UNIT 4 APPLICATION OF PRINCIPLES OF MANAGEMENT IN LIBRARY AND INFORMATION CENTRES

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4.0 OBJECTIVES

After reading this Unit, you will be able to:

- explain the purpose of the techniques of management in the management of library and information centres;
- highlight the importance of managerial functions/elements, techniques and principles of management in libraries and information centre’s management;
- describe the use and application of modern management techniques in library and information centres management; and
- discuss the changing role of library managers and the skills needed by them in changing environment.

4.1 INTRODUCTION

From the discussion in the Unit 1 of this course, you have understood that management is the art of managing the organisation by applying principles and techniques of management. Similarly, library management is concerned with managing the resources of libraries i.e. men, machine and money and serving the users with effective products and services. Libraries are basically service-oriented and not-for-profit organisations. Therefore, their management is essentially the service management. Libraries monitor their performance and efficiency in terms of services, not by monetary gains as in case of business organisations. This service aspect and helping attitude of libraries must be kept in mind while planning and managing libraries and information centres.
4.2 LIBRARY MANAGEMENT

Basically, library management comprises of managing three, namely,

- Institutional Management (Library)
- Clients Management (Users), and
- Staff Management (Library Staff)

The main goal of a library is satisfaction of users/customers. Thus libraries are managed to provide customer centered services. In order to achieve results effectively and efficiently, various techniques of management are required to be applied in the management of libraries. A wide range of management techniques are available for use, but their usefulness depends upon their suitability in the given circumstances. The use of some of the managerial functions, principle and techniques of management in libraries are listed in Table 4.1.

Table 4.1: Use of Management Techniques in Libraries and Information Centres

<table>
<thead>
<tr>
<th>Management Technique</th>
<th>Use in Library</th>
<th>Purpose Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Management</td>
<td>Cost Benefit Analysis</td>
<td>Adequate finance for the needs of the library.</td>
</tr>
<tr>
<td></td>
<td>PPBS, Zero Based Budgeting</td>
<td>For preparing performance oriented budgets in libraries. Helps in controlling, coordinatin, communicating, performance evaluation and monitoring of libraries.</td>
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<tr>
<td>Change Management</td>
<td>Computerisation and Automation, etc.</td>
<td>For implementing need based changes.</td>
</tr>
<tr>
<td>Cost Benefit Analysis</td>
<td>Calculating and Determining Cost as well as benefits of Automation</td>
<td>To determine the cost value of automating the library.</td>
</tr>
<tr>
<td>Delphi Technique</td>
<td>Forecasting</td>
<td>For making good plans in library.</td>
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<tr>
<td>Human Relation</td>
<td>Relation with Users</td>
<td>Knowing ever changing needs of users.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Staffing, Selection and Appointment of Adequate and Trained Staff</td>
<td>Good library services and relation with users.</td>
</tr>
<tr>
<td>Job Analysis</td>
<td>Staff Selection and Evaluation</td>
<td>Competent and highly motivated staff for providing library services as per the needs of the users.</td>
</tr>
<tr>
<td>Job Evaluation</td>
<td>Motivation and Job Satisfaction</td>
<td></td>
</tr>
<tr>
<td>Job Description</td>
<td>Professional development and communication</td>
<td></td>
</tr>
<tr>
<td>Management by Objectives</td>
<td>Formulation and Achieving Goals</td>
<td>Helps in attaining goals of the library, evaluation of performance, participation of staff.</td>
</tr>
<tr>
<td>Management Information System</td>
<td>Decision Making</td>
<td>Good and faster decision making. Helps in monitoring and controlling.</td>
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<td>-------------------------------</td>
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<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td>Information products and services; Market Research</td>
<td>For promoting use and sale, also enhancing e-marketing efforts. Better understanding of the target group so as to customise services as per their needs.</td>
</tr>
<tr>
<td><strong>Motion and Time Study</strong></td>
<td>Circulation Arrangement of Stacks, etc.</td>
<td>For speedy charging/discharging Using circulation statistics.</td>
</tr>
<tr>
<td><strong>Work Study/Measurement</strong></td>
<td>Shelving, labelling, renewing, photocopying, etc.</td>
<td>To improve processes and procedures in Libraries.</td>
</tr>
<tr>
<td><strong>Network Analysis</strong></td>
<td>Planning and plan implementation</td>
<td>Helps in maintaining time schedules.</td>
</tr>
<tr>
<td><strong>Operations Research</strong></td>
<td>Designing information services</td>
<td>Helps in long term planning, e.g. library building planning, planning of information services, weeding policy, staffing, etc.</td>
</tr>
<tr>
<td></td>
<td>Analysing user behaviour Document Delivery</td>
<td>To design such services. To provide effective services and build a good system of services. For planning, resource allocation and evaluating information services.</td>
</tr>
<tr>
<td><strong>PERT/CPM</strong></td>
<td>Services like CAS, SDI, Indexing and Abstracting and also in Technical processing unit</td>
<td>To provide these services in minimum possible time.</td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
<td>Automating, Digitising, etc.</td>
<td>To handle big projects in Libraries.</td>
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<tr>
<td><strong>SWOT Analysis</strong></td>
<td>To know the strength, weakness, opportunities and threats related with the libraries</td>
<td>For effective functioning of the libraries.</td>
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<tr>
<td><strong>System Analysis/Approach</strong></td>
<td>Analysing operations in a library Planning, designing, determining new requirements</td>
<td>Analysis of an Acquisition, Circulation system, Abstracting Service, etc. Study of library system and its improvement.</td>
</tr>
<tr>
<td><strong>Total Quality Management/Participative Management</strong></td>
<td>Customer satisfaction Better customer oriented library services, decision making</td>
<td>Quality products and user oriented library services. Regular meeting with staff to know changing user needs.</td>
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</table>
Based on the above description it becomes clear that management principles and techniques are equally applicable and beneficial in library situations also. Management techniques that are applied in library management can be broadly grouped into the following five categories:

- Techniques related with library system,
- Techniques related with library operations,
- Techniques related with library services,
- Techniques related with library personnel, and
- Techniques related with library finance.

### 4.3 APPLICATION OF ELEMENTS AND PRINCIPLES OF MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES

In Unit 1 of this Block, you had already studied elements (managerial functions) POSDCORB and principles of management. In this section a brief indication of how these are implemented in libraries and information centres.

#### 4.3.1 POSDCORB in Libraries and Information Centres

The functions or seven elements of management are also applied in libraries in the following ways:

**Planning**

Planning is crucial for any organisation. In libraries planning are of the following type: Financial planning, Space planning – library building, Manpower planning - library staff, Resources planning – library collection and need assessment of users. Finance and manpower planning have direct implications on the efficient and effective management of information resources and services. As explained in Unit 1, though planning is an all-pervasive prime activity, the chief librarian has more planning responsibilities than her/his immediate subordinate, say deputy librarian and deputy librarian more than her/his subordinate assistant librarian.

**Organising**

Organising is the process of building structural framework of the organisation. “By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries” (Khanna, 1997). Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example, line organisation may be a success for a small library and for large libraries functional structure is the best. This function of organisation should not be confused with another function of libraries, namely, organisation of information resources for their optimum utilisation by users.

**Staffing**

It is manpower planning which is related with recruiting competent staff, training of library staff and maintaining favourable condition of work for them in the library. For staff recruitment, there are norms that are to be followed by libraries.
**Directing**
This is the main function of a manager. It includes all guiding, leading, motivating, etc functions. For this purpose the library policies have to be established. As per the policies and goals, employees are directed towards the attainment of library goal.

**Coordinating**
It is the integration of all activities of an organisation. It brings harmony in the organisation. Coordinating function, inter-relates different divisions and works of the library for efficient working.

**Reporting**
Reporting is a means for chief librarian to inform the authorities about the progress and performance of the library. In public libraries it is a means of informing public about the functioning of the library.

**Budgeting**
Librarian prepares and presents financial needs of the library in a budget (discussed in Unit 10). Budget acts as an instrument of control. It is a part of financial planning and balancing between income and expenditure of the library. Being a service organisation, libraries have to balance between financial resources (discussed in Unit 9) and the expenditure. It involves preparing library budget (discussed in Unit 11) and maintaining accounts of the library.

### 4.3.2 General Principles of Management in Libraries and Information Centres

You have already studied general principles of management in libraries and information centres in the Unit 1 of this Block. Here, we are emphasising their use in libraries. These principles of management when applied to libraries can enhance routine efficiency of the library.

1) **Division of Work**
This principle implies that work will be divided according to specialisation. In small libraries usually there is no division of work as it is one man show because they are managed by one person. But, in large libraries division of work can be done by type of service or by type of material. Generally, the work in libraries is broadly divided into three types: technical, user and administrative work.

2) **Authority and Responsibility**
Authority and responsibility must go together. In library the ultimate responsibility is with the librarian. The librarian delegates authority to the subordinates (the next level managers) according to their ability, specialisation and the demands of the job/ work.

3) **Discipline**
This principle tells about the do’s and don’ts in the organisation. This is the principle for creating ‘organisation culture’. The principle helps in dissolving the disputes with justice and enforcing the penalties without prejudice. It is the duty of the librarian to maintain discipline among the staff in the library.
4) **Unity of Command**

“One boss” is the motto of this principle. Order from one senior does not create confusion among the staff. For example, if a librarian wants to communicate to a library assistant, s/he in normal condition has to communicate through the assistant librarian in charge of that section.

5) **Unity of Direction**

The message of this principle is “one plan one direction”. Coordination can be achieved through proper direction. All employees should be directed in achieving one goal. Unity of direction also eliminates duplication of work.

6) **Subordination of Individual Interest to General Interest**

This principle says give priority to organisational interest as against individual interest. Growth and development of the library and users satisfaction should be the main concern for everyone in the library.

7) **Remuneration of Personnel**

This is a well known fact that employees are motivated by the monetary benefit they receive and libraries should also take this into consideration and pay staff according to their work, qualification experience and responsibilities. In reality, often library personnel paid according to the type of library in which they work because the salary structures vary according to type of library.

8) **Centralisation**

Libraries generally follow this principle as there is centralisation of authority. But, as far as large libraries are concerned, decentralisation is also appropriate for their smooth functioning. For example, the works like document selection should be decentralised but ordering must be centralised to avoid unnecessary duplication in acquisition.

9) **Scalar Chain**

Scalar Chain means unbroken line of authority from top to bottom level. This line of authority serves as a means of communication within an organisation. Generally, the authority flows as depicted in the Fig 4.1 in large libraries.

![Fig. 4.1: Scalar Chain in Libraries](image-url)
10) **Order**

This principle says that relation between different units of the organisation is very essential. This principle is very useful for libraries as their work is not only inter-related but also inter-dependent. For example, the location of different sections of a library should be decided according to their inter-dependence.

11) **Equity**

This principle says treating everyone equally and fairly. There should be justice in dealing with employees. For this purpose rules should be followed while deciding wages, there should be clearly defined promotion policy, etc.

12) **Stability of Tenure of personal**

Fixed tenure or long period in a particular position in a library gives an employee enough experience to know that job properly. For example, if a person is working for a longer period in a technical section (doing cataloguing or classification), s/he will become an expert in doing the work as the nature of work in this section is technical and which requires proficiency.

13) **Initiative**

This principle says that initiatives should be encouraged. In libraries this principle will be applied in taking initiative towards helping users.

14) **Esprit De Corps**

This principle highlights the importance of team work. Library is a social organisation and library work is a group activity. All processes in the libraries depend upon each other from acquiring documents to maintaining. The below given Figure 4.2 shows how library works are inter-dependent in nature.

![Fig. 4.2: Inter-dependence of Different Library Works](image-url)
Self Check Exercise

Note: i) Write your answers in the space given below.
   ii) Check your answers with the answers given at the end of this Unit.

1) Explain library management?

2) What do you mean by organising a Library?

4.4 ROLE OF A LIBRARY MANAGER

Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of teamwork, interpersonal communication, shared vision, lifelong learning, etc. are obvious.

Keeping these changes in mind it becomes essential for the library managers to have expertise and focus on the following areas of management:

1) Change Management
2) Entrepreneurship
3) Strategic Planning
4) User Centered Management
5) Management of Technology
6) Project Management
The following skills are required by the library staff:

- Library and information handling skills
- Service orientation
- ICT knowledge skills
- Communication and training skills
- Marketing and presentation skills
- Understanding of cultural diversity
- Knowledge mapping skills

![Fig. 4.3: Changing Role of Librarians](image)

There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario:

- Managing Information Organisations
- Managing Information Resources
- Managing Information Services
- Applying Information Tools and Technologies

For the above mentioned major professional competencies, librarians should have the following qualities:

- Adaptability
- Skill and ability
- Self development
- Risk taking ability
- Leadership quality
- Decision making power
• Flexibility
• Creativity and acting as a change agent.

Self Check Exercise

**Note:**

i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

3) What are the main skills required for library staff?

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4) What are the focused areas of management in the changing scenario?

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5) Explain the changing role of the library managers.

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6) Describe the competencies required by the library managers.

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4.5 SUMMARY

Library performs a central function in the educational process and in the development of the country. The library is essentially a service unit and its foundation lays on service ability towards users. Library work is an end product
of three basic functions – acquisition, organisation and service. The operations of libraries have become increasingly complex day-by-day because of the automation of libraries. These increasing organisational complexities make it extremely important for libraries to utilise management techniques for their operation and management. The management techniques are used in libraries with necessary modifications as libraries are non-profit and service oriented organisations. Librarians are library managers, they should have the knowledge of management concepts, theories and principles and their application in library situations. All social, technical and personnel skills are also required by library managers. The challenge in the present time is to nurture the libraries for posterity.

4.6 ANSWERS TO SELF CHECK EXERCISES

1) Library management is related with managing the resources of libraries i.e. men, machine, material and money, and based upon them serving the users with effective products and services. Libraries are service oriented and not-for-profit organisations so their management is more related with service management.

2) Organising is the process of building structural framework of the organisation. “By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries” (Khanna, 1997). Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example line organisation may be a success for a small library and for large libraries functional structure is the best. Similarly, organisation of the resources of the library for efficient and effective use of its resources by the users is also important.

3) The main skills required by the library staff:
   • Library and information handling skills
   • Service orientation
   • ICT knowledge skills
   • Communication and training skills
   • Marketing and presentation skills
   • Understanding of cultural diversity
   • Knowledge mapping skills.

4) The main focus is on the following areas of management:
   • Change Management
   • Entrepreneurship
   • Strategic Planning
   • User Centered Management
   • Management of Technology
   • Project Management.
5) Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of teamwork, interpersonal communication, shared vision, lifelong learning, etc. are obvious.

6) There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario:

- Managing Information Organisations
- Managing Information Resources
- Managing Information Services
- Applying Information Tools and Technologies.

4.7 KEYWORDS

Management : It is the art of managing men, machine and money as well as achieving the pre-decided goals of the organisation.

Library Manager : A person who looks after the smooth functioning of the library and generally known as librarian.

Management Technique : A wide range of techniques are there for easy and effective operation of any organisation they are known as management techniques.

Participative Management : A type of management which implies participation of employees at all level.

Skills : Qualities required by a person to perform some specific task.

System : A set of different subsystems.

4.8 REFERENCES AND FURTHER READING


