

I303
Organizational Informatics
Class MW 9:30-10:45, Infor East, 130

Fall, 2008
D. Hakken
Office: Infor West, #318
Office Hours: MW 11-12

Discussion: F 10:10-11:00, Infor West, 107

AI: Brandon Stephens, Info East Room 001; Office Hours: M11-12, R 2-3
F 11:15-12:05, Infor West, 107

AI: Ben Serrette, Infor East Room 001; Office Hours: M 11 001 I2 bldg.

Formal Course Description:

3cr. P: INFO I101 (and I210?). Examines the various needs, uses, and consequences of information in organizational contexts. Topics include organizational types and characteristics, functional areas and business processes, information-based products and services, the use of and redefining the role of information technology, the changing character of work life and organizational practices, sociotechnical structures, and the rise and transformation of information-based industries. Credit given for either INFO I303 or SPEA V369.

Student Learning Objectives

1. To master the conceptual skills used by researchers who study organizational informatics and professionals who use this knowledge to organize and develop and/or informate organizations;
2. To appreciate what is at stake socially in organized use of automated information and communications technologies (AICTs);
3. To become a skilled user of the empirical information developed by scholars about how organization and use of AICTs dynamically shape each other; and
4. To develop the ability to use such empirical knowledge to plan for the implementation of an AICT system in an organized context.

Student Activities

1. Read before the assigned date and discuss in class and discussion section course materials, including the two assigned texts:

Kunda, Gideon, 2006 *Engineering Culture: Control and Commitment in a High-Tech Corporation*. (2nd Edition) Philadelphia: Temple University Press.

Weber, Steven, 2005 *The Success of Open Source*. Boston, MA: Harvard University Press.

and the additional assigned reading, available on IU library e-reserve (password: purple) (12 ½% of grade);

2. Stand two non-cumulative exams, (25 % each), for which review materials will be distributed and review sessions held;
3. Carry out assigned exercises and presentations (12 ½%); and
4. Develop, present briefly in class, and present an organizing plan involving computerization or re-computerization of an organizing context. This can be a business, a not-for-profit, or a group of friends/acquaintances. The final report on the project will address the following points: including

a. Describing the relevant features of the organizing context; for example, the roles, the labor process, the people, machines already there, and any existing conflicts. In particular, identify the problem or problems in organizational structure and/or function that you want to solve or improve on;

b. Identifying the new automated ICT mediation you would propose to solve the problem;

c. Specifying the basic strategy of your approach to the problem—informatizing, representing, or a combination of both--, which includes specifying how your solution is intended to solve the problem; and

d. Identify any possible problems that you foresee with implementing your solution and what you would do beforehand to anticipate and address these problems effectively; for example, what training, monitoring and/or evaluating you would arrange for.

The criteria to be used in evaluating your project report are:

1. comprehensiveness—that is, addressing all of the above points sufficiently;
2. clarity of expression; and
3. Use of class resources: reading, lectures, discussion.

The final exercise for the project, due 11/24 in class, should be a draft of your comments re: point d. on the outline above or any other point on which you wish some feedback. The final exercise is due 12/8 and is worth 25% of your course grade.

Attendance Policy

Students are expected to treat class and discussion section participation as a professional obligation, meaning no more than two absences. Attendance will be recorded through “1 minute essays.” If you cannot be present more than twice, please let your AI know why.

Laptop Policy

In-class use of a laptop can be a legitimate aid to learning, as to refer to assigned readings or to take notes. However, the privilege of use can be abused, as when the laptop is used to read email or visit unrelated websites. We will allow you to use your laptop initially, but only for class-related activities, and we reserve the right to change this policy if there appears to be substantial abuse.

Additional Course Resources

A glossary of relevant terms and a statement of course philosophy are available at the course site on Oncourse. Also posted there is a schedule of workshops that students may find helpful.

Schedule (Every effort will be made to stick to this; additional resources will be posted on e-reserves)

1. 9/3 Course mechanics
2. 9/5 Discussion of course mechanics, especially projects, and start discussion of reading (Kunda, Preface to the revised edition, pp. vii-x)
3. 9/8 Introduction to course topic via discussion of course descriptions

4. 9/10 Work and the labor process
 - a. Hakken, *Cyborgs@Cyberspace?*, pp23-35
5. 9/12 Discussion of issues arising and of Kunda, chapter 2
6. 9/15 The history of Organization Studies: Weber, Taylor/Gilbreath, Chandler, critique of Chandler
 - a. Weber, pp 37-42, in Shafritz and Whitbeck
 - b. Taylor (Glibreath), pp 9-23 in Shafritz and Whitbeck
 - c. Chandler, pp. 34-45 in Hearn
 - d. Goldman and Van Houten in Hearn, pp. 46-66
7. 9/17 Human Relations as limited critique
 - a. Roethlisberger, pp 2-12, in Natemeyer, ed.
8. 9/19 Discussion of issues arising and Kunda, Chapter 3
9. 9/22 Expansion to complex Orgs.: the state
 - a. Osborne and Gaebler, pp...
10. 9/24 Expansion to complex Orgs.: Not-for –Profits and Non-governmental Organizations
 - a. The Internet Society (<http://www.isoc.org/isoc/>), first 5 pages
11. 9/26 discussion of issues arising and of Kunda, Chapter 4
12. 9/29 Broader OS critiques of the 60s: Psychological
 - a. Herzberg, pp 95-107, in Natemeyer, ed.
13. 10/1 Open Class (initial project statement due)
14. 10/3 10/3 discussion on issues arising and Kunda, Chapter 5
15. 10/6 Broader critique, cont.: cultural and sociological
 - a. Hearn, pp 1-19
16. 10/8 Shifts of OS focus: From Organizations to organization, then to organizing (including social movements)
 - a. Perrow, pp 313-323, in Shafritz and Whitbeck, eds
 - b. Tilly, pp.....
17. 10/10 Discussion of issues arising and Kunda, Chapter 6
18. 10/13 Practical Responses: Organizational Development
 - a. Hammer and Champy, pp xi-xii; 1-6; 200-216
 - b. Van Mannen, J. (1991) "The Smile Factory: Work at Disneyland." In Frost, P.J., L.E. Moore, M.R. Louis, C.C. Lundberg and J. Martin (eds.): *Reframing Organizational Culture*.
19. 10/15 Organizational Culture
 - a. Kunda, Chapter 1, Epilogue
 - b. Morgan, Gareth (1997) "Ch. 7 : Organizations as Cultures" in *Images of Organization*. London: Sage, pages 119-145.
20. 10/17 Discussion of Issues arising and review
21. 10/20 Review session
22. 10/22 Midterm exam
23. 10/24 Cancelled
24. 10/27 IT and organizing: Bureaucratic and Liberatory Options
 - a. Zuboff, Shoshona, "Managing the Informed Organization," pp. 415-422, *In the Age of the Smart Machine: The Future of Work and Power* (1984). New York: Basic Books.

- b. Ullman, Ellen. (1997) *Close to the Machine*, pp 17-27;95-121
 - c.
- 25. 10/29 AICTs and Change in Businesses' Productivity and Profitability
 - a. Carr, Nicholas G., *Does IT Matter?*, pp. ix-xiii, 63-86
- 26. 10/31 Discussion of issues arising and Weber, Preface and Chapters 1 & 2
- 27. 11/3 IT and Change in Knowledging
 - a. Hakken, David *The Knowledge Landscapes of Cyberspace*, pp. 225-70
- 28. 11/5 Culture and Digital Property
 - a. Lessig, Lawrence *Remix*, pp. vx-xxii, 105-115
- 29. 11/7 Discussion of issues arising and Weber, Chapters 3, 4 & 5 (re-draft of project statement due)
- 30. 11/10 IT and change in work organization
 - a. *Connections New Ways of Working in the Networked Organization* By Lee Sproull and Sara Kiesler MIT Press, 1991, 212 pages
- 31. 11/12 FLOSS and other forms of Virtual organization
 - a. Hakken, "FLOSS as Virtual Organization" NSF application
 - b. Hedberg, et. al., excerpts from *Virtual Organizations and Beyond*, pp. ix-xi, 1-38.
- 32. 11/14 Discussion of issues arising and Weber, Chapters 6 & 7
- 33. 11/17 Political economy of organizational informatics
 - a. Erik Brynjolfsson, "The Productivity Paradox" *Communications of the ACM*, Volume 36 (12): 67-77.
- 34. 11/19 IT and Change in Organizing
 - a. Travica, Bob, excerpts from *New Organizational Designs: Information Aspects*, pp. 23-40.
- 35. 11/21 Discussion of issues arising and Weber, Chapters 7 & 8
- 36. 11/24 IT and the future of the corporation
 - a. Boreham, Paul, et. al., excerpts from *New Technology @ Work*, pp. 176-90.
- 37. 11/26 Thanksgiving vacation
- 38. 11/28 Thanksgiving vacation
- 39. 12/1 Globalism
 - a. Hakken, David, *Informating in a Demi-Global World*, Paper submitted to the 2009 iSchool Conference.
 - b. Clegg, Stewart, Siegfried Gudergan, Martin Kornberger, and Tim Ray, "Managing local practices in a networked world," pp190-209 in Kornberger and Gudergan, eds.
- 40. 12/3 Student Presentations
- 41. 12/5 Discussion of Issues arising
- 42. 12/8 Student Presentations
- 43. 12/10 Class Review
- 44. 12/12 Discussion of Issues arising and review
- 45. 12/? Final Exam