



Z551: Management for Information Professionals

Time: 1:00 pm – 3:45 pm Thursday

Location: LI 001

Instructor: Tamy Chambers tischt@indiana.edu

Office Hours: by appointment

Course Description & Objectives

This course is an introduction to management for information professionals, emphasizing general management concepts in the context of project management for librarians and other information professionals. The course introduces topics such as teamwork, communication, leadership, motivation, planning and decision-making, budgeting, organizing and human resources, as well as ethics and diversity.

Upon completion of this course students should have developed an understanding for the following management issues:

- management functions and the manager’s role,
- the inter-dependencies of organizations, managers, and employees,
- the importance of environmental understanding,
- the attitudes, philosophies and skills required for successful management.

Additionally students will practice and refine the required teamwork skills essential for professionals in the modern workplace and extend both their oral and written communication skills.

Course Organization & Schedule

The following table is an overview schedule for this course.

Date	Topic	Date
Session 1	Course Introduction/ What is Management?	August 25, 2016
Session 2	Operating Environment & Organizational Culture	September 1, 2016
Session 3	Internal & External Communication	September 8, 2016
Session 4	Delegating & Accountability	September 15, 2016
Session 5	Decision Making & Ethics	September 22, 2016
Session 6	Strategic & Project Management	September 29 2016
Session 7	No Class – Fall Break	October 6, 2016
Session 8	Innovation & Change Management (<i>First Case Analysis Due</i>)	October 13, 2016

Session 9	Staffing & Diversity	October 20, 2016
Session 10	Team Building & Conflict Management	October 27, 2016
Session 11	Leading & Motivating	November 3, 2017
Session 12	Financial Management & Evaluation (<i>Second Case Analysis Due</i>)	November 10, 2017
Session 13	Managing Technology	November 17, 2017
Session 14	No Class – Thanksgiving Break	November 24, 2017
Session 15	Managing Facilities	December 1, 2017
Session 16	Course Summation/ Your Career in Management (<i>Third Case Analysis Due</i>)	December 8, 2017
Session 17	<i>Management Paper Due/Team Evaluations Due</i>	December 15, 2017

Textbooks & Readings

The following text is required for this course.

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chicago, IL: Neal-Schuman

All other readings will be made available on the CANVAS site. The following is a list of required readings which should be done prior to coming to each session.

Session 1: What is Management?

Evans, G.E. & Alire, C.A. (2013). *Management Basics for Information Professionals*. Chapter 1

Mintzberg, H. (1975). The manager's job: Folklore or fact. *Harvard Business Review*, 53 (4), 49-56.

Session 2: Operating Environment and Organizational Culture

Evans, G.E. & Alire, C.A. (2013). *Management Basics for Information Professionals*. Chapter 2

Albright, K.S. (2004). Environmental scanning: Radar for success. *Information Management Journal*, 38 (3), 38-45.

Schein E. (1992). *Organizational cultural and leadership*. 2nd Edition Jossey-Bass: San Francisco, USA. Chapter 1 and 2.

Martin J. (2012). Symbols, sagas, rites, and rituals: An overview of organizational culture in libraries. *C&RL News*. June 2012, 348-349.

Session 3: Internal and External Communication

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 8 and 11.

Bryon, K. (2008). Carrying too heavy a load? The communication and miscommunication of emotion by email. *Academy of Management Review*, 33 (2), 309-327.

Dasu, S. & Chase, R.B. (2010). Designing the soft side of customer services. *MIT Sloan Management Review*, 52 (1), 33-39.

Rowley, J. (2003). Information marketing: Seven questions. *Library Management*, 24 (1/2), 13-19.

Session 4: Delegating and Accountability

Evans, G.E. & Alire, C.A. (2013). *Management Basics for Information Professionals*. Chapter 5 and 6.

Kotter, J.P. (1977). Power, dependence, and effective management. *Harvard Business Review*, 55 (4), 125-136.

Hurley, R.F. (2006). The decision to trust. *Harvard Business Review*, 84 (9), 55-62.

Lepsinger, R. (2010). Building accountability and commitment. *Industrial Management*, 52 (6), 21-25.

Session 5: Decision Making and Ethics

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 7 and 20.

Rogers, P & Blenko, M (2006). Who has the D? *Harvard Business Review*, 84 (1), 13-20.

Hammond, J.S, Keeney, R.L., & Raiffa, H. (2006). The hidden traps in decision making. *Harvard Business Review*, 84 (1), 1-9.

Strickland, R.A & Vaughan, S.K. (2008). The hierarchy of ethical values in nonprofit organizations: A framework for an ethical, self-actualized organizational culture. *Public Integrity*, 10 (3), 233-251.

Session 6: Strategic and Project Management

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 4.

Feeney, M., & Sult, L. (2011). Project Management in Practice: Implementing a Process to Ensure Accountability and Success. *Journal of Library Administration*, 51(7/8), 744-763.

Mankins, M.C. & Steele, R. (2006). Stop making plans; Start making decisions. *Harvard Business Review*, 84 (1), 1-8.

Rangan, V.K. (2004). Lofty missions, down-to-earth plans. *Harvard Business Review*, 82 (3), 112-119.

Bonn, I. (2005). Improving strategic thinking: A multilevel approach. *Leadership & Organization Development Journal*, 26 (5), 336-354.

Session 7:

NO CLASS – FALL BREAK

Session 8: Innovation and Change Management

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 9.

Birkinshaw, J., Bouquet, C., & Barsoux, J.L (2011). The 5 myths of innovation. *MIT Sloan Management Review*, 52 (2), 43-50.

Kegan, R. & Lahey, L.L. (2001). The real reason people won't change. *Harvard Business Review*, 79 (1), 51-58.

Kotter, J.P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 85 (1), 96-102.

Bamford, D.R. & Foster, P.L. (2003). Managing planned and emergent change within an operations management environment. *International Journal of Operations & Production Management*, 23 (5), 546-564.

Session 9: Staffing and Diversity

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 15 and 16.

Behrens, W. (2009). Managing millennials. *Marketing Health Services*, 29 (1), 19-21.

Winston, M. (2010). Managing diversity. *Library Leadership and Management*, 24 (3), 58-63.

Cappelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review*, 79 (3), 139-146.

Allen, D.G., Bryant, P.C., & Vandaman, J.M. (2010). Retaining Talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 24 (2), 48-64.

Session 10: Team Building and Conflict Management

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 14.

Rahim, M.A. (2011). *Managing conflict in organizations*. New Brunswick, USA: Transaction Publishers. Chapters 2 & 11.

Druskat, V.U. & Wheeler, J.V. (2004). How to lead a self-managing team. *MIT Sloan Management Review*, 45 (4), 65-71.

Maeliea, L. & Baltazar, R. (2005). A strategic guide for building effective teams. *Public Personnel Management*, 34 (2), 141-160.

Session 11: Leadership and Motivation

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 12 and 13.

Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82 (1), 82-91.

Zaleznik, A. (2004). Managers and leaders: Are they different? *Harvard Business Review*, 82 (1), 1-9.

Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, 65 (5), 109-120.

Mintzberg, H. (1998). Covert leadership: Notes on managing professionals. *Harvard Business Review*, 76 (3), 140-148.

Session 12: Budgeting and Evaluation

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 10 & 17.

Harvard Business Press (2009). *Preparing a Budget*. Boston, MA: Harvard Business Press. Chapters 1-3.

Frigo, M.L. & Krumwiede, K.R. (2000). The balanced scorecard. *Strategic Finance*, 81 (7), 50-54.

Willis, A. (2004). Using the balanced scorecard at the University of Virginia library. *Library Administration & Management*, 18 (2), 64-67.

Linn, M. (2007). Budget systems used in allocating resources to libraries. *The Bottom Line*, 20 (1), 20-29.

Session 13: Managing Technology

Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 18.

- Peppard, J., Ward, J., & Daniel, E. (2007). Managing the realization of business benefits from IT investments. *MIS Quarterly Executive*, 6 (1), 1-11.
- Merkel, C., Farooq, U., Xiao, L., Rosson, M.B., Carrol, J.M. (2007). Managing technology use and learning in nonprofit community organizations: Methodological challenges and opportunities. In *Proceedings of the 2007 symposium on Computer Human Interaction for the Management of Information Technology* (p. 8) ACM.
- Weill, P. & Olson, M.H. (1989). Managing investment in information technology: Mini case examples and implications. *MIS Quarterly*, 13 (1), 3-17.
- Dobbs, A. (2011). Technologically indispensable: leading when you're technically competent but seen merely as a useful tool to get other folks' ideas implemented. In D. Lowe-Wincentsen and L. Crook's Mid-Career Library and Information Professionals: A leadership primer, 165-180.

Session 14:

NO CLASS – THANKSGIVING BREAK

Session 15: Managing Facilities

- Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 19.
- Eisbach, K.D. & Bechky, B.A. (2007). It's more than a desk: Working smarter through leveraged office design. *California Management Review*, 49 (2), 80-101.
- Levin, A.C. (2005). Changing the role of workplace design within the business organization: A model for linking workplace design solutions to business strategies. *Journal of Facilities Management*, 3 (4) 299-311.
- Ekstrand, M. & Damman, S. (2016). Front and backstage in the workplace: An explorative case study on activity based working and employee perceptions of control over work-related demands. *Journal of Facilities Management*, 14 (2) 188-202.
- Wells, M. (2000). Office clutter or meaningful personal displays: The role of office personalization in employee and organizational well-being. *Journal of Environmental Psychology*, 20 (3), 239-255.

Session 16: Wrap Up and Your Future

- Evans, G.E. & Alire, C.A. (2013) *Management Basics for Information Professionals*. Chapter 21.
- Gabarro, J.J. & Kotter, J.P. (2005). Managing your boss. *Harvard Business Review*, 83 (1), 92-99.
- Gosling, J. & Mintzberg, H. (2003). The five minds of a manager. *Harvard Business Review*, 81 (11), 54-63.
- Munson, K. (2011). When life and leadership collide. In D. Lowe-Wincentsen and L. Crook's Mid-Career Library and Information Professionals: A leadership primer, 91-102.

Assignments

Course assignments, including due dates and submission instructions, are listed below and are identified in the CANVAS site under assignments.

All assignments are required to use appropriate citation of sources as detailed in the APA Style Guide (4th edition). Late assignments will be accepted only under exceptional circumstances. Assignment grades will automatically be lowered for 1) late submissions, 2) use of incorrect citation style, and 3) exceeding specified page limits.

Grade Source	Percentage of Grade	Due Date
First Case Analysis	15%	October 13, 2016
Second Case Analysis	15%	November 10, 2016
Third Case Analysis	15%	December 8, 2016
Group Presentation	10%	Varied
Management Paper	20%	December 15, 2017
Warm-Up Questions	10%	Weekly
Participation	5%	Ongoing
Team Evaluation	5%	December 15, 2017

Case Analysis:

Each student will be assigned a team by week three of the course. Each team will complete the case analysis in a one week time period. The papers will be handed in hard copy at the start of class in which it is due. Each team will prepare an analysis of the case including introduction of the organization and environment, description of the management problem, analysis of the problem given subjects covered, and potential solutions for problem. The written papers should be no more than six (1.5 spaced) pages including references. References should be formatted in APA style and the paper should include section headings and page numbers. A single paper will be turned in for the team. A rubric for the analysis is included in CANVAS.

Group Presentation:

Each student team will be selected to present their case analysis once out of the three cases. The presentations will be delivered in class on the day in which the analysis is due. The team presenting will be notified when the case is distributed. Each presentation will be no more than 10 minutes (without questions) and should be done by either one or two members of the team. The other members of the team will be expected to answer questions from the class after the presentation. The presentation should be presented in a PowerPoint (or similar) and should include no more than six slides. A rubric for the presentation is included in CANVAS.

Team Evaluation:

Each student will complete a team evaluation form on which they will evaluate the team participation and contribution of each team member. The computation of these scores will make up the team evaluation component of each student's final grade. This form will be provided and submitted via CANVAS and will be due during the finals period.

Management Paper:

Each student will choose a management topic that is of interest to them and complete an original synthesis and analysis of the topic. The paper should be no more than 8 pages (not including references). The papers should be 1.5 spaced and use APA citation style. The paper will be turned in via CANVAS during the finals period. A rubric for this paper is provided in CANVAS.

Warm-Up Questions:

Prior to each week's class. Warm-up questions will be posted on the CANVAS site. The questions will be drawn from the reading for that week. Answers will be by 1:00 pm the day before class. Answers will be submitted via the CANVAS site according to instructions for the question. No email responses will be accepted. Fourteen (13) questions will be provided

throughout the semester. Students are only required to answer 10 of the questions, but may answer any others for extra-credit. Questions will be graded on the following scale.

- 0** = Did not answer the question; did not provide the correct answer.
- .5** = Answered; provided limited or partial answer.
- 1** = Answered question correctly.

Participation:

Participation points will be awarded at the end of the course based on over all participation and engagement in class according to the following general rubric.

Grade	Meaning
5	Perfect attendance; displays knowledge of having read and synthesized all of the readings; engages in in-class activities and discussions; provides thoughtful discussion of the readings and provides respectful responses to classmates' comments.
4	Missed or was late for more than one class; displays knowledge of the majority of the readings and provides thoughtful commentary in class; engages in in-class activities; shows respect for peers.
3	Missed or was late for two or three classes; displays knowledge of some of the readings and provides at least one comment in class; some engagement in in-class activities; shows respect for peers.
2	Missed or was late for four or five classes; does not displays knowledge of readings and does not add to class discussion; displays little engagement with topic; shows respect for peers
1	Missed or was late for more than five classes; does not display knowledge of readings and does not add to class discussion; no engagement in in-class activities; shows respect for peers.
0	Did not attend; does not discuss; shows no respect for peers.

Grading Policies

Course Grading Scale:

The following grading scale will be used for this course and is employed on the CANVAS site.

Grade	Points	Grade	Points	Grade	Points	Grade	Points
A+	≥100	B+	89 - 87	C+	79 - 77	D+	70 - 69
A	99 - 96	B	86 - 84	C	76 - 74	D	68 - 67
A-	95 - 90	B-	83 - 80	C-	73 - 71	D-	66 - 65
						F	≤ 65

Coursework completed with a grade of C+ or lower will not be counted towards the MLS or MIS degrees. Coursework completed with an F will require permission of the Dean to remain in the program.

To receive a passing grade in this course, you must turn in all of the assignments. You cannot pass this course without doing all of the assigned work (which includes the presentation) however, turning in all of the work is not a guarantee that you will pass the course.

Writing Skills:

All written assignments will be expected to be grammatically and stylistically correct. Students who are unsure of their writing skills are strongly urged to take advantage of Writing Tutorial Services, 855-6738. You can make an appointment or stop by the Wells Library Information Commons. Students are encouraged to use software or trusted individuals to proof their papers and other assignments.

Incompletes:

Each student is expected to complete all coursework by the end of the course. A grade of incomplete will be assigned only when exceptional circumstances warrant. The need for an incomplete should be discussed with the instructor well prior to the end the course.

Academic Dishonesty:

There is extensive documentation and discussion of this issue of academic dishonesty in the Indiana University Code of Student Ethics (<http://studentcode.iu.edu/>). Case Analyses are designed to help you gain practical experience; it is expected you will complete each analysis between only members of the team without aide from persons outside the team. Final Management Papers are to be completed by each student alone. Students may receive grammar and style assistance on their assignments, but the content and analysis should be their own. Any student who submits work completed by someone else will receive no score for that assignment and may receive an **F** for the course.

Course Policies

Attendance:

It is expected you will attend all class sessions. If you cannot attend class, you must notify the instructor in advance. Please notify the instructor at the beginning of the course if you know you will not be able to attend a given session because of prior commitments or religious observation. Absences without notification will factor into the participation part of your final grade and make-up assignments will granted only in extreme circumstances.

Communication:

If it necessary for you to contact me, you should do so via email and not through the CANVAS site. Note however that while you may send me an email at any time, I do not respond to email on the weekends or after 8 pm except under exceptional circumstances.

Personal Technologies:

You are welcome to bring laptops/tablets to class and use them for note taking or to access readings. However, it is not appropriate to surf the web, check-email, or otherwise perform non-course related activities during class. This also applies to the use of cell phones other personal technologies which should be turned off or silenced for the duration of the class. Students engaged in such behavior will be asked to either stop and/or leave the class session.

Student with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities.

If you believe you have a disability requiring an accommodation, please contact IU Disability Services for Students (<http://studentaffairs.iub.edu/dss/>).

The instructor reserves the right to change, omit, or append the course syllabus whenever she deems it appropriate.

Syllabus last updated: August 10, 2016

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