<td>the visual</td>
<td>the visceral</td>
</tr>
<tr>
<td>facts</td>
<td>ideas</td>
<td>experiences</td>
</tr>
</tbody>
</table>

Mintzberg & Westley 2001
Innovation – Not Just Change

“This really is an innovative approach, but I’m afraid we can’t consider it. It’s never been done before.”

Cartoon by Aaron Bacall

Adopter Distribution

Where would you rather be?
Portable Personality
Mashup
OSS
Semantic Web
SCM
Tera-architectures
Web2.0

SaaS
Ajax
BPO
RFID
SOA
Identity Management
Thin Provisioning
Business Intelligence
Cloud Computing
DRM
CRM

Portable
Personality
Mashup
OSS
Semantic Web
SCM
Tera-architectures
Web2.0

SaaS
Ajax
BPO
RFID
SOA
Identity Management
Thin Provisioning
Business Intelligence
Cloud Computing
DRM
CRM

08 Hype Cycle for Emerging Tech.

Source: Gartner (July 2008)
IT Innovation Life Cycle

Social Network & Virtual Recruiting

Avatars gather in the Network in World courtyard in the online world Second Life, site of the virtual recruiting fair. *TMP Worldwide*
Media Richness Theory

Structure facilitates lean, impersonal media

- Rules & Regulations
- Formal Info.
- Special Reports
- Planning
- Direct Contact
- Integrator
- Group Meeting

Structure facilitates rich, personal media

- Uncertainty Reduction (obtain additional data, seek answers to explicit questions)
- Equivocality Reduction (clarify, reach agreement, decide which questions to ask)

Daft & Lengel 1986

Team Development

- Getting started
  - Crafting the team
  - Building commitment
  - Determining leadership

- Getting to work
  - Setting goals
  - Establishing a working approach
  - Influencing team culture

- Reviewing/monitoring the work
  - Self-reflecting team process
  - Managing the midpoint
  - Evaluating effectiveness (performance, satisfaction, and learning)

HBS9-402-032
Balanced Scorecard

Management in the Knowledge Economy

Effective management of knowledge workers require thought leadership.

Leadership skills are the same as the skills you need to stay employed at all.

Let’s become the world experts of something!

Ability to build a critical mass of opinion around emerging issues
Contact Information

Ping Wang p\\wang@um\d.edu
College of Information Studies
University of Maryland
Room 4105 Hornbake Bldg, South Wing
College Park, MD 20742-4325