

## **Exercise 1**

LS 508

Due June 9, 2010  
5:00 p.m.CDT

**Purpose:** To show the ability to respond quickly to negative communication about the library.

**Scenario:** You are the newly appointed head of a community library serving 10,000 people in a suburb of Big City, Alabama. When you were appointed, you noticed that many non-fiction books in the library were so out-of-date as to be useless. Building code books from 1957, science books from the 1960s, and medical texts that didn't even recognize AIDS were among the materials. You decided a thorough weeding of the non-fiction collection was in order and directed your assistant to pull the old, useless materials for possible discard.

Your assistant finished the project, pulling over 200 items from the collection. You reviewed the materials and ordered the assistant to "bag them up and have them removed." The assistant de-accessioned the materials from the catalog, bagged up the books, and put them out in the library's dumpster. The trash was picked up by municipal services the day before yesterday in the early morning.

This morning you were greeted by a call from the local radio station asking you for your comments about the article that appeared in this morning's paper about the "great waste of community resources" occasioned by the "dumping of hundreds of library books." You must now call the radio station. What will you say?

**Task:** Write a brief statement (less than 2 pages double spaced) that you will deliver to the radio station so that the library's good name is redeemed. Then answer the question "What does this have to do with management, anyway?" in one page or less.

Please work independently on this.

**Output:** Turn in your assignment.  
Send it to both Myrick and Aversa in course e-mail – attach the assignment to your e-mail message.

**Value:** 5 points

**Exercise 2**  
Due: June 14, 2010  
5 p.m. CDT

**Purpose:** To respond to the class lecture and discussion of planning for library services in the face of a major institutional change.

**Tasks:** Prepare a memo as outlined below.

**Output:** A memo no longer than three pages on the case.

**The Case:**

Enormous State University has an architecture school that supports bachelor and masters programs for 500 students. The school has a small “departmental” special library, established 15 years ago at faculty insistence, to support faculty and students. The architecture library is supported by the school but is not a part of the Enormous State University General Libraries. The mission of the architecture library is to provide specialized materials not available in the general library for architecture students and faculty. Slides, media, journals, book, reference materials, and database access to special architectural materials are available in the departmental library.

The architecture department pays one full-time librarian (YOU) and two part-time assistants to manage the library. Two student assistants handle circulation, paging, and other similar tasks. Aside from salaries, the budget of the library supports the purchase of materials and operating expenses. The budget has not changed during the last five years because enrollments are flat, costs of providing architectural education have soared, and the dean is not aggressive about development, academic outreach (such as continuing education), or presenting his case to the University’s administration. He also does not see why an architectural library is needed. He plans to retire next year anyway. The faculty and students, unlike the dean, are very supportive of the library and they often agitate for improving the library’s place in the school.

Despite your enthusiasm as the recently appointed architecture librarian (you were appointed last year) who has engaged a group of advisors from the profession to assist in raising funds for the library and despite your desire to make the library into an important part of the school, the library is still “just getting by.” You and your assistants are hoping for a more supportive new dean.

A search committee, consisting of two professors of architecture, the dean of the business school, an associate vice president for academic affairs, and one student, has been appointed to identify candidates for the deanship during the coming academic year. You have decided that a planning process should be developed for the architecture library and a preliminary plan should be drafted by the time the candidates for the deanship visit

campus next spring. You have stated that you “want to be ready to move the library to the next level” when the new dean is appointed.

Consider:

- (1) Who should be involved in the process? Users, alumni, employers, members of the architectural and library communities, others in the University, and the advisory committee are all candidates. How will you involve the stakeholders? When will you involve them?
- (2) What kind of time frame will be covered by the plan?
- (3) What kinds of resources will be needed for the planning process?
- (4) What will be the plan’s elements? What should be the plan’s general framework?
- (5) How will the planning effort be organized, scheduled, and documented?

*Prepare a one- to three-page memorandum to the **present** dean that outlines the proposed planning process and solicits his support of the effort.*

### **Exercise 3**

LS 508

Due June 21, 2010  
5 p.m. CDT

Purpose: To familiarize the student with job description elements.

Activity: Write a job description, including all the parts discussed in class and covered in the text, for the job of your dreams. This is a JOB DESCRIPTION not a position announcement or job ad. Work independently.

Length: This position description should be no longer than 3 pages.

Due: June 21, 5:00 p.m.

Value: 5 points

## Term Assignment – LS 508 – Summer 2010

**Purpose:** The student will become familiar with both academic and popular literature in the management area.

**Steps:**

- (1) Select five titles from the list below.
- (2) Read the selected books.
- (3) Prepare a book review of each title, as if the review were to appear in a scholarly or professional journal for librarians/information specialists. (JASIST or LJ, for example.)
- (4) Your review for each item should be no more than two single-spaced pages. (Use 12 pt. font or larger, please.)
- (5) Begin your reading now! One book every week will enable you to complete the assignment without undue stress. Read on the porch, in the hammock, or at the beach!

**Submission and due date:**

Submit all your reviews as a SINGLE ATTACHMENT to both Aversa and Myrick in course e-mail.

DO NOT SEND FIVE SEPARATE DOCUMENT FILES – SEND ONLY ONE!

Due Thursday, July 1<sup>st</sup> by NOON CDT.

**Value:** 10 points per review for a total assignment value of 50 points.

**Wondering how?** See <http://www.writing-world.com/freelance/asenjo.shtml> for some thoughts about how to write a book review. Not exhaustive, but helpful.

**The Book List for 2010:**

Ackoff, Russell et al. *Idealized Design: How to Dissolve Tomorrow's Crisis...Today*. 2006

Barnard, Chester. *The Functions of the Executive: 30th Anniversary Edition*. 1971

Bennis, Warren et al. *Transparency: How Leaders Create a Culture of Candor*. 2008

Blanchard, Kenneth H. & Spencer Johnson, *The One-Minute Manager*. 1981

Buckingham, Marcus & Curt Coffman. *First, Break All the Rules...* 1999

Chemers, Martin. *An Integrative Theory of Leadership*. 1997

Collins, Jim. *Good to Great: Why Some Companies Make the Leap and Others Don't*. 2001

Collins, James C. & Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies*. 1994

Drucker, Peter. *The Practice of Management*. 1954

Drucker, Peter. *The Effective Executive...* 2003.

George, Bill. *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*. 2003

Giesecke, Joan and Beth McNeil. *Fundamentals of Library Supervision*. 1995

Gladwell, Malcolm. *The Tipping Point: How Little Things Can Make a Big Difference*. 2000

Jennings, Jason et al. *It's Not the Big That Eat the Small...It's the Fast That Eat the Slow: How to Use Speed as a Competitive Tool in Business*. 2002

Jennings, Jason. *Hit the Ground Running: A Manual for New Leaders*. 2009

Johnson, S. *Who Moved My Cheese?* 1998

Kotter, J.P. *A Force for Change: How Leadership Differs from Management*. 1990

Kotter, John P. *Leading Change*. 1996

Kotter, John P. et al. *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions*. 2006.

Laszlo, Ervin. *The Systems View of the World: A Holistic Vision for our Time*. 1996

Leaming, Deryl R. *Managing People A Guide for Department Chairs and Deans*. 2003

Matthews, Joseph. *Strategic Planning and Management for Library Managers*.  
2005

Neal, James E. *Effective Phrases for Performance Evaluations*...2009. MUST BE  
READ WITH

Bruce, Ann. *Perfect Phrases for Documenting Employee Performance Problems*.  
2005

New Yorker Magazine. *New Yorker Book of Business Cartoons*. 1998

Pande, Peter. *What is Six Sigma?* 2001

Pfeffer, Jeffrey. [Managing With Power: Politics and Influence in Organizations](#) . 1994

Pfeffer, Jeffrey & Robert I. Sutton . [Hard Facts, Dangerous Half-Truths And Total  
Nonsense: Profiting From Evidence-Based Management](#). 2006

Prentice, Ann E. *Managing in the Information Age*. 2005

Senge, Peter M. *The Fifth Discipline: The Art and Practice of Learning Organizations*.  
1990

Surowieki, James. *The Wisdom of Crowds: Why the Many are Smarter*... 2004

Tichy, Noel M. & Warren Bennis. *Judgment: How Winning Leaders Make Great Calls*.  
2007

Womack, James P. and Daniel T. Jones. *Lean thinking: banish waste and create wealth  
in your corporation*. 2003

**Don't like these titles?**

You may read something else, but you must get approval from Dr. Aversa in order to  
substitute        a book! Reviews of such substitutions will not be accepted without prior  
approval.