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SI 626 – Management of Libraries and Information Services

Class One: An Introduction to Management

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Overview

- Course introduction
- The nature of management
- Historical trends in management thought
- Libraries as organizations
- Conclusion

Course Introduction

- About me
  - MLIS ’94
  - Coordinator, Information Services, Springtide Resources, 1995-2000
  - Director, Information Services, Canadian AIDS Treatment Information Exchange, 2000-2004
  - PhD studies 2004-2008

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Course Introduction

- Learning Objectives
  - Develop an understanding of theories, principles and techniques of contemporary management science and organizational behavior and their application to libraries and information services.

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Course Introduction

- Learning Objectives
  - Develop skills in the planning, organizing, personnel and financial management, leading, marketing, stakeholder management and coordinating functions in libraries and information services.

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Course Introduction

- Learning Objectives
  - Promote critical thinking and reflexivity about professional practice as managers of libraries and information services.

Course Introduction

- In class
  - Lecture
  - Guest speakers
    - Ellen Stross, Adult Services Librarian, Plymouth District Library
    - Josie Parker, Director, Ann Arbor District Library
    - Elaine Didier, Director, Gerald R. Ford Presidential Library
    - Anne Beaubien, Director, Cooperative Access Services, University of Michigan Library
  - Activities/exercises
  - Discussion (small/large group)

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Course Introduction

- Assignments
  - Participation (10%)
  - Two **short** case studies (4-5 pages) (20% each)
    - Planning, Organizational Design
  - One **long** case study (6-8 pages) (25%)
    - Human Resources
  - One **group** case study (25%)
    - Budgeting

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Course Introduction

- Case Study Assignments - Purpose
  - To develop an understanding of theories, principles and techniques of contemporary management science and organizational behavior and their application to libraries and information services.
  - To develop skills in the planning, organizing, human resources and financial management function in libraries and information services.

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Course Introduction

- Course policies
  - Academic integrity
  - Accommodations for students with disabilities
  - Written assignments
    - 12 point font
    - Letter sized paper, one inch margins
    - APA citation format (available online)
    - Page length, **plus** references

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Readings

- Required/recommended
- Core text and articles/chapters (on CTools)
- Lectures and discussions will highlight key themes and encourage critical thinking and reflection about readings
- Integration with assignments

Nature of management

- *"…performing certain functions to obtain the effective acquisition, function, allocating, and utilization of human efforts and physical resources for the purpose of accomplishing some goal."* – Daniel Wren, 1979
- *"…using organizational resources to achieve objectives through planning, organizing, staffing, leading and controlling"* – Stueart & Moran, 2007

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Nature of management

- By these definitions, who are the managers in libraries?

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Nature of management

- Managers are….
  - People who are responsible for, and facilitate, others' work
  - People who occupy specific positions in organizations: line managers, middle managers, top managers
  - People who perform specific functions and roles
  - People who engage in specific practices/tasks

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Nature of management

- Functions of management
  - Planning
  - Organizing
  - Human Resources
  - Leading
  - Controlling
  - *Politicking

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Nature of management

- Roles of managers
  - Due to formal authority & status, managers occupy specific interpersonal roles: figurehead, leader and liaison.
  - Interpersonal roles lead to informational roles: monitor, disseminator and spokesperson.
  - Informational roles lead to decisional roles: entrepreneur, disturbance handler and resource allocator and negotiator.

(Mintzberg, 1975)

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Nature of management

- Tasks of managers
  - Spend most of their time with other people, at all levels of their organization and beyond.
  - Discuss a wide range of topics with others, including those unrelated to work.
  - Ask a lot of questions in interactions with others, and ask, cajole, persuade, etc. rather than giving orders.
  - Conversations tend to be short and disjointed, with much of each day unfolding in unplanned ways.

(Kotter, 1982)

Nature of management

- Practice of management
  - Managing self - reflection
  - Managing organizations - analysis
  - Managing context – seeking of varied information and experiences
  - Managing relationships – collaboration, facilitation
  - Managing change – action

(Gosling & Mintzberg, 2003)

Nature of management

- Effective initiation and implementation of services require use of management skills.
- Many people use management skills in their work – including people without formal supervisory roles.
- Hence the majority of information professionals, regardless of their role, will need management skills in their professional practice.

Management thought

- Scientific Management, 1880-1927
  - F.W. Taylor – “Taylorism”, Gilbreth, Gantt
  - Assumption: workers are economically motivated and naturally lazy
  - Focus: maximum output and efficiency, eliminating waste
  - Standardization of methods
  - Task allocation – division of smaller and smaller tasks
  - Not focused on people
  - Library application: 1930s-

Management thought

- Bureaucratic organizations, 1920s
  - Principles for organizing work in large organizations.
  - Characteristics:
    - Clear authority and responsibility.
    - Hierarchical organization.
    - Hiring and promotion are based on qualifications and competence.
    - Rules are written down and uniformly applied, thus ensuring predictability.

(Max Weber, 1922)

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Management thought

- Administrative Principles, early 20th century
  - Roles of managers.
  - Principles of management: division of work, authority, discipline, unity of command, unity of direction, subordination of individual to collective, centralization, vertical chain of authority, order, fair pay, equitable treatment, stability of work force, rewards to improve production, morale and unity.

(Fayol, 1916)

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Management thought

- Humanistic approaches, 1927-
  - Reaction against scientific management approach, focus on people.
  - Hawthorne studies.
  - Importance of the social group is recognized.
  - Emphasis on motivation and worker participation in order to improve performance.
  - Managers try to make employees happy.
  - Self-actualization: Theory X and Theory Y *(McGregor, 1960)*
  - Libraries: 1930s-

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Management thought

- Quantitative approach, 1940s-
  - Models for decision making.
  - Examples: operations research, deployment of MIS systems.
  - Libraries: 1960s-
- Systems Approach, 1950s-
  - Interdependence of organization with its environment.
  - Inputs into organization and outputs from it
  - Organization is influenced by environment and gets feedback from the environment.
  - Current application in libraries.

Management thought

- Contingency theory, 1970s-
  - Flexible application of management techniques based on particular situation.
  - Current application in libraries.
- Learning organization theory, 1990s-
  - Adaptation in rapidly changing environments.
  - Open communication, decentralized decision making and flattened organizational structure.
  - Team learning, shared vision, systems thinking, personal mastery, updating ideas.
  - Current application in libraries.

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Management thought

- Libraries continue to grapple with issues that have sparked the development of management thought.
- Many of ideas introduced by these schools of management thought are applied in libraries today.

Management thought

- Exercise:
  - By yourself, think back to jobs you have held and choose one manager. Based on these types of management thought, write about how would you categorize their approach to management, and why. (5 min)
  - Share your insights with your neighbour. Choose a representative to report-back your ideas to the whole class. (5 min)
  - Report-back to class. (10 min)

(Evans, Ward & Rugaas, 2000)

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Libraries as organizations

- ~ 123,129 libraries in USA
  - School libraries: 99,783 (81%)
  - Public libraries: 9,208 (7%)
  - Special libraries: 9,066 (7%)
  - Academic libraries: 3,617 (3%)
  - Government libraries: 1,159 (1%)
  - Armed forces libraries: 296 (<1%)

(ALA, 2009)

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Libraries as organizations

- Employees of libraries in USA: 329,941
  - Librarians: 134,355
    - School libraries: 61,701 (46%)
    - Public libraries: 46,185 (34%)
    - Academic libraries: 26,479 (20%)
  - Other paid staff: 195,586

(ALA, 2009)

- Special libraries: 11,000 SLA members worldwide

(SLA, 2009)

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Libraries as organizations

- Identify 1-2 general characteristics of libraries/information services that might affect the ways in which they are managed.

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Libraries as organizations

- Most libraries are not-for-profit, with some exceptions.
- Most libraries/information services are within parent organizations.
- Funding allocations are (often explicitly) politically determined.
- Libraries may be governed by specific public administration legislation

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Libraries as organizations

- Not-for-profit organizations.
  - Governmental: federal, state, local with attendant agencies, commissions and authorities
    - Can include public libraries, public university libraries, school and government libraries.
  - Private, tax-exempt non-profits.
    - Charitable – tax deductible donations
      - ~807,421 non-profit, charitable organizations in USA recognized as tax-exempt by IRS (2005)
        - » Can include academic libraries through their membership in universities, special libraries, public library friends groups, and some public libraries.
    - Commercial and membership – donations not tax-deductible
      - e.g. social clubs, labour unions, trade associations, business associations, etc.

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Libraries as organizations

- Most common private, non-profit organizational type, by Internal Revenue Code:
  - Section 501(c)(3) “public benefit”: health, educational, social service, religious, cultural and scientific organizations
- Revenue for these types of organizations: $1.3 trillion in 2005
  - Program service revenue (>67% of revenue); contributions, gifts and grants; membership dues.

Libraries as organizations

- Example:
  - Ann Arbor District Library is a state government authority, as per Michigan's District Library Establishment Act
  - Friends of Ann Arbor District Library, tax exempt under 501(c)(3) since organized and operated strictly for educational purposes

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Libraries as organizations

- Example:
  - University of Michigan is a state governmental instrumentality **and** a charitable organization under 501(c)(3)
  - University of Michigan libraries are a sub-unit of the University, with the head being a Dean of Libraries who reports to the Provost

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Libraries as organizations

- Characteristics of non-profit organizations:
  - Profit cannot be used as a measure of success – need to look towards other measures of efficiency and effectiveness
  - Tax-exemption
  - Not owned by shareholders
  - As service organizations, tend to be labour-intensive – difficulties with traditional measures of quantity and quality

(Anthony & Young, 2003)

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Libraries as organizations

- Characteristics of non-profit organizations:
  - Goals and strategies are often constrained by government or private funder guidelines, donor restrictions, etc.
  - Some different funding sources than for-profit businesses – such as grants and donations
  - Tend to be dominated by professionals
  - Governing boards tend to be less influential; more likely to be volunteers
  - Strong political influences

(Anthony & Young, 2003)

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Libraries as organizations

- Reflection:
  - Write a “minute paper” that answers the following question:
    - What are the advantages and disadvantages of managing a non-profit organization (as opposed to a for-profit organization)?

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Conclusion

- Management involves a range of functions, as well as roles and activities.
- Most information professionals will use managerial skills at some point in their careers, regardless of their role.

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Conclusion

- Management thought has evolved considerably since the late 19th century, with many historical ideas still influencing libraries and information services.
- Most libraries are non-profit entities embedded in larger organizations. Thus libraries have unique management challenges that require special consideration.