

**Information Agency Management**  
**GLIS 620.01 and .02**  
**Winter 2013**

**Instructor: Dr. Joy Bennett**  
**Teaching Assistant: Rhiannon Gainor**

**Section 1 meets in Education 216, Wednesdays at 8.35 am – 11.25 am.**  
**Section 2 meets in Education 624, Thursdays at 8.35 am – 11.25 am.**

**Course Objectives:**

By the end of this course students should be able to:

1. Apply selected management concepts and theories to information agencies and services.
2. Describe managerial functions such as planning, organizing, directing, and controlling, and their implications for the delivery of information services and access to information resources.
3. Define basic concepts and issues relating to the management of human, financial, material, and information resources.
4. Use decision-making techniques for identifying and solving problems related to the management of information services and resources.

**Methods:**

Combination of lectures and group discussions based on case studies and readings.

**Textbook:**

Recommended for purchase – available at the bookstore: Moran, Barbara B, Stueart, Robert D. and Claudia J. Morner. . Library and Information Center Management. 8<sup>th</sup> ed. Englewood, Colorado: Libraries Unlimited, 2012.

Additional readings: In addition to the textbook, students are responsible for a number of other required readings as listed on the reading list.

**Evaluation:**

Course grades will be based on the following:

1. **Paper on Leadership Models/Experiences** - individual work – **section 001 due on February 20<sup>th</sup>; section 002 due on February 21<sup>st</sup>** – Value: 35 points
2. **Paper on Project Management** – in teams of 4-5 max – Value: 40 points as follows:
  - a. Section 001 due March 13<sup>th</sup>, section 002 due March 14<sup>th</sup>: submit list of group members, roles assigned, and topic chosen, and a summary. The summary

should be approximately 300 words and should include expected outcomes and at least 2 references from the literature. 10 points.

- b. Final Paper , both sections, due on April 8, 2013 by 4 p.m.. More detail to follow. 30 points.
3. **Case Studies** – students are required to participate in ALL group discussions in class. Each week one group will be responsible to present their “case” to the class and to lead the discussion of that case. A 2-3 page analysis of the case and the discussion are to be submitted one week later. Teams have been assigned and can be found on MyCourses. 15 points.
4. **Class participation.** Students are expected to be present and participate in all classes and case discussions. The last class on April 3/4 will be a case exercise worth 10 points. More detail to follow.

### **Contact:**

The best way to reach Professor Bennett is by e-mail at [sgbennett@sympatico.ca](mailto:sgbennett@sympatico.ca). She will endeavor to answer your questions within in 24 hours or less. If you wish to see her, please contact her for an appointment.

The best way to reach Rhiannon Gainor is either by email at [rhiannon.gainor@mail.mcgill.ca](mailto:rhiannon.gainor@mail.mcgill.ca) or during her office hours, which are directly after class.

### **General Information:**

McGill University values academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Council and Disciplinary Procedures (see [www.mcgill.ca/integrity](http://www.mcgill.ca/integrity) for information.

If you have a disability please contact the instructor to arrange a time to discuss your situation. It would be helpful if contact the Office for Students with Disabilities at 398-6009 before you do this.

Additional policies governing academic issues which affect students can be found in the McGill Charter of Students’ Rights: <http://ww2.mcgill.ca/students-handbook/chapter1.html>

The students have the right to write exams and papers in French.

No extension, delay or late assignments will be accepted.

The only acceptable circumstances for an extension or a delay: personal illness and illness in the immediate family (physician’s certificate required).

**Course Outline:**

<i>Week</i>	<i>Date</i>	<i>Topic</i>
1	Jan. 9/10	<b>Introduction to the course and Management Theory and Literature</b>  See readings list
2	Jan. 16/17	<b>Strategic Planning</b> Definition of vision, mission, goals, objectives and policies, SWOT (strengths, weaknesses, opportunities and threats), environmental scanning, operational planning. Case analysis.  Class exercise—SWOT analysis
3	Jan. 23/24	<b>Direction, Leadership, and Project Management</b> Leadership theories, Total Quality Management, Project management, Team management. Communication.  Case 1—Group 1
4	Jan. 30/31	<b>Organizational Design and Structure</b> Basic principles, impact of technology, bureaucracies, organization charts  Case 2—Group 2
5	Feb. 6/7	<b>Human Resource Management</b> Job categories and descriptions, job evaluation, recruitment and selection, employee evaluation, promotions, terminations  Case 3—Group 3
6	Feb. 13/14	<b>Employee Unions</b> Labour relations, collective agreements, grievances and arbitrations, collective bargaining.  Case 4—Group 4  Leadership paper due.
7	Feb. 20/21	<b>Change Management</b> Organizational behaviour and culture, sources of change, resistance and conflict.  Case 5—Group 5

- 9 Feb. 27/28 **Service Quality Control**  
 Characteristics of service, definition of quality, benchmarking, measurement issues, problem-solving tools. Guest lecturer: Rhiannon Gainor.  
 Case 6—Group 6
- 8 March 4-8 **Study Break**
- 10 March 13/14 **Decision Making**  
 Models of decision making and challenges.  
 Project Management paper part 1 (topics, groups, etc.) due.  
 Case 7—Group 7
- 11 March 20/21 **Financial Management**  
 Cost control and evaluation of services, sources of financing, basic financial management concepts, linking inputs and outputs. Ethical responsibilities and legal implications.  
 Case 8—Group 8
- 12 March 27/28 **Management/Leadership in Practice--Guest lecturers—Dates may change—watch *MyCourses* for announcements.**  
**Dr. Colleen Cook**, Trenholm Dean of Libraries, McGill University  
 Or  
**Mr. Gerald Beasley**, Director of Libraries, Concordia University
- 13 April 3/4 **Case Exercise. All groups must participate.**

**FINAL PROJECT MANAGEMENT PAPER DUE APRIL 8<sup>th</sup> AT 4 P.M.**