



School of Information Management

INFO 521: MANAGEMENT IN INFORMATION SERVICES

Trimester Two 2007



Philip Calvert

Hello and welcome to INFO 521 Management in Information Services. This course will be coordinated by Philip Calvert and co-taught with Lynley Stone.

Both have had management experience: Philip as a sales and marketing manager with a library systems company, and Lynley as a library consultant and earlier as a middle level manager in two large library systems.



Lynley Stone

Those of you with previous managerial experience will be invited to share that understanding with your colleagues during class, and in email discussions.

If you have questions or comments about course material and activities, the preferred “channel” is the appropriate Blackboard discussion forum, so that all students can see your message, and participate in any subsequent discussion. The Blackboard discussion forums will be checked for new messages by 11.00 a.m. each workday morning. However, if you prefer to send your message via email (particularly if it is sensitive or involves personal information), you should begin the subject line with

[INFO 521]

If you need to contact either of us during the course, you can reach us by:

Email: philip.calvert@vuw.ac.nz
lynley.stone@vuw.ac.nz

Telephone: **Philip** (04) 463 6629 (for calls within the Wellington free calling area); **Lynley** (027) 520 0401 or (027) 290 2843.
Alternatively, call the Administration Office on (04) 463 5103.

Fax: (04) 463 5446

Freephone: 0800 11 62 99 (for open learning students or internal students calling from outside Wellington). Either you will be put through to one of us, or administration staff will relay a message.

Room: **Philip**, EA 219 in the Easterfield Building. **Lynley** is the senior tutor for Open Learning students in the Auckland and northern North Island region; she is available to Auckland students by appointment, and to Wellington-based students on days when she is scheduled to teach in Wellington.

If you wish to send something by **post**, the address is:

Philip Calvert

School of Information Management
Victoria University of Wellington
PO Box 600, Wellington

Assignments should *not* be sent to the above address; see the details under 'Assessment' below. Non-assignment material being delivered by courier or in person should go to the Administration Office, EA 121, Easterfield Building, Kelburn Campus, Victoria University of Wellington.

Course description

INFO 521 is the study of effective and efficient management of libraries and information centres, examining such aspects as organisational theory and design, organisational environments and cultures, organisational communications, group and individual behaviour and motivation, decision-making, planning, leadership, organisational effectiveness and control, and change management.

Course objectives

By the end of the INFO 521 course, students should be able to:

1. Explain the universality of management concepts and demonstrate practical engagement by their accurate use in information management organisational contexts.
2. Identify the chief management tasks, and describe how these are carried out in organisations.
3. Analyse the organisational structure and culture of specified organisations.
4. Identify the key concepts in organisational decision-making, strategic planning, and project management, and show how these are applied in practice.
5. Explain how change and innovation can be effectively managed in an organisation.
6. Identify the key concepts in theories of organisational communication, leadership, and organisational effectiveness and control.

Course materials

The course material for INFO 521 includes a CD-ROM containing readings and course notes associated with each of the 12 modules, augmented by material on the Blackboard website for INFO 521, available at

<http://blackboard.vuw.ac.nz>

In addition, the Blackboard Web-based learning environment will be used to post course information notices, and enable ongoing electronic discussion forums on topics or issues introduced in or out of class. Students are also encouraged to use Blackboard for information sharing, and to post questions for electronic and in-class discussion. See 'Online information' below for further details.

The study notes for each module include a section giving work to prepare for the weekly session. **You should make sure that you complete the work listed in this section, including all the exercises associated with the relevant chapters from your course text *Management*, before the weekly session for that module.**

Reading through the material to prepare for the weekly session **before** starting work on the module will help you to use your study time effectively. Each week, discussion will be based on both:

- required readings from the material provided;
- introductory material, discussion points, and exercises.

Learning objectives are specified for each study module. In most cases, the module objectives match the objectives in the course text for the chapters assigned to that module. Because the textbook for this course is so thorough, the additional readings usually refer directly to management in libraries and other information environments, and therefore you will find that most of the modules for this course are not long. They will be used to organise your study, and to fill in gaps where necessary, but it is not the intention to repeat material that is covered in your course text or readings.

Using or quoting course notes

The course notes used in the LIM programmes have been developed over a period of time. As a result, they are likely to include new material contributed by the coordinator and staff involved in the current offering of the course, as well as material contributed by staff involved in earlier offerings. Every effort has been made by our academic and editorial staff to ensure that all material is correctly attributed and complies with the University's copyright license obligations. If quoting or referring to material written for this course, you should treat it as being contributed anonymously rather than being attributable to the person delivering the particular module in which it appears, unless the authorship is clearly indicated.

Introduction to INFO 521

Management is first and foremost about people. Without people, organisations cannot exist: missions, goals, and objectives cannot be achieved, and goods and services cannot be provided. Without people, an organisation cannot be managed. Management cannot be divorced either from its surrounding organisation, or from the human relations found within the organisation.

Management is the process by which goals are achieved, using human, technical, and financial resources embedded in a relevant environmental context. The core functions of management — planning, organising, directing, and controlling — are designed to achieve the goals of the organisation.

In this course, you will be introduced to many different aspects of the study of management — not only to the history of management, but also to the applications of management theory in present-day organisations. You will be looking at planning, organisational cultures, leadership and decision-making, organisational design, communications, organisational control, and change management. A subsequent elective course in Management of Library Services, INFO 542, looks at collection management in information centres, customer service, marketing, building design considerations, financial management, and human resources management.

The goal of INFO 521 is to introduce you to some of the theoretical concepts underpinning current management practices. Knowledge of the theories is important, for without such knowledge it becomes difficult to recognise the relevant operating environment of the organisation, or to appreciate the organisational skills and techniques required of managers. Even if the theoretical underpinnings may not seem relevant to your work at the moment, at some time in the future it is likely that a fundamental understanding of why things happen the way they do will help you make specific decisions — perhaps without realising that you have used your knowledge of management theory.

In approaching this course, some of you may be eager to work in a management role, taking responsibility for a library or archive service, an independent information service, or acting as a line manager supervising other staff. Others of you may envisage yourselves as practitioners whose primary concern is with the provision of information to customers (whether that's in a corporate or government information centre, an archive, gallery or museum, a public library, a tertiary library, or as an online provider), and you may feel that the course is not particularly relevant to your chosen career. To the latter group, it is worth saying that there are very few careers in which management plays no part whatsoever. If you wish to work on your own, then some aspects of management become especially important.

In any information centre, management knowledge is of value not only to those who are 'managing' the centre, or even part of the centre, but also to those who are being managed.

Such knowledge will:

- increase understanding of why certain events are occurring;
- shed light on why some statistics have to be recorded (and suggest some which need not be kept);
- enable a more considered response to requests for assistance, or for the taking on of non-routine tasks;
- enable an individual to participate more effectively in performance appraisals.

There are many other ways in which management knowledge aids individuals working at all levels in libraries and information centres. In summary, management knowledge aids those who manage, and it aids those who are being managed. What's more, it feels better as an employee to be well managed; it's good to see skill in action. If you are not working in a management position at present, many of you are likely to have distinct management roles in the first position that you gain upon completion of your degree. You will be taking on management tasks in an increasingly competitive and rapidly changing environment, in which information professionals must always be prepared to show how vital the information service is to its stakeholders (i.e. groups such as staff, customers, funders, and so on, who can lay part claim to 'owning' the service).

The management theory you learn in this course will assist you when you take on those challenges, perhaps acting in an entrepreneurial way. You should also try to continue your management training after you finish INFO 521 and (if you take it) INFO 542. Many continuing education opportunities are available in management, and you will facilitate your career development and continue to develop your knowledge of management and management skills if you avail yourself of such opportunities.

Time commitment

To achieve satisfactory grades, you should expect to spend 12.5 hours per week on INFO 521 (including time spent in the weekly session). Up to two hours per week will be spent in the weekly seminar, in which you will be expected to contribute to the discussion. The balance of your time should be spent reading the material in the CD-ROM, course text, and on the Internet, and doing your preparation work for the weekly session and assignments.

Prescribed text

Robbins, Stephen P., Rolf Bergman, Ian Stagg, and Mary Coulter. (2005). *Management*. (4th ed.) Sydney: Prentice-Hall. The price, including student discount, is \$114.99 approx. *Management* is supported by a online material, available through Prentice Hall's Learning on the Internet Partnership.

Ordering the text

The prescribed text is available from Vic Books, PO Box 12-337 (or c/- Students' Union Building), Wellington, ph. (04) 463 5515 or freephone 0800 370 370, fax (04) 471 2124, email vuwtexts@vicbooks.co.nz. You can use any of these methods to place an order. Please give the details of the book(s) you want, your delivery address, and your daytime phone number. If you have a credit card, you can also give your credit card number and expiry date, and the book will be sent to you directly. Otherwise, once your order is placed, you will be asked to send a cheque for the book(s) and postage. There is an \$8.00 handling and delivery charge. It is also possible to order texts through the Vic Books' online book ordering service at

http://www.vicbooks.co.nz/cms_display.php

Course schedule

INFO 521 will be held in the second trimester (July-October) of the 2007 academic year. There will be no sessions for two weeks during the mid-trimester break (20 August-2 September).

- **Internal students**
There will be a seminar on Friday mornings in the New Kirk Building, Lecture Room KK 204. **There will be three block sessions during the trimester;** students unable to make these sessions can attend the relevant open learning sessions or access the recorded sessions online.
- **Open learning students (outside Auckland)**
The weekly Internet conference sessions will be held on Wednesdays from 6.45-8.15 p.m.
- **Open learning students (within Auckland)**
Sessions for Auckland students will be delivered by a mixture of Internet conferencing and face-to-face teaching. Auckland students should refer to the separate Auckland mode timetable for details.

Schedule

Week	Date	Topic	Text chapters
1	9-13 July	Management basics	1, 2
2	16-20 July	Organisational cultures	3
3	23-27 July	Strategic planning	6

Internal students: Modules 3 + 4 will be presented in a block session from 10.00 a.m.-2.00 p.m. on **Friday 27 July** (no lecture on 3 August)

4	30 July-3 Aug.	Planning tools	7, 8
5	6-10 Aug.	Decision-making	9
6	13-17 Aug.	Organisation structure & design	10

Mid-trimester break

7	3-7 Sept.	Managing change and innovation	12
8	10-14 Sept.	Organisational behaviour	13, 14
9	17-21 Sept.	Motivation	14, 15

Internal students: Modules 9 + 10 will be presented in a block session from 10.00 a.m.-2.00 p.m. on **Friday 21 September** (no lecture on 28 September)

10	24-28 Sept.	Leadership	16
11	1-5 Oct.	Communication	17

Internal students: Modules 11 + 12 will be presented in a block session from 10.00 a.m.-2.00 p.m. on **Friday 5 October** (no lecture on 12 October)

12	8-12 Oct.	Organisational effectiveness	18, 19, 20
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Class dates and time for INFO 521 Auckland class

Week 1	Saturday	14-Jul	9.30 – 12.30	Mods 1&2
Week 2	No class			
Week 3	Saturday	28-Jul	9.30 – 12.30	Mods 3 & 4
Week 4 No class				
Week 5	Monday	6-Aug	5 – 6.30	Mod 5
Week 6	Monday	13-Aug	5 – 6.30	Mod 6
Week 7	Saturday	8-Sep	9.30 – 12.30	Mods 7 & 8
Week 8 No class				
Week 9	Saturday	22-Sep	9.30 – 12.30	Mods 9 & 10
Week 10 No class				
Week 11	Monday	1-Oct	5 – 6.30	Mod 11
Week 12	Monday	8-Oct	5 – 6.30	Mod 12

Note: All classes will be in Room 2, TOPNZ Business Centre, 120 Mayoral Drive, Auckland unless otherwise notified of change by Lynley Stone

Assessment

None of the LIM courses has a formal final examination. This course will be internally assessed, and there will be two assignments due during the trimester.

Assignment	Date due	Value	Length
1. Business plan	4 September	50%	2500 words max.
2. Consultant's report	16 October	50%	2000 words approx.

Note: You are required to adhere to the word limit for the assignments. Short assignments are preferred, because an essential managerial skill is brevity in communication. Brevity must, however, be coupled with clarity.

Late assignments

Assignments submitted or postmarked after they are due will have a 10% penalty imposed unless an extension has been granted by the course coordinator.

Assignments submitted or postmarked more than one week after they are due will not be accepted unless there are exceptional circumstances and the late submission has the prior approval of the course coordinator.

Word count

Each submitted assignment **MUST** contain a word count, easily available from your word-processing program. The word count should appear under your name. (Note: your name should appear only on the back of the last page of the assignment.) The penalty for not including your word count, or going over the word count, will be 5%.

Plagiarism

You should read and take heed of the statement on collaboration and plagiarism on the University website at

<http://www.vuw.ac.nz/home/studying/plagiarism.html>

and also in the *Administration Handbook*; you *must* acknowledge all sources you use.

While you are encouraged to work together while preparing for the weekly sessions, assessed work must be completed individually, and collaboration confined to discussion of general points. You are expected to present information in your own words, based on your understanding of the background material you read.

Any assignment which is extensively plagiarised will receive an automatic fail grade.

Presentation

Details of the LIM Group's assignment policy, including presentation, will be found in the *Administration Handbook*.

Submission

Remember to keep a copy of each assignment you send us, just in case the original goes astray. Assignments should be submitted as follows:

Open learning students:

- **Post:** To LIM O.L.—INFO 521, School of Information Management, Victoria University of Wellington, PO Box 600, Wellington.
- **Courier:** To LIM O.L.—INFO 521, Administration Office, Easterfield Building, Kelburn Parade, Wellington.

Internal students:

- **Post:** To LIM INTERNAL—INFO 521, School of Information Management, Victoria University of Wellington, PO Box 600, Wellington.
- **Deliver:** To the LIM Assignment Box, Box 114, 1st floor, Easterfield Building. This box is cleared as soon as the Administration Office opens on the morning following the due date. Any late assignments should be delivered to the following address:
- **Courier or late delivery:** To LIM INTERNAL—INFO 521, Administration Office, Easterfield Building, Kelburn Parade, Wellington.

Online information

In addition to the course material on CD-ROM, you will be required to use the resources for this course which are available in the School's Blackboard online learning environment:

<http://blackboard.vuw.ac.nz/>

The Blackboard Web-based learning environment will be used to post course information notices, and enable ongoing electronic discussion forums on topics or issues introduced in or out of class. Students are also encouraged to use Blackboard for information sharing, and to post questions for electronic and in-class discussion. You should also read the appropriate module Web pages in conjunction with the module readings and course notes.

Details on how to access Blackboard are in the *Administration Handbook*, but if you have any difficulties logging on please contact the Help Desk, at:

its-service@vuw.ac.nz

All LIM students will be automatically enrolled in 'LIM Programmes Information' on Blackboard. General announcements and information will be posted here, and students should check this site regularly.

Internet conferencing

Distance sessions are now being conducted via the Internet using the Chatterbox application; in order to participate students will need an Internet-connected PC running Windows XP or Windows 2000, microphone, and headphones/speakers. To connect, go to the Internet conferencing page (and read the "Getting Started" information) at

<https://conferencing.sim.vuw.ac.nz/>

There is also an 'Internet Conferencing' button linking to this page in Blackboard.

Some days before your first session, and at least 15 minutes before each subsequent session, you should test your system by going to the Echo Room. Regular classes will be held in the LIS Room; additional Discussion Rooms are available for breakout groups, and as a "waiting room" if a class is proceeding in the main LIS room. Study groups can use the discussion rooms out of regular class times. For further information, follow the help links on the Internet Conferencing page; details, including screen name conventions, are also available on Blackboard under LIM Programmes Information.

LIM Students email list

Mass communication between the school and students is via the email list. It is your responsibility to ensure you are on the email list; subscription is essential.

The `lim-students` email discussion list is used to make important announcements and to share news and ideas relating to the LIM programmes. It is vital that all staff and students are subscribed. Please make sure that your current email address is subscribed -- one that you check regularly.

It is very important that students remain a member of this list until after graduation as the list is used as a main form of communication of important administration messages (including graduation messages).

Emails are sent to `lim-students` often, so if you have not had contact for a few weeks it is a good idea to check if you are still subscribed. If an email is rejected by your email account, you will automatically be unsubscribed.

To subscribe, go to:

<http://lists.vuw.ac.nz/mailman/listinfo/lim-students>

General University information

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Statutes and Policies

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hardcopy or under "about Victoria" on the VUW homepage at:

http://www.vuw.ac.nz/home/about_victoria/calendar_intro.html

Information on the following topics is available electronically at:

http://www.vuw.ac.nz/home/studying/downloads/course_outlines_general_information.pdf

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times. Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

<http://www.vuw.ac.nz/home/studying/plagiarism.html>

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.