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Tiruchirappalli- 620024, Tamil Nadu, India

Programme: M. Master of Library and Information Science (M.LIB.I.Sc)

Course Title : Management of Library and Information Centres

Course Code: P21MLS6

Unit-I

Management: Concepts and Principles

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Definitions of Management

○ According to Frederick W. Taylor, "Management is the art of knowing what you want to do in the best and cheapest way". He has emphasized the work and not the workers of the organisation. He opines that men and machines are similar for achieving the goal of getting the things done in the best possible way and at least cost. This is applicable in the case of all types of libraries, especially where we intend to provide best possible library service at the least cost.

○ The definition given by Glueck is more relevant to the library management. According to him, "Management is effective utilization of human and material resources to achieve the enterprise's objectives."

- As per ALA Glossary of Library and Information Science, "Management may be defined as the process of coordinating the total resources of an organisation towards the accomplishment of the desired goals of that organization through the execution of a group of inter-related functions such as planning, organizing staffing, directing and controlling".

- Harold Koontz has defined management in the following words - "Management is the process of designing and maintaining an environment in which individuals work with such performance for optimizing efficiency in reaching goals".

Characteristics of Management

Some of the most common and significant characteristics of management are given below –

(i)Management is a distinct process in which work is got done through planning, organizing, staffing, directing and controlling by the manager.

(ii) Management is an organized activity.

(iii) Management aims at the accomplishment of pre-determined objectives.

(iv) Management is a group activity, and it cannot be done in isolation.

(v) Management principles are universal in nature, which are applicable to all types of organization.

(vi) Management integrates human and other resources including financial resources.

(vii) Management is a skill of getting things done though people.

(viii) Management has a distinctive significance which differs from ownership.

(ix) Management is essential at different levels of organization.

(x) Management principles are dynamic in nature.

(xi) Management is a system of authority.

(xii) Management utilizes a multi-disciplinary approach

Scope of Management

- Management is multi-disciplinary in nature and its scope is very wide as it includes human resources, financial resources, infrastructural resources and technological resources. It involves scientific management based on sound principles.

- Management is applicable in all types of organizations which include the industries, hospitals, offices, commercial organizations, educational institutions, scientific and technical laboratories, museums, archives, airlines, roadways, railways, libraries, information centres, and so on. But it is concerned with getting the work done from the people efficiently and economically .

FUNCTIONS OF MANAGEMENT

Different management thinkers have given different functions of management, to be performed by the managers of different types of organizations.

Some of the important views are given below -

Henry Fayol, Father of Classical School of Management, has given the following managerial functions -

    (i) Planning

    (ii) Organizing

    (iii) Command

    (iv) Coordination and control

Newman and Summer have suggested the following functions of management

    (i) Planning

    (ii) Organizing

    (iii) Leading

    (iv) Measuring and controlling

POSDCORB

Luther Gulick has given the following seven functions of management and coined its acronym as "POSDCORB". Brief explanations of these functions are given below :

- **(i)Planning :** It requires wide knowledge and experience to make blue print of the work to be performed. Planning is the most basic function to be performed by the manager. In libraries also, very careful planning is required for the successful fulfilment of the requirements of the users (clients). This is considered as the most important managerial function.

- (ii) **Organizing:** It involves choosing the design, suggesting the structure, space planning and allocation of the jobs. It also includes determining the specific activities, grouping the activities into a logical framework, assigning these activities to specific positions and coordinating the efforts of individuals and groups. Flow-chart is prepared, if necessary. This function is also applicable for managing all types of libraries and information centres.

- (iii) **Staffing :** This function is also known as „Human Resource Management" or "Personnel Management". Role of staff or workers is very significant in all types of organisations. In case of Libraries, perhaps it is the most important. A library may have excellent building, rich collections and nice infrastructure, but it cannot achieve the goal of satisfying the clients (users) if its staff is not well qualified, trained, devoted and adequate.

- (iv) **Directing:** Giving directions or instructions or advice to the staff to perform the work accurately, efficiently and appropriately is known by the managerial function, "Directing". This is a continuous process and applicable to individual workers as well as group of people in the organisation. This is more applicable in the libraries where highly technical work is performed in various sections of the libraries.

- (v) **Coordinating:** It means inter-relating or co-relating various parts of the organisation in order to achieve harmonious operation and avoiding over-lapping or duplication of work or efforts. It ensures maximum contribution by all the units of the organisation in a systematic way. In the libraries, coordination is required in the working of all sections so that there is no confusion, overlapping or missing links at any stage and work is got done promptly and efficiently.

- (vi) **Reporting :** Keeping all the staff members, sections, supervisors and the parent bodes informed of the work completed, work in progress and work to be done in the near future, is called "Reporting". It helps to avoid any confusion, misunderstanding, gaps or over doing from any front. In the libraries too, it is through the reporting that a Chief Librarian informs the higher authorities about the performance and need of the library from to time to time.

- (vii) **Budgeting:** Rough estimate of income and expenditure of an organisation for a given period is called budget. It is a forecast of the organisation. Financial resources are the most important part of any institution. It is equally applicable to all types of libraries as well. Careful planning of budget, accounting and control thereof is essential for efficient functioning of a library.

LEVELS OF MANAGEMENT IN LIBRARIES

- Manager can be categorized in a number of ways. Most commonly we think of them in vertical hierarchy. They occur at all levels of the organisation, but the one nearer to the top have broader responsibilities and authority than those at lower levels. According to Stueart and Moran, various organisations including libraries have three levels of management .

- (i) **Top Management:** It includes directors, associate directors and assistant directors in the large libraries. They are responsible to set policies for the entire organisation and are responsible for its overall management. They act as leaders and have wide powers as well as responsibilities.

- (ii) **Middle Management:** They are in–charge of specific sub-units of the organization. In the libraries, they are heads of the department or Branch Librarians. Their responsibilities are confirmed to the successful functioning of the department concerned. They also serve as liaisons between top management and supervisors.

- (iii) **First Line Supervisors:** They act as supervisors of the junior staff and lead the activities of individual workers in carrying out the day to day work of the organisation/library. These managers implement the procedures and processes that allow their units to work effectively and efficiently.

SCHOOLS OF MANAGEMENT THOUGHTS

- The evolution of the schools of management thoughts can be grouped in the following categories,

SCHOOLS OF MANAGEMENT THOUGHTS

Classification/ Grouping	Management Thoughts	Period
I. Classical Theory	1. Scientific Management School	1900-1930
	2.Operational Management School	1916-1940
	3.Bureaucratic School	1930-1945
II. Neo-Classical Theory	4. Human Relations School	1930-1950
	5. Social Systems School	1940-1950
	6. Decision Theory School	1945-1965
	7. Management Science School	1950-1960
	8. Human Beahviour School	1950-1970
III. Modern Theory	9. Systems School	1960 onwards
	10. Contingency School	1970 onwards
	11. Learning Organisation School	1990 onwards

1. Scientific Management School

Frederick Winslow Taylor (1856-1915) is considered to be the father of "Scientific Management".

Four basic parts of a series of ideas developed by Taylor are as under:

(i) Each person's job should be broken down into elements and a scientific way to perform each element should be determined;

(ii) Workers should be scientifically selected and trained to do the work in the designed and trained manner;

(iii) There should be good cooperation between management and workers so that tasks are performed in the designed manner;

(iv) There should be a division of labour between managers and workers. Managers should take over the work of supervising and setting up instructions and designing the work and the workers should be free to perform the work themselves.

Principles of Scientific Management

The fundamental principles propounded by Taylor are as under:

(i) **Replacing Rule of Thumb with Science**: While the use of scientific method denotes precision in determining any aspect of work, rule of thumb emphasizes estimation. Hence it is essential that all details should be measured precisely and should not be based on mere estimation. This approach can be adopted in all aspects of management.

(ii) **Harmony in Group Action:** Group harmony suggests that there should be mutual give and take situation and proper understanding so that group as a whole contributes to the maximum.

(iii) **Cooperation:** Scientific management involves achieving cooperation rather than chaotic individualism. It is based on mutual confidence, cooperation and goodwill between management and workers.

(iv) **Maximum Output:** Continuous increase in production and productivity instead of restricted production either by management or by workers would lead to more profit.

(v) **Development of Workers:** In Scientific Management all workers should be developed to the fullest extent possible for their own and for the organizations highest prosperity. It requires scientific selection of workers, their proper training and regular updating according to the requirement of new methods of working.

2. OPERATIONAL MANAGEMENT SCHOOL

- Henry Fayol (1841-1925), a French industrialist is the chief architect and father of the "Operational Management Theory". It is also known as "Administrative Management School of Thought".

- He concentrated on the role that managers should perform as planners, organizers and controllers.

- He was of the opinion that managers needed basic principles upon which to operate.

- Henry Fayol was the first to write about the functions of management such as planning, organizing, command, coordination and control.

- He propounded fourteen "Principles of Management",

(i) **"Division of Work:** There should be a clear division of duties. Breaking jobs into smaller pieces will results in specializing. Management should be separate and distinct.

(ii) **Authority:** The authority that individuals possess should be equal to their responsibility. Anyone responsible for the results of a task should be given the authority to take the actions necessary to ensure its success.

(iii) **Discipline:** There should be clear rules and complete obedience to behaviour in the best interest of the organization.

(iv) **Unity of Command:** An employee should receive orders from only one supervisor, in order to avoid confusion and conflict.

(v) **Unity of Direction:** There should be one head and one plan, in order to ensure a coordinated effort.

(vi) **Subordination of Individual Interest to the General Interest:** Employee should place the organization's concerns before their own interests.

(vii) **Remuneration of Personnel**: Pay should be fair.

(viii) **Centralization:** Centralization is the most desirable arrangement within an organization.

(ix) **Scalar Chain:** Each position is part of a vertical chain of authority (the scalar chain). Communication should move up and down this chain of command.

(x) **Order:** To avoid conflicts, there should be a right place for everything and everyone in the organization.

(xi) **Equality:** Equality of treatment must be taken into account in dealing with employees. Justice should be tempered with kindness.

(xii) **Stability of Tenure of Personnel:** Long term stability for workers is good for an organization.

(xiii) **Initiative:** Initiative rewards must be provided to stimulate production.

(xiv) **Esprit de Corps:** Develop a strong sense of morale and unity. Communication is the key to a satisfied working group."

3. BUREAUCRATIC SCHOOL

- Max Weber, a German Sociologist, introduced many of the theories of the Bureaucratic School. He was the first to articulate a theory of the structure of authority in organisations and to distinguish between power and authority, and between compelling action and voluntary response.

Weber Characterized a bureaucratic organization as an ideal type of organisation in which:

- (i) Labour is divided with a clear indication of authority and responsibility ;

- (ii) The principle of hierarchy exits;

- (iii) Personnel are selected and promoted based on qualifications ;

- (iv) Rules are written down and impersonally and uniformly applied ;

- (v) Promotion into management is only through demonstrated technical competence;

- (vi) Rules and procedures ensure reliable and predictable behaviour.

PLANNING AND MBO - UNIT –II

PLANNING

- A plan is a statement of what is to be achieved and how.
- Planning is deciding in advance what will be achieved, when it will be achieved, and how it will be achieved.
- Planning is preparing a sequence of action steps to achieve some specific goal.
- Planning is an ongoing process of deciding in advance the activities to be performed.

DEFINITION

- The **process** of setting goals, developing strategies, and outlining **tasks** and schedules to accomplish the goals.

- According to Peter Drucker "Planning is a continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organizing systematically the efforts needed to carryout these decisions and measuring the result of those decisions against the expectations through an organized systematic feedback"

NEED FOR PLANNING

- Planning helps to achieve organization objectives
- It aids in accumulating information that can be used to develop detailed guidelines for achieving organizational goals
- Planning provides managers with a sense of direction. It helps in developing objectives, which facilitate the smooth flow of organization activities.
- It provides guidelines for decision making
- Planning facilitates the optimum utilization of available resources, which in turn improves the organizational effectiveness.
- It provides a basis for control.
- Planning facilitates delegation of authority and coordination of various activities within the organization.

TYPES OF PLANS

- Plans based on frequency of use
    - Single use plans
        - programes, Budgets and Projects
    - Standing plans
        - Policies, Procedures and Rules

- Plans based on frequency of use
    - Short term
    - Intermediate term and
    - Long term

Steps in Planning

- Analyzing Opportunities
- Establishing objectives
- Determining planning premises
- Identifying alternatives
- Evaluating alternatives
- Selecting the best alternatives
- Implementing the plan
- Reviewing the plan

Steps in Planning

- Analyzing Opportunities:
  - Planning starts with analyzing opportunities in the external environment as well as within the organization.
- Establishing objectives:
  - Establishing objectives for the whole orgazination and also for different work units. Organizational objectives provides direction to the major plans.
- Determining planning premises:
  - Planning premises means understanding the environment (internal and external) in which the plan is to be implemented.

- Identifying alternatives:
  - Many alternatives are identified to achieve a particular objectives since there can be many ways to achieve a particular goal.

CONT…

- Evaluating alternatives:
  - Alternatives must be evaluated in accordance with the premises and the objectives of the firm. While evaluating an alternative, many variables must be taken in to account due to the uncertainty of the outcome of the alternative.

- Selecting the best alternatives:
  - The decision regarding the most appropriate course of action is taken in this step. Two or more contingency plans are selected keeping in mind the unpredictability of the future.

- Implementing the plan:
  - Implementing is putting the plan into action. Managers take a series of decisions during implementation of the actions stated in the plan.

- Reviewing the plan:
  - It helps managers to evaluate the plan. Through review, they can identify deviations from the established course of action.

LIMITATIONS OF PLANNING

- Lack of Accurate information
- Time consuming process
- Expensive
- Inflexibility
- Resistance to change
- Environmental constraints
- Lack of ability and commitment
- False sense of security
- Reluctance to establish goals

HUMAN RESOURCE PLANNING

- Process of acquiring, employing, appraising, remunerating and retaining people so that right type of people are available at right positions and at right time in the organisation is called human resource planning.

- It relates to employment of personnel of all types - managerial as well as operative in the organisation. It also includes a variety of activities through which the organisation tries to ensure that various positions remain filled by the most suitable personnel.

- Human resources of an organisation are considered the most vital assets because it is the people who make other resources moving. It is all the more important in the libraries and information centres.

NEED AND PURPOSE OF HUMAN RESOURCE PLANNING

o Human resource planning is essential for more effective and efficient use of human resources.

o It is also essential to evolve more satisfied and better developed employees.

o Recruitment scheduling, selection of candidates to match the requirements, deployment and related placement decisions cannot be properly done, if there is no planning of human resources.

o A plan serves a guide in all the activities that constitute personnel management.

o Planning leads to great satisfaction of the staff, lower absenteeism, fewer breakdowns and better quality of work.

METHODS AND TECHNIQUES OF HUMAN RESOURCE PLANNING

- Human resource planning is a process whereby courses of action are determined in advance and continually updated with the aim that the "Library is a growing organism" and it will grow in terms of building, services, equipment and reading material or the sources of information.

- Keeping in view the above mentioned factors, the following methods and techniques of human resource planning can be undertaking:

METHODS AND TECHNIQUES

1.Estimating for human resources : First of all, the staff requirement for the present would be calculated. Therefore, estimation for the near future, i.e., the next 5 to 10 years would be done, taking into account the overall objectives of the organisation concerned. Employment planning can be done using the following techniques

- **Expert -Estimate Technique**
- **Trend Projection Technique**
- **Modeling Technique**
- **Unit Demand Forecasting Techniques**

2. Induction and deployment : After the staff is recruited in the organisation, the first phase of induction is an 'Orientation programme' of the new incumbents. They are oriented with the colleagues, system, facilities, procedures and rules of the organisation. The questions of the new incumbents are answered and they are familiarized with the working of the organisation.

The second phase of induction is performed by the immediate in-charge or supervisor, who explains the environment, work culture, expectations from the new incumbents and related issues. Acquaintance with other units or sections or departments of the organisation is also given personally. This way orientation of the entire organisation is given in detail. This initial induction to the new staff members pays very rich dividends to the organisation.

3. Training and development : This is the most important component of personnel planning and development. The training can be of many types, such as, general orientation courses, short–term courses, workshops, in–service training courses, refresher courses, continuing education programmes, etc. of varying durations. These should be organized from time to time after regular intervals. New techniques, new methods and new developments should be taught to the employees.

4. Communication: There are many methods of communication to the staff. Oral communication is more informal, which includes meetings, discussions and suggestions. Written communication is also significant, which includes house bulletins, reports, e-mails, etc. Effective communication with the staff leads to cooperation, coordination, cohesiveness, confidence and understanding. It leads to healthy environment and tangible results.

HUMAN RESOURCE PLANNING FOR LIBRARIES AND INFORMATION CENTRES

- There are three types of libraries namely, Academic Libraries; Public Libraries; and Special Libraries.

- All these libraries have different objectives, different types of users and different types of services.

- As such, these have different set of personnel, possessing certain specialized knowledge and skills, to man these libraries.

STRUCTURE OF LIBRARY STAFF AND NOMENCLATURE

- The large libraries are headed by the Director/Chief Librarian/Information Officer. Each large library/units such as (i) Readers/Users services department; (ii) Technical services department; (iii) Maintenance department; (iv) Administration department, etc. are headed by the Deputy Directors/Deputy Librarians/Deputy Information Officers.

- Each department is further divided into two or three sections namely: acquisition; periodical; classification; cataloguing; indexing; abstracting; clipping; translation; online searching; circulation/lending; reference service; binding, etc. These sections are headed by the Assistant Directors/Assistant Librarians/Assistant Information officers.

- The staff working under them are Library Assistants, Semi-Professional Assistants, Clerks Library Restores, Janitors, Cleaners, Watchmen/ Security staff, etc. This staff structure varies from library to library keeping in view the type of the library, size of the library, objectives of the parent organisation, availability of funds and other related factors.

Management by Objectives (MBO)

MBO

- Management by objectives (MBO) is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources.

- MBO goes beyond setting annual objectives to setting performance goals for individual employees.

- It is a system in which specific performance objectives are jointly determined by subordinates and their superiors, progress toward objectives is periodically reviewed, and rewards allocated on the basis of this progress.

DEFINITION

- Harold Koontz and Heinz Weihrich defined MBO as " a comprehensive managerial system that integrates many key managerial activities in a systematic manner and that is consciously directed towards the effective and efficient achievement of organizational and individual objectives"
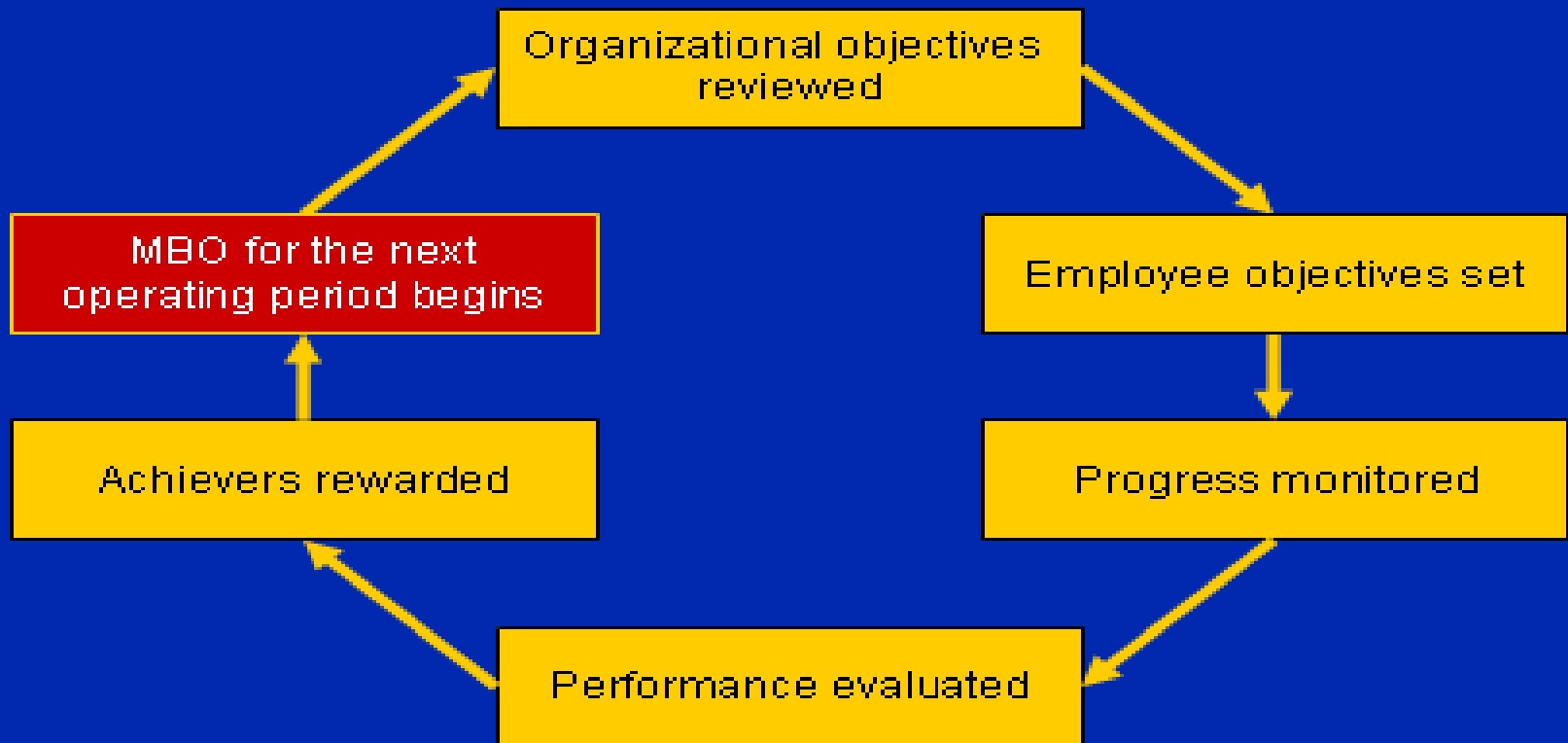
PROCESS OF MBO

Management by Objectives (MBO)
The Five-Step MBO Process

- Organizational objectives reviewed
- Employee objectives set
- Progress monitored
- Performance evaluated
- Achievers rewarded
- MBO for the next operating period begins

Concept by Peter Drucker

1000ventures.com

The process rests upon several premises:

- a) ***Clearly stated objectives***. If objectives are not clear, they should be clarified.

- b) ***A succession of specific objectives***. Benchmarks must be established to measure progress.

- c) ***Delegation of specific objectives***. Certain people should be responsible for accomplishing specific objectives.

- d) ***Freedom to act.*** Subordinates should be given objectives and authority and then be charged with accomplishment of those objectives.

- e) ***Verifiable objectives***. To achieve objectives, it is best to quantify them. If they are non-quantifiable objectives, they may relate to quantifiable ones.

- f) ***Clear communication***. This exists only when objectives are specific, are agreed upon by all parties, are budgeted, and are known by all individuals who have a reason for knowing.

- g) ***Shared responsibility***. Team effort is the key to management by objectives.

- h) ***Personal accountability***. Each person must be accountable for the achievement of his or her assigned objectives.

- i) ***Improving management ability***. Management is able to plan more objectively when these premises are accepted.

ADVANTAGES OF MBO

- Better Mangement
- Clarity in organizational action
- Encouragement of personal commitment
- Personal satisfaction
- Basis for organizational change
- Development of effective controls

LIMITATIONS

- Failure to teach MBO philosophy
- Failure to give guidelines to goal setters
- Difficulty in goal–setting
- Emphasis on short term goals
- Inflexibility

UNIT – IV LIBRARY ROUTINES (LIBRARY SECTIONS AND IT FUNCTIONS)

Traditional Library Sections/Divisions

- Acquisition Section/ Division
- Periodicals Section/Division
- Technical Processing Section/Division
- Circulation Section
- Maintenance Section/Division
- User Services Section/Division
- Administration and Accounts Section

Integrated Library Automation System

- Acquisition
- Serial Control
- Catalogue
- Circulation
- OPAC

Acquisition section

Acquisition section performs following tasks:
- Selection of documents for procurement
- Checking of documents to avoid duplication
- Getting approval from competent authority
- Sorting out rejected items
- Getting sanction for ordering of approved documents
- Ordering of documents
- Claiming/ cancellation of orders
- Receiving and invoice processing
- Payment and tracking fund allocation and adjustments
- Accessioning of documents
- Sending the documents to Technical Processing Section

TECHNICAL PROCESSING SECTION

- Technical Processing Section is one of the most important sections of a library.

- While Acquisition Section is responsible for building good library collection, this section is responsible for making this collection into serviceable form.

- Two main functions performed by this section are i) Technical processing i.e. Classification and Cataloguing, and

- ii) Physical preparation of documents for circulation and use.

1.CLASSIFICATION UNIT

Following jobs are carried out by the classifier

- Checking for duplicates;
- Identifying specific subject of the document;
- Referring to the classification schedule and assigning the class number;
- Assigning Book Number
- Assigning Subject Headings

2. Cataloguing Work

Manual preparation of catalogue involves following activities:

- Preparation of Main Entry Card
- Preparation of Shelf list
- Preparation of Added Entries and Cross Reference Cards
- Alphabetization of cards
- Filing of Cards
- Maintaining and updating of library catalogue
- Maintenance of staff manual and authority file
- Preparation of list of additions

3. PHYSICAL PROCESSING UNIT

This job is carried out by the semi-skilled professional staff. Physical preparation of books involves following activities:

- Preparation and Pasting of Spine Label on the Documents
- Ownership Slip/Mark on the Document
- Preparation and Pasting of Date Slip
- Pasting of Book Pocket
- Preparation of Book Card.

PERIODICALS SECTION

Periodicals Section performs following tasks:

- Selection of Periodical Publications
- Acquisition and Ordering of Periodical Publications
- Receipt of Issues of Periodicals
- Recording Details of Each Issue Received
- Sending Reminders for Non-receipt of Periodical or any of its Issues
- Sending Current Issues of Periodicals for Display
- Collating Back Issues of Periodicals for Binding
- Receiving Back Volumes of Periodicals after Binding
- Writing an Accession Card for each Volume and Sending both for Accessioning

READERS SERVICES SECTION

- The Readers Services Division is very important division of the library, because this division is responsible for putting the library collection to maximum use.

- Functions performed by this division are providing circulation service, reference and information service, reprographic service, reader room service, arranging access to Internet and other media services, displaying and maintenance of library material, etc.

CIRCULATION UNIT

- The Circulation Section performs following tasks:
- Registration of Members
- Lending of Books
- Charging of Over Dues
- Reservation of Books
- Renewal of Books
- Maintenance of Records
- Maintenance of Statistics
- Lending of Books on Inter Library Loan
- Preparation of Reports
- Issuing of No-Due Certificates to Members

ADMINISTRATION AND ACCOUNTS SECTION

- All the administrative activities pertaining to staff and maintenance and upkeep of library building, including air conditioning, security arrangements, etc. are carried out by the administration section.

- Library's budget relating to salaries of staff, purchase of equipment and materials for the library are handled by the Accounts Section.

INFORMATION TECHNOLOGY SECTION

- Modern libraries have CD-ROM workstations, online databases, number of computer terminals with Internet access and OPAC (Online Public Access Catalogue) for searching library collection.

- These libraries provide online access through their website. Maintenance of these computer systems including hardware and software maintenance and networking issues are handled by information Technology Division/Section.