School of Library and Information Science  
University of Kentucky  

LIS 603 Management in Library and Information Science – Spring 2013  
Dates of Semester: January 9 – May 3, 2013  

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Course Syllabus  

Contact information: Most of the communication in this course occurs at class meeting, but it is also a good idea to use the discussion boards in Blackboard (Bb). I will promptly answer your questions in discussion boards related to each assignment and weekly readings even outside of class meetings. This helps because every student can see my responses to your questions. Many students will have the same questions, so don't hesitate to ask in Bb. If you wish to meet with me via phone, Skype, Adobe Connect, face-to-face, please make an appointment during my office hours 1:00pm – 5:00pm EST on Tuesdays. My response time is typically very fast and my goal is to respond within twenty-four hours of receipt of the e-mail.  

Course Format: This is a face-to-face course and I require attendance to facilitate a sense of community. The course meets each Tuesday from 5:30 PM EST to 8:30 PM EST in Room 311, Little Library Building, University of Kentucky.  

Course description: LIS603 is one of four core, or required, courses in the School of Library and Information Science master’s-degree program. The course description reads:  

An introduction to the basic elements of management and how these are applied to the effective administration of information systems. Focus will be placed on two major roles in a system, the person who is supervised as well as the manager or supervisor. Examination of the functions of planning, organization, staffing and controlling as well as the theories of management and the effective use of these in an information system.  

Course objectives:  

• Students will examine and evaluate the principles and functions of management, including planning, budgeting, organization, human resource development and controlling, and how they are integrated into the broader ethical framework.  
• Students will examine the role of leadership in effectively posturing library and information within the evolving national and global information society.  

Required textbook:  


Additional readings: There will be additional readings to the textbooks, principally journal articles.  

Course grade: An overview of the grading is provided here:  

• *Strategic Plan (Part 1, 2, and 3) 225 points (75%)  
• Leadership Paper 30 points (10%)  
• Discussion Leading 45 points (15%)  

*core course artifact
Strategic Plan (75%):

“Strategic planning is necessary for libraries. It is important to set clear direction, acknowledge all facets of competition, utilize all resources towards the main focus of the organization and understand what aspects of the competitive environment need greater attention. The plan must continually be updated and evaluated” (Feinman, 1999, p.19).

You will select a real library or information organization of your choice. You may want to focus on the type of information organization where you would like to work.

Throughout most of the semester, you will prepare a strategic plan for your library/information organization. There are 3 parts to the plan to provide several opportunities for feedback from me. This is the core course artifact for the class, so we will work together to produce a high quality product that will benefit your understanding of the course concepts in a practical manner. Use any citation style, but be consistent.

Strategic Plan Part 1 (25%)

1. Introduce the library/information organization you chose.
2. Select either PEST or SWOT analysis to perform an environmental scan of your library or information organization. This will include descriptions of both the external and internal details to display an understanding of the library/organization. You will identify and describe the challenges and opportunities facing your library/organization.
3. Then, describe the vision, mission, goals, and measurable objectives for your library/organization.

To give full attention to part 1, please produce at least 2,000 words of content.

MAKE SURE AND CITE DOCUMENTS PREPARED BY YOUR INFORMATION ORGANIZATION.

Strategic Plan Part 2 (25%)

1. Describe the library/organization’s organizational chart and organizational culture.
2. Revisit your measurable objectives and describe how the library/organization accomplishes each of them.
3. In a leadership role, identify and describe the knowledge, skills, and abilities required by staff to accomplish the tasks that meet the library’s/organization’s measurable objectives.
4. Prepare a job announcement for one of the positions at your library/organization.

To give full attention to part 2, please produce at least 2,000 words of content.

Strategic Plan Part 3 (25%)

1. Create an evaluation for one or your library/organization’s measurable objectives and describe in detail how you would collect and analyze data to measure it.
2. Pontificate on what potential results could be used for to influence future allocation of resources (e.g., staff, collections, facilities).
3. Prepare a summary to inform stakeholders (e.g., board, users) of the current and future plans of one of the library/organization services and resources and describe how these efforts relate to best leadership practices.

To give full attention to part 3, please produce at least 2,000 words of content.

*Additional consideration:

1. You may want to select a library that you could visit.

Please review the schedule for the due dates. Late papers will receive zero points.
Leadership Paper (10%):
In the context of course readings and current literature, write a paper in which you address the following:

(1) Elaborate on the heightened urgency for professional leadership in librarianship today?
(2) Discuss at least two services in our field and how management of them has changed?
(3) Provide at least two paragraphs on how you could hone your leadership skills.

To give full attention, please produce at least 1,000 words of content. Use any citation style, but be consistent.

Please review the schedule for the due date. Late papers will receive zero points.

Discussion Leading (20%)

Students will select a topic they are most interested in leading a discussion on. For that topic, each student will be responsible for leading a discussion with discussion questions about their topic (this will begin Week 3).

Successful discussion leaders must be prepared to lead a discussion on that week's reading – This will go beyond summarizing it for the class! You will be responsible for questions and activities that will lead and shape your discussion during your week, including responding to questions and bringing attention to readings beyond the syllabus.

At the end of the course, I will convert the points earned into a percentage:

90% and above = A  
80% to 90% = B  
70% to 80% = C  
below 70% = E  

I assign the grade of I (incomplete) only when I am convinced the student's circumstances warrant it.

More detailed directions for each assignment appear in Bb. Assignment due-dates are in the following course schedule.

Course schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Begins</th>
<th>Read</th>
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| 1    | Jan 15  | Syllabus  
Chapter 1 Managing in Today’s Libraries and Information Centers |
|      |         | +SUBMIT TOPICS YOU CHOOSE FOR DISCUSSION LEADING BY 9:00 AM EST JANUARY 22, 2013. |
| 2    | Jan 22  | **Guest Speaker Gail Kennedy**  
Chapter 2 The Evolution of Management Thought  
Chapter 3 Change – The Innovative Process |
| 3    | Jan 29  | Chapter 4 Strategic Planning – Decision Making and Policy |
| 4    | Feb 5   | Chapter 5 Planning and Maintaining Library Facilities  
Birdsall, Douglas G. “Strategic Planning in Academic Libraries: A Political Perspective.” |

+Strategic Plan Part 1 is due 9:00 AM EST Tuesday, February 12.
5 Feb 12  **Guest Speaker Stacey Greenwell**

Chapter 6 Marketing Information Services

6 Feb 19  Chapter 7 Organizations and Organizational Culture

7 Feb 26  Chapter 8 Structuring the Organization – Specialization…

Chapter 9 The Structuring of Organizations

+Strategic Plan Part 2 is due 9:00 AM EST Tuesday, March 5.

8 Mar 5  **Guest Speaker Ruth Bryan**

Chapter 10 Staffing the Library
Oder, Norman. “MLS: Hire Ground?” Library Journal June 1, 2009, 44-46. (Changes in public libraries’ staffing due to changes in user behavior, technology, and tight budgets.)

**March 11-16 – Monday through Saturday – Spring Vacation - Academic Holiday**

9 Mar 19  Chapter 11 The Human Resources Functions in the Library
Chapter 12 Other Issues in HR Management

10 Mar 26  Stueart & Moran, Chapter 18 Measuring, Evaluating, Coordinating Organizational Performance

11 Apr 2  Stueart & Moran, Chapter 19 Fiscal Responsibility and Control

+Strategic Plan Part 3 is due 9:00 AM EST Tuesday, April 9.

12 Apr 9  Stueart & Moran, Chapter 13 Motivation

13 Apr 16  Hernon, Chapter 1

14 Apr 23  Stueart & Moran, Chapter 14 Leadership
Stueart & Moran, Chapter 15 Ethics

+Leadership paper is due 9:00 AM EST Tuesday, Apr 23.

15 Apr 30  Stueart & Moran, Chapter 20 Library Development and Fundraising
Course Requirements:
You will need access to an appropriate computer with a broadband Internet connection. NOTE that it is YOUR responsibility to ensure you have a reliable computer for use during the course. Ongoing “computer problems” will not be considered a legitimate excuse for missing course activities. If you have a computer that is known to be unreliable, you should rectify that situation. Note that all UK students are eligible for a one time free download of Office from the UK download site (https://download.uky.edu); you can get help with this process from the UK helpdesk (859.257.1300; http://www.uky.edu/IT/CustomerService/).

Blackboard:
We will use the Blackboard course management system to facilitate the class. Please visit http://www.uky.edu/Blackboard/ to learn about this system and the login requirements. You should be automatically added to the Blackboard roll; if this goes as expected, you will not have to sign up manually for the course. Blackboard help is available online through the Blackboard wiki website (http://wiki.uky.edu/Blackboard/Wiki%20Pages/Home.aspx), and from the UK helpdesk (859.257.1300; http://www.uky.edu/IT/CustomerService/). The helpdesk is also able to assist with all general computing issues (file download, browser updates, etc.).

Integration of the Syllabus with the Themes of Diversity, Assessment, and Technology
All UK professional education programs address and affirm the value of diversity in education, the use of technology to support all aspects of instructional programming, and the importance of attaining high levels of skill in assessing the outcomes of instruction. This course will provide students an opportunity to demonstrate attention to these themes and reflect on the mechanisms that this course has provided to demonstrate improved skills in these areas.