



UNIVERSITY OF TORONTO
FACULTY OF INFORMATION

The School at Toronto

INF 1230 Management of Information Organizations

2017 Winter Term (Section 1)

Instructor: Chun Wei Choo

Site address: uoft.me/inf1230

ANNOUNCEMENTS

Please check this site regularly for updates.

The class TA is **Elysia Guzik**. She may be reached at [elysia\[dot\]guzik\[at\]mail\[dot\]utoronto\[dot\]ca](mailto:elysia.guzik@mail.utoronto.ca).

Chun Wei's office hours this term are **Wednesdays 3.30 - 4.30pm**. Other times available by appointment.

[COURSE DESCRIPTION](#)

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[CASE ASSIGNMENT](#)

[ESSAY ASSIGNMENT](#)

[LECTURE SLIDES](#)

Students may also [download slides as electronic files here](#).

Sign in as "student." Password is the answer to the question "Who was the founder of the human relations movement in management theory?" (First and last name, no space.) We spend some time discussing his work in the first class.

[HyperSlides \(designed by FIS graduate student\)](#)

Quizzes and stuff ...

- Try the new self-assessment quizzes on [the History of Management](#), and [Planning](#).

Goals and Objectives.

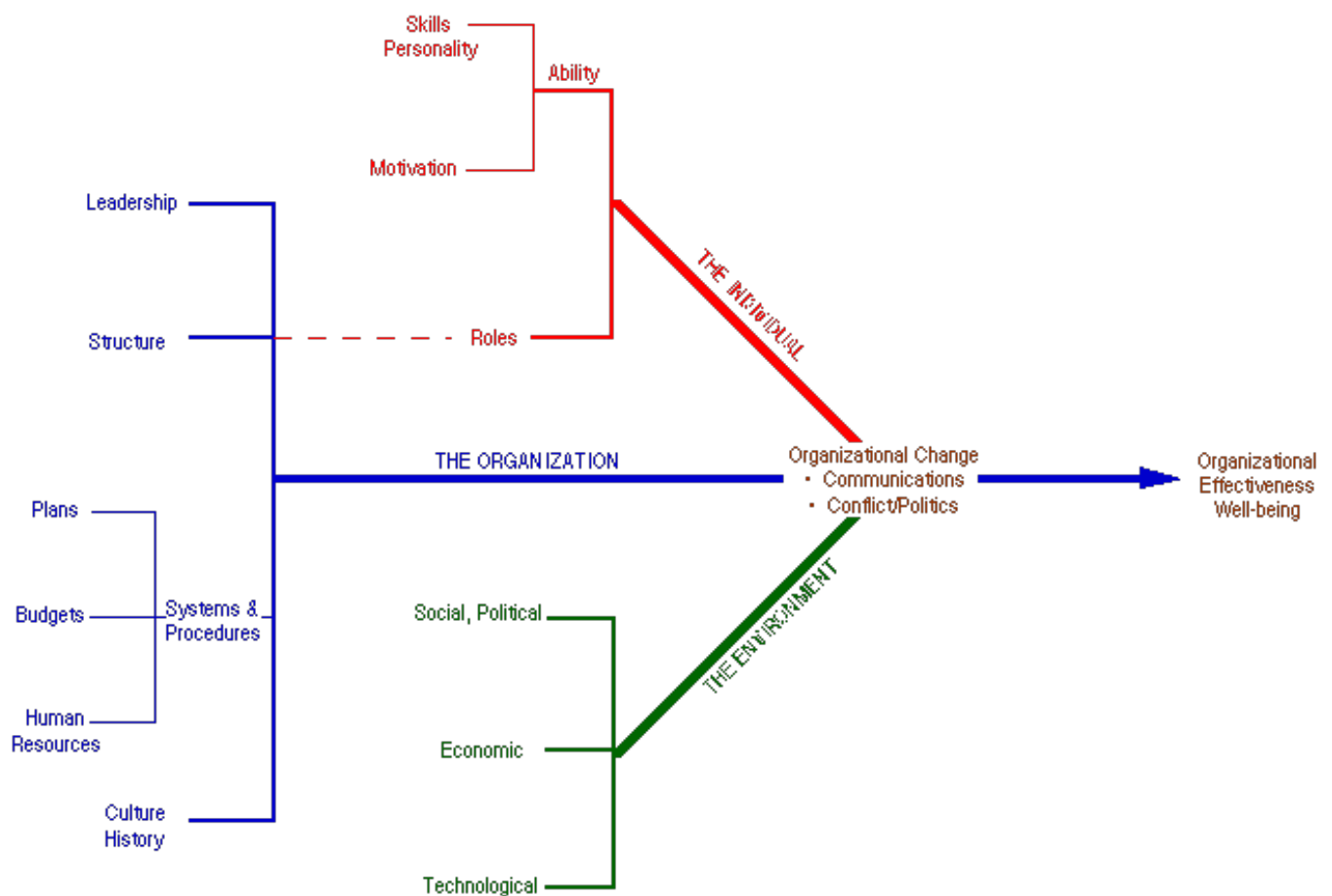
- Find out your individual preferred conflict handling style: [Try this self-assessment instrument.](#)

Recommended browsing:

- [Library Management](#)
- [Journal of Library Administration](#)
- [Ivey Business Journal](#), Canada's own management journal
- [Harvard Business Review](#)

Course Map

Here's a tree-diagram showing how the topics presented in the course are related to one another. These major aspects of the organization need to be managed purposefully if the organization is to be effective.



University of Toronto - Faculty of Information

INF 1230 Management of Information Organizations: Course Description

Course Objective

To prepare beginning professionals to function effectively in information organizations.

Course Learning Outcomes

At the end of the course, students would have a general understanding of:

- foundational theories and principles of organizational behaviour and their application to information organizations
- administrative techniques considered important to the information manager
- the realities and challenges of participation in the management of information organizations
- current research, practices and problems in selected areas of administration of information organizations
- the basic literature and theories that would prepare students for advanced courses in the management of information organizations.

Relationship between Course and [MI Program Learning Outcomes](#)

A knowledge of management theory and principles enables students to participate meaningfully in organizations, helping organizations to respond to changing needs of society (PLO 1). An awareness of the economic and social values that undergird management practices helps students to develop as responsible leaders and innovative information professionals (PLO 2). An appreciation of the basic literature and major challenges of management theory and practice could motivate continued learning and development after graduation (PLO 6).

Readings

Students are encouraged to be familiar with the recommended readings as they expand on the material that is presented in class. Copies of the textbook (Moran, Stueart and Morner 2012) are available from University of Toronto [libraries](#), [UT bookstore](#), [the publisher](#), and [online booksellers](#). The [textbook website](#) contains case studies, exercises and examples. Copies of other readings may be available in the Inforum.

Resource Workbook

A number of in-class case studies and activities are compiled in the **INF1230 Resource Workbook**. Each student is required to have his or her own copy of the workbook, which may be downloaded [HERE](#) [60 pages, 700KB PDF].

Course Requirements

There are two assignments and a final exam.

The purpose of the [case assignment](#) is to give students an opportunity to develop a case and apply one of the preferred approaches to managerial problem solving. In the assignment, students demonstrate their analytical and writing abilities as well as their understanding of management principles.

The purpose of the [essay assignment](#) is to expand students' management knowledge by writing a short paper (approx. 10 pages) on a topical area of management theory or practice that is *not* covered in the course. Examples of topics would include: managing diversity, knowledge management, and service quality.

The **final exam** tests the student's exit knowledge of the elements of management theory and practice introduced in the course. It focuses on concepts discussed in class and in the required readings.

Participation. We encourage students to participate actively in class discussions, exercises, and presentations.

Evaluation

Course grades will be derived as follows:

[Case assignment](#) = 25%

Due date: February 8th, 2017 (Section 1)

[Essay assignment](#) = 25%

Due date: March 1st, 2017 (Section 1)

Final examination = 40%

Date: April 5th, 2017 (Section 1)

Participation as noted above = 10%

Availability of Instructor

Students are welcome to discuss any course-related issues with the instructor. Chun Wei's office is Room 628; telephone 416.978.5266; e-mail cw.choo@utoronto.ca. Office hours will be announced in class.

Teaching assistant(s) will be announced in class.

Academic Policies

Academic integrity

Please consult the University's site on [Academic Integrity](#). The iSchool has a zero-tolerance policy on plagiarism as defined in section B.I. 1. (d) of the University's [Code of Behaviour on Academic Matters](#). You should acquaint yourself with the Code and Appendix A Section 2. Please review the material you covered in [Cite it Right](#) and consult the site [How Not to Plagiarize](#).

Accommodation of students with disabilities

Students with diverse learning styles and needs are welcome in this course. In particular, if you have a disability or health consideration that may require accommodations, please feel free to approach me and/or the [Accessibility Services Office](#) as soon as possible. The Accessibility Services staff are available by appointment to assess specific needs, provide referrals and arrange appropriate accommodations. The sooner you let them and me know your needs, the quicker we can assist you in achieving your learning goals in this course.

Writing support

The [SGS Office of English Language and Writing Support](#) provides writing support for graduate students. The services are designed to target the needs of both native and non-native speakers of English and include courses, workshops, individual writing consultations, and online resources. Please avail yourself of these services.

Grading

Please consult the [iSchool's official interpretation](#) of letter grades and the University's policy on [Graduate Grading and Evaluation Practices](#). These will form the basis for grading in the course.

INF 1230 Management of Information Organizations: Course Schedule (Section 1)

I. January 11, 2017.

Introduction and overview of course content, requirements, and evaluation.

Historical development of management thought.

II. January 18, 2017.

Motivation.

III. January 25, 2017.

Planning. Goals and Objectives.

IV. February 1, 2017.

Teamwork.

V. February 8, 2017.

Managing Conflict.

Case assignment due on February 8, 2017 (Section 1).

VI. February 15, 2017.

Organizational Structure and Design.

February 21 - 24: Reading Week; no classes.

VII. March 1, 2017.

Supervision and Delegation.

Essay assignment due on March 1, 2017 (Section 1).

VIII. March 8, 2017.

Communication.

IX. March 15, 2017.

Financial Management.

X. March 22, 2017.

Labour Relations.

XI. March 29, 2017.

Leadership.

XII. April 5, 2017.

Final Exam.

INF 1230: Management of Information Organizations

Instructor: Chun Wei Choo

READINGS

The course textbook is:

[025.1 S933L8](#)

Barbara B. Moran, Robert D. Stueart and Claudia J. Morner. Library and Information Center Management. 8th ed. Santa Barbara, CA: Libraries Unlimited, 2012.

I. Historical Development of Management Thought.

[025.1 S933L8](#)

Moran, Stueart, Morner. Chapter 2 (Evolution of Management Thought). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

II. Motivation.

[025.1 .E92N \(2 hour loan\)](#); [025.1 .E92N2 \(2007 edition\)](#)

Evans, G. Edward, Patricia Layzell Ward, and Bendik Rugaas. Chapter 12. In Management Basics for Information Professionals. Revision of 2d ed., 325-358. New York: Neal-Schuman, 2000.

Harvard Business Review 81, no. 1 (January 2003). [Special issue on Motivating People](#). Overview article and papers by Frederick Herzberg (job satisfaction), Harry Levinson (MBO), etc.

Brewer, Gene. (2011). [A Symposium on Public Service Motivation: Expanding the Frontiers of Theory and Empirical Research](#). Review of Public Personnel Administration, vol. 31, no. 1: 3-9.

* Moran, Stueart, Morner. Chapter 13 (Motivation). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

III. Planning, Goals and Objectives.

[025.1 S933L8](#)

* Moran, Stueart, Morner. Chapter 4 (Strategic Planning). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

Bryson, John M. (1999). Strategic Planning in Smaller Nonprofit Organizations. [PDF] (See also: Bryson 1995. Strategic Planning for Pubic and Nonprofit Organizations. San Francisco: Jossey-Bass; Bryson 1988. [A Strategic Planning Process for Public and](#)

IV. Teamwork.

* Belbin, Meredith and associates. (2011). Team Roles in a Nutshell. Available from: <http://www.belbin.com/media/1141/belbin-uk-2011-teamrolesinanutshell.pdf>

[302.35 H236U 1993](#) or [HD31 .H3127 ROBA](#)

Handy, Charles. Understanding Organizations. 4th ed., Chapter 6 (On the Working of Groups), New York: Oxford University Press, 1993.

Kozlowski, S.W.J., & Ilgen, D.R. (2006). [Enhancing the Effectiveness of Work Groups and Teams](#). Psychological Science in the Public Interest, 7(3): 77-124.

[025.1 S933L8](#)

Moran, Stueart, Morner. Chapter 17 (Use of Teams in Libraries). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

* Tuckman, B. W. (1965). Developmental sequence in small groups. Psychological Bulletin, 63(6), 384-399. [doi:http://dx.doi.org/10.1037/h0022100](http://dx.doi.org/10.1037/h0022100)

V. Managing Conflict.

Brahnam, Sheryl, D; Margavio, Thomas, M; Hignite, Michael, A.; Barrier, Tonya, B.; Chin, Jerry, M. (2005). [A gender-based categorization for conflict resolution](#). Journal of Management Development, vol. 24, no. 3: 197-208.

Hinds, P.J., & Bailey, D.E. (2004). [Out of Sight, Out of Sync: Understanding Conflict in Distributed Teams](#). Organization Science, 14 no. 6: 615-632.

* Thomas, K.W. (2006). Making Conflict Management a Strategic Advantage (White Paper). Mountain View, CA: Consulting Psychologists Press: available at http://www.cpp.com/content/conflict_whitepaper.pdf [cache]

VI. Organizational Structure and Design.

James, Constance. R. (2003). [Designing Learning Organizations](#). Organizational Dynamics, vol. 32, no. 1: 46-61

Leavitt, Harold J. (2003). [Why Hierarchies Thrive](#). Harvard Business Review 81, no. 3: 96-102.

[025.1 S933L8](#)

* Moran, Stueart, Morner. Chapter 8, 9 (Structuring the Organization). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

VII. Supervision and Delegation.

[HV40.54 .D38 ROBA](#)

Davys, Allyson and Liz Beddoe. (2010). Best Practice in Professional Supervision. London: Jessica Kingsley Publishers. (Chapter 2)

Erkkila, John and Pamela MacKay. (1990). [Practical Supervision: The First Line of Management](#). Journal of Library Administration 12, no. 1: 103-115.

[302.35 H236U 1993](#) or [HD31 .H3127 ROBA](#)

* Handy, Charles. Understanding Organizations. 4th ed., p. 279-290, New York: Oxford University Press, 1993. (Also available as a Penguin paperback.)

VIII. Communication.

Argyris, C. (1994). [Good Communication That Blocks Learning](#). Harvard Business Review, 71(4), 77-88.

[R 020 A615A v.26 \(Reference\)](#)

Grosser, K. (1991). Human Networks in Organizational Information Processing. In M.E. Williams (Ed.), Annual Review of Information Science and Technology (Vol. 26, pp. 349-402). Medford, NJ: Learned Information, Inc.

[025.1 S933L8](#)

* Moran, Stuart, Morner. Chapter 16 (Communication). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

IX. Financial Management.

* Moran, Stuart, Morner. Chapter 19 (Fiscal responsibility and control). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

X. Labour Relations.

[331.0971 U58U5](#)

Gunderson, Morley and Daphne Taras, eds. Canadian Labour and Employment Relations. 6th ed. Toronto: Pearson Addison Wesley, 2009. Read selectively:

- Chapter 8: "Collective Bargaining Legislation in Canada."
- Chapter 9: "The Individual Employment Contract and Employment Legislation in Canada."
- Chapter 11: "The Collective Agreement."
- Chapter 15: "Public-Sector Collective Bargaining."

XI. Leadership.

[BF637 .L4 B37](#); [158.4 B472PA \(2 hour loan, 2004 edition\)](#)

Bennis, W. (1994). On Becoming A Leader. New York: Perseus Books. (Introduction; Understanding the Basics; Knowing Yourself; Knowing the World.)

* Hersey, P., & Blanchard, K. (1996). Great ideas revisited: Revisiting the life-cycle

theory of leadership. Training & Development, 50(1), 42-47. [[PDF](#)]

Morgeson, Frederick, D. DeRue, Elizabeth Karam. (2010). [Leadership in Teams: A Functional Approach to Understanding Leadership Structures and Processes](#). Journal Of Management, vol. 36, no. 1: 5-39.

[302.35 H236U 1993](#) or [HD31 .H3127 ROBA](#)

Handy, Charles. Understanding Organizations. 4th ed., Chapter 5 (On Power and Influence), New York: Oxford University Press, 1993.

[025.1 S933L8](#)

* Moran, Stueart, Morner. Chapter 14 (Leadership). In Library and Information Center Management, 8th ed., Libraries Unlimited, 2012.

*: Recommended readings.