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Chapter 1 : The Advantages of a Decentralized Organizational Structure | calendrierdelascience.com

The goal of the ADTA is to support the establishment of an equitable, effective and efficient education system, which is based on well functioning decentralized service provision contributing to a better-educated population.

Percent of Final Grade: All papers should be double-spaced. The style guide can be found online at: To develop an understanding of theories, principles and techniques of contemporary management science and organizational behavior and their application to libraries and information services. To develop skills in the planning function in libraries and information services. Scenario You are the new director of a small, liberal arts college library with faculty members and approximately 1, students. Your library focuses on serving undergraduate students through a collection stored in one library building and through digital services. Your library staff includes five information professionals one of whom is also your Associate Director , a line manager and five full-time support staff members, a part-time support staff member and a number of part-time, seasonal student assistants. You report directly to an associate provost. Your staff members complain that they feel like they are in constant organizational crisis, overwhelmed with work and exhausted from trying to do everything all at once. You think that an important reason for these problems is that your library has no formal plan, either strategic or operational. This is despite the fact that the college in which your library operates has a strategic plan. To address these problems, you want to embark on a planning exercise within your library. Analysis Write a short paper pages, plus references in which you outline and justify how you will manage a planning process in your library. What kind of planning will you engage in? Who will be involved in the planning, and in what roles? What activities will you undertake as a part of your planning process? What documents would emerge from the planning process, and what major sections would they contain? What would be the next steps in implementing the plans? Briefly justify each of your major decisions with reference to the planning course readings. To develop skills in the organizing function in libraries and information services. Scenario You are information professional who is responsible for recommending an organizational design for a public library with a main branch and two branch libraries. The suburban library serves an economically and racially diverse population of 75, in a community close to a large metropolitan area. The library has 64 staff members FTE , with 16 librarians and 48 other staff members. The library collection contains approximately , volumes, subscriptions and 20, audiovisual items. The library had a circulation of approximately , items in the past year, responded to , reference questions, provided 3, interlibrary loans and offered well-attended children, teen and adult programs. The library also offers free Internet access through 35 public terminals, Internet training classes and free space to use for meetings and events. One the web, the library offers services such as an online catalogue, access to digital magazine and newspaper collections, automated renewal and Internet research guides. Please state clearly any assumptions which you have made in order to develop this organizational chart. Based on this background analysis, draw and describe an organizational chart that shows the staff units and number of people involved in each unit, lines of authority and levels of management. Justify your major decisions in terms of organizational design principles described in the course readings, including: To develop skills in the human resources function in libraries and information services. You just received budget approval to hire a new, entry-level public services librarian so as to expand library services. Analysis Write a short paper pages, double-spaced, plus references in which you describe the processes that you will follow in order to hire for this position. In particular, your paper should address the following issues: Based on your reading of the library and business school Web site, what major duties are likely to be a part of this position? Please state any assumptions in your paper. Based on its major duties, what core competencies will be required for this position? Develop a draft job posting that will detail the primary duties for the position, and its required qualifications. How will you identify the applicants to interview for this position? Justify your proposed process with reference to the course readings. Develop a set of ten questions for the interview indicating what skills, abilities and characteristics will be

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demonstrated through responses to each question. When the new person starts work, what plans will you have to integrate them into the new position and the library? Justify your plans with reference to the course readings. To develop skills in the financial management functions in libraries and information services. Form a work group with your classmates – each group should have participants. As a group, choose one of the following library budget case studies on the course text Web site: One budget assignment will be submitted per group, and a single grade will be assigned to each member of the group. Schedule Class 1 – An Introduction to Management We examine the role of managers and the work that managers do. We also survey some of the key classical and contemporary theories of management practice. The Evolution of Management Thought. Harvard Business Review, 53 4 , Class 2 – Planning in Libraries and Information Services We discuss the importance of planning in libraries and information services, and examine approaches to short-term and long-term planning. In particular, we explore the processes of strategic, scenario and operational planning. Scenario Planning for Libraries. Planning Information Systems and Services. Strategic Planning - Thinking and Doing. Strategic planning and management for library managers. Strategic Plans and Long-Range Plans: Is There a Difference? Class 3 – Organizational Design Max Chen This week, we examine the nature of libraries as organizations and the different ways of structuring work in libraries. We assess different organizational designs with respect to their strengths and weaknesses, as well as the principles of specialization and coordination. We also specifically examine ways to encourage organizational learning through organizational design choices. Organizations and Organizational Culture. Structuring the Organization – Specialization and Coordination. The Structure of Organizations – Today and in the Future. Developing a team management structure in a public library. Library Trends, 53 1 , Organizational Dynamics, 32 1 , Harvard Business Review, 81 3 , We also explore the rationale for library participation in inter-organizational collaborations, and approaches to developing and managing collaborative initiatives. The Design and implementation of cross-sector collaborations: Propositions from the literature. Public Administration Review, 66 s1 , Increasing the effectiveness for library expenditures through cooperation. Library Trends, 54 3 , Strategies for Assessing and Managing Organizational Stakeholders. Academy of Management Executive, 5 2 , Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. Academy of Management Review, 22 4 , - Class 5 – Human Resources Management I: Additionally, we outline key legislative frameworks surrounding hiring. Making the good hire: Updating hiring practices for the contemporary multigenerational workforce, part two. Other issues in human resource management. Public Libraries, 45 1: Updating hiring practices for the contemporary multigenerational workforce, part one. Tools for success in interviewing and hiring library staff. Training, Supervision and Performance Management We examine the organizational human resources functions required for employees, including training, performance management and employee compensation. Additionally, we discuss important issues in supervision of individual employees, such as appropriate delegation, coaching, and enhancing employee motivation. The human resources functions in the library. Across the Board, 38 5 , Theories and Implications for Library Management. Library Management, 27 3 , Getting Down to Business: Class 7 – Communication and Team Work This week, we consider communication as an essential responsibility for managers, and reflect upon strategies for engaging in effective communication in both the workplace in general and work groups in particular. As a special case, we also examine communication in situations of conflict. We also discuss participatory managerial practices that support the development and effective functioning of teams in libraries and information services.

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Chapter 2 : Decentralization - Wikipedia

Rationale for Decentralized Education Management Conceptually, education policy making and monitoring is differentiated from education implementation. This is a logical position and is one of the main reasons for the current structural formation.

Alexis de Tocqueville , French historian The word "centralization" came into use in France in as the post-French Revolution French Directory leadership created a new government structure. The word "decentralization" came into usage in the s. In the mids Tocqueville would write that the French Revolution began with "a push towards decentralization Tocqueville was an advocate, writing: And from the accumulation of these local, active, persnickety freedoms, is born the most efficient counterweight against the claims of the central government, even if it were supported by an impersonal, collective will. All my political ideas boil down to a similar formula: It blamed large-scale industrial production for destroying middle class shop keepers and small manufacturers and promoted increased property ownership and a return to small scale living. Hatfield , [14] Mildred J. Loomis [15] and Bill Kauffman. Schumacher , author of the bestseller Small is Beautiful: Economics As If People Mattered. Towards a Post-Welfare Agenda describes how after World War II governments pursued a centralized "welfarist" policy of entitlements which now has become a "post-welfare" policy of intergovernmental and market-based decentralization. According to a United Nations Development Programme report: This trend is coupled with a growing interest in the role of civil society and the private sector as partners to governments in seeking new ways of service delivery Decentralization of governance and the strengthening of local governing capacity is in part also a function of broader societal trends. These include, for example, the growing distrust of government generally, the spectacular demise of some of the most centralized regimes in the world especially the Soviet Union and the emerging separatist demands that seem to routinely pop up in one or another part of the world. Rather, these developments, as we have already noted, are principally being driven by a strong desire for greater participation of citizens and private sector organizations in governance. Those studying the goals and processes of implementing decentralization often use a systems theory approach. The United Nations Development Programme report applies to the topic of decentralization "a whole systems perspective, including levels, spheres, sectors and functions and seeing the community level as the entry point at which holistic definitions of development goals are most likely to emerge from the people themselves and where it is most practical to support them. It involves seeing multi-level frameworks and continuous, synergistic processes of interaction and iteration of cycles as critical for achieving wholeness in a decentralized system and for sustaining its development. An important property of agent systems is the degree of connectivity or connectedness between the agents, a measure global flow of information or influence. If each agent is connected exchange states or influence to all other agents, then the system is highly connected. In such a decentralized system, there is no single centralized authority that makes decisions on behalf of all the parties. Instead each party, also called a peer, makes local autonomous decisions towards its individual goals which may possibly conflict with those of other peers. Peers directly interact with each other and share information or provide service to other peers. An open decentralized system is one in which the entry of peers is not regulated. Any peer can enter or leave the system at any time Decentralization in government, the topic most studied, has been seen as a solution to problems like economic decline, government inability to fund services and their general decline in performance of overloaded services, the demands of minorities for a greater say in local governance, the general weakening legitimacy of the public sector and global and international pressure on countries with inefficient, undemocratic, overly centralized systems. Participation In decentralization the principle of subsidiarity is often invoked. It holds that the lowest or least centralized authority which is capable of addressing an issue effectively should do so. According to one definition: Decentralization brings decision-making back to the sub-national levels. Decentralization strategies must account for the interrelations of global, regional, national,

sub-national, and local levels. Johnson writes that diversity plays an important role in decentralized systems like ecosystems, social groups, large organizations, political systems. Decentralized is defined as a property of a system where the agents have some ability to operate "locally. Decentralization promises to enhance efficiency through both inter-governmental competition with market features and fiscal discipline which assigns tax and expenditure authority to the lowest level of government possible. It works best where members of subnational government have strong traditions of democracy, accountability and professionalism. Brancati holds that decentralization can promote peace if it encourages statewide parties to incorporate regional demands and limit the power of regional parties. According to the United Nations Development Programme, it is "more than a process, it is a way of life and a state of mind. They can be initiated from the centers of authority " top-down " or from individuals, localities or regions " bottom-up " , [46] or from a "mutually desired" combination of authorities and localities working together. Governments deciding to privatize functions must decide which are best privatized. Existing types of decentralization must be studied. The appropriate balance of centralization and decentralization should be studied. Training for both national and local managers and officials is necessary, as well as technical assistance in the planning, financing, and management of decentralized functions. While in earlier years small towns were considered appropriate, by the s, 60, inhabitants was considered the size necessary to support a diversified job market and an adequate shopping center and array of services and entertainment. Appropriate size of governmental units for revenue raising also is a consideration. The unit may be larger than many decentralist bioregionalists prefer. Even when it happens slowly, there is a need for experimentation, testing, adjusting, and replicating successful experiments in other contexts. There is no one blueprint for decentralization since it depends on the initial state of a country and the power and views of political interests and whether they support or oppose decentralization. However, it may occur as "silent decentralization" in the absence of reforms as changes in networks, policy emphasize and resource availability lead inevitably to a more decentralized system. In both China and Russia, lower level authorities attained greater powers than intended by central authorities. In many countries, political, economic and administrative responsibilities may be decentralized to the larger urban areas, while rural areas are administered by the central government. Decentralization of responsibilities to provinces may be limited only to those provinces or states which want or are capable of handling responsibility. Some privatization may be more appropriate to an urban than a rural area; some types of privatization may be more appropriate for some states and provinces but not others. In his *The History of Nations* Henry Cabot Lodge wrote that Persian king Darius I BC was a master of organization and "for the first time in history centralization becomes a political fact. Sanderson wrote that over the last years chiefdoms and actual states have gone through sequences of centralization and decentralization of economic, political and social power. Chase-Dunn and Thomas D. Hall review other works that detail these cycles, including works which analyze the concept of core elites which compete with state accumulation of wealth and how their "intra-ruling-class competition accounts for the rise and fall of states" and of their phases of centralization and decentralization. Government decentralization has both political and administrative aspects. Its decentralization may be territorial, moving power from a central city to other localities, and it may be functional, moving decision-making from the top administrator of any branch of government to lower level officials, or divesting of the function entirely through privatization. It may be associated with pluralistic politics and representative government, but it also means giving citizens, or their representatives, more influence in the formulation and implementation of laws and policies. This process is accomplished by the institution of reforms that either delegate a certain degree of meaningful decision-making autonomy to subnational tiers of government, [71] or grant citizens the right to elect lower-level officials, like local or regional representatives. Decentralization reforms may occur for administrative reasons, when government officials decide that certain responsibilities and decisions would be handled best at the regional or local level. In democracies, traditionally conservative.

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Chapter 3 : SI - Management of Libraries and Information Services | Open Michigan

More Effective Decentralized Education Management and Governance 1 This report summarizes activities under U.S. Agency for International Development (USAID) Contract Number M for the period July-September