



We acknowledge that we are on the traditional, ancestral and unceded territory of the hən̓q̓əmiñəm speaking Musqueam people.

**iSchool Mission: Through innovative research, education and design, our mission is to enhance humanity's capacity to engage information in effective, creative and diverse ways.**

**ARST 570 LIBR 504 002 Management of Information Organizations – Course Syllabus (3)**

This version of the syllabus is preliminary. The syllabus in the learning management site, Canvas, will be confirmed as the document of record after the first class.

**Program:** MLIS/MAS/Dual  
**Year:** 2019 – 2020 W2  
**Course Schedule:** Thursdays from 6:00 PM to 8:50  
**Location:** IKBLC, Room 155

**Instructor:** Adam Farrell  
**Office location:** iSchool Adjunct Office  
**Office phone:** 604-355-7953 - cell  
**Office hours:** By appointment  
**E-mail address:** [adam.farrell@ubc.ca](mailto:adam.farrell@ubc.ca)

**Instructor:** Christine Middlemass  
**Office location:** iSchool Adjunct Office  
**Office phone:** 604-454-7779 - cell  
**Office hours:** After class and by appointment  
**E-mail address:** [christine.middlemass@ubc.ca](mailto:christine.middlemass@ubc.ca)  
**Learning Management Site:** <http://lthub.ubc.ca/guides/canvas/>

**Course Goal:**

The goal of this course is to provide you with a foundation in the functions, principles, and theories of management and organizational behaviour, to prepare you to take on the challenges faced by information organizations today. Most organizations, including information organizations, face increasing pressures to adapt to changes in their environment, including evolving service expectations, societal trends and technologies, as well as financial constraints and shifting professional roles and best practices. To meet these challenges, organizations look to their managers and professional staff to identify the needs of clients and community, generate ideas and solutions, lead staff, and administer resources effectively.



## Course Objectives:

### Upon completion of this course students will be able to:

1. Describe basic management functions in information organizations [1.0; 3.2]
2. Identify the larger institutional contexts in which information organizations function [1.3]
3. Obtain working knowledge of the tools and techniques of financial management and the financial process and systems found in information organizations [3.2]
4. Apply management theories and principles to organizational issues and decision-making using scenarios and case studies [3.2]
5. Create and deliver high quality reports, presentations and organizational documents that communicate organizational values, missions, and priorities to internal and external stake holders [2.1; 2.2]
6. Demonstrate leadership abilities through collaborative teamwork [3.1]
7. Connect how professional ethics and values and management and leadership practices influence organizational culture and decision-making processes [5.1]
8. Enhance their reflection and understanding of themselves as leaders in their profession and organizations [5.1]
9. Support team members and classmates by developing skills in providing constructive feedback through peer- and self-evaluations [3.1]
10. Reflect in a critical and informed manner on the role managers play in the running of information organizations [1.4]

UBC iSchool Statement on Graduate Competencies:

<http://slais.ubc.ca/programs/about-department/graduate-competencies/>

## Course Topics:

- Organizational culture
- Working with boards and sponsors
- Strategic planning
- Human resources management in information organizations
- Employee development and training
- Financial management and resources
- Change management
- Managing physical structures
- Ethical issues and decision making
- Marketing and communications

## Prerequisites:

MLIS and Dual MAS/MLIS: completion of the MLIS core

MAS: students should take ARST 570 (cross listed with LIBR 504)



## **Format of the course:**

This course will involve lectures, class discussions and activities, individual and group work, and instructor-, peer-, and self-assessment. You will be required to prepare for in-person classes by completing the required readings and online modules content, which may involve watching online lectures/screencasts, YouTube videos and interviews with professionals working as managers.

## **Required and Recommended Reading:**

### **Required:**

Weekly modules in Canvas, as well as additional articles as assigned. The Library Online Course Reserves in Canvas provides links to required as well as recommended readings.

Hatch, M. J., (2018). *Organization theory: Modern, symbolic, and postmodern perspectives (4th ed.)*. Oxford, England: Oxford University Press.

Accessible introduction to organization theory, referenced in the online lectures.

Moran, B.B. & Morner, C.J. (2017). *Library and information center management (9th ed.)*. Santa Barbara, CA: Libraries Unlimited. Publisher's Student Resource site:  
<https://books.librariesunlimited.com/library-and-information-center-management>

Introductory text on management in information organizations, useful to demonstrate management principles in a library environment. American practice and legal environment.

OpenStax, *Principles of Management*. OpenStax CNX. Jul 12, 2019  
<http://cnx.org/contents/c3acb2ab-7d5c-45ad-b3cd-e59673fedd4e@8.90>.

Open textbook. Good general introduction to management principles and practices.

These works are on reserve in the library. They are referenced in the weekly modules, as well as other sources.



**Course Assignments:**

Assignment	Component	Due Dates	Weight	Graduate Competencies
<b>Assignment 1:</b> Management Portfolio Total = 60%	Group Terms of Reference	Draft: January 16 Final: January 23	5%	2.1; 2.2; 3.1; 3.2; 5.1
	Environmental Scan and Vision/Mission Statements	Draft: January 30 Final: February 6	20%	1.1; 1.3; 1.4; 2.1 4.1; 5.1; 5.2
	Strategic Plan and Budget	Draft: January 30 Final: February 5	20%	1.1; 1.3; 1.4; 2.1; 5.1; 5.2; 5.3
	Board Presentation	March 19 or March 26	15%	1.3; 2.1; 2.2; 3.1; 3.2; 5.1; 5.2
<b>Assignment 2:</b> Reflective Assignments Total = 20%	Reflective Journal	Mid-term draft: February 13 Final: April 6	15%	1.4; 2.1; 2.2; 4.1; 5.1; 5.2
	Self & Team Assessment Mid-Term	February 13	5%	
	Self & Team Assessment Final	April 6		
<b>Professionalism</b> Total = 20%	Throughout Term		10%	1.4; 2.1; 2.2; 3.1;
	Peer Assessments (Presentations)		10%	5.1

- As this is a management course, written submissions should be professional, well edited and presented, and appropriate to the audience. There is no requirement to adhere to APA style (rarely if ever used in business writing.) However, do use APA style (6<sup>th</sup> edition) for all references and bibliographies.
- All submitted files should be labelled following professional practices
  - For example: Lastname(s)\_Assignment1\_TermsOfReference\_DateMonthYear
- For group work, only one student needs to submit the file.
- Requests for extensions must be agreed to by the instructor prior to the due date; extensions will be granted at the discretion of the instructor based on the particular circumstances discussed.



**Course Schedule:**

Module	Date	Topic
1	January 9	Introduction to the course, and to organizational theory
2	January 16	Introduction to organizational structure
3	January 23	Organizational environments and planning
4	January 30	Introduction to Organizational Culture
5	February 6	Financial Management
6	February 13	HR: Recruitment, EDI (equity, diversity and inclusion)
No Class	February 18-21	Reading Break
7	February 27	HR: Employee development, training, appraisal
8	March 5	Change management
9	March 12	Ethical Decision Making
10	March 19	Presentations
11	March 26	Presentations
12	April 2	Advocacy

**Attendance:**

- Attendance and prompt arrival in class reflects your professional attitude.
- If you know you are going to be absent you must inform me beforehand if at all possible.
- Up to 2 excused absences are allowed with prior notification to me. Additional absences will require a note from a health professional or Access and Diversity. Failure to provide this documentation could result in a lower course mark.
- Any penalties imposed for excessive absences are at the discretion of the instructor.

**Evaluation:**

All assignments will be marked using the evaluative criteria given on the [iSchool web site](#). Rubrics for some assignments will provide guidance on how work will be evaluated. Please familiarize yourself with the rubrics and pursue clarification well before an assignment is due.



While these criteria are stated at the level of course marks they also apply to the marks awarded to assignments. Please note that based on these criteria, if on a given assignment you do a good job of meeting ALL the required elements, the mark will typically be in the range of B to B+. In order to achieve a mark in the overall "A" range [A-, A, A+] you must demonstrate excellence that goes considerably beyond the basic requirements of an assignment.

Assignments will not be accepted late unless prior arrangements are made. Consideration will be given for legitimate emergencies. If an extension is granted, a late penalty may be imposed at the discretion of the instructor; this will be discussed when you request the extension.

### **Required and Recommended Readings:**

Please see Canvas, the online course management system. There is a module for each week where you will find readings, Powerpoint slides for class lectures, and other related materials.

**Policies and Resources to Support Student Success:** UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious and cultural observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available here (<https://senate.ubc.ca/policies-resources-support-student-success>)

**Centre for Accessibility:** Centre for Accessibility works with the University to create an inclusive living and learning environment in which all students can thrive. The University accommodates students with disabilities who have registered with the Centre for Accessibility unit: <https://students.ubc.ca/about-student-services/centre-for-accessibility/>. You must register with the Disability Resource Centre to be granted special accommodations for any on-going conditions.

**Religious Accommodation:** The University accommodates students whose religious obligations conflict with attendance, submitting assignments, or completing scheduled tests and examinations. Please let your instructor know in advance, preferably in the first week of class, if you will require any accommodation on these grounds. Students who plan to be absent for family obligations, or other similar commitments, cannot assume they will be accommodated, and should discuss with the instructor before the course drop date. UBC policy on Religious Holidays: <http://equity.ubc.ca/days-of-significance-calendar/>

### **Academic Integrity**

#### **Plagiarism**

The Faculty of Arts considers plagiarism to be the most serious academic offence that a student can commit. Regardless of whether or not it was committed intentionally, plagiarism has serious academic



consequences and can result in expulsion from the university. Plagiarism involves the improper use of somebody else's words or ideas in one's work. The UBC policy on Academic Misconduct is available here: <http://www.calendar.ubc.ca/Vancouver/index.cfm?tree=3,54,111,959>.

It is your responsibility to make sure you fully understand what plagiarism is. Many students who think they understand plagiarism do in fact commit what UBC calls "reckless plagiarism." The UBC Learning Commons has a resource page on how to avoid plagiarism, with policies on academic integrity and misconduct found here: <http://learningcommons.ubc.ca/resource-guides/avoid-plagiarism/>

If after reading these materials you still are unsure about how to properly use sources in your work, please ask your instructor for clarification.

### **Group Projects/Work:**

There will be group assignments/work in this course. Group assignments/work cannot be completed or submitted by individual students working outside the group. In instances where there is a non-contributing group member(s), a different mark may be awarded and/or that non-contributing group member(s) may be required to complete the assignment independently. It is the responsibility of the group to keep the instructor informed of any issues that may affect the groups' performance and/or ability to complete the assignment.

To meet the Learning Outcomes of this course, all students are required to work on their group work skills. Most significantly, every student is required to demonstrate leadership skills and write reflectively about themselves as leaders. Therefore, it is useful for student learning to note that the two main sources of conflict within academic working groups are 1) differing time management strategies and 2) uneven quality of work produced. Do seek help from your instructor early in your projects.

### **Course Communication:**

We will use Canvas to share materials and for class communication. Check the course page on Canvas frequently during the term to receive updates, submit assignments, and communicate with the instructors and classmates outside of class time as needed.