



THE UNIVERSITY OF
TENNESSEE
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INSC 550 – Management of Information Organizations, Fall 2018

University of Tennessee, Knoxville

Course Section: DE and On Campus

Meeting Time and Place: Wednesday, 6:30 – 9:10 pm EST on [Zoom](#)

Course Credit Hours: 3 Credits

Faculty Contact Information

Faculty Instructor: Devendra Potnis, PhD

Office Hours: By appointment. Email me at dpotnis@utk.edu to schedule appointments.

Office Phone: 865-974-2148 Address: 1345 Circle Park Dr., Suite 451, Communications Building

Course Description/Information:

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

Value Proposition:

This course will equip students with the skills and knowledge needed to manage time, energy, and emotions, enhancing their performance at work. The course content and in-class activities grounded in organizational behavior, strategic planning, and human resource management will help you succeed in a range of information organizations.

Student Learning Outcomes/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.

Programmatic Outcomes/Department Goals:

- The student can describe and discuss the nature of leadership and management in the information professions and the importance of participation in the global information society.
- The student can comply with the changing responsibilities of the information professional in a culturally diverse and networked global society.
- The student can identify critical professional issues in a variety of organizational, cultural, societal, disciplinary, transdisciplinary, and historical contexts.

Learning Environment:

This course is taught using a range of practical examples in information and business settings. Assignments will test your ability to apply theoretical concepts covered in the course. Lectures, guest speakers, breakout sessions for group discussions, management articles from academic and popular press, will help you develop understanding for the contemporary issues in organizational behavior, strategic planning, and human resource management.

Course Communications:

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. For technical issues, contact the OIT HelpDesk via phone (865) 974-9900 or online at <http://help.utk.edu/>.

How to Be Successful in This Course:

Every week you are expected to invest about six hours of your time outside of the classroom on revising the course content, and preparing for the course deliverables such as weekly activities, online discussion board entries, leader interview field project, and reflection report.

Student's Responsibility

- Be prepared for all classes
- Be respectful of others
- Actively contribute to the learning activities in class
- Abide by the UT Honor Code
- Must have adequate computing skills, including but not limited to use of word processing, Web browsers, e-mail, listservs, Canvas, and Collaborate software.
- 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).
- Must obtain a UT email account and subscribe to the SIS student listserv.
- Must have the PowerPoint Reader or the regular PowerPoint software installed on your computer in order to download the lecture notes from Canvas.

Instructor's Responsibility

- Be prepared for all classes
- Evaluate all fairly and equally
- Be respectful of all students
- Create and facilitate meaningful learning activities

- Behave according to University codes of conduct

Texts/Resources/Materials:

There is no required text for this class. Recommended books are as follows.

- 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

Course Resources:

All of the required resources such as lecture slides, readings, and course deliverables will be made available on the course Canvas site.

Course Requirements, Assessments, and Evaluations:**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.

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.

Course Feedback:

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.

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."

Major Assignments and Exams

Course Deliverables	% of Total Grade
Weekly Activities (10 * 5%)	50%
Online Discussion Board Entries (A + B) (5 * 6%)	30%
Leader Interview Field Project	15%
Reflection Report	5%
Total	100%

Evaluation:

It will be your responsibility to check your grades on Canvas. You will also be responsible to check my feedback on your submissions on Canvas. 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 Graduate Catalog . 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.

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.

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.

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.

Academic Integrity:

"An essential feature of the University of Tennessee, Knoxville 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."

University Civility Statement:

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/>.

Disability Services:

"Any student who feels s/he may need an accommodation based on the impact of a disability should contact Student Disability Services in Dunford Hall, at 865-974-6087, or by video relay at, 865-622-6566, to coordinate reasonable academic accommodations.

Your Role in Improving Teaching and Learning Through Course Assessment:

At UT, it is our collective responsibility to improve the state of teaching and learning. During the semester, you may be requested to assess aspects of this course either during class or at the completion of the class. You are encouraged to respond to these various forms of assessment as a means of continuing to improve the quality of the UT learning experience.

Key Campus Resources for Students:

- [Center for Career Development](#) (Career counseling and resources; HIRE-A-VOL job search system)
- [Course Catalogs](#) (Listing of academic programs, courses, and policies)
- [Hilltopics](#) (Campus and academic policies, procedures and standards of conduct)
- [OIT HelpDesk](#) (865) 974-9900
- [Schedule of Classes/Timetable](#)
- [Student Health Center](#) (visit the site for a list of services)
- [Student Success Center](#) (Academic support resources)
- [Undergraduate Academic Advising](#) (Advising resources, course requirements, and major guides)
- [University Libraries](#) (Access to library resources, databases, course reserves, and services)

Course Outline/Assignments/Units of Instruction/Clinic Schedule:

#	Date	Topics	Readings and Deliverables
1	Aug 22	Introduction Significance of Acquiring Management Skills and Knowledge in Your Personal and Professional Life	Why don't library science students want to become managers?
2	Aug 29	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 (4%)
3	Sept 5	Management & Leadership Competencies <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 	Online Discussion Board 1B (2%) Weekly Activity 1 (5%)
4	Sept 12	Applying Advanced Leadership Principles <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? 	Online Discussion Board 2A (4%) Weekly Activity 2 (5%)

5	Sept 19	Emotional Intelligence: self-awareness, self-regulation, motivation, empathy, and social skills	<p>Online Discussion Board 2B (2%)</p> <p>Weekly Activity 3 (5%)</p>
6	Sept 26	<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) 	<p>Online Discussion Board 3A (4%)</p> <p>Weekly Activity 4 (5%)</p>
7	Oct 3	<p>Advanced Strategy Principles</p> <ul style="list-style-type: none"> • Creating competitive advantage • Executing strategy • Balanced scorecard • Turning great strategy into great performance • Decision roles and organizational performance 	<p>Online Discussion Board 3B (2%)</p> <p>Weekly Activity 5 (5%)</p>
8	Oct 10	<p>Team building: Planning and leading effective teams and team meetings, building a high performing team</p> <p>Managing diverse, multicultural teams</p>	
9	Oct 17	Influence & Persuasion	
10	Oct 24	Motivation and stress management in organizations	Leader Interview Field Project (15%)
11	Oct 31	<p>GUEST SPEAKER: Corrine Hill, Library Director, City of Chattanooga</p> <p>Power and communication</p> <p>Conflict management: Dealing with difficult people and organizations</p>	<p>Online Discussion Board 4A (4%)</p> <p>Weekly Activity 6 (5%)</p>
12	Nov 7	Negotiation and bargaining	<p>Online Discussion Board 4B (2%)</p> <p>Weekly Activity 7 (5%)</p>
13	Nov 14	<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 	<p>Online Discussion Board 5A (4%)</p> <p>Weekly Activity 8 (5%)</p>

14	Nov 21	<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>Online Discussion Board 5B (2%)</p> <p>Weekly Activity 9 (5%)</p>
15	Nov 28	<p>Project Management and Financial Planning (Budgeting)</p> <ul style="list-style-type: none"> • Fundamental principles of managing scope, time, quality, risks, etc. • Asset management: buildings, collections, revenue, and staff <p>Estimating costs, managing risks, scheduling, staff and resource allocation, tracking, control and other aspects of successful project completion</p>	<p>Weekly Activity 10 (5%)</p>
Dec 4 (No Class)	<p>Reflection Paper (5%)</p>		

The instructor reserves the right to revise, alter or amend this syllabus as necessary. Students will be notified in writing / email of any such changes.