

Introduction to Management Strategies (Communication & Team Work)
Library Science Technology LIB K-127
Spring 2014

Instructors: Ms. Hali Keeler, MA, MLS; Dr. Marie C. Shaw, Ed.D; Ms. Mildred Hodge, MLS

Office hours: by appointment (face-to-face or online). In addition, professor will be available for synchronous conversation online an hour each week.

Please include *Management Strategies* in the subject line of any email you send us about this class: We will respond as soon as possible, usually within 24 hours.

Blackboard: All course materials including lectures in the form of video, PowerPoints, instructor notes, etc. will be posted for students. All assignments will be posted each week in a folder on Blackboard.

Required Text: Fundamentals of library supervision, 2nd edition by Joanne Giesecke and Beth McNeil, c 2010, American Library Association publication, ISBN: 978-0-8389-1016-0

Secondary Sources: Handouts and other readings will be provided by the instructors.

Course Description: This course covers the basic communication, decision-making, and management skills that are necessary for library support staff. Library support staff communicates effectively with library users and other library staff in a variety of situations to offer high-quality customer service and serves as valued members of work teams and decision-makers. Some support staff are promoted to supervisory or management positions in their careers. In this course students learn communication and teamwork skills via online lectures, group discussion and activities. Students analyze work situations and case studies, and are expected to participate in all online exercises. Competency standards covered in this course fall into three categories: (1) **communication competencies (interpersonal communications, work climate and the art of motivation, conflict management, active listening)**, (2) **teamwork competencies (group dynamics, inclusiveness and diversity, motivation, planning and organizing work, managing meetings, delegation)**, and (3) **management (leadership, policies and legal environment, performance, time management, budgeting basics, project and career management)**.

Upon successful completion of this course you will know:

<i>Communication Competencies</i>	Basic concepts of interpersonal relations, customer service, and communication. The importance of upholding policies and decisions and when to make exceptions. Tools for resolving conflict.
<i>Management Competencies</i>	Basic key management concepts, including: organizational structures, leadership, supervision, situational leadership, project management, and delegation.
<i>Team Work and Decision-Making Competencies</i>	Basic concepts of team work. Basic concepts of effective decision-making.

Course Work and Assignments:

This course will be a combination of lectures, readings, field-observation, written assignments, exercises, and presentations. Students will be expected to complete each assignment and project as well as participate in discussions and group exercises.

We will use Blackboard extensively in this online course. Information will be presented in a variety of formats, including but not limited to video (file type: .wmv format), PowerPoint, audio files (file type: .wma format), Microsoft Word, YouTube video, PDF documents and web pages. Students should have Windows Media Player, version 11 or higher (free installation). Students are expected to devote at least three hours each week to view lecture and complete activities and assignments.

Course Policies:**Attendance:**

In order to successfully complete the requirements of this course, students are expected to access class online many times each week and to participate in all learning activities. *The professors are able to and may track via Blackboard a student's online participation.*

Other Course Requirements:

There will be homework in this class that enhances students' understanding of the areas of study. For example, students may be asked to visit libraries to make observations, interview librarians, and use resources. Rubrics are often posted with assignments.

Dates and Penalties:**College Withdrawal Policy:**

Students may withdraw, in writing at the Registrar's Office, for any reason until the end of the 10th week of classes. From the 11th week through the end of the 13th week, a student may withdraw with the signature of the instructor or advisor.

Computer Use: Written projects and assignments must be word processed. *If you do not have WORD, be sure to save and send your work in .RTF (rich text format).* Internet access and an email are required.

Grading System & Policies: All assignments must be completed on time to receive full credit. Permission to turn in an assignment late or to take a make-up exam must be obtained from the professor. Cheating or plagiarism is grounds for a failing grade. Each assignment is graded on a scale with 100 points as the maximum possible grade (100%). The final grade will be determined by completion of all of the assignments and work assigned by the professor over the semester:

Weekly Assignments	70%
Readings and reflective papers	30%
Total	100%

Grading Scale:

Grades	Equivalent	Quality Points
A	94-100	4.0
A-	90-93	3.7
B+	87-89	3.3
B	83-86	3.0
B-	80-82	2.7
C+	77-79	2.3
C	73-76	2.0
C-	70-72	1.7
D+	67-69	1.3
D	63-66	1.0
D-	60-62	0.7
F		0

Disabilities Statement:

If you have a hidden or visible disability, which may require classroom or test-taking modifications, please see me as soon as possible. If you have not already done so, please be sure to notify the instructor and/or the Disabled Student Counselor at Three Rivers Community College.

Class Format:

Each class will have several instructional elements that may include :

1. Video lecture by professor (15-30 minutes)
2. PowerPoint lecture by professor
3. Analysis of readings (text and journal articles)
4. Group learning activities (using Blackboard resources)
5. Discussions via posts, emails, etc.
6. Research, case study, etc.
7. Surveys, Data gathering
8. Multimedia
9. Shared wikis, blogs, etc.
10. Reflective journals or other writing

Professor Schedule:

Weeks 1-5 Prof. Hali Keeler
Weeks 6-10 Prof. Mildred Hodge
Weeks 11-15 Dr. Marie Shaw

January 23-February 1

Week 1: Today's Workplace -- Prof. Hali Keeler

Chapter 1: Trends, Changing Roles of Managers and Supervisors, Changing Competencies, Leadership Skills

February 2-February 8

Week 2: Becoming a Manager / Basic Interpersonal Relations and Communication Skills -- Prof. Hali Keeler

Chapter 2: Competencies, Myths vs. Reality, Roles, Style, The manager's view, Building a relationship with your boss, Building a working relationship with your peers, Learning the job

February 9 – February 15

Week 3 : Customer Service: The Importance of Active Listening and Feedback -- Prof. Hali Keeler

Chapter 3: Knowing your audience, Listening, Reading, Written Communication, E-mail, Barriers to Communication, Your reputation affects communication

February 16- February 22

Week 4: Hiring and Interviewing / Bringing New Staff onto the Team -- Prof. Hali Keeler

Chapter 8: Job descriptions, Hiring processes, Background checks, Negotiating the offer

Chapter 7: Policies and the Legal Environment

February 23 – March 1

Week 5: Inclusiveness and Diversity -- Prof. Hali Keeler

Chapter 6: What is diversity, Importance of recognizing strengths, Retention

March 2– March 8

Week 6: Managing Performance / Managing Rewards – Prof. Mildred Hodge

Analyzing their management styles and in evaluating the appropriateness of those styles.

Chapter 11: Standards and expectations, Performance evaluation systems, Academic environment and tenure systems, Unions, Performance problems, Firing an employee

Chapter 15: Salaries and monetary incentives, Nonmonetary rewards, Generational issues and rewards

March 9 – March 15

Week 7: Budgeting Basics – Prof. Mildred Hodge

Chapter 12: The big picture, Budget methodologies, Expenditures, Budget reports, Monitoring your budget

Spring Break – March 16 – March 22 NO CLASS

March 23 - March 29

Week 8: Managing Facilities, Space and Safety – Prof. Mildred Hodge

Chapter 13: People you need to know, Disaster and emergency plans

March 30 – April 5

Week 9: Case study: Response to management and supervisory situations – Prof. Mildred Hodge

Text: Professor provided case studies students will use to analyze a library supervisory issue or situation.

April 6 – April 12

Week 10: Career Management – Prof. Mildred Hodge

Chapter 17: Stages of career development, nonlinear career paths, Plateaus, Personal guidance, Avoiding dead ends, Personal balance, Managing stress

April 13 – April 19

Week 11: Work Climate and the Art of Motivation / Orientation and Training –Dr. Marie Shaw

Chapter 4: Character of the organization, Creating a professional environment, Creating an inclusive, Positive climate, Steps to inclusion, Individual motivation, Theories of motivation, Motivational factors and the workplace

Chapter 9: Orientation, First day on the job, Training, Mentoring

April 20 – April 26

Week 12: Teamwork and Group Dynamics – Dr. Marie Shaw

Chapter 5: Definition of team, Characteristics of effective teams, How can you recognize a true team, Developing teams, Designing the team-building program, Team training plans, When teams fail, and Supervisor's role in teams.

April 27 – May 3

Week 13: Managing Meetings – Dr. Marie Shaw

Chapter 14: The basics of meetings, Meetings with individual staff, Unit or department meetings, Preparation for meetings, Conducting the meeting, Skills for handling problem behaviors during meetings; After the meeting, Benefits of meetings

May 4 – May 10

Week 14: Decision-Making Enhanced Through Planning and Organizing Work – Dr. Marie Shaw

Chapter 10: Setting goals and objectives, Organizing the work of others, Planning a day, Meeting deadlines, Planning for change, Time management, Project management

May 11 – May 17

Week 15: Project Management – Dr. Marie Shaw

Chapter 16: Project management overview, The players, Managing the project process, Simplified project management