INLS 585: Management for Information Professionals (ONLINE CLASS)
Spring, 2016 Syllabus

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Class Meetings: While there are no mandatory in-class meetings, the structure of this course is similar to a traditional, in-person course format, in that it is is divided into two sessions per week, for a total of 28 sessions to be held over the 15-week semester.

Office Hours:

- Online office hours (use Sakai Chat): Mondays, 2:30 – 3:30 pm

- In-person office hours (room 08): Tuesdays, 2:00 – 3:30 pm

Course Description

INLS 585 provides a general introduction to the principles of management and is required for all SILS MSLS and MSIS students. The focus of the course is on management in information agencies of all types both in profit and not-for profit organizations, but the principles taught are applicable in any management setting. A wide range of topics will be covered including planning, budgeting, organizational theory, staffing, leadership, organizational change and decision-making. Readings will be assigned as background to the lecture material and as preparation for the discussions.

This course will provide students an interactive, hands-on opportunity to develop the business, analytical and research skills required to succeed as a manager in any organization. Using readings, class discussion, case studies, and video, students will work individually and in teams to identify, analyze, and solve management problems particularly in the areas of library and technology management but applicable to any management situation.

Course Objectives and Practical Skills

By the end of this course, students will have acquired the **analytical** and **practical** skills necessary to make intelligent, informed management decisions. Additionally, by the end of this semester you should be able to:

- define and explain key management theories and concepts
- critically analyze real world management situations, clearly and accurately identify organizational issues, and recommend solutions based on evidence
- critically examine and evaluate proposed solutions to organizational issues to uncover the validity of underlying assumptions and logic
- identify many of the complexities of organizational management and leadership
- prepare budgets
- read and analyze financial statements
- set goals and operationalize strategic plans by developing key performance metrics based on a balanced scorecard approach
- explain key aspects of hiring, retention, performance appraisal, and coaching
- list the components of high-performance teams
- explain evidence-based management and librarianship
- build psychologically safe teams and function effectively in groups
- continue developing management and leadership skills based on strategies practiced throughout the course.

Textbooks

This is a management course for students who intend to have careers in a wide range of information organizations including libraries and other non-profits and in the corporate world. There is no one textbook that covers both the profit and non-profit sector equally well, so you may choose your weekly reading selection from one of two textbooks. Most of the class readings will be taken from these two textbooks.

Both of these textbooks are available in the SILS Library, on a Reserve basis.

Both are also available for purchase in the UNC Student Stores or through online vendors such as http://gettextbooks.com. You are not required to own either of these books, however, since your required readings come from them, you may wish to have ongoing access to at least one of them by purchasing or renting.

Choice of two textbooks:

1. <u>Textbook recommended for students intending to pursue a career in a non-library setting, such as a corporation</u>: Robbins, S.P. and D.A. DeCenzo (2010*) Fundamentals of Management* 7th, 8th, or 9th edition (Upper Saddle River, NJ: Prentice Hall.

2. <u>Textbook recommended for students intending to pursue a career in a library setting</u>: Moran, B.B., Stueart, R.D. and Morner, C.J (2013) *Library and Information Center Management.* 8th Edition (Santa Barbara, CA: Libraries Unlimited).

Reserve Materials

Readings will be primarily from the texts. Additional readings will be placed on reserve in the SILS Library or will be available on the Sakai Resources page. These additional materials will be used to provide more in depth coverage of issues and/or to represent the particular problems of managing, organizing, or working for particular types of organizations. If you find a URL that does not work, please let me know. All links were working when I compiled the reading list, but they may not all be functional later in the semester.

Statement on Academic Integrity

Students are expected to comply with the Honor Code in all academic matters. For more informaiotn about the Honor Code, please visit: http://honor.unc.edu.

Instructional Methods

Since this is an online class, it is extremely important to me that you feel connected with me and with the other students in the class. I hope, with all of your help, to make this course an enjoyable, challenging, interactive, and valuable one even though we will not be meeting in person. Please feel free to reach out to me at any time by email or phone. You may also find me available in my shared office in the afternoons, in Room 08 of the Garden Level of Manning Hall.

This course heavily relies on the UNC Sakai online course management system (https://sakai.unc.edu). Much of the communication for this class will

be done in online discussion boards on Sakai. To keep the class lively and interactive, this course will be light on video lecture (short video clips will be used). Instead, I will rely heavily on readings, case studies, video clips, Elluminate Live sessions, and discussion boards. There is a "chatter" discussion board for those of you who would like to communicate with each other in general. I encourage you to ask each other for help or communicate in any way you would like. You are not required to communicate on the "chatter" discussion board. It is there if you would like to use it.

In this course, the Sakai discussion boards are used for discussion purposes, to respond to reading questions, and to post answers to select assignments. The assignments posted to the discussion boards are designed to reinforce key concepts and give you the opportunity to expand your understanding by reading classmates' responses. Also, at times, teams respond to different parts of an assignment on the discussion board and each team must read each other's responses in order to complete subsequent assignments. In this way, the course builds overtime and students are able to learn from one another in the online environment.

I can be reached at my cell phone number on the front page usually between the hours of 2:00 pm and 6:00pm. Please leave a message if I am away from my desk with a few good times to call you back and I will do my best to respond the same day. Additionally, I am on email often throughout the day. You may count on an email response from me within 24 hours and usually sooner. I usually do not respond to email in the evenings.

Grading

Each aspect of your grade contributes a certain weight to your overall grade (described below). Information describing how each assignment will be assessed will be provided so there are no surprises. ***A successful online course depends on timely participation from all class members. I will not accept assignments late.***

Grade Components and Weights

Class Participation = **30%** The class participation grade is based on frequent and regular participation in classroom discussions, the discussion forum and overall contribution to the class.

Management Portfolio = **30%** (see assignment section for details)

Midterm Exam = **10%**

Final Budgeting Project and Presentation = **20%**

There will be no final exam in INLS 585.

Assignment grades will be posted to the Sakai grade book. Semester grades are based on your cumulative total of points awarded for all assignments, which are then converted to letter grades or HPL grades as follows:

Grade Scale		
Undergraduate	**Graduate***	**Percentage**
A	H	96-100
A-	P+	90-95
B+	P	87-89
B	P	84-86
B-	P	80-83
C+	P-	77-79
C	P-	74-76
C-	L	70-73
D+	L	67-69
D	L	60-66
F	F	59 or lower
Final graduate grades will only reflect H, P, or L		

Grading Policy and Scale

Following UNC Graduate School policy, all graduate students enrolled in INLS 585 will receive one of the following grades: H, P, L, or F. If there are any undergraduates in the class, I will use the A, B, C, D, and F grade scale. The scale used for graduate students is defined as:

H   Clear excellence

P   Entirely satisfactory

L	Low Pass
F	Fail
IN	Work Incomplete

Requests for Extensions Extensions are only granted in emergency situations.

Questions Regarding Assignment Assessments Any questions regarding the grading of an assignment must be raised within one week after the score is made available.

Turning in Assignments Assignments will either be submitted through email or posted on the appropriate discussion board.

How to Succeed in this Course

This course may be different from those you have taken in the past in that you will not be evaluated based upon giving the "correct" answer. Instead, we will spend the course evaluating management problem solving and reflecting on what has been learned. Evidence shows:

> *Students can learn a good deal from actively accessing evidence, using it to solve problems, reflecting—and trying again. Indeed, one of the most powerful forms of learning may be deriving principles from experience and reflection, as when students review cases and then derive the principles governing the underlying outcomes* (Thompson, Gentner, & Loewenstein, 2003).

To succeed, you must complete all assignments on time and in a thoughtful and thorough manner. The assignment and assessment spreadsheets provide more information on how each assignment should be submitted and how each will be assessed.

General Flow of the Course

This is an online course. It is not an independent study. The course schedule is set up so that assignments are due based on the assignment spreadsheet on Sakai. These due dates are not flexible and you must keep up with weekly assignments. Like all graduate classes at SILS, time moves very quickly so make sure you get started right away on day one.

A Final Introductory Thought

I am excited about this course and believe that the concepts and skills learned and practiced here, when applied in your careers, will help you succeed in many ways. Being successful as a manager is not achieved by chance, inherent ability, or hiring exceptional staff. Management is a science. Become a student of management throughout your career. Practice your skills, take informed risks, challenge assumptions, plan strategically, search for evidence, evaluate your decisions, commit to ongoing personal development, focus on the best in people, and allow yourself to fail and learn from your mistakes – you will be amazed at what you will achieve and the people you will assist (and who will assist you) along the way. Welcome to the class!

References

Thompson, L., Gentner, D., & Lowenstein, J. 2003. Avoiding missed opportunities in managerial life: Analogical training more powerful than individual case training. In L. L. Thompson (Ed.), *The social psychology of organizational life:* 163–173. New York: Psychology Press.