Student Learning Objectives
1. To master the basic concepts that scholars use to talk about organization;
2. To appreciate how use of digital technologies (DTs) potentially and actually correlates with organization;
3. To become a skilled user of empirical information about these correlates when planning for, implementing, and maintaining use of digital technologies in professional or personal life.

Required Student Activities
1. Read before the assigned date and discuss in class and discussion section (participation is 12 ½% of the grade) the material identified in the “Class Schedule” below and available at this course Oncourse site;

2. Stand a mid-term exam (25 % of grade) that will be in short answer format, for which appropriate review materials will be distributed and review sessions held;

3. Develop, present in discussion section a poster on, and submit in written form a plan to computerize or re-computerize an organizing context of the student’s own choice (37 1/2 % of grade). This context can be a business, a not-for-profit group, or a network of friends/acquaintances—that is, any actual, existing social context into which the student wishes to intervene using digital technology.

The final write up of the project will be organized according to the following outline:

a. Describe the features relevant to computing of the specific organizing context that you have chosen; for example, the typical roles, the typical labor or social process, the actual people, machines already there, any existing conflicts, etc.
b. Specify the problem or problems in organizational structure and/or functioning that you want to solve or improve on;
c. Identify the new digital mediation with which you propose to solve the problem;
d. Specify the basic strategy of your approach to the problem—informating, representing, of a mix of both—and explain how and why your solution should solve the problem;
e. Identify possible problems that you foresee with implementing your solution;
f. Describe what you would do beforehand to anticipate and address these problems effectively; for example, what training, monitoring and/or evaluating you would arrange for; and
g. Describe the things you would do to monitor whether your solution works and also any unforeseen correlates of it.

The poster will address points a, b, and c of the outline. The criteria to be used in evaluating the final project report are:
1. Comprehensiveness—that is, the extent to which the above points are sufficiently addressed;
2. Clarity of expression; and
3. How effectively class resources—e.g., readings, lectures, discussions—are used.

Due dates for various aspects of the project’s development are included in the Class Schedule below.

4. Submit a final, take-home format exam (25% of grade), in which are identified the two dynamics that the student believes will be the most characteristic of the relationship of organizing to computing 20 years from now (2024) along with effective social informatics arguments to justify these two beliefs.

Attendance Policy
Students are expected to treat class and discussion section participation as a professional obligation. This means no more than three absences, the reasons for all of which must be documented for each student’s AI. Attendance will be recorded, typically through brief (no more than 3 sentence) end of class essays.

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
In Oncourse under the “Resources,” then “General Resources” tab, a Glossary of relevant terms, a Statement of course philosophy, and some Additional References are available. Occasional additional announcements will also be posted on Oncourse.

Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>due dates</th>
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<tbody>
<tr>
<td>1. 8/25</td>
<td>Course mechanics; “Clockwork” (DVD)</td>
<td>syllabus</td>
<td></td>
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</tbody>
</table>
2. 8/27 Organization and Informatics: Overview
    Ciborra, Claudio, *The Labyrinths of Information*, Chapter 1
    (This reading is available electronically through the IUB library at

3. 8/28 or 29 DISCUSSION SECTION Organizational Session

Monday, 9/1 NO CLASS; LABOR DAY

4. 9/3 Classic “Machine” Models of Organizing (taylor)
    pp 9-23 in Shafritz and Whitbeck, eds., *Classics in Organizational Theory*.
    ( This and subsequent readings are available on I303 Oncourse site,
    typically indexed under first author’s last name)

5. 9/4 or 5 DISCUSSION SECTION: Review of concepts; Initial discussion of projects

6. 9/8 Classic models, continued

7. 9/10 Early Critiques of Classic Models
    Roethlisberger, F. J. “The Hawthorne Experiments,” pp 2-12,
    in Natemeyer, , Walter, ed., *Classics of Organizational Behavior*.

8. 9/11 or 12 DISCUSSION SECTION : Problems with readings, lectures or projects;
    initial paragraph describing potential project due

9. 9/15 More early Critiques

10. 9/17 Current Critiques of Classic Models: From Business Structure to Process
    Hammer, Michael, and James Champy, *Reengineering the
11. 9/18 or 19 DISCUSSION SECTION: projects
   Due: 1 page possible project proposal (basis of 5th week grade report)

12. 9/22 Non-business “Complex Organizations,” including states and Not-for –
    Profits/Non-governmental Organizations (nfps/NGOs)
    Osborne and Gaebler, *Reinventing Government*, pp. 1-24;
    The Internet Society (Website: http://www.isoc.org/isoc/), 1-5.

13. 9/24 Current critiques, cont.: cultural and sociological perspectives; Shifts of OS
    focus from organizations to organization (Kunda, pts1,2,3, & Epilogue;)

14. 9/25 or 26 DISCUSSION SECTION: Follow up on readings

15. 9/29 Current critiques, cont.: From organization to organizing (McAdam Scott 1,2,3)
    McAdam, Doug, and W. Richard Scott 2005 “Organizations and
    Movements,” in Davis, Gerald F., Doug McAdam, W. Richard Scott, and

16. 10/1 Practical Responses: Organizational Development, Culture

17. 10/2 or 3 DISCUSSION SECTION: review materials

18. 10/6 Additional Review

19. 10/8 Midterm Exam

10/9 or 10 Fall break; no discussion section

20. 10/14 Overview of Studies of Digital Technologies and Organizing
    “Introduction” and Barrett chapter in Salazar and Sawyer

21. 10/16 Digital Technologies and Organizing: More Effective Bureaucracy or
    Liberation?
    Zuboff, Shoshona, “Managing the Informed Organization,” pp. 415-422,
22. 10/17 or 18 Workshop on later sections of the project report; e.g., basic strategy, problems, etc.

23. 10/20 Digital Techs and Change in Businesses’ Dynamics
   Carr, Nicholas G., Does IT Matter?, pp. ix-xiii, 63-86 in Does IT Matter?
   FT: Why Big It Projects Crash, 10/20/2013

24. 10/22 DTs and Change in Knowledging (Hakken Knowledge... 1,2,3)

25. 10/23 or 24 DISCUSSION SECTION: Questions re: readings, lectures

26. 10/27 Culture and Digital Property (lessig)
   Lessig, Lawrence Remix, pp. vx-xxii, 105-115

27. 10/29 IT and change in work structuration (travica)

28. 10/30 or 31 DISCUSSION SECTION: Workshop on monitoring project implementation

29. 11/3 Free/Libre and/or Open Source Software (FLOSS) and other forms of Virtual organization (Hedberg, Hakken on FLOSS)
   Hedberg, et. al., excerpts from Virtual Organizations and Beyond, pp. ix- xi, 1-38
   Hakken, “FLOSS as Virtual Organization.” NSF application

30. 11/5 Political economy of organizational informatics

31. 11/6 or 7 DISCUSSION SECTION on project clarity and comprehensiveness

32. 11/10 Digital Technologies and the future of the corporation
   Boreham, Paul, et. al., excerpts from New Technology @ Work, pp. 176-190

33. 11/12 Enterprise Resource Planning (ERP) Systems

34. 11/13 or 14 DISCUSSION SECTION Issues arising in class readings

35. 11/17 Governance

   *FT*: “Leaks have weakened US control of the web”

36. 11/19 Globalization, IT, and Organizing


37. 11/20 or 21 DISCUSSION SECTION: Workshop on final exam;

   draft of project report due

11/24, 26, 27, or 28 NO CLASS; THANKSGIVING

38. 12/1 Computing, Organizing, and the Current Crisis


39. 12/3 Open Class

40. 12/4 or 5 DISCUSSION SECTION: Project Poster Presentations

41. 12/8 Review

42. 12/10 Further Review

43. 12/13 DISCUSSION SECTION: Project Poster Presentations

44. 12/17, 2:30 pm Final Exam due on Oncourse