We acknowledge that we are on the traditional, ancestral and unceded territory of the xwməθkwəy̓əm (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.**

| **LIBR 504/ARST 570 Management of Information Organizations – Course Syllabus (3)** |
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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.

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| **Program**: | MLIS/MAS/Dual |
| **Year**: | 2021 – 2022 W2 |
| **Course Schedule**: | Wednesdays from 6:00 pm to 8:50 pm |
| **Location**: | UCEN Koerner Centre (6331 Crescent Road), Room 101 |
| **Instructor**: | Debbie Millward and Debbie Schachter |
| **Office location**: | virtual |
| **Office phone**: | 604-644-7329 (Debbie Millward cell) |
| | 778-862-1862 (Debbie Schachter cell) |
| **Office hours**: | By appointment |
| **E--mail address**: | millwa5@mail.ubc.ca / |
| | debra.millward@gmail.com |
| | dschacht@ubc.ca / |
| | debschachter@shaw.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 needs of clients and community, generate ideas and solutions, lead staff, and administer resources effectively.

**FNN specialization**: The assignments in this course can serve the requirements of the First Nations Curriculum Concentration (FNCC). If students would like to take this course for FNCC credit, they are invited to contact the instructor to discuss this option.

**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
- Principles of equity, diversity and inclusion
- Employee development and training
- Financial management and resources
- Risk management
- Change management
- Ethical issues and decision making
- Communications and advocacy

*Note: This is a cross-listed course for MLIS, Dual and MAS students. MLIS students should enroll in LIBR504 and MAS students should enroll in ARTS 570. Dual students may enroll in either, but must have completed the relevant core courses prior to enrolling.*

**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**:

Face to face format consisting of lectures, class discussions and exercises, with some online materials and exercises assigned through the Canvas course site.

Estimated number of weekly hours students should dedicate to this class (preparation activities & class activities): 10 hours

**Required and Recommended Reading**: Most required readings will be drawn from the open online textbook: Bright, D.S., Cortes, A.H., Hartmann, E. et al. (2019). *Principles of Management*. OpenStax, Rice University. (available to read in various formats: https://openstax.org/details/books/principles-management)

Additional readings in the form of book chapters, journal articles may be assigned from week to week. These will be available through the UBC Library.

**Supplementary Texts**: General texts on organizational behaviour, organizational theory and management of information organizations may be useful for supplementary readings and for assignments. Some of the required readings are drawn from these texts.

- Black, J.S., Bright, D.S., Gardner, D.G. et al. (2019). *Organizational Behavior*. OpenStax, Rice University. (Open textbooks available to read in various formats: https://openstax.org/details/books/organizational-behavior?Book%20details)
- Moran, B.B. & Morner, C.J. (2017) Library and Information Center Management (9th ed.) Santa Barbara, CA: Libraries Unlimited. (UBC Library – available as an E-book)
- Velasquez, Diane L. *Library Management 101: A Practical Guide,* American Library Association, 2013. (UBC Library – available as an E-book, limited use)

## Course Assignments:

| Assignment | Component | Due Dates | Weight | Graduate Competencies |
|---|---|---|---|---|
| **Assignment 1**: Management Portfolio | A. Group Terms of Reference | Week 3 | 5% | 2.1;2.2;3.1;3.2;5.1 |
| | B. Environmental Scan and Vision/Mission Statements | Week 5 | 20% | 2.1;2.2;3.1;3.2;5.1 |
| | C. Strategic Goals, Budget and Rationale | Week 9 | 20% | |
| | D. Board Report and Final Portfolio | End of Course | 10% | |
| | E. Self and Team Assessment (Individual) | End of Course | 5% | |
| **Assignment 2**: Reading and Reflection Journal (Individual) | Part 1 (4 readings) | Week 6 | 30% | 1.4; 2.1; 2.2; 4.1; 5.1; 5.2 |
| | Part 2 (4 readings and summary) | Week 11 | | |
| **Professionalism** | | Throughout term | 10% | |

Assignment Descriptions

**Assignment 1: The Management Portfolio** is a group project based on one of a collection of case studies (organizational descriptions). Students work together to apply management knowledge gained in the course to develop a portfolio of organizational planning and operational materials relevant to the case. This assignment is designed to connect theory and academic knowledge to practice.

**Assignment 2: The Reading and Reflection Journal** is an individual project that students can work on over the course of the term. It engages students in the professional and management research literature and encourages critical reflection on the themes and issues in the field in relation to personal values, skills and goals. Staying up to date in the field and critical reflection are essential practices for managers.

**Professionalism** is assessed through attendance, evidence of preparation, and engagement in the class, including participation in small group and general class discussions; and maintenance of a respectful and considerate attitude for all participants in this course.

**Course Schedule:** (dates shown are the Wednesday class dates each week)

| Week | Date of Class | Topic | As |
|---|---|---|---|
| Part I: Understanding Organizations | | | |
| 1 | January 12 | Introduction to the course<br>Introduction to organizational theory and | |
| 2 | January 19 | Organizational structure<br>Organizational environments and planning | |
| 3 | January 26 | Planning and Stakeholder Engagement | Assign. 1 - part A due |
| 4 | February 2 | Organizational Culture | |
| Part II: Management Areas | | | |
| 5 | February 8 | Financial Management | Assign. 1-part B due |
| 6 | February 16 | Strategic human resources<br>Equity, diversity and inclusion | Assign. 2- part 1 due<br><br>Mid-term course and team assessment due (non graded) |
| No Class | February 23 | Reading Week: No Class | |
| 7 | March 2 | Human resources: supervision, development, appraisal | |
| 8 | March 9 | Facilities, resources and risk management | |
| **Part III: Leadership** | | | |
| 9 | March 16 | Advocacy and Leadership | Assign. 1- part C due |
| 10 | March 23 | Ethical decision-making | |
| 11 | March 30 | Change management | Assign. 2 Part 2 due |
| 12 | April 6 | In-class Presentations (non-graded) | |
| | April 13 | | Assign. 1 – parts D&E due |

**Attendance**: Attendance is expected in all class meetings. If you know you are going to be absent you are asked to notify one of the instructors beforehand if at all possible. The instructors may choose to assign extra material in lieu of missed class time.

**Evaluation**:

All assignments will be marked using the evaluative criteria given on the iSchool web site.
- Students experiencing specific difficulties in meeting deadlines are invited to discuss the possibility of an extension with the instructors, preferably well before the deadline.
- Extensions will be granted at the discretion of the instructors, based on the particular circumstances discussed
- Penalties in grading may be applied to late assignments, unless an extension is agreed upon

**Required Materials**: Students will require regular access to a desktop or laptop computer to carry out readings and assignments, and may benefit from having access to a laptop or tablet during class. The course materials are all available electronically through the Canvas course management site and the UBC Library at no extra cost to students. In addition, students may require access to Microsoft Office or compatible software, and a PDF reader, in order to make use of course materials.

**Academic Concessions:** If you miss marked coursework for the first time (assignment, exam, presentation, participation in class) and the course is still in-progress, **speak with the instructors immediately** to find a solution for your missed coursework. Any concessions that will result in a change to the student record (such as late withdrawal from the course) will be referred to the Faculty of Graduate and Postdoctoral Studies for evaluation. If this is not the first time you have requested concession or classes are over, please consult the Faculty of Graduate and Postdoctoral Studies webpage on academic concession, and then contact the instructor where appropriate.

**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 hot to access support are available here (https://senate.ubc.ca/policies-resources-support-student-success)

**Academic Integrity:** The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e. misconduct) lead to the breakdown of the academic enterprise, and therefore, serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply when the matter is referred to the Office of the Dean. Careful records are kept in order to monitor and prevent recurrences. A more detailed description of academic integrity, including the University's policies and procedures, may be found in the UBC Calendar: Student Conduct and Discipline. Academic misconduct includes cheating, plagiarism, and self-plagiarism
https://www.calendar.ubc.ca/vancouver/index.cfm?tree=3,54,111,959

**Academic Accommodations for Students with Disabilities**: Academic accommodations help students with a disability or ongoing medical condition overcome challenges that may affect their academic success. Students requiring academic accommodations must register with the Centre for Accessibility. The Centre will determine that student's eligibility for accommodations in accordance with Polity LR7: Accommodation for Students with Disabilities (Joint Senate and Board Policy). Academic

Accommodations are not determined by your instructors, and instructors should not ask you about the nature of your disability or ongoing medical condition, or request copies of your disability documentation; however, your instructor may consult with the Centre for Accessibility should the accommodations affect the essential learning outcomes of a course.

**COVID-19 Safety:** You are **required** to wear a non-medical mask during our class meetings, for your own protection and the safety and comfort of everyone else in the class. For our in-person meetings in this class, it is important that all of us feel as comfortable as possible engaging in class activities while sharing an indoor space. Non-medical masks that cover our noses and mouths are a primary tool for combating the spread of COVID-19. Further, according to the provincial mandate, masks are required in al indoor public spaces including lobbies, hallways, stairwells, elevators, classrooms, and labs. There may be students who have medical accommodations for not wearing a mask, please maintain a respectful environment. **UBC Respectful Environment Statement**

**If you are sick, it is important that you stay home.** Complete a self-assessment for COVID-19 symptoms here: https:bc.thrive.health/covid19/en. In this class, the marking scheme is intended to provide flexibility so that you can prioritize your health and still succeed.

**If you miss class because of illness:**
- Early in the term, set up a way to communicate with you project team that allows you to update them on your availability. Project team members (or other classmates) may be able to share information about missed classes.
- Consult the resources on Canvas: make sure you catch up by doing the assigned readings for that week. For most weekly modules, there are items marked as "Supplementary Materials". Reading these, together with the posted PowerPoint Slides will allow you to stay up with most of the material.
- If you are concerned that you will miss a key activity due to illness, contact the instructor by email or virtual office hours to discuss.

**If the instructors are feeling ill:** If one of the instructors is not feeling well that instructor will not come to class, and the class will continue with the second instructor. If both instructors are not well, we will make every reasonable attempt to communicate plans for class as soon as possible (by email and through a Canvas announcement). If possible, we may hold the class online. If this happens, you will receive an email and we will post the announcement in Canvas informing you how to join the class. If both instructors are too ill to teach that week, we will share information about how we will cover the missed material.

**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

**Contacting the Instructor:** Students are invited to communicate directly with the instructors or to request a virtual meeting (or in person if possible) at a time convenient to student and instructor. Please note the following:
- We receive a high volume of email and are unlikely to respond immediately or on the weekend. We will do our best to respond within 3 days; if you have not heard from us in that time, we invite you to send a polite reminder.
- If the question is best handled in a conversation we can use email to schedule a meeting time via phone, zoom or in person.