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

1. Apply selected management concepts and theories to information agencies.
2. Describe managerial functions such as planning, organizing, directing, and controlling, and their implications for the delivery of information organizations.
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 organizations.

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


Additional readings: In addition to the textbook, students are responsible for a number of other required readings, as listed on the reading lists below. Additional readings may also be assigned during the semester.

Online Lectures
- Our course will, on occasion, post lectures on the University portal.
- As part of pre-class preparation, students will be required to download or view the corresponding week’s lecture(s).
- Video lecture may be accompanied with discussion questions students are expected to answer by themselves prior to coming to class.
- During class, students will be assembled into groups and asked to discuss and come to a consensus on the answers to these questions on the group discussion sheets.
- At the end of group discussion time, each group will be asked to hand in their individual and group discussion sheets (with negotiated answers) for grading.
- No late group discussion assignments will be accepted.
Grades and Evaluation:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Proportion of Grade</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Preparation and Group Discussion Assignments</td>
<td>15%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Case Study</td>
<td>25%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Management Research Paper</td>
<td>40%</td>
<td>Part 1: Sept. 25 (5%); Final Paper: Dec. 9 (22.5%); Presentations: Nov. 27 and Dec. 9 (12.5%)</td>
</tr>
<tr>
<td>Quiz (on MyCourses)</td>
<td>20%</td>
<td>Submitted on the portal on (or before) Nov. 25</td>
</tr>
</tbody>
</table>

Assignments:

1. **Management Research Paper (Group) (40%)** – In teams of 5
   a. Assignment details are on the portal.

2. **Case Study (Group) (25%)** – Each week one group will be responsible for presenting their “case” to the class and to lead the discussion of that case. A 6-page (double-spaced) analysis of the case and the discussion can be submitted one week later, by the start of the class. Teams will be assigned in the first two weeks of class.
   a. Case study group members will be the same as those in the management research paper assignment

3. **Class Preparation, Participation and Group Discussion (Individual and Group) (15%)** – students are expected to be present and participate in all classes, case/group discussions, and class exercises.

4. **Quiz (Individual) (20%)** – The quiz will be posted and completed on the course portal. It is each student’s responsibility to complete and submit the quiz on the portal on or before the due date. Late quizzes will not be accepted.

**Contact:** The best way to reach me (Professor Evans) is by e-mail at max.evans@mcgill.ca. I will do my best to answer your questions within 24 hours but please allow me 48 hours to respond. If you wish to see me, please contact me for an appointment. My office is Room 202A at SIS.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sept. 11</td>
<td>1) Introduction to the Course  2) The History of Management Thought</td>
</tr>
</tbody>
</table>

**Required Readings:**
Chapter 2: Evolution of Management Thought - Moran, Stueart, & Morner


**Additional Readings:**

| 2    | Sept. 18 | Strategic Planning, Goals and Objectives |

**Required Readings:**
Chapter 4: Strategic Planning - Moran, Stueart, & Morner


**Additional Readings:**


| 3    | Sept. 25 | 1) Motivation |

**Required Readings:**
Chapter 13: Motivation - Moran, Stueart, & Morner

Scan over the overview article and papers by Frederick Herzberg (job satisfaction) and Harry Levinson (MBO) - (January 2003). *Special issue on Motivating People*. *Harvard Business Review*, 81(1).
**Additional Readings:**

**2) Leadership**

**Required Readings:**
Chapter 14: Leadership - Moran, Stueart, & Morner


**Additional Readings:**


*Part 1 of management research paper due.*

4 Oct. 2 Organizational Design and Structure
**Required Readings:**
Chapters 7, 8, 9 (Structuring the Organizing Section 3, pp. 119-188) - Moran, Stueart, & Morner

**Additional Readings:**


*Case 1—Group 1*

5 Oct. 9  Study Break

6 Oct. 16  Human Capital Management Part 1 – Supervision and Delegation

**Required Readings:**


*Case 2—Group 2*

7 Oct. 23  Human Capital Management Part 2 – Managing Conflict

**Required Readings:**


*Case 3—Group 3*

8 Oct. 30  1) Communication
Required Readings:
Chapter 16: Communication - Moran, Stueart, & Morner

Additional Readings:

2) Teamwork and Collaboration

Required Readings:
Chapter 17: Use of Teams in Libraries - Moran, Stueart, & Morner

Additional Readings:


*Case 4—Group 4

9 Nov. 6
Decision Making

Required Readings:


Additional Readings:
Section 2: Decision Making and Policy, pp. 65-96 (again, if needed) - Moran, Stueart & Morner

*Case 5—Group 5

10 Nov. 13
Change Management and Process Innovation

Required Readings:
Chapter 3: Change – the innovative process - Moran, Stueart, & Morner

**Additional Readings:**


*Case 6—Group 6*

11 Nov. 20

**Financial Management**


**Additional Readings:**
Chapter 20: Library Development and Fund-Raising - Moran, Stueart, & Morner

**Required Readings:** Readings for this week will be announced during the semester.

*Case 7—Group 7*

*Online Quiz due Nov. 25th*

12 Nov. 27

**Project Management / Emotional Intelligence**

Readings will be announced and posted on the portal

*Management Research Paper Presentations (Part 1)*

13 Dec. 4

*Management Research Presentations (cont.)*

*Part 2 of management research paper due Dec. 9th*
General Information:

**Academic Rights and responsibilities:** All students must be thoroughly familiar with the Student Rights and Responsibilities: [http://www.mcgill.ca/students/srr/](http://www.mcgill.ca/students/srr/).

**Written Work:** In accord with McGill University’s Charter of Students’ Rights, students in this course have the right to submit in English or in French any written work that is to be graded.

**Students with Disabilities:** Students with disabilities are urged to contact the Office for Students with Disabilities at 514-398-6009.

**Preparedness Planning:** In the event of extraordinary circumstances beyond the University’s control, the content and/or evaluation scheme in this course is subject to change.

**Use of Mobile Computing and Communications Devices in Class:** The use of mobile computing and communications (MC2) devices must, in all cases, respect policies and regulations of the University:


**Communicating Via Email and Other Channels:** In line with McGill’s Policy on E-Mail Communication with Students, any official McGill email sent to students will be addressed to their McGill UEA (Uniform E-Mail Address). It is the student’s responsibility to ensure that time-critical e-mail is accessed, read and acted upon in a timely fashion. The E-Mail Policy applies to all McGill students and to all McGill employees, who manage official communications with students.

Please be advised that I send class-related emails to your McGill email account throughout the semester, including communications on instructions or tips for graded assignments, in-class activities, and other class-related business. Please be sure to check your email frequently.

If you have any questions, concerns, or other topics you would like to discuss, you are welcome to contact me and arrange an appointment. If you have an urgent problem, the best way to get in touch with me is via email.

**Integrity**

- "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 Conduct and Disciplinary Procedures."
• Instructor-generated course materials (e.g., handouts, notes, summaries, exam questions, etc.) are protected by law and may not be copied or distributed in any form or in any medium without explicit permission of the instructor. Note that infringements of copyright can be subject to follow up by the University under the Code of Student Conduct and Disciplinary Procedures. No audio or video recording is allowed in class without the explicit permission of the instructor.

• For assignments, reports, presentations, or whenever the words or ideas of others are used, sources must be properly quoted and cited. For in-text citations and reference lists for written work adopt the style conventions of the Publication Manual of the American Psychological Association (APA).

Class conduct: This class follows McGill University policies, procedures and guidelines (http://www.mcgill.ca/secretariat/policies/students/).

The class policies listed above are not exhaustive. Specifically, in terms of conduct, both within and outside the classroom, students are encouraged to review The Handbook of Student Rights and Responsibilities (http://www.mcgill.ca/deanofstudents/rights/). Further, a list of all McGill policies and guidelines that directly address teaching at McGill may be found at: http://www.mcgill.ca/tls/teaching/policies

Copyright of Course Materials
Instructor-generated course materials (e.g., handouts, notes, summaries, exam questions, etc.) are protected by law and may not be copied or distributed in any form or in any medium without explicit permission of the instructor. Note that infringements of copyright can be subject to follow up by the University under the Code of Student Conduct and Disciplinary Procedures. No audio or video recording is allowed in class without the explicit permission of this instructor.

Class Policy Statements
• Whenever you use the words or ideas of others, these should be properly quoted and cited. For in-text citations and reference lists for your written work, unless you are specifically directed otherwise, you are required to adopt the style conventions of the Publication Manual of the American Psychological Association (APA), 6th Edition, and use it consistently.
• Turn in written assignments by or at the beginning of the class on which the assignment is due.
• Late written assignments are not accepted. The only exception for written assignments is for illness (whether your own or a member of your immediate family). In that event, a physician’s note is required.
• Please note that any questions concerning the grading scale or any specific grade you receive on should be discussed first with this instructor. If you remain dissatisfied, then you may refer to the appeals process in the Charter of Student Rights in The Handbook of Student Rights and Responsibilities (http://www.mcgill.ca/deanofstudents/rights/).