

INSC 550
Management of Information Organizations

Fall 2017

Devendra Potnis, PhD

Monday 6:30 – 9:10 pm

Office Hours: By appointment only – Email me at dpotnis@utk.edu

Course Description: Supervisory, management and leadership concepts, strategies, and techniques applicable to information professionals working in libraries, archives, records management, and other information organizations.

Course Objectives:

Upon completing this course, the student will be able to do the following in information organizations:

- Apply: Techniques and principles of human relations problem solving and professional and ethical standards
- Cultivate: Professional network
- Integrate: Appropriate technologies to decision making in information organizations; and Current trends and practices in leadership
- Critically evaluate: Professional management literature; Ways in which innovation and change drive vision, mission and goals of an organization or project; Ways in which interpersonal relationships drive the mission and goals of an organization; and ways in which meaning and values drive the mission and goals of an organization.

#	Date	Topics	Readings and Deliverables
1	Aug 28	Introduction Management in Your Life	Why don't library science students want to become managers?
Labor Day			
2	Sept 11	Managing Yourself <ul style="list-style-type: none">• To build a life of excellence• Fundamental state of leadership• Resilience• Manage your energy• Attention deficit trait (ADT)• Is life a zero-sum game?• How will you measure your life?	Online Discussion Board 1A
3	Sept 18	Management & Leadership Competencies	Online Discussion Board 1B

		<ul style="list-style-type: none"> • Four management models: Rational goal, Internal process, Human relations, & Open systems • Rational goal model: Producer & Director • Internal process model: Coordinator & Monitor • Human relations model: Facilitator & Mentor • Open systems model: Innovator & Broker • Key differences between managers and leaders <p>Emotional Intelligence: self-awareness, self-regulation, motivation, empathy, and social skills</p> <p>In-Class Discussion 1</p>	
4	Sept 25	<p>Applying Advanced Leadership Principles</p> <ul style="list-style-type: none"> • Persuasion: Six laws of winning friends and influencing people • How to excel at capturing people's hearts, minds, and spirits? • Level 5 leadership • Seven action logics of leaders • Popular myths about leadership • How can you become and remain an authentic leader? <p>In-Class Discussion 2</p>	How Great Leaders Inspire Action (TED talk)
5	Oct 2	<p>GUEST SPEAKER 1/3: Catherine Murray-Rust, Dean of Libraries, Georgia Tech</p> <p>Fundamentals of Strategy</p> <ul style="list-style-type: none"> • What is strategy? • Why have a strategy? Porter's five forces (external factors approach) • Contextualizing strategy • Components of strategy: Value chain • Developing a strategy statement • Resource-based view (internal factors approach) 	Online Discussion Board 2A
6	Oct 9	<p>Advanced Strategy Principles</p> <ul style="list-style-type: none"> • Creating competitive advantage • Executing strategy 	Online Discussion Board 2B

		<ul style="list-style-type: none"> Balanced scorecard Turning great strategy into great performance Decision roles and organizational performance 	
7	Oct 16	<p>GUEST SPEAKER 2/3: Wendy Cornelisen, Assistant State Librarian for Library Innovation and Collaboration, Georgia Public Library Services</p> <p>Team building: Planning and leading effective teams and team meetings, building a high performing team</p> <p>Managing multicultural teams</p>	Online Discussion Board 3A
8	Oct 23	<p>Influence & Persuasion</p> <p>Motivation and stress management in organizations</p>	Online Discussion Board 3B Detailed Outline of Presentation
9	Oct 30	<p>Power and communication</p> <p>Conflict management: Dealing with difficult people and organizations</p> <p>Negotiation and bargaining</p>	Online Discussion Board 4A
10	Nov 6	<p>GUEST SPEAKER 3/3: Corrine Hill, Library Director, City of Chattanooga</p> <p>Change Management</p> <ul style="list-style-type: none"> Kotter's model of change Theory E vs. Theory O Critical strategies for implementing and managing organizational change 	Online Discussion Board 4B
11	Nov 13	<p>Human Resource Management</p> <ul style="list-style-type: none"> Acquiring and retaining talented staff/volunteers to better serve patrons Employee training and development activities for dynamic staff Feedback: Providing constructive feedback to colleagues and employees, giving and receiving feedback, etc. <p>In-Class Discussion 3</p>	Online Discussion Board 5A
12	Nov 20	Project Management and Financial Planning (Budgeting)	Online Discussion Board 5B

		<ul style="list-style-type: none"> • Fundamental principles of managing scope, time, quality, risks, etc. • Asset management: buildings, collections, revenue, and staff • Estimating costs, managing risks, scheduling, staff and resource allocation, tracking, control and other aspects of successful project completion <p>In-Class Discussion 4</p>	
13	Nov 27	Individual Project Presentations	
14	Dec 4		
Dec 11 (No Class)		Leader Interview Field Project	
		Reflection Paper	

COURSE EVALUATION

You will be invited to evaluate the course at the end of the term. Please participate in this valuable process. I also invite your comments throughout the course and read all comments, suggestions, and recommendations.

Deliverables	% of Total Grade
Four In-Class Discussions (5% each)	20%
Five Online Discussion Board Entries (A + B) (4 + 2 = 6% each)	30%
Detailed Presentation Outline	5%
Individual Project Presentation	15%
Leader Interview Field Project	15%
Reflection Report	5%
Reflection: Building a Life of Excellence (Two entries)	10%
Total	100%

Recommended Texts

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals by Darian Rodriguez Heyman

Reframing Organizations: Artistry, Choice and Leadership by Bolman & Deal

COMMUNICATION

- The course instructor is required to communicate with students through UTK email address. If you prefer to use another address, consult the [OIT Helpdesk](#) to obtain directions for forwarding your UTK mail to your preferred address if you don't wish to check both accounts.
- Feel free to contact me for questions or to share ideas! To ensure quick response, start your message subject line with **INSC 550**. I will reply to your messages as soon as I can.
- This course is offered in a virtual mode using Canvas & Zoom. The delivery of the course content will include lectures, videos, discussions, live demonstrations, and hands-on training activities.
- All lecture slides will be posted on Canvas. Read the class announcement posted on Canvas to stay current with course matters.
- Submit assignments on Canvas. Do not email them to the instructor.

COMPUTING REQUIREMENTS

You must have adequate computing skills, including but not limited to use of word processing, Web browsers, e-mail, listservs, Canvas, and Collaborate software. You must learn how to submit your assignments using Canvas. The [Office of Information Technology \(OIT\)](#) provides training classes in using varied technologies for students at no charge (advance registration is required).

You must obtain a UT email account and subscribe to the SIS student listserv. In addition, you must have the PowerPoint Reader or the regular PowerPoint software installed on your computer in order to download the lecture notes from Canvas.

CLASS ATTENDANCE POLICY

It is assumed that each student be present and speak in class. Missing more classes or failing to participate will lower your grade; frequent participation will raise the grade.

Regular attendance is required and necessary. A substantial portion of your grade will be based on in-class work and participation. Unexplained absences will affect your grade. Contact me as soon as possible if you cannot attend class. If you will be absent from class, you must:

- Inform me in advance or as soon as possible after class
- Submit any work due from the missed class period
- Listen to class recording
- Obtain notes, handouts, etc. from Canvas
- Check with classmates for notes, announcements, etc.

Acceptable reasons for absence from class include:

- Illness
- Serious family emergencies
- Special curricular or job requirements (e.g., judging trips, field trips, professional conferences)
- Military obligation
- Severe weather conditions
- Religious holidays
- Participation in official university activities such as music performances, athletic competition or debate
- Obligations for court imposed legal obligations (i.e., jury duty, subpoena)

Missing more than one class meeting for reasons other than those listed above will have a negative impact on your course participation grade.

INCLEMENT WEATHER

“The chancellor (or appointed representative) may officially close or suspend selected activities of the university because of extreme weather conditions. When a decision to close is made, information is distributed to the campus community, shared with local media, and posted on the front page at <http://utk.edu>. (Hilltopics, p. 55)(<http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf>). SIS will cancel classes when UT is closed. Please check the SIS student listserv (UTKSIS-L@LISTSERV.UTK.EDU) for messages about closing.

DISABILITIES THAT CONSTRAIN LEARNING

Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services (ODS) at 865-974-6087 in 100 Dunford Hall to document their eligibility for services. ODS will work with students and faculty to coordinate reasonable accommodations for students with documented disabilities.

CIVILITY

Civility is genuine respect and regard for others: politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other’s well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus: <http://civility.utk.edu/>.

CCI DIVERSITY STATEMENT

The College of Communication and Information recognizes that a college diverse in its people, curricula, scholarship, research, and creative activities expands opportunities for intellectual inquiry and engagement, helps students develop critical thinking skills, and prepares students for social and civic responsibilities. All members of the College benefit from diversity and the quality of learning, research, scholarship and creative activities is enhanced by a climate of inclusion, understanding and appreciation of differences and the full range of human experience. As a result, the College is committed to diversity and equal opportunity and it recognizes that it must represent the diversity inherent in American society. The College is acutely aware that diversity and fairness are foundations that unite the College's faculty, staff, students, and the larger communication and information community.

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ACADEMIC INTEGRITY

Students should be familiar and maintain their *Academic Integrity* described in <http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf> , p. 15 as: "Study, preparation and presentation should involve at all times the student's own work, unless it has been clearly specified that work is to be a team effort. Academic honesty requires that the student present his or her own work in all academic projects, including tests, papers, homework, and class presentation. When incorporating the work of other scholars and writers into a project, the student must accurately cite the source of that work."

Students should abide by the **Honor Statement** described in the same Hilltopics, p. 73:

"An essential feature of The University of Tennessee is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the University, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity."

PLAGIARISM

Plagiarism in any of its several forms is intolerable, and attention to matters of documentation in all written work is expected and required. Inadvertence, alleged lack of understanding, or avowed ignorance of the various types of plagiarism are not acceptable excuses.

Specific examples of plagiarism are:

1. Copying without proper documentation (quotation marks and a citation) written or spoken words, phrases, or sentences from any source;

2. Summarizing without proper documentation (usually a citation) ideas from another source (unless such information is recognized as common knowledge);
3. Borrowing facts, statistics, graphs, pictorial representations, or phrases without acknowledging the source (unless such information is recognized as common knowledge);
4. Collaborating on a graded assignment without the instructor's approval;
5. Submitting work, either in whole or in part, created by a professional service and used without attribution (e.g., paper, speech, bibliography, or photograph).

Students who may be unsure of the nature of plagiarism should consult the instructor or a guide for writing research reports. (Additional resources are available at <http://www.lib.utk.edu/instruction/plagiarism>.)

Infractions of academic integrity are penalized according to the severity of the infraction but **may include a course grade of "F."**

DELIVERABLES AND GRADING

Student work is assigned a grade based on quality of thought and writing style, thoroughness of research and of references, appropriateness of length, and originality. Only exceptional work will receive an "A" grade. Deliverables that are received after the due date will be assigned a lower grade than would otherwise be received. All sources must be cited, quotations must be in quotation marks and attributed correctly. Not doing so constitutes plagiarism.

DUE DATES AND LATE ASSIGNMENTS

Assignments should be submitted to the "assignments" area of Canvas and are due (officially) at 11:59 p.m. EST on the due date listed on the syllabus. I will ONLY download course deliverables from Canvas ONCE.

- 10% of grade will be deducted for each 24-hour period the deliverable (e.g., assignments, online discussion entries, etc.) is not turned in.
- In case of emergency, please contact the instructor before the due date to avoid losing points for the late submission.

INCOMPLETES

Based on adopted University of Tennessee-Knoxville and SIS policy, a grade of I (Incomplete) is reserved for emergencies that prevent the student from completing the course on time. Incompletes are granted only under "the most unusual of circumstances" and solely at the discretion of the instructor. Plan your semester's course of study carefully to insure sufficient time to complete the required work.

For students who simply "disappear" without contacting the instructor and without completing the required form, an "F" is submitted.

EVALUATION

Semester grades will be assigned according to the following scale:

A	90≤	(4 quality points per semester hour) superior performance.
A-	87-89.99	(3.7 quality points per semester credit hour) intermediate grade performance.
B+	85-86.99	(3.5 quality points per semester hour) better than satisfactory performance.
B	80-84.99	(3 quality points per semester hour) satisfactory performance.
B-	77-79.99	(2.7 quality points per semester credit hour) intermediate grade performance.
C+	75-76.99	(2.5 quality points per semester hour) less than satisfactory performance.
C	70-74.99	(2 quality points per semester hour) performance well below the standard expected of graduate students.
D	60-69.99	(1 quality point per semester hour) clearly unsatisfactory performance and cannot be used to satisfy degree requirements.
F	59.99≥	(no quality points) extremely unsatisfactory performance and cannot be used to satisfy degree requirements.
I		(no quality points) a temporary grade indicating that the student has performed satisfactorily in the course but, due to unforeseen circumstances, has been unable to finish all requirements. An I is not given to enable a student to do additional work to raise a deficient grade. The instructor, in consultation with the student, decides the terms for the removal of the I, including the time limit for removal. If the I is not removed within one calendar year, the grade will be changed to an F. The course will not be counted in the cumulative grade point average until a final grade is assigned. No student may graduate with an I on the record.
S/NC		(carries credit hours, but no quality points) S is equivalent to a grade of B or better, and NC means no credit earned. A grade of Satisfactory/No Credit is allowed only where indicated in the course description in the <i>Graduate Catalog</i> . The number of Satisfactory/No Credit courses in a student's program is limited to one-fourth of the total credit hours required.
P/NP		(carries credit hours, but no quality points) P indicates progress toward completion of a thesis or dissertation. NP indicates no progress or inadequate progress.
W		(carries no credit hours or quality points) indicates that the student officially withdrew from the course.