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TITLE PAGE

LNSS PILOTING MODULE No: 3

TITLE OF MODULE: ESSENTIAL MANAGEMENT AND TRANSFERRABLE SKILLS FOR LIBRARIANS AND LIBRARY STAFF

COURSE MATERIALS: Presentations, Useful Links, Literature, Video Materials, Script

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MODULE DESCRIPTION

Type: Training of librarians

Semester: Autumn-winter

Target Audience: librarians and library staff, university staff

Teacher expertise:

Teacher: A. Anokhine, S. Dulschi

Language: Russian/Romanian/English

Prerequisites: Teaching experience, familiarity with syllabus and course description, high level of English

Restrictions: N/A

Supplementary regulations: N/A

Summary:

- This module is designed for library and university teaching staff to increase communication and listening skills, strategic and business planning skills;
- The module contains information on international library standards, effective customer care, service and strategies in libraries, time management, managing staff ;
- The module focuses on the management of change;
- The goal of this module is to improve professional skills, to develop new services and to raise awareness of university and library staff.

Overall aim:

- To develop librarians' knowledge on essential management;
- To improve leadership skills;



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- To ensure the participants are trained on business and strategic planning;
- To develop competences among library staff, university staff to proper time-management and workload.

Learning outcomes:

At the end of the course the participants will be able to:

Knowledge and understanding:

- A. Define the international library standards;
- B. Develop and implement business and strategic plans for the library;
- C. Be able to use the proper terminology;
- D. Understand the importance of the management of the 21st century libraries' change;
- E. Understand the basic of managing staff.

Subject specific understanding and skills:

- F. Develop an awareness of the connection between modern library financial management and acquisitions of library materials;
- G. Manage the schedule and workload of the librarians;
- H. Provide more effective customer service in libraries.

Key Skills:

- I. Demonstrate interactive communication and listening skills;
- J. Make decisions and solve problems;
- K. Demonstrate advanced abilities of giving a presentation;
- L. Take an active role in identifying purposes, tasks, responsibilities and timescales in a group activity.

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MODULE STRUCTURE	
ECTS credits: 1	Study Hours: 30 Hrs (16 in class meetings and 14 independent hours) (1 hour = 45 minutes)
Taught Hours: Day 1: 2 Hrs Day 2: 1 Hrs Day 3: 1 Hrs Day 4: 2 Hrs Day 5: 2 Hrs Day 6: 1 Hrs Day 7: 1 Hrs Day 8: 2 Hrs	
Independent Hours: 14 Hrs	
Total: 30 Hrs	
Assessment scheme Units (topics): Unit 1 - International library standards - IFLA, ISO, Library of Congress, NISO; Unit 2 - Negotiating the library strategic planning puzzle- strategic and business planning skills for librarians; Unit 3 - Effective custom care, service and strategies in libraries; Unit 4 - Time management: prioritizing for time and workload; Unit 5 - Managing staff and library staffing structures; Unit 6 - Communication and listening skills; Unit 7 - The librarian's guide to developing presentations skills; Unit 8 - Decision making, problems solving and leadership skills for librarians; Unit 9 - Job interviewing skills for librarians;	



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Unit 10 - Management of change in 21st century libraries;
Unit 11- Modern library financial management, acquisitions and processing of library materials.

Types of assessment:	Units:	Weighting:	Learning Outcomes:
Active participation (group participation)	1-11	20%	c, i, l
Assignment 1	2	15%	b, c, l
Online Quiz	4	10%	c, e, g
Assignment 2	5	15%	b, d, f, k
Pre-evaluation test	7	15%	d, j, l
Final test	11	25%	c, l

Description of assessment types

Active participation (group participation): discussion on the topic

Assignment 1: to elaborate a developed strategic plan of a library - librarians will work together carrying out and analyzing the knowledge gained within the course and come with a presentation regarding the management and strategy plan for the future library in their eyes

Online Quiz: participants will take part in an online test on the course



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Assignment 2: group homework: presentations

Pre-evaluation test: to evaluate the understanding of topics

Final Test: participants are to answer questions on the course

COURSE PLAN

Activity day	Lesson Topic	Lesson Activities	Estimated student work time in minutes/ hours	Lesson Outcome	Assessment forms
Day 1	General overview	Presentation on LNSS project, goals and objectives, the role of the course within the project	20 min		Active group participation
		Group discussion	20 min		
	Introduction to International Library Standards	Presentation on IFLA, ISO, Library of Congress, NISO	30 min		
		Discussion on the topic	20 min		



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Day 2	Negotiating the Library Strategic planning puzzle-strategic and business planning skills for librarians	Presentation on “How to create a library strategic plan” Library strategic plan example Group work - elaboration of a library strategic plan for APA library (outline version) (Assignment 1) Discussions	20 min 10 min 10 min 5 min		Active group participation Assignment 1
Day 3	Effective custom care, service and strategies in libraries	Presentation on effective custom care service in major libraries Create online forms for monitoring the dynamics of the use of resources and services by users of the library Group work – identification of library service that should	20 min 10 min 15 min		Active group participation

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		be included in APA library			
Day 4	Time management: prioritizing for time and workload;	Presentation “How to manage your time properly”	15 min		Active group participation
		Presentation “How to organize library activities”	15 min		Online Quiz
		Wrap up discussions	10 min		
	Managing staff and Library Staffing structures	Model of a University library staff structure	20 min		
		Elaborate staff’s daily schedule	20 min 10 min		
		Online quiz on the studied topic			



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Day 5	Communication and listening skills	Presentation on the basics of effective communication and active listening	20 min		Active group participation Assignment 2: Group homework: presentation
		Discussion on the topic	10 min		
	The librarian's guide to developing presentations skills	Presentations and conclusions on homework assignment	20 min		
		Presentation "How to make a presentation"	20 min		
		Group discussion: what is a bad presentation?	10 min		
		Overview of some models of good presentations	10 min		
Day 6	Decision making, problems solving and leadership skills for librarians	Presentation on the topic	20 min		Active group participation
		Discussion	5 min		
	Job interviewing skills for librarians	Presentation "Library and Technology Jobs: Library	15 min		

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		Interview Questions” Debate	5 min		
Day 7	Management of change in 21st century libraries	Presentation “The evolution of libraries through ages” Trends of development and the role of libraries in society Test	20 min 10 min 15 min		Active group participation Pre-evaluation test



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Day 8	Modern Library Financial Management, Acquisitions and processing of library materials	Presentation on modern financial management	20 min		Active group participation
		Elaboration of a plan for acquisition of the necessary literature specific for APA	20 min		Final test
		Wrap up discussion	15 min		
		Evaluation of the course	15 min		
		Final test	20 min		
TRAINER'S GUIDE					
Activity title		Activity description		Suggested materials	
Day 1 1. Presentation 1 2. Group discussion 3. Presentation 2 4. Discussion on the topic		The course should be started with the general review of LNSS project activity. The participants will hear again about the purpose and value of the project and will determine their role in it. The lecturer will give a definition of standards, describe the main ones. During the discussion session, participants will discuss the use of		Presentation “LNSS project” Presentation “International library standards”	

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	standards.	
Day 2 1. Presentation 2. Library strategic plan example 3. Group work (Assignment 1) 4. Discussions	The lecturer will speak about the importance of strategic planning, its steps and goals. Participants will see and discuss the strategic plan of APA library. Elaboration of a library strategic plan for APA library by all participants. Participants will discuss the topic and appreciate its importance for the development of libraries.	Presentation “Negotiating the Library Strategic planning puzzle- strategic and business planning skills for librarians”
Day 3 1. Presentation 2. Group work 3. Group discussion	Participants will consider the main theoretical material of the theme (objects, modern techniques of effective custom care, new service and strategies in libraries). Create online forms for monitoring the dynamics of the use of resources and services by users of the library. Group work – identification of library service that should be included in APA library.	Presentation “Effective custom care, service and strategies in libraries”
Day 4 1. Presentation 1 2. Presentation 2 3. Wrap up discussions	Lecturer will have to explain the opportunities of time management in the library. To show the methods of managing staff.	Presentation “Time management: prioritizing for time and workload” Presentation “Managing staff and Library



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4. Model of a University library staff structure 5. Elaborate staff's daily schedule 6. Online quiz	Participants will see and discuss the model of APA library staff structure. Group elaboration of staff's schedule. Group will take part in an online quiz.	Staffing structures"
Day 5 1. Presentation 1 2. Discussion 3. Homework assignment 4. Presentation 2 5. Group discussion	Teacher will consider views, goals, structure and means of communication. Teacher will explain the basic rules of effective communication. Participants will discuss active listening skills. Participants should prepare short presentations on any topic as homework. Teacher presentation on "The librarian's guide to developing presentations skills". Group discussion: what is a bad presentation? Overview of some models of good presentations.	Presentation "Communication and listening skills" Presentation "The librarian's guide to developing presentations skills"
Day 6 1. Presentation 1 2. Discussion 3. Presentation 2 4. Debate	Group will know about basic aspects of management decisions, types of decisions, conflict management. Participants will learn about professionalism, leadership skills. The group discussion will focus on the	Presentation "Decision making, problems solving and leadership skills for librarians" Presentation "Job interviewing skills for librarians"



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	development of leadership skills among librarians. The next presentation will show main aspects of job interviewing skills, planning time, verbal and nonverbal communication. The debate affect basic questions of the interview.	
Day 7 1. Presentation “The evolution of libraries through ages” 2. General discussion on role of libraries in the society, expectations and future development 3. Test	Teacher will speak about theories and models of change. Students learn five key trends that will change our information environment. New trends in library are the modernization and computerization, the involvement of experts in the field of information and communication technology and computer technology. All group will participate in general discussion on role of libraries in the society, expectations and future development. Participants respond to test questions.	Presentation “Management of change in 21st century libraries”



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Day 8 1. Presentation on modern financial management 2. Elaboration of a plan for acquisition of the necessary literature specific for APA 3. Wrap up discussion 4. Evaluation of the course 5. Final test	Delegates should gain an overview on financial planning cycles, accounting basics, tendering process, budget reports. Participants will know more information about acquisition of library materials. Group elaboration of a plan for acquisition of the necessary literature. Wrap up discussion. All the participants will take part in evaluation of the course, identify its strengths and weaknesses. Passing the final test.	Presentation “Modern Library Financial Management, Acquisitions and processing of library materials”
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LIST OF SUGGESTED LITERATURE

1. International library standards - IFLA, ISO, Library of Congress, NISO

- Standards at the Library of Congress <https://www.loc.gov/standards/>
- ALCTS Serials Standards Bibliography <http://www.ala.org/alcts/resources/guides>
- NISO Public ProjectView http://www.niso.org/apps/group_public/projects.php
- Informare și documentare. Statistici Internaționale de bibliotecă (ISO 2789:2006, IDT).
- http://www.bnrm.md/files/accesDedicat/SM_statistica_ISO2789.pdf
- Mihaluță, Lina. Standardul SM ISO 2789:2015 Informare și documentare. Statistici internaționale de
- Bibliotecă. http://libruniv.usarb.md/bibliouniv_rev/articole/2015-1/standard_2789.pdf
- Bordian Elena - Standardizarea în Biblioteconomie, Informare, Documentare: avantaje, probleme, perspective
- http://www.slideshare.net/Dib_ulim/bordian-elena-standardizarea-n-biblioteconomie-informare-documentare-avantaje-probleme-



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2. Negotiating the library strategic planning puzzle - strategic and business planning skills for librarians

- <http://www.library.nuigalway.ie/media/jameshardimanlibrary/content/documents/usingthelibrary/2010%20plan%20digest.pdf>
- UCD Library Strategic Plan 2010-2014 <http://www.ucd.ie/t4cms/Guide48.pdf>
- Newcastle University Library Strategic Plan 2016/17 – 2020/21 <http://www.ncl.ac.uk/library/about/library-strategy/#2>
- Strategic Planning for Law Firm Libraries
- <http://www.aallnet.org/mm/Publications/products/Law-Librarians-Making-Information-Work/pll-guide-8.pdf>
- Schulz, Lisa. Strategic Planning in a University Library
- <http://www.infotoday.com/mls/jul98/story.htm>
- Enache, Ionel. Planificarea și organizarea serviciilor de bibliotecă. <http://ebooks.unibuc.ro/StiinteCOM/planif/2-3.htm>
- Boca Camelia. Planificarea strategică de marketing în bibliotecă.
- <http://abr.org.ro/www.abr.org.ro/BD%20full%20text%20Buletin%20ABIR/62.pdf>
- Planificarea strategică în biblioteci. http://www.scrigroup.com/term/planificarea-strategica-in-biblioteci_c-12.php

3. Effective customer care, service and strategies in libraries

- Smith, Dennis J. Best Practices for Customer Service in the 21st Century Library. 2012
- <https://works.bepress.com/dennisjsmith/8/>
- Bernstein, Mark P. How customer service principles ensure the library's relevance
- http://www.aallnet.org/mm/Publications/spectrum/archives/Vol-13/pub_sp0811/pub-sp0811-obsolete.pdf
- Dlamini, Petros. Customer Care Services and Strategies in Academic Libraries in Tertiary Institutions in Kwazulu-Natal.
- <http://uzspace.uzulu.ac.za/bitstream/handle/10530/168/Customer+care+services+and+strategies+in+academic+libraries+in+tertiary+institutions+in+Kwazulu-N.pdf;jsessionid=CA5134718BBAE7AC8BE1BE728712017B?sequence=1>
- Block, Ronald; McNeil, Julie P. Get to Yes: Branding Public Library Customer Service.



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- <http://publiclibrariesonline.org/2015/02/get-to-yes-branding-public-library-customer-service/>
 - Statement of excellence in customer service. <http://www.library.dmu.ac.uk/Images/customerExcellence.pdf>
 - Dediu L.-I. Managementul serviciilor pentru utilizatori în bibliotecile universitare. <http://www.kosson.ro/depozit/acces-deschis-1/teze-de-doctorat-1/30-managementul-serviciilor-pentru-utilizatori-in-bibliotecile-contemporane-1/file>
 - Serviciile electronice din bibliotecile universitare și susținerea studiului și cercetării. <http://eprints.rclis.org/3981/1/III-1.pdf>
 - Managementul resurselor electronice în bibliotecile din Moldova. https://lib.ase.md/site/docs/publicatii/dezvoltarea_durabila.pdf
- 4. Time management: prioritizing for time and workload**
- Managing Time and Workload.
 - <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=6&cad=rja&uact=8&ved=0ahUKEwjNgrGE7eHPAhXD1hoKHfrODO4QFgg6MAU&url=http%3A%2F%2Ffoliozmoves.pbworks.com%2F%2Ftimeflies.ppt&usg=AFQjCNECEiJuZB8yQg5A03RCFJAHKtCpEg&bvm=bv.135974163,d.bGg>
 - Managementul timpului. http://www.dezvoltarea-carierii.com/media/files/Time_management_-curs.pdf
 - Airinei Camelia. Managementul timpului. <http://www.la-psiholog.ro/info/managementul-timpului>
 - Managementul timpului. <http://training-vanzari.ro/wp-content/uploads/2011/01/ManagementulTimpuluiTimeManagement.pdf>
 - Codreanu Daniele. Managementul timpului sau tehnici și instrumente pentru a economisi efficient timpul.
 - http://anale.feaa.uaic.ro/anale/resurse/27_Cordeanu_DT_-Managementul_timpului_sau_tehnici_si_instrumente_pt_a_economisi_eficient_timpul.pdf
 - Managementul timpului. <http://www.scribd.com/management/MANAGEMENTUL-TIMPULUI54358.php>
 - Forsyth Patrick. 100 idei genial de managementul timpului de la companii de top din întreaga lume / Forsyth Patrick.- B.: Adevărul, 2011.-253p.



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5. Managing staff and library staffing structures

- <http://managementhelp.org/freebusinesstraining/staffing-and-supervising.htm>
- https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjxtpLY9OHPAhXDPxoKHZOSAYSQFggcMAA&url=http%3A%2F%2Fweb.simmons.edu%2F~lidano%2Fstaff.ppt&usg=AFQjCNFepkW7hr0wrt_bsOXv0A1q--KvEA&bvm=bv.135974163,d.bGg
- Youngman, Daryl C. Library Staffing Considerations in the Age of Technology: Basic Elements for Managing Change. <http://webdoc.gwdg.de/edoc/aw/ucsb/istl/99-fall/article5.html>
- Szekeley Adriana. Procesele decizionale intr-o institutie publica. <http://www.bcucluj.ro/bibliorev/arhiva/nr14/biblio2.html>
- Ribbert Ulrich. Managementul în biblioteci / Ulrich Ribbert.- Iași: Kriterion Verlag, 1998.- 267p.
- Kulikovski Lidia. Evaluarea eficienței managementului resurselor umane la biblioteca municipală "B.P. HASDEU". <http://bsclupan.asm.md:8080/xmlui/bitstream/handle/123456789/668/11.pdf?sequence=1>
- Reașezarea organizatorică a bibliotecii universitare – cheazășia succesului. http://libruniv.usarb.md/bibliouniv_rev/articole/2015-2/reasezarea_org.pdf

6. Communication and listening skills

- Белов, А. Б. Роль обратной связи в общении: основные направления исследований в зарубежной социальной психологии / А. Б. Белов // Вопросы психологии. - 2014. — № 3.
- Болотова, Алла Константиновна. Социальные коммуникации : учебное пособие для вузов / А. К. Болотова, Ю. М. Жуков, Л. А. Петровская. - Москва : Гардарики, 2008. - 282 с. : рис. - (Disciplinae).
- Булахова, З. Н. Умение общаться — одно из условий успешности руководителя / З. Н. Булахова // Адукацыя і выхаванне. - 2015. — № 1. — С. 23—30.
- Ванеев, Анатолий Николаевич. Конфликты в библиотеке: предупреждение и разрешение / А. Н. Ванеев. - Санкт-Петербург : Профессия, 2001. - 128 с. - (Серия "Библиотечный практикум").
- Литвинович, А. Научитесь слушать собеседника / Ангелина Литвинович // Кадровик. Управление персоналом.



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- 2012 — № 18 (сентябрь). — С. 62—64.

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- Кадол, Ф. В. Генезис понятия "культура вербального общения": от риторики к теории коммуникаций / Ф. В.

- Кадол, Е. М. Гайкова // Адукацыя і выхаванне. - 2011. — № 4. — С. 46—56.

- Мальханова, Инна Анатольевна. Коммуникативный тренинг : учебное пособие / И. А. Мальханова. - Москва : Академический Проект, 2006. - 160 с. - (Gaudeamus).

- Психология и этика делового общения : учебник для бакалавров / под редакцией В. Н. Лавриненко, Л. И. Чернышовой. - Изд. 6-е, перераб. и доп.. - Москва : Юрайт, 2015. - 591 с.. - (Серия "Бакалавр. Углубленный курс")

- Баева, О. Слушаю вас! А слышите? // Секретарское дело. - 2008. - № 7. - С. 90-92. РБ

- Борг, Джеймс. Сила убеждения. Искусство оказывать влияние на людей : [перевод с английского] / Д. Борг. - Изд. 2-е, испр. - Москва : Проспект, 2007. - 248 с. : ил.

- Ефимова, Н.С. Психология общения. Практикум по психологии: Учебное пособие / Н.С. Ефимова. - М.: ИД ФОРУМ, НИЦ ИНФРА-М, 2013. - 192 с.

- Ильин, Е.П. Психология общения и межличностных отношений / Е.П. Ильин. - СПб.: Питер, 2013. - 576 с.

- Караяни, А.Г. Психология общения и переговоров в экстремальных условиях: Учебное пособие для студентов вузов / А.Г. Караяни, В.Л. Цветков. - М.: ЮНИТИ-ДАНА, Закон и право, 2011. - 247 с.

- Столяренко, Л.Д. Психология общения: Учебник / Л.Д. Столяренко, С.И. Самыгин. - Рн/Д: Феникс, 2013. - 317 с.

- Шеламова, Г.М. Деловая культура и психология общения: Учебник для начального проф. образования / Г.М. Шеламова. - М.: ИЦ Академия, 2013. - 192 с.

- Для подготовки данной работы были использованы материалы с сайта <http://www.elitarium.ru/>

- <http://psihomed.com/aktivnoe-slushanie/>



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- Schwägerl, Christian Language contact and displays of social identity : the communicative and ideological dimension of code-mixing in a business setting : [Inauguraldissertation zur Erlangung des akademischen Grades eines Doktors der Philosophie der Universität Mannheim] / Christian Schwägerl
- Г. Р. Латфуллин, О. Н. Громова. Организационное поведение: Учебник для вузов: ЗАО Издательский дом «Питер»; Санкт-Петербург. 2004
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- Crowl, Thomas K. Educational psychology. Windows on teaching /T. K. Crowl, S. Kaminsky, D. M. Podell. - Dubuque [etc.]: Brown & Benchmark, 1997. - 416 p.: il.
- Garrison, Mark. Introduction to psychology /M. Garrison. - New York [etc.]: Glencoe, 1992. - 596 p.: il.
- Sprinthall, Norman A. Educational psychology. A developmental approach /N. A. Sprinthall, R. C. Sprinthall, S. N. Oja. - Edition 6. - New York [etc.]: McGraw-Hill, 1994. - 677 p.: il.
- Wright, Andrew. How to Communicate Successfully /A. Wright. - New York: Cambridge University Press, [1995]. - 86 p.: il, phot. !!!!!!!!!!!!!
- http://www.b17.ru/article/httpswwwb17rumy_article/

7.The librarian's guide to developing presentations skills

- Арредондо Л. Искусство деловой презентации/ Пер. с англ. - Челябинск: Урал-ЛТД, 1998. – 510 с. (Arredondo L. Iskusstvo delovoj prezentacii/ Per. s angl. - Cheljabinsk: Ural- LTD, 1998. – 510 s.)
- Вискап М. Искусство убеждать: секреты успешной презентации - М.: Эксмо, 2006. – 348 с. (Viskap M. Iskusstvo ubezhdat': sekrety uspešnoy prezentacii - M.: Jeksmo, 2006. – 348 s.)
- Гордина Е.А. Эффективное проведение презентаций: учеб. пособие. Новосибирск : НГУЭУ, 2005. – 75 с.
- Каптерев А. Мастерство презентации. Как создать презентации, которые могут изменить мир / пер. с англ. С.Кировой. – М.: Манн, Иванов и Фербер, Эксмо, 2012. – 336 с. (Kapterev A. Masterstvo prezentacii. Kak sozdat'



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prezentatii, kotorye mogut izmenit' mir / per. s angl. S.Kirovoj. – M.: Mann, Ivanov i Ferber, Jeksmo, 2012. – 336 s.)

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