

**School of Information Management
INFO 5570 Organizational Management and Strategy
Winter 2021**

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COURSE DESCRIPTION

This required course addresses the premise that all information management positions require managerial awareness and skills. 'Management' is a fascinating field of enquiry, scholarship and practice. This course encourages students to become proactive professionals, keen to develop effective management skills, no matter what type of information work they choose to do. There are many organizational challenges (and opportunities) inherent in current and evolving social, technological and political environments. Effective information professionals initiate and manage change, are involved in policy making and in advocacy for their organizations. The ability to work effectively in teams and with other organizations (stakeholders) is critical.

The course introduces management theories and practices for organizational functions occurring in any type of information setting. We shall examine all elements involved in effective strategic planning, implementation and management, including personnel, budgeting and change management. We shall explore evaluation methods for information centre functions. Some of the practical aspects of the course include techniques relevant for training and development issues, policy and procedure writing, oral and written communication, etc.

The intention of the culminating INFO 5570 capstone is to bring synthesis to the whole of the MI experience. Students in their final year of the program will be encouraged to integrate their MI studies into the context of effective management practices and to reflect on the relevance and application of the MI competencies in the workplace.

COURSE PRE-REQUISITES

INFO 5500, INFO 5515, INFO 5530, MGMT 5000

LEARNING OBJECTIVES

1. To prepare information professionals to work effectively and flexibly in many contexts and to assume managerial responsibilities within their unit, department or organization as a whole
2. To encourage awareness of the complexities (and inherent interest) in management functions and the worth of an holistic approach to management
3. To introduce key theories, concepts and practices relating to effective management.

LEARNING OUTCOMES

By the conclusion of this course, students will:

1. be able to describe organizational structures, management functions and their interrelationships
2. be familiar with the literature of management generally, and LIS management in particular
3. understand the critical importance of effective communication and analytical skills for all management functions
4. be able to research and discuss elements from internal and external environments which impact the planning process for information organizations.

INSTRUCTIONAL METHODS

The methods used in this course facilitate and encourage active learning. I am aware that members of the class have many differing learning styles. In addition to information gleaned from required and recommended readings, students will gain insights about management from instructor and guest lectures, individual reports, role-playing exercises, class discussions and peer- and self-assessment.

LEARNING MATERIALS

This course has no required textbook. Weekly readings from the journal literature are provided.

METHODS OF EVALUATION

Detailed instructions regarding each assignment will be provided. Assessment of all assignments is directly related to attention to the instructions, clarity of expression and presentation, and evidence of significant analysis and reflection.

See also the [SIM Grading Policy](#).

Please note: There will be occasional small group and paired in-class exercises. These will not require prior preparation outside class time and they will contribute to the assessment for participation.

	COMPONENT	DETAILS	DUE DATE	VALUE
1.	Reading discussion	In groups, students will lead the discussion of the weekly assigned readings (peer assessments)	Ongoing	15%
2.	Reflection	Attend one outside presentation and reflect on course material and application of ideas	Can be submitted anytime before April 3	5%
3.	Capstone Workshop	Participation in case analysis (group); reflection on program competencies (individual)	Completed during the Capstone Workshop-April 1	10%
4.	Assignment #1 - Location	Group report & presentation	February 4	15%
5.	Assignment #2 - Space	Group report & presentation	March 4	15%
6.	Final project	Group report & presentation	April 1	20%
7.	Participation	In-class (oral and short written exercises)	Ongoing	20%

PARTICIPATION EVALUATION RUBRIC

CRITERIA	WEIGHTING	INDICATORS
Preparation	40%	The student demonstrates consistent preparation for class; readings are always completed and the student is able to relate readings to each other and to other course material (discussions, presentations, guest speakers, etc.)
Quality of contributions	40%	The student's comments are relevant and reflect understanding of readings and other course material. The student's contributions move the discussion forward.
Frequency of participation	10%	The student is actively engaged in the class and/or discussions at all times.
Attendance/Punctuality	10%	The student is always punctual and no unexcused absences.

INTEGRATION OF [MI Competencies](#)

PROGRAM COMPETENCY	COURSE LEARNING OUTCOME	COURSE ASSESSMENT
1. Management of Information Technology	Objective 1	3, 5
2. Information Management Leadership	Objectives 1, 2, 3	1, 3, 4, 5
3. Risk and Change Management	Objective 3	3, 4, 5
4. User-centred Information Services	Outcomes 3, 4	1, 3, 4, 5
5. Research and Evaluation	Outcome 2	1, 3, 5
6a. Workplace Skills & Attributes: Collaborate and communicate	Outcomes 3, 4	1, 2, 3, 4, 5, 6

6b. Workplace Skills & Attributes: Organize, Plan & Manage	Outcome 1	1, 3, 4, 5
6c. Workplace Skills & Attributes: Develop Personally & Professionally	Objective 1	1, 2, 3, 4, 5, 6

CLASS POLICIES

Attendance

Class attendance is required in all MI courses and is included in the participation mark. Attendance records will be kept by the instructor.

Citation Style

SIM courses use APA as the default standard citation style. Unless the instructor provides alternative written instructions, please use the APA citation style in your assignments to briefly identify (cite) other people's ideas and information and to indicate the sources of these citations in the References list at the end of the assignment. For more information on APA style, consult Dalhousie Library website at <https://libraries.dal.ca/help/style-guides.html> or the APA's Frequently Asked Questions about APA

Late penalties for assignments

A penalty for late assignments will be assessed, unless prior permission has been given by the instructor to submit an assignment late, which normally will be for extended illness, medical, or family emergencies only (see below). Late submissions will be assessed a penalty of five percent per day, including weekends. Assignments will not normally be accepted seven days or more after the due date; in such cases the student will receive a grade of zero.

Missed or Late Academic Requirements due to Student Absence:

Dalhousie University recognizes that students may experience short-term physical or mental health conditions, or other extenuating circumstances that may affect their ability to attend required classes, tests, exams or submit other coursework.

Dalhousie students are asked to take responsibility for their own short-term absences (3 days or less) by contacting their instructor by phone or email prior to the academic requirement deadline or scheduled time **AND** by submitting a completed [Student Declaration of Absence form](#) to their instructor in case of missed or late academic requirements. Only 2 separate Student Declaration of Absence forms may be submitted per course during a term.

SIM GRADING POLICY

A+	90-100	Demonstrates original work of distinction.
A	85-89	Demonstrates high-level command of the subject matter and an ability for critical analysis.
A-	80-84	Demonstrates above-average command of the subject matter.
B+	77-79	Demonstrates average command of the subject matter.
B	73-76	Demonstrates acceptable command of the subject matter.

B-	70-72	Demonstrates minimally acceptable command of the subject matter.
F	<70	Unacceptable for credit towards a Master's degree.

ACCOMMODATION POLICY FOR STUDENTS

The Student Accessibility Centre is Dalhousie's centre of expertise for student accessibility and accommodation. The advising team works with students on the Halifax campus who request accommodation as a result of: a disability, religious obligation, or any barrier related to any other characteristic protected under Human Rights legislation (NS, NB, PEI, NFLD).

If there are aspects of the design, instruction, and/or experiences within this course that result in barriers to your inclusion please contact the Student Accessibility Centre. Please visit www.dal.ca/access for more information and to obtain the Request for Accommodation form.

A note taker may be required as part of a student's accommodation. Visit https://www.dal.ca/campus_life/academic-support/accessibility/accommodations-/classroom-accommodation.html for more details.

Please note that your classroom may contain accessible furniture and equipment. It is important that these items remain in the classroom, undisturbed, so that students who require their use will be able to fully participate.

ACADEMIC INTEGRITY

At Dalhousie University, we are guided in all of our work by the values of academic integrity: honesty, trust, fairness, responsibility and respect. As a student, you are required to demonstrate these values in all of the work you do. The University provides [policies and procedures](#) that every member of the university community is required to follow to ensure academic integrity.

The commitment of the Faculty of Management is to graduate future leaders of business, government and civil society who manage with integrity and get things done. This is non-negotiable in our community and it starts with your first class at Dalhousie University. So when you submit any work for evaluation in this course or any other, please ensure that you are familiar with your obligations under the Faculty of Management's Academic Integrity Policies and that you understand where to go for help and advice in living up to our standards. You should be familiar with the [Faculty of Management Professor and Student Contract on Academic Integrity](#), and it is your responsibility to ask questions if there is anything you do not understand.

Dalhousie offers many ways to learn about academic writing and presentations so that all members of the University community may acknowledge the intellectual property of others. Knowing how to find, evaluate, select, synthesize and cite information for use in assignments is called being "information literate." Information literacy is taught by Dalhousie University Librarians in classes and through Dalhousie Libraries' online [Citing & Writing](#) tutorials.

Do not plagiarize any materials for this course. For further guidance on what constitutes plagiarism, how to avoid it, and proper methods for attributing sources, please consult the University Secretariat's [Academic Integrity](#) page.

Please note that Dalhousie subscribes to plagiarism detection software that checks for originality in submitted papers. Any paper submitted by a student at Dalhousie University may be checked for originality to confirm that the student has not plagiarized from other sources. Plagiarism is considered a very serious academic offence that may lead to loss of credit, suspension or expulsion from the University, or even the revocation of a degree. It is essential that there be correct attribution of

authorities from which facts and opinions have been derived. At Dalhousie, there are University Regulations which deal with plagiarism and, prior to submitting any paper in a course; students should read the [Policy on Academic Dishonesty](#) contained in the Calendar.

Furthermore, the University's Senate has affirmed the right of any instructor to require that student assignments be submitted in both written and computer readable format, e.g.: a text file or as an email attachment, and to submit any paper to a check such as that performed by the plagiarism detection software. As a student in this class, you are to keep an electronic copy of any paper you submit, and the course instructor may require you to submit that electronic copy on demand. Use of third-party originality checking software does not preclude instructor use of alternate means to identify lapses in originality and attribution. The result of such assessment may be used as evidence in any disciplinary action taken by the Senate.

Finally:

If you suspect cheating by colleagues or lapses in standards by a professor, you may use the confidential email: ManagementIntegrity@dal.ca which is read only by the Assistant Academic Integrity Officer.

Faculty of Management clarification on plagiarism versus collaboration:

There are many forms of plagiarism, for instance, copying on exams and assignments. There is a clear line between group work on assignments when explicitly authorised by the professor and copying solutions from others. It is permissible to work on assignments with your friends but only when the professor gives you permission in the specific context of the assignment. University rules clearly stipulate that all assignments should be undertaken individually unless specifically authorised.

Specific examples of plagiarism include, but are not limited to, the following:

- Copying a computer file from another student, and using it as a template for your own solution
- Copying text written by another student
- Submitting the work of someone else, including that of a tutor as your own

An example of acceptable collaboration includes the following:

- When authorised by the professor, discussing the issues and underlying factors of a case with fellow students, and then each of the students writing up their submissions individually, from start to finish.

UNIVERSITY STATEMENTS

This course is governed by the academic rules and regulations set forth in the [University Calendar](#) and the Senate.

ACCESSIBILITY

The Advising and Access Centre serves as Dalhousie's Centre for expertise on student accessibility and accommodation. Our work is governed by Dalhousie's Student Accommodation Policy, to best support the needs of Dalhousie students. Our teams work with students who request accommodation as a result of: disability, religious obligation, an experienced barrier related to any other characteristic protected under Canadian Human Rights legislation.

STUDENT CODE OF CONDUCT

Everyone at Dalhousie is expected to treat others with dignity and respect. The Code of Student Conduct allows Dalhousie to take disciplinary action if students don't follow this community expectation. When appropriate, violations of the code can be resolved in a reasonable and informal manner—perhaps through a restorative justice process. If an informal resolution can't be reached, or would be inappropriate, procedures exist for formal dispute resolution.

DIVERSITY AND INCLUSION

Every person at Dalhousie has a right to be respected and safe. We believe inclusiveness is fundamental to education. Dalhousie is strengthened in our diversity and dedicated to achieving equity. We are committed to being a respectful and inclusive community where everyone feels welcome and supported, which is why our university prioritizes fostering a culture of diversity and inclusiveness.

RECOGNITION OF MI'KMAQ TERRITORY

Dalhousie University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We are all Treaty people. For more information about the purpose of territorial acknowledgements, or information about alternative territorial acknowledgements if your class is offered outside of Nova Scotia, please visit <https://native-land.ca/>.

The Elders in Residence program provides students with access to First Nations elders for guidance, counsel and support. Visit the office in the McCain Building (room 3037) or contact the programs at elders@dal.ca or 902-494-6803 (leave a message).

FAIR DEALING POLICY

The Dalhousie University Fair Dealing Policy provides guidance for the limited use of copyright protected material without the risk of infringement and without having to seek the permission of copyright owners. It is intended to provide a balance between the rights of creators and the rights of users at Dalhousie.

COURSE SCHEDULE

Date	Topic(s)	Required readings
Week 1	No Formal Class	Take this time to review material in Brightspace
Week 2: Jan. 14	Introduction to course: organizational theory and concepts, Part 1 Explanation of syllabus & assignments	Video on Brightspace
Week 3: Jan. 21	Self-awareness: What does it mean to be a manager? Organizational theory and concepts, Part 2	Alire, C. 2004. Two Intriguing Practices to Library Management Theory: Common Sense and Humanistic Applications . <i>Library Administration & Management</i> 18 (1): 39-41. Gosling, J. and H. Mintzberg. 2003. The Five Minds of a Manager . <i>Harvard Business Review</i> 81 (11): 54-63. Holley, R.P. (2015). Why don't library science students want to become managers?, <i>Journal of Library Administration</i> , 55:5, 425-434, DOI: 10.1080/01930826.2015.1047283 Kirk, B. 2004. The Role of Management Theory in Day to Day Management Practices of a College Library Director . <i>Library Administration & Management</i> 18 (1): 35-38.
Week 4: Jan. 28	Planning: Strategic planning Self-awareness: Know your Myers Briggs Type http://www.humanmetrics.com/cgi-win/jtypes2.asp Communicating: Giving and taking criticism, writing negative messages Reading discussions begin	Brenner, A., Kear, R., & Wider, E. (2017). Reinvigorating strategic planning. <i>College and Research Libraries News</i> , 78(1): 28-31. Price, L. 2010. On the Vital Importance of Strategic Planning . <i>Public Libraries</i> 49(2): 25-7. Staley, S.J., Seaman, S. & Theodore-Shusta, E. (2012). Futuring, planning, and shared awareness: An Ohio University libraries case study. <i>Journal of Academic Librarianship</i> 38(1): 1-5. Dole, W. 2013. What's all this I hear about core competencies for library planning and assessment? <i>Journal of Library Administration</i> 53(7-8): 472-481.

		Wayne, R. 2011. The Academic Library Strategic Planning Puzzle . <i>College and Research Libraries News</i> ,72(1): 12-15.
Week 5 Feb. 4	<p>Leading: Ethics and professional values</p> <p>Mini-scenario discussions</p> <p>Planning: Policy development: Why do we do it? How do we write clear policies and procedures?</p> <p>Assignment #1 – Due + Presentations</p>	<p>Weyman, J. (2015). Developing meaningful IM policies. Blogpost available at http://www.systemscope.com/information-management/developing-meaningful-im-policies/</p> <p>Adams, H. (2014). Revisiting the ALA Code of Ethics. <i>School Library Monthly</i>, 30(4), 33-34.</p> <p>Ahmed, N.H., Edwards-Johnson, A. (2013). Should librarians friend their patrons? <i>Reference & User Services Quarterly</i>, 53(1), 9-12.</p> <p>Barsh, A. & A. Lisewski. (2008). Library managers and ethical leadership: A survey of current practices from the perspective of business ethics. <i>Journal of Library Administration</i> 47(3-4): 27-67.</p> <p>Muller, K. (2016). Preserving our values. <i>American Libraries</i>, 47(6), 82-83.</p>
Week 6: Feb. 11	<p>IWB Conference – Feb 8 & 9</p> <p>Make up Class and/or Group time</p>	
Week 7: Feb. 18	Reading Week	
Week 8: Feb. 25	<p>Organizing: Human resource management: performance appraisal; working in teams and groups, motivation and leadership</p>	<p>Chamberlain, C. & Reece, D. (2014). Library reorganization, Chaos, and using the core competencies as a guide. <i>Serials Librarian</i>, 66(1-4), 248-252.</p> <p>Chan, D. C. 2006. Core Competencies and Performance Management in Canadian Public Libraries. <i>Library Management</i> 27 (3): 144-153.</p> <p>Henricks, S. & Henricks-Lepp, G.M. (2014) Desired characteristics of management and leadership for public library directors as expressed in job advertisements. <i>Journal of Library Administration</i>, 54:4, 277-290, DOI:10.1080/01930826.2014.924310</p> <p>Martin, J. (2016) Perceptions of Transformational Leadership in academic libraries. <i>Journal of Library Administration</i>, 56:3, 266-284, DOI: 10.1080/01930826.2015.1105069</p>

		Staninger, S. (2012). Identifying the Presence of Ineffective Leadership in Libraries . <i>Library Leadership and Management</i> 26(1): 1-7.
Week 9: Mar. 4	<p>Communicating: Marketing and Promotion: Know your Clients</p> <p>Assignment #2 – Due + Presentations</p>	<p>Gupta, D.K. and A. Jamhekar. 2002. What is Marketing in Libraries? Concepts, Orientations and Practices. <i>Information Outlook</i> 6 (11): 24-30.</p> <p>Osif, B. 2006. Branding, Marketing and Fund-raising. <i>Library Administration & Management</i> 20 (1): 39-43.</p> <p>Circle, A. 2009. Marketing trends to watch. <i>Library Journal</i> 134(16): 26-29.</p> <p>McClelland, T. (2014) What exactly do you do here? Marketing-related jobs in public and academic libraries. <i>Journal of Library Administration</i>, 54:5, 347-367, DOI: 10.1080/01930826.2014.946736</p> <p>Thorpe, A. & H. Bowman. (2013). Promoting discovery: Creating an in-depth library marketing campaign. <i>Journal of Library Administration</i>, 53(2-3): 100-121</p>
Week 10: Mar. 11	<p>Planning and controlling: Financial planning; Financial management;</p> <p>Capital and operating budgets</p> <p>Planning and controlling: facilities planning</p>	<p>Canepi, K. (2007). Fund allocation formula analysis: Determining elements for best practices in libraries. <i>Library Collections, Acquisitions, and Technical Services</i> 31(1): 12-24. doi:10.1016/j.lcats.2007.03.002.</p> <p>Heaney, M. 2004. Easy as ABC? Activity-Based Costing in Oxford University Library Services. <i>The Bottom Line</i> 17 (3): 93-97.</p> <p>Holley, R.P. (2014) Library planning and budgeting: A few underappreciated principles. <i>Journal of Library Administration</i>, 54:8, 720-729, DOI: 10.1080/01930826.2014.965102</p> <p>Smith, A.A. and S. Langenkamp. 2007. Indexed Collection Budget Allocations. <i>Public Libraries</i> 46 (5): 50-54).</p> <p>Cross, R.L. 2011. Budget allocation formulas: Magic or illusion? <i>The Bottom Line</i> 24(1): 63-67.</p>
Week 11: Mar. 18	<p>Leading: diversity and inclusion, diverse teams and virtual teams</p>	<p>Kandiuk, M. 2015. Promoting racial and ethnic diversity among Canadian academic librarians. <i>College Research Libraries</i> 75(4): 492-556.</p>

		<p>Kreitz, P. 2008. Best practices for managing organizational diversity. <i>Journal of Academic Librarianship</i> 34(2): 101-120.</p> <p>Lin, G. (2016). Building equity from the ground up. <i>Library Journal</i> 141(20): 38-40.</p> <p>Smith, J. 2010. The art and science of library management: Six lessons I didn't learn in library school. <i>AALL Spectrum</i> 14(6): 8-11.</p>
<p>Week 12: Mar 25</p>	<p>Leading: Innovation and change: how do we manage change effectively? Management in practice</p>	<p>Fox, R.E. Jr. & Keisling, B.L. 2016. Build your program by building your team: Inclusively transforming services, staffing and spaces. <i>Journal of Library Administration</i>, 56:5, 526-539, DOI: 10.1080/01930826.2015.1105548</p> <p>Matesic, G. 2009. Every step you change: A process of change and ongoing management, <i>Journal of Library Administration</i>, 49(1-2), 35-49, DOI: 10.1080/01930820802310668</p> <p>Schachter, D. 2009. Change and resiliency: The role of librarians. <i>Information Outlook</i>, 13(8), 43-44.</p> <p>Smith, I. 2006. "Achieving Successful Organizational Change: Do's and Don'ts of Change Management. <i>Library Management</i> 27 (4/5): 300-306.</p> <p>Vakola, M. and I. Nikolaou. 2005. Attitudes Towards Organizational Change: What Is the Role of Employees' Stress and Commitment? <i>Employee Relations</i> 27 (2):160-174.</p>
<p>Week 13: Apr. 1</p>	<p>Final Presentations/Papers due Capstone Event</p>	