



**MASTER OF LIBRARY
AND INFORMATION SCIENCE**

**MLIS 204
COLLEGE AND
UNIVERSITY LIBRARY SYSTEM**

UNIT NO. 2

**Department of Distance Education
Punjabi University, Patiala**

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LESSON NO. :

- 2.1 : Human Resources Management : Staffing : Job Description, Recruitment, Training and Development, Motivation, Job Enrichment, Appraisal of Library Staff
- 2.2 : Leadership and Communication
- 2.3 : Financial Management
- 2.4 : Academic Library : Development, Evaluation and Effectiveness
- 2.5 : Marketing of Information Products and Services
- 2.6 : Control Techniques – Budgetary and Non-Budgetary Devices.

**HUMAN RESOURCE MANAGEMENT : STAFFING, JOB
DESCRIPTION, RECRUITMENT, TRAINING AND
DEVELOPMENT, MOTIVATION, JOB ENRICHMENT,
APPRAISAL OF LIBRARY STAFF**

Organizations are fascinating creations of man to accomplish goals, which individual acting alone cannot accomplish. A formal organization has an explicit limited and announced objectives. If the accomplishment of this specific objective requires collective efforts, men set-up an organization designed to co-ordinate the activities of many persons (Human Resource) and to furnish incentives to others to join them (Recruitment) for the purpose of attainment of goals. Recruitment of required human resources is not only *act* of the organization, but to maintain, develop and keep them to fulfill the requirement of the organization is the ultimate goal of the organization.

The present lesson is an humble effort to shed light on all these vital topics concerning human resource management.

2.1.0 Objectives

After going through the lesson you will be able to know :

- (i) Role and importance of human resources ;
- (ii) Understand the importance and process of Job description. Recruitment, Training and development, motivation. Job enrichment, Appraisal of library staff.

Structure of the lesson

2.1.1 Introduction	2.1.8 Job Enrichment
2.1.2 Human Resource Management	2.1.9 Appraisal of Library Staff
2.1.3 Job Analysis	2.1.10 Self Check Exercise
2.1.4 Job Description	2.1.11 References
2.1.5 Recruitment	2.1.12 Answers to Self Check Exercises
2.1.6 Training	
2.1.7 Motivation	

2.1.1 Introduction :

An organization is a group of people working towards objectives, which develop, and maintain stable and predictable behaviour patterns. Organization is defined as cooperative endeavour of human beings (Human Resources) to achieve set

objective through a formal structure of an informal mechanism.

In the libraries there are so many resources, such reading material, human resources and technique resources. But today human resources are acknowledged as the most valuable and important asset in any organisation as well as in the libraries. These are no longer associated with problems and costs but instead recognised as a valued resource with potential. However, this human resource is one which is the least utilized, only a small portion of the potential is tapped and put to work. The only difference between one organisation and another is the performance of the workers. Thus, management has begun to visualise human resource in its correct perspective in the organisation including libraries. Thus human resource management is a major subsystem of all the organisations including libraries. It is concerned with plans, procedures and policies for filling up the operative positions. Since recruitment, selection, development, utilization of motivation of personnels are integral aspects of any organised effort, human resource management is inherent in all the organisations. It is a major component of the managerial process.

2.1.2 Human Resource Management :

In any organisation there are two categories of functions i.e. (1) Managerial and (2) Operative functions. The managerial functions are concerned with the planning, organising, directing, and controlling the various activities of the organisation. The operative functions are those which are specifically entrusted to the supervision of the human resources, and are concerned with the employment, development, compensation, integration and maintenance of the human resources of the organisation.

2.1.2.1 Managerial Functions :

- (1) Planning :** Planning is deciding in advance what to do, how to do it, where to do and who is to do it. It bridges the gap between where we are and where we want to go. Planning means determination in advance programmes and policies about the human resources of the organisation.
- (2) Organisation :** Organisation means creating a structure of frame-work of authority and responsibility relationship among jobs and personnels to achieve the organisational objectives. The personnel manager has to organise the operative functions by designing the structure of relationship among jobs, personnels.
- (3) Directing :** Directing means to direct the activities of personnels of the organisation to get its; functions performed. In other words, direction is meant to guide and motivate the people to follow the path laid down in advance.
- (4) Controlling :** Control is concerned with the regulation of activities in accordance with th plans, which in turn have been formulated on the

basis of the goals of the organisation. Thus, control completes the cycle and leads back to planning. It is the observation and comparison results with the targets and correcting of deviationis that may occur.

2.1.2.2 Operative Functions :

- (1) Employment :** The first operative function is the employment of proper number of personnels necessary to operate smoothly in the organisation in better ways. This involves planning, selection, recruitment, placement of the human resources.
- (2) Development :** After placing the personnels on various jobs, the human resources management is concerned with giving them training to develop them to do their work efficiently. Development of the skills of the personnels of the organization is essential to increase their performance their jobs. For this appropriate training programmes are organised.
- (3) Compensation :** This function is concerned with the determination of adequate and equitable remuneration of the personnels in the organisation. The personnels can be compensated both in terms of monetary as well as non-monetary units
- (4) Integration :** It is an important function of human resource management to achieve a reasonable reconciliation of the interest of the personnel with that of the organisation. An important problem related to integration is communication. For this an efficient system of communication to ensure two-way traffic of the programmes of human resources and policies must be provided.
- (5) Maintenance :** Mere appointment and training of people is not sufficient, they must be provided with good working conditions so that they may like their work and maintain their efficiency. Working conditions certainly influence the motivation and morale of the personnel. These include the measures taken for health, safety and comfort of the work force.
- (6) Motivation :** Professionals work in the organisation for the satisfaction of their needs. In many of the cases, it is found that they do not contribute, towards the organisation goals as much as they can. This happens because personnels are not adequately motivated.

2.1.2.3. Role of Human Resource Management :

Human resource management has acquired an important place in modern management. The rationale behind recognising the role of human resource management is that persons i.e. human resources, who are employed in the organisation are human beings, with same aspirations and ambitions in life. Though they are utilized as means to an end in the productive processes, they are ultimate sharers of profits and consumers as well, being a part of the

community. Thus an organisation cannot be viewed in isolation, but as a part and parcel of the social system. These factors have led to the modification of employers outlook than an organisation can prosper only if the human resource is happy and contented with the organisation. In order to give better treatment in the organisation the appointment of personnel managers has become essential, who performs managerial as well as operative functions. Thus he performs the basic functions of management like planning, organising, directing and controlling to manage his own department of the organisation. In all these he has to play an important role in the following areas :-

- (1) To help management in the preparation, adoption and continuing evaluation of personnel programmes and policies.
- (2) To aid management in assuring the effective communication throughout the organisation.
- (3) To establish the mechanism for the administration of personnel services that are delegated to the personnel department of the organisation. This includes the maintenance of a stable work force, training and development, working conditions welfare services etc.
- (4) To undertake personnel research that will keep management continually informed so that better decisions may be made by management on matters affecting personnel.
- (5) To develop an effective appraisal system which will be used by the management to provide a current inventory of manpower resources in the organisation.
- (6) To maintain a programme of education and training which will provide members of the organisation with information required to do various jobs and develop themselves.

From the above discussion it is deduced that an essential aspect of library administration is personnel management. In the past it was a custom to use word "STAFFING" for personnel management which better reflects many components of this function. Personnel management typically encompasses all activities pertaining to human resources such as Job analysis, Job description, Recruitment, Training and Development, Motivation, Job Enrichment, Appraisal of Library Staff.

2.1.3. Job Analysis :

Standards are necessary for planning, organising and controlling the work of the library. They are as necessary for the effective use of human resources in the library as for physical forces. Important research has been carried out in this field and three principal personnel research techniques have been found out. Out of them one is Job Analysis.

Job analysis is the process of investigating and analyzing the functions in a work assignment or group of assignments. The resulting facts aid in determining

the relations between the conditions and requirements of the work and the individuals who must do it. Thus job analysis is a technique for investigating general work assignments or jobs. In it, the term job is a general work assignment. An operative job assignment is the ultimate unit of responsibility in organization structure.

2.1.3.1 Methods of Job Analysis :

Three methods have been used in making analysis of operative jobs. They are interview and observation of the worker on the job, interviews with his superiors, and questionnaires. We have considered the first method when the worker is on the job.

The information may be obtained by observing the employee at work, noting what he does and how he does it. For example, the analyst may find that the work is very fine, that it requires constant attention and causes considerable eye strain. As a result of his observations and conversation with the employee, the analyst will amass a great deal of information regarding the job, this may be recorded on a job analysis work sheet used for this purpose.

The accuracy of the information obtained from this study should be checked by an interview with the department head. The employee's idea of his job and his head's ideas of it are not always the same. The head's opinion is not always correct. The employee because of his closer contact with the job, may point out certain personnel elements in it that his superior has not appreciated. His superior, conversely, may point out certain angles that are not apparent to the employee because he is not looking at it from a managerial point. One of the problems of analyst is to harmonize these different points of view and to determine the actual personnel requirements for the job. He must bear in mind that it is rarely possible to secure the ideal man for the job. The analyst therefore must determine the minimum qualifications as well as the desirable ones.

The questionnaire method is unsatisfactory for several reasons. It is difficult to design one questionnaire that will draw out all the essential information concerning each job, which may be grouped into two classes, i.e. (a) that which concerns the job, (b) that which concerns the workers.

2.1.4. Job Description :

In the context of human resource management in libraries, job analysis leads to job description.

A job description is absolutely essential for the purpose of recruitment, training needs and later for performance evaluation of the personnels of the libraries. For an employee job description give full understanding of the activities duties and responsibilities to be performed. Once a job, a work and an activity is established, a description of these (job, work and activity) has to be written, giving all details about them. The details such as major functions, duties and responsibilities, relationship of each to other units of library, minimum qualifications and

experience of the personnels are given in job description. Although job descriptions vary from library to library, these contain generally the following elements :

- Title of the job.
- Scale of the salary and the total emoluments.
- To whom to report or to work under.
- Details of the job and procedure including a description of the tasks to be performed.
- Duties and responsibilities to be performed.
- Relationship of the job to other units of work in the library.
- Minimum academic and professional qualifications.
- Minimum experience.
- Promotional avenues.
- Methods of performance ratings.

2.1.4.1 Merits of Job Description :

The following are the benefits obtained by preparing the job description of each person in the libraries :

- (1) Job description satisfies various administrative and personal important needs of the persons.
- (2) Job description is absolutely essential for the purpose of recruitment, training needs and later for performance appraisal for personnel section of the library.
- (3) Job description gives a full understanding of the activities, duties and responsibilities to be performed by an employee.

2.1.5. Recruitment :

Staffing in an organisation as well as in libraries, is an important element of the scientific management. The staffing in libraries consists of the different categories of persons with experience and expertise. So we can say that staffing is the assessment of the staff, which is meant to give the library a competent staff in all the different categories and to get the best out of them. The assessment of the staff helps the process of recruitment : where recruitment means employing person to work in an organisation to fit into position with a well defined job description.

2.1.5.1 Process of Recruitment of the Staff for the Library :

The process of recruitment is completed in the following three steps :

(i) Planning of Recruitment Programme :

The planning of the recruitment programme has to be done with reference to a proper assessment of the staff requirements in terms of the number of new posts and filling up existing vacancies in the library. This should also be ensured that the newly created posts have been cleared by appropriate authorities. After that the calling for applications should be done through the advertisement in newspapers properly. Advertisements should clearly give

all related basic data about the posts. The application forms to be filled by the applicants should carefully be designed to get all the particulars of the candidates. The selection committee constituted for selection and the dates for meetings have to be taken care of well in advance. Once the last date is crossed, the selection process starts.

(ii) Selection of the candidates :

The primary purpose of selection is to achieve a good match between the qualification and experience of the candidate selected and the requirements of the post. As the wrong selection will only create problems to the library, so the successful matching of a candidate to a post is very important. The selection process in the libraries, generally includes analysis of the data obtained through application forms, selection tests, personal interviews, verification of past performance and background of the selected candidates and finally issuing the appointment orders.

(iii) Initiation of the appointed persons :

Initiation of the newly appointed persons in the libraries is of considerable importance. The purpose of initiation of new comers into the libraries is to instil confidence into them to fit them into a new environment of the library, motivate them to give their best and to participate in the work of the libraries with interest and full involvement, his objective is achieved through well designed various orientation programmes.

2.1.6 Training :

The main aim of personnel management of any organisation is to get the best quality maximum output from the staff by their performance and the total efficiency of the library depends directly on how well its staff are trained. Hence trained staff is very much essential to fulfil the objectives of personnel management. Among the many requirements which promote best performance of staff training facilities are also essential which contribute to high performance of the staff.

Training is concerned with imparting specific skills for purposes. The training of the staff in libraries includes orientation programmes for new entrants to the libraries; in-service training when new tasks are assigned to members of the staff or when new techniques or technologies are introduced in the libraries for any of its operations; and continuing education programmes to keep the staff well informed of current developments. The term development refers broadly to the nature and direction of change induced among employees through the process of training and education.

2.1.6.1 Need for Training

- (i) It is not possible to recruit trained or experienced hands for all jobs. Therefore training by the employer is the only method for untrained persons begin to learn how to do the job.

- (ii) Even in the case of trained recruits, some, special training has to be given by the employer to do specific task of the libraries.
- (iii) The nature of the job is fast changing. New processes and technologies make obsolete many established jobs. Employees also change their jobs, so they have to be retrained for these changing tasks and responsibilities.

2.1.6.2 Merits of training of the Library Staff ;

The following are the major benefits of training of the staff in the libraries:

- (i) A systematic training programme helps to reduce the learning time to reach the acceptable level of performance.
- (ii) A well trained person usually shows a greater increase and a higher quality of work output than an untrained person. The training increases the skill of the staff members in the performance of particular job of the library.
- (iii) Through the training the best available methods of performing the work can be standardised and made available to all the staff members of the libraries. Standardization will make high level of performance rule rather the exception.
- (iv) Trained staff member is able to make better and economical use of materials and equipments of the library.
- (v) If the staff members are given proper training the responsibility of the management is lessened.
- (vi) The proper training increases the morale of the staff members of the library and it helps in reducing the dissatisfactions, complaints and absenteeism in the staff members of the library.
- (vii) Under the umbrella of training, several useful functions of management can be performed. Training reduces the need for constant and close supervision.
- (viii) The training standardized the best available methods of performing the work, which are made available to all staff members.

2.1.7. Motivation :

The term motivation is derived from the word motive which may be defined as needs, wants, drives or impulses within an individual. Motivation may be defined as the complex of force inspiring a person at work to intensify his willingness to use his capacities for the achievement of certain objectives. Motivation is something that motivates a person into action and continues him in the courses of action enthusiastically. It determines the behaviour of the person to a great extent. Motivation simply means something within an individual that prompts him to act.

2.1.7.1 Definition :

Motivation refers to the way in which urges, drives, desires, aspirations, striving or needs direct control or explain the behavior of human beings.

- D. E. McFarland

Thus from the definition, we can say that the motivation is an effective instrument in the hands of management in inspiring the work-force.

2.1.7.2 Significance of Motivation :

Motivation is called the core of management. It is the major task of every manager to motivate his subordinates or to create the will to work among the subordinates. It should also be remembered that worker may be immensely capable of doing some work nothing can be achieved if he is not willing to work. Creation of will to work by motivation is simple but true in the sense of the term.

In order to motivate workers to work for achieving the goals, the manager must determine the motives or needs of the workers and provide an environment in which appropriate incentives are available for their need satisfaction. If the management is successful in doing so, it will also be successful in increasing the willingness of the workers to work. This will be better utilization of resources and abilities and capabilities of the workers.

Motivation is intimately connected with moral. Good motivation leads to high moral. Poor moral is the manifestation of defective motivating process. Thus, the issues behind motivation are surely vast and complex. They might involve a deep and penetrating insight into the human nature.

2.1.8. Job Enrichment :

Policy on incentive/motivation must maintain a high level of flexibility. It must be prepared to adjust the incentive to the library personnel, the time, and the situation. Incentives should be used as the means of offering satisfaction to the '*Whole Man*'. *JOB ENRICHMENT* is one of the important practice to meet the "whole man" needs. It represents a new, popular non-monetary motivational technique. It is an extension of "Job Enlargement" technique. The difference between job enrichment and job enlargement lies on the nature of addition to the job. Enlargement involves a *horizontal loading* or expansion, of the adding of more tasks of the same general nature of type. Enrichment involves *vertical loading*, adding giving more challenges. Thus job enrichment applies to improvement of job in such a way that it has more motivators (achievement, recognition, responsibility, advancement and growth) than before and at the same time maintaining the degree of maintenance factors.

2.1.8.1 Approaches to Job Enrichment :

There are several approaches to job enrichment. Following are worth mentioning

- (i) There is no single and universally accepted method of motivating

employees at various levels due to individual differences. For less skilled / professional and lower level employees, extrinsic factors of job i.e. job security, pay benefits, flexible rules, sympathetic considerations are important. For professional and higher level, intrinsic factors i.e. responsibility, prestige, status etc. are more important.

- (ii) The employees should be given adequate benefit arising out of job enrichment. There is need for communicating the result of job enrichment to the concerned employees so that they may involve themselves.
- (iii) There is a need for participative management. Suggestions must be welcomed and given weightage and incorporated in the functioning of the library.
- (iv) The management should provide adequate welfare measures to the employees. It should be sincere to it.

2.1.9. Appraisal of Library Staff :

Performance evaluation means the systematic evaluation of each individual of the library with respect to his performance on the job and his potential for development is concerned with the determination of the differences between the working of various individuals of a library. The rating techniques must be reliable and open for comparing individual member among the work-group in terms of personal efficiencies or deficiencies as compared with the requirements of their respective jobs. Performance evaluation is also termed as performance appraisal, personnel appraisal merit rating, personal rating, etc. The formal personnel appraisal systems in libraries are of relatively recent origin.

Thus the performance evaluation in the libraries, is the process of evaluating the performance of workers on the job in terms of requirements for the job.

2.9.1 Significance of Performance Evaluation in Libraries :

- (i) Performance evaluation has become a very significant activity in most of the libraries because it provides data about past, present and expected performance of the staff members, which is helpful in taking decisions on selection, training and development as also for, increase in pay, promotion, transfers and the like. These days a large amount of money is being spent on the performance evaluation of the staff in libraries of developed countries. We receive the following benefits of performance evaluation to justify the expenses on dividing and implementing an appropriate system of performance evaluation. Performance evaluation helps the librarian to find out the performance and to know the potentials of their subordinates systematically. It also helps to assign work to individuals for which they are best suited. Thus it facilitates the correct placement of the staff of the library.

- (ii) It helps in guiding the staff members of the libraries. The librarian may use the result of the system for the purpose of constructively guiding the staff members in the efficient performance of the work. The members of the staff also come to know where they stand and consequently they try to improve their performance.
- (iii) It also helps in designing the training programmes in a better way. Weaknesses of the members of the staff are revealed by such evaluation and the training programmes can be developed and modified accordingly.
- (iv) It can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of a staff member of the library is better than others, he can be recommended for promotion but if a person is not doing well on a job, he may be transferred to some other job for which he is considered to be better suited.
- (v) If the performance evaluation is done scientifically and systematically, it will prevent grievances and develop a sense of confidence amongst the staff members because they are convinced of the impartial basis of evaluation.

2.1.10. Self-Check Exercise :

- Q.1. List the managerial and operative functions of organization.
- Q.2. What are different approaches of job enrichment ?

2.1.11. References :

1. Lallan Prasad and Bannerjee, A.M. : Management of Human Resources, New Delhi : Sterling, 1981.
2. Mittal, R. L. : Library Administration : Theory and Practice, New Delhi: Metropolitan, 1984.
3. Krishan Kumar : Library Administration at Management 7th ed. McGraw Hill, 1982.
4. Mamoria, CB & Gankar (SU), Personel Management, Ed 28. Himalaya Pub. 2008.
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2.1.12. Answers to the Self-Check Exercise :

- Q.1. Managerial Functions are :
 - (i) Planning, (ii) Organizing, (iii) Directing, and (iv) Controlling.
- Q.2. There are several approaches to Job Enrichment. Following are worth mentioning :
 - (i) There is no single and universally accepted method of motivating employees at various levels due to individual differences. For less skilled/professional and lower level employees, extrinsic factors of Job i.e. job security, pay- benefits, flexible rules, sympathetic considerations are important. For professional and higher level,

intrinsic factors i.e. responsibility, prestige, status etc. are more important.

- (ii) The employees should be given adequate benefit arising out of Job Enrichment. There is need for communicating the result of Job Enrichment to the concerned employees so that they may involve themselves.
- (iii) There is a need for participative management. Suggestions must be honoured and given weightage and incorporated in the functioning of the library.
- (iv) The management should provide adequate welfare measures to the employees. It should be sincere to it.

LEADERSHIP AND COMMUNICATION

Structure

- 2.2.0 Objectives
- 2.2.1 Introduction
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- 2.2.13 Communication
- 2.2.14 Summary
- 2.2.15 Further Readings
- 2.2.16 Self-Check Exercises
- 2.2.17 Answer to Self-Check Exercises

2.2.0 Objectives

- The objectives of this lesson are to make students understand :
- (a) Concept of Leadership ;
 - (b) Need of Leadership ;
 - (c) Types of Leadership ;
 - (d) Qualities of Leadership ;
 - (e) Philosophies/Theories of Leadership and Comparison of Roles and Functions according to them ;
 - (f) Library Leaders and their Functions ; and
 - (g) Communication, its meaning, various modes and forms of Communication in an organization.

2.2.1 Introduction

Leader is one who leads. To leads means to have vision where to lead. Vision determines the way we respond. A pessimistic vision will lead to destruction and negative responses. And a positive vision will need to destination and commitment. It will guide others. Without vision, we will wander aimlessly.

Leaders understand personal and organizational needs, problems, goals, vision. They make people understand and comfortable. They are caring. They inspire individuals. People respect and trust them, They are perceived genuine and there is specificity in their communication. They gain credibility from their people. They develop themselves and develop others. And they develop and direct organizations at all levels from top to bottom, from the inside out to their desired destination.

2.2.2 Meaning and Definition

Leadership is :

1. the set of characteristics that make a good leader ;
2. the position or fact of being the leader ; and
3. the leadership the person or people in charge of an organization."
(*Cambridge Advanced Learner's Dictionary*, Cambridge: Cambridge University Press, 2003)

Leadership has been defined by Weschler and Massarik as "interpersonal influence exercised in a situation and directed through the communication process, towards the attainment of a specialized goal or goals."

According to Reddin, "Leadership is best seen as power to modify all or most situation elements in the short run."

"Leadership is the process of influencing the activities of an individual or a group in efforts towards goal attainment in a given situation", state Hersey and Blanchard.

Thus, leadership has been defined in many ways. The definition depends on the perspective of scholars. These perspectives have been changing, so also the definitions.

2.2.3 Need

Leaders are needed to "light the way to the future and to inspire people to achieve excellence." Leadership in organizations is needed :

- To get optimum productivity and results.
- To change environmental conditions.
- To manage formal organizations which are becoming complex.
- To manage increasing crisis.

Daniel Katz and Robert Kahn explain reasons for leaders :

- Formal organization is imperfect, leading it is essential.
- Changing environment conditions.
- Internal dynamics of the organization, add complexities, internal

expansion creates imbalance.

- The nature of human resources, behavior on the job.

Thus, leadership is needed in an organization to establish and communicate vision, goals, missions, develop plans, programmes and targets, for their achievement, organize resources - financial and human and others, disseminate information, lead human resources, control and direct them, get their feedback and create organization culture and climate for effective and efficient work.

2.2.4 Types

A leader gathers, interprets and communicates information for the system. She makes vital decisions for the organization. She contributes certain attributes to the system: i.e. leadership skill, e.g. technical skills, human relations skills, and conceptual skills. She also wields influence and power by virtue of these attributes such as the power to reward, coercive power, legitimate power, referent power and expert power. By means of these inputs, which may be called the milieu of leadership. She attains a certain style of leadership. These styles have been variously identified.

There is no agreement on number of types of leaders. Some of these are :

- o Authoritative leadership
- o Democratic leadership
- o Persuasive leadership
- o Representative leadership
- o Executive leadership
- o Intellectual leadership
- o Transforming leadership

2.2.5 Qualities of Leadership

Some believe that leaders have some qualities or characteristics. Some have attempted to summarise them under traits theory.

Traits Theory

The Traits theory of leadership focuses on the personal characteristics or qualities of leaders. Many studies have been done. Stogdill has summarized these traits as under:

- o Intelligence
- o Scholarship
- o Dependability in exercising responsibilities
- o Activity and social participation
- o Socio-economic states

Leadership should have the following qualities, more than the average group members :

- o Positive personality
- o Self-confidence
- o Motivation and commitment

- o Achievement drive
- o Adaptability
- o Knowledge in the field
- o Initiative
- o Alertness and insight
- o Sociability or human relations
- o Communicative skills
- o Cooperativeness
- o Persistence
- o Popularity

But the theory did not satisfy scholars. Neither there is agreement on traits/ characteristics/qualities of a leader, nor it takes into consideration behaviour of a leader, which helps in effectiveness and influence. Nor, it gives importance to situation, etc.

2.2.6 Philosophies

To understand leadership, perspectives, functions, activities it is essential to understand philosophies of leadership which have been changing etc. It will aid also in understanding the present day leadership requirements.

Philosophy is "a study of the principles underlying conduct and thought" (*Webster's New World Dictionary* - 1984)

2.2.7 Traditional Theory/Taylorism Management Philosophy

Following are functions of traditional leadership, which is based on Taylorism Management of Command and Control :

- o Inducing compliance, respect and cooperation of the group.
- o Determining group structure, ideology and activities.
- o Keeping one step ahead of the group.
- o Exercising positive power to get desired results.

Principles of Taylor got support from many quarters. They were further developed by some of his followers in the field. His time and motion study for determining fair day's productivity of worker, helping in finding one best way of doing a job and fixing remuneration accordingly, were applied. Provisions of incentives for increasing productivity were used in many places.

But some criticized him to be obsessed with productivity. They are of the view that his principles and practices had mechanistic focus. They lacked humanistic touch and consideration for environment.

They concentrated too much power in management and considered that workers were not intelligent enough to be involved in planning process, They advocated industrial autocracy.

2.2.8 McGregor Theory – X and Y

McGregor based his work on Maslow, He was also interested in motivation of

workers like Maslow. After studying and research he distilled that the traditional behaviour of leader ways based on following assumptions :

- o Employees are inherently lazy. They will avoid work unless forced/coerced to do it.
- o Employees do not desire responsibility, hence prefer to be controlled and directed.
- o Employees have no motivation to achieve organization goal(s), so they are at X or cross (opposite) with organization on goals.
- o Employees are motivated only by physiological and safety needs.

McGregor was critical of these assumptions and theory. In his opinion, these assumptions/beliefs were anti-human nature. Consequently leader's functions and activities did not allow employees development. Leader ways interested in getting work from employees. People were not anti-work. They could perform better if treated as human beings and motivated.

He gave another set of beliefs/assumptions/philosophy, and called it Theory Y. McGregor propounded Y Theory in 1950s. Its assumptions are:

- o Man likes work as he likes play, if organizational conditions are conducive and the person is treated well by management.
- o Men/employees seek responsibility.
- o It satisfies their higher order needs.
- o Higher needs of ego, autonomy and self-actualization of modern man can be fulfilled by motivating him.

X Theory demands that a leader/manager should be autocrat. Contrary to that, Theory Y pleads for democratic behaviour of leader.

- o It asks to treat workers as human beings.
- o Leader has to motivate workers to give their best to organization.
- o Leader has to boost morale of workers to make organization more effective.
- o Leader should be more effective.
- o Leader should create situation and organize work in such a way that organization goals and goals of workers are achieved, in other words, they are not at cross X but like Y.

2.2.9 Theory Z or Japanese Management Practices and Motivational Pattern

It postulates adoption of Japanese practices and motivational pattern. William G. Ouchi suggested its five broad features, viz.

- o Trust
- o Strong bond between organization and employees
- o Employee involvement
- o No formal structure
- o Coordination of human beings

Trust, integrity and openness are closely related and are essential for

effective organization, according to Ouchi. Strong bond between organization and employees through methods such as life time employment in an organization, as in Japanese management, provides security, stability and conducive work environment.

Employee involvement comes through meaningful participation. It results in better commitment of employees as also gives them due recognition in decision making process.

No formal structure in the organization gives emphasis to teamwork where the participants develop group spirit. It is backbone for success and solving of problems.

Coordination of human beings is done by the leader of the team. It helps in developing common organizational culture and understanding.

Functions of leader according to this theory are :

- o To coordinate work of workers.
- o To form a team.
- o To develop organizational culture where goals of organization are fulfilled as well as of the workers.
- o Leader encourages workers to participate in work and work related problems and their solutions.
- o There is better commitment of employees. Individuals understand the problem, and are involved in decision-making, hence they support it whole heartedly.
- o It asks leader to take long-term view to develop organization and not a short-term view to accomplish a task.
- o Leader has to build trust and integrity rather than control and command workers, which is based on authority.
- o Informal ways of communication, along with formal measures of performance are to be used.
- o Leader has to encourage and induce workers to achieve group as well as organization and goals.

Thus, the theory provides a complete transformation of motivational aspect of employees by leader, which other theories are not able to emphasise.

But it works in Japanese culture. Western socio-culture is individual based, where hire and fire, is rule. Life-time employment is neither prevalent in organizations nor accepted by employees who always go for greener pastures. So loyalty to organization and leadership are unusual. Globalization and pluralistic societies like USA and India, bring people from various strata of society, having different languages, backgrounds, castes, creeds, habits, cultures, religions. They further act as barriers. Authoritarian society like India, can hardly accept organization without structure and authority. Therefore, acceptance of the theory in such conditions may be difficult.

2.2.10 Theory R

It was propounded by Adderson. Its basic philosophy is the 'value of the person.'
Its assumptions are:

- o People need love, a sense of dignity and respect or affirmation, appreciation and recognition in the work place.
- o Self-esteem of worker is build if all the three key needs are met at work place. It will have positive impact on productivity, quality of work and employee morale.
- o Relationship between worker and leader should be based on mutual respect and dignity and concern for one another as human beings.
- o Relationships between leader and workers are key to productivity, quality of work and morale.
- o People basically desire to work, take pride in it and their achievements.
- o Work environment makes them creative, cooperative and productive.
- o Leader has to assign right job to right worker.
- o Leader has to cultivate relationship with employees based on mutual respect, and build self-esteem of employees.
- o Leader has to build team, and create conducive work culture which will lead to productivity, and quality of work.

These beliefs guide functions and activities of leaders.

2.2.11 Comparison of Roles and Functions of Leadership

Classical/traditional theories as outlined by Stogdill emphasized the primary function of a leader :

Planning
Organizing
Controlling

Later on, a few more functions were added :

Coordinating
Supervising
Motivating, etc.

These are regarded new functions of managers of organizations.

Behavioural theorists listed the following functions of leaders :

1. Defining objectives and maintaining goal direction.
2. Facilitating team task performance.
3. Facilitating team action and interaction.
4. Maintaining team cohesiveness and member satisfaction.
5. Providing and maintaining team structure.
6. Providing means for goal attainment.

Transformational leadership identify the following roles and functions :

Role	Function
Communicator	<ul style="list-style-type: none"> Get to know others Manage personal image Communicate corporate image Understand others accurately Communicate concern Recognize achievements of others Suspend judgements and emotions Resolve interpersonal conflicts Build effective, enjoyable relationships Build self-worth in others Empower and encourage others Confront others effectively
Counselor	<ul style="list-style-type: none"> Help others define and own their problems Help others to set achievable goals Help others explore and evaluate plans Motivate others to take action Sustain and support others to achieve plans Reward and recognize achievement Confront low performers Make referrals effectively Share your experience at the right time Coach people to reach goals Mentor people to prepare for new roles Evaluate performance and give feedback
Consultant	<ul style="list-style-type: none"> Act as public relations person for the organization Apply the consulting process Develop corporate values and culture Delegate to achieve goals through others Legitimize your leadership Facilitate group and team development Clarify norms, values, and beliefs Communicate vision and purpose Assess organizational needs and problems Deal with distracting members Research and report important information Plan and coordinate human resource development and hiring."

(Every officer is a leader: transforming leadership in police, justice and public safety/ by Terry D. Anderson [and Others], Boca Raton: St. Lucie Press, 2000, P. 58 and 59)

2.2.12 Library Leaders

Every librarian is a leader, she has to perform usual functions of a manager of an organization viz.

- o Policy making
- o Planning
- o Organizing
- o Human Resource Management
- o Financial Resource Management
- o Direction
- o Coordination

Besides, as a leader of library, she has to have to

- o understand and direct change to desired goal or vision.
- o develop human resources
- o respect and encourage innovation
- o create conducive work culture
- o delegate power or encourage participative management

2.2.12.1 Functions of Library Leader

Library leadership should perform functions, based on systems approach to strategic planning.

1. Vision

"Leaders are the most result oriented individuals in the world", say Warren Bennis and Nanus Berr. They have a vision of what is to be achieved. Without vision where does the leader lead? Hence it is the number one prerequisite of leadership. Library leaders should possess this quality. They should separate vision. (Where they want to lead the libraries) from planning. The role of vision is powerful. An effective library leader, who has to change or transform the organization to meet the new challenges with new opportunities has to have a clear mental picture of what s/he believes to be possible for preferred future. It gives employees a compelling reason for the sacrifice and effort needed to accomplish something significant.

2. Involving others/Developing Human Resource

Leaders should not only articulate a clear vision for the organisation, they should also involve others to accomplish vision. If people are involved in creating or defining the vision they are more likely to accept it.

Library leaders should energise the human resources in the library to achieve their vision or dream. They say what they want. And they do, what they say. There should be consistency in their word and deed. It sends message about their view point.

They understand that manpower cannot be coerced into accepting a new idea/change/vision. They have to attempt endlessly to sell their vision to their people. They have to persuade people and develop people to share their vision and dreams. For, they may not be knowing how to do, which is to be done or how work is carried by people. But, they must know what to do. It is a major challenge for library leadership. Libraries are witnessing fast changes. To move toward a preferred future, library leaders have to involve staff in creating and defining vision to enlist their support.

2.2.12.2 Innovation and Creativity

Scientific discoveries establish that innovation and creativity are the keys to transformation. Therefore, these should be encouraged. Those teams and individuals, who will think, plan and act will be on forefront. Expectation will be raised. This leads to success. This will help into looking to future how to open new doors.

Many of our enterprising library leaders have shown new paths. They were creative, innovative and committed, Melvil Dewey, Dr. S.R. Ranganathan, Dr. Jesse Shera, to name a few, were new path finders. They taught their staff and students new techniques.

Team/Consensus Building and Participative Management

Team here means work team. It is a group of employees who work together, interact and cooperate and coordinate to accomplish organization's mission and goals. There is unity of purpose, loyalty, accountability and commitment. There is mutual trust, good communication and appropriate leadership.

The library leadership should view people as a vital part of the library system. Library is a labour intensive organization. Earlier libraries emphasized on technical skills, collection development, classification, cataloguing, reference service. These technical skills brought libraries on forefronts of excellence. To illustrate, libraries and their parent bodies used to be proud of their collections. Times are changing. Library can serve users not only by owning collection but by accessing collections also. Therefore, libraries as organizations have to differentiate themselves and develop the people side of their system or team building to optimize their use. They should invest in resources to develop leadership skills as also select skilled leaders from outside. The team is to be built, so that there is no lack of communication or commitment and/or accountability or feedback. It has to be developed at all levels. The staff is to be retained, restructured, re-educated. Libraries have to re-evaluate their roles, services and goals.

For team building, focus is to be on team members and their competencies. Team should have clear vision, mission and goal(s). They should have clear understanding of ground rules of meeting and time-frame within which targets are to be achieved. Team members are to be involved. Progress is to be

monitored. All of them share responsibility and authority. A collaborative work culture is to be evolved. Team is to be motivated and as far as possible there should be consensus. Each member of team should feel important and essential. Trust, respect, confidence, recognition, flexibility, etc. are vital for team development. Its effectiveness depends on to understand and to communicate. And library leaders have to learn how to communicate in the changing model.

Change is bringing stressful life. There may be physical, psychological, emotional and spiritual stress. It may result in non-availability of members. Downsizing of staff many times backfires. Staff have to work more. Overload may lead to burn outs. This may affect adversely the health of library organization.

Changes are fast. Hence we in libraries need flattened organization. Participative management is to be encouraged. Teams should be self-directed. So everyone in the team, requires more leadership skills, so that in the changing situation one can assume leadership roles as and when required. Without these skills, people suffer.

2.2.12.3 Create Conducive Work Culture:

Cultural understanding of an organization is essential to leaders, as they have to lead. Each organization has its culture or the assumptions to cope with problems of external adoption and internal integration. So also each library has a work culture or accepted norms of behaviour, which is deeply ingrained in the professionals, workers and managers. It may make it inflexible or resistant to change. It may result in lack of innovation, lack of creativity, intelligence and inappropriate techniques, and operations.

Libraries are witnessing fast changes in environment, user expectations, information seeking behaviour of users, collection formats, collection development, automation and networking. Traditional library culture is based on values of free access to information and use of knowledge in its premises, loan out of documents to its users from its own collection. So collection, organization and preservation and dissemination of documents in the library are its main functions. It is a rich and a long tradition.

But the 21st century environment challenges library leaders to develop a different mindset. They have to develop or modify organizational culture to enable them to deconstruct some practices and traditions, so as to meet the demands of new users. They have to create a conducive work culture according to demands of their community to survive and serve as also to justify support from society. They have to use Total Quality Management system approach which makes libraries accountable for checking to make sure to be responsive to both internal as well as external customers/users. Thus library leadership should focus on users, so there should be total

organizational involvement.

2.2.13 Communication :

2.2.13.1 Introduction :

Communication is a key to an effective organization. It flows in and from all directions from upward to bottom, and vice versa, and horizontal i.e. colleagues. Communication is essential for messages are to be sent to share information and managers have to spend a lion's share of time on it. It is essential for decision-making which is based on information, coordination of work, smooth working, implementation of programmes and plans, and efficient and effective working.

Thus, Communication is an important function of management and leadership. Chester I. Barnard is of the opinion that communication is the very first function of a manager and it is the shaping force which links people and purposes together in a system. Peter Ducker thinks that manager's main instrument of operating is information. All the functions of a manager and a leader are dependent on communication. Organizational structure both formal as well as informal are tools of communication system. Communication is the key to effective team work, management and leadership.

2.2.13.2 Meaning and Definition :

The term communication comes from the Latin word 'Communis' means common. Communication means to share an idea, or information. Transmission or exchange of information or message is communication.

According to Oxford English Dictionary Communication means "the imparting, conveying or exchanging of ideas and knowledge whether, by speech writing or signs."

Organizational communication is "the process of creating and exchanging messages within a network of interdependent relationships to cope with environment of uncertainty".

Thus, communication is the transfer of information or message from sender to receiver through a channel and there is a response or feedback. Communication is the basis of any group activity hence of any organization, which is also a group activity with a goal or a purpose,

2.2.13.3 Need

Communication is needed in an organization to establish and communicate vision, goals, missions, develop plans, programmes and targets, for their achievement, organize resources—financial and human and others, disseminate information, lead human resources, control and direct them, get their feedback and create organization culture and climate for effective and efficient work.

2.2.13.4 Types

In an organization, communication may be categorized as under :

Oral-verbal messages, orders.

Written-memos, suggestions, letters, notes,
Non-verbal or body language-staring, eye contact.

Oral Communication :

When messages are sent verbally it is known as verbal communication e.g. conversation, lectures, speeches, discussions.

Written Communication :

When messages are sent in written/printed form, it is called written communication such as letters, notes, orders.

Non-verbal Communication :

It is body language. Postures, smile, frowning, dress etc. also provide cues or clues but all are culture dependent.

Eye contact, sighing, smiling, sharing, perspiring etc. communicate feelings, emotions etc. White dress in some communities and black dress in Christians indicate death gathering. Some organizations have dress code.

Communication is also categorized as:

- Formal, when the message is official.
- Informal, when the message/information is verbal. It is also called grapevine if not communicated through official channel.

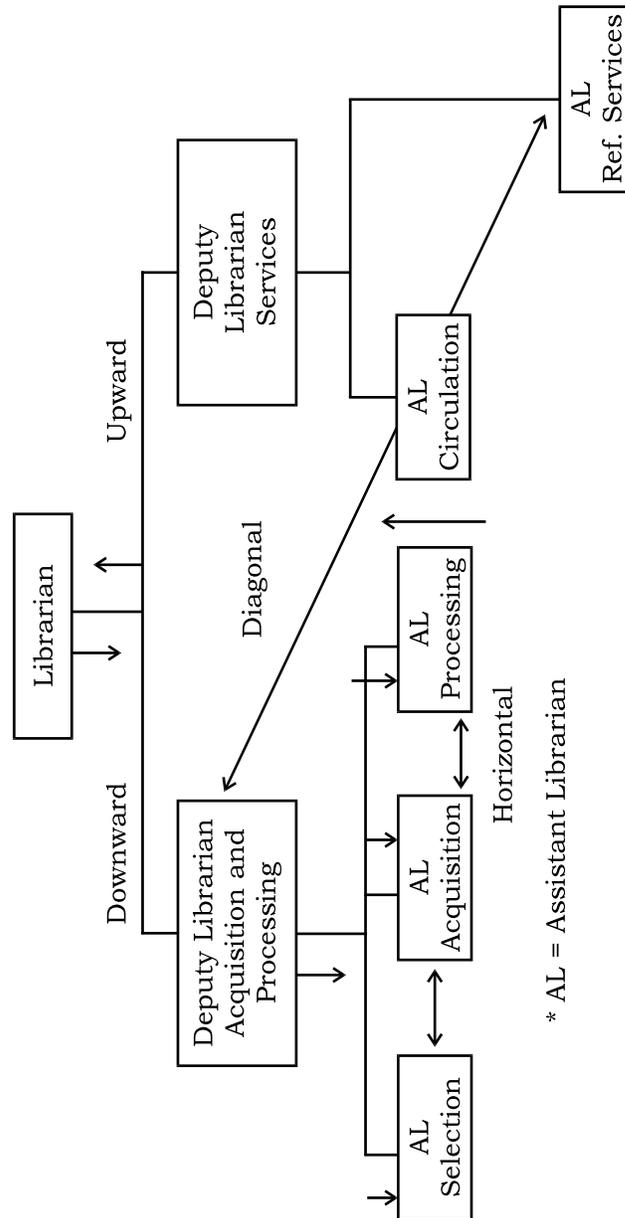
Formal Communication : Formal communication flows in three directions : Horizontal, downward and upward. Formal organization communication means the internal communication in an organization for some purpose, from time to time. It indicates who has to make decisions and how people and activities are formally related to one another. It explicitly shows who is at the top, who are supervisors and who subordinates. (See figure on page no. 12)

Downward communication flows from superiors to subordinates for any purpose procedure, practices, orders when an organization is big, communication has to pass through many levels. Subordinates are to be given instructions, directions, commands, etc. It may be oral such as message, speech, lecture, or written e.g. circulars, letters, notices, memoranda. And there is often message overload. Manuals, handbooks, notifications, memos, bulletins, inundate employees. And many a times, they receive it mechanically. It becomes ineffective.

Upward communication travels in reverse order of downward communication from below or subordinates to superiors. For this the subordinates are given chance to express their views or report about the work or difficulties or problems to higher ups.

Upward communication, just like the soul of a tree, lies in its roots. The bottom of an organization is what keeps the ball rolling and helps it grow. A service organization such as library is as good as the people who perform the services. If the users/clientele are not served well enough to satiate expectations it could trigger damage. It could deliver equally wrong message. It is the front-end staff who feel the nerve/mind of the user/customer and his/her problems. It provides

feedback information about work done, problems and bottlenecks, grievances etc. But many organizations, and managers do not encourage this vital channel, And so employees become indifferent or apathetic. Participative management encourages this channel through meetings, and seeking opinions.



Horizontal/crosswise/diagonal communication does not follow chain or command, but is mostly among equals, colleagues/peers at all levels -within and across sections. People coordinate, share information, or help in problem/conflict solving. Again it needs encouragement from all quarters.

Informal Communication/Organization :

Informal organization as described by Keith Davis and John Newstorm is "a network of personal and social relations not established or required by the formal organization but arising spontaneously as people associate with one another". According to Chester I. Barnard, informal organization is any joint personal activity without conscious joint purpose, even though contributing to joint results. Informal organization may not have authority in an organization. But it has power or influence. Union leader usually yields power over members of the union or group. Members believe the communicator or information they get from informal organization or associations. It is known as grapevine. Some times formal and informal organization may work against each other as in case of strike or lock out or slow downing of work.

Both formal and informal organizations may have their own values, norms and communication systems. To understand an organization and leadership it is essential to understand both formal and informal organizations/communication system. Formal communication cannot work without informal communication.

Barriers:

However, communication may be hindered by barriers such a misunderstanding language/cultural problem. Sometimes it may lead to break down or stop such as at times of strikes, lockouts, bickerings. These should be avoided for effective communication.

Changing Flows of Communication

Telecommunication is revolutionizing communication. Telephone network. E-mail, teleconferencing etc. are bringing death to distance. They are helping reach people even at remote places.

2.2.14 Summary

Leader is one who leads. There is no agreement about qualities of a leader. Different scholars have given different qualities of leadership. Trait theory focuses on qualities of leaders. Various philosophies of leadership discuss perspectives, functions, activities of leaders. A few theories of leadership viz Traditional/Taylorism, McGroggor theory X and Y, Z or Japanese Management Practices and motivational pattern. Theory R, are based on various assumptions. Accordingly they prescibe functions of leadership from these perspectives. A comparative view of their roles and functions of leaders, based on theories gives better understanding of them.

Library leaders also perform the various functions of leaders, related in details in this lesson.

Communication is a key to effective leadership. Communication may be categorised as : oral, written, and non-verbal; or formal and informal communication.

2.2.15 Further Readings:

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2. Terry, George R. : Principles of management. Homewood, III: Richard D. Irwin, 1976.
3. Koontz, Harold: Essentials of Management/Harold Koontz, Heinz Weirich, 5th ed., New York : McGraw Hill, 1990.
4. Navalani, Kishni : Library Management in the Changing Scenario: Concepts, Operations & Practices Assisted by Karam Singh and Prem Chand Sehgal; Patiala; Madaan Publication, 2006.
5. Mamoria, CB & Gankar (SU), Personnel Management, Ed 28. Himalaya Pub. 2008.

2.2.16 Self-Check Exercises

1. Give Meaning and Definition of Leadership.
2. What are Types and Qualities of Leadership?
3. Discuss Theory Z.
4. Write a short note on Communication.

2.2.17 Answers to Self-Check Exercises

1. See Section 8.2
2. See Section 8.4 and 8.5
3. See Section 8,9

FINANCIAL MANAGEMENT

Structure

- 2.3.0 Objectives
- 2.3.1 Introduction
- 2.3.2 Characteristics of Library Finance
- 2.3.3 Principles of Financial Management
- 2.3.4 Finance Estimation
 - 2.3.4.1 Per Captia Method
 - 2.3.4.2 Proportionate Method
 - 2.3.4.3 Method of Details
- 2.3.5 Sources of Funds
 - 2.3.5.1 Academic Libraries
 - 2.3.5.2 Public Libraries
 - 2.3.5.3 Special Libraries
- 2.3.6 Types of Budget
 - 2.3.6.1 Line-Item Budgeting
 - 2.3.6.2 Lump-sum Budgeting
 - 2.3.6.3 Formula Budgeting
 - 2.3.6.4 Programme Budgeting
 - 2.3.6.5 Performance Budgeting
 - 2.3.6.6 Planning Programming Budgeting System (PPBS)
 - 2.3.6.7 Zero-based Budgeting
- 2.3.7 Accounting
- 2.3.8 Auditing
- 2.3.9 Cost Accounting – Method of Cost Accounting
- 2.3.10 Bibliography

2.3.1 Introduction

Information service managers must be able to acquire, manage and maximize all the resources at their disposal. These will include human, technical, financial and information resources. Resources management and financial planning are interlinked as the necessary finances must be obtained and effectively deployed to ensure the right resources are available to meet service objectives. It is in this way that finance and resources are both prerequisites to successful strategic management, as without them strategy can not be realized. Finance is the motive power. It is essential for running the government machinery properly. A library

is a public institution. It is maintained by public funds. In India public institutions are generally supported by taxes levied on the residents. Library authorities and librarians must clearly understand the nature and needs of a library so that enough finance is provided to ensure proper library service to one and all. Financial management is a diagnostic technique for detailed analysis of future oriented activities of persons and groups of persons responsible for administration. The word 'finance' is used to express any statement of monetary accounts or comparison of income with expenditure. It is essential for effective functioning. The Encyclopaedia Americana, describing finance states that, "the economic activity of individuals, business, nations in the modern world require the use of funds for their completion." It also explains that both proper amount of means of payment and right kinds of funds are important for successful achievement of economic aims. It characterizes finance as the study and practice of providing funds for economic activities. Broadly speaking finance is concerned with obtaining funds and making the optimal use of these funds. But each firm treats this as a special problem within the limitations of its specific environment. There is a lot of difference between the funds of a firm, and those of educational institutions especially the libraries. Basic difference lies in the fact that firms raise their funds by sale of products which is not true in case of the libraries. Instead libraries normally maintained by public funds collected in the form of taxes etc. and granted to university libraries by the government. Libraries by their nature are spending institutions, not having their own income source. Libraries have certain peculiar characteristics, which must be kept in mind whenever we talk of finance in the libraries.

Characteristics of Library Finance

The following characteristics underlying library finance must be borne in mind while making necessary provisions :

1. Spending Institutions

Libraries, unlike other state or central government and local government departments, are not revenue-fetching agencies. Rather, on the other hand, these are spending institutions because these partake the nature of nation-building departments. It would not be wrong to state that libraries are the very basis of sound nation-building activities.

2. Growing Institution

The inexorable fifth law of library science warns the library financiers that they must keep in mind the basic truth that libraries are growing organisms. It implies that books, readers, staff and building and furniture requirement will go on increasing day by day. The books allowed in a library has been in hundreds and thousands being published yearly which are ultimately acquired in libraries. To organize these books and other kindred materials for use, more staff, building and furniture will be required which can be procured only if increased financial grant

is given regularly. The UGC (India) has recommended that every book grant may be accompanied by an adequate grant for staff, building and furniture. Therefore, while sanctioning book grants, 20% of such grants is allowed for staff required for acquiring and processing the books for making them to proper use.

3. Financial demands are Recurring

Libraries are not only growing institutions but these once established will stay there forever. Moreover, when libraries are to be provided in every nook and corner of a country, a perennial source of supply of adequate finance must be tapped because financial demands of libraries are recurring and even increasing in nature.

4. Full Coverage and Standard Library Service

A government, especially a democratic one, entirely depends upon an enlightened citizenry. It can be ensured only if every citizen is provided with an adequate and standard library service. It enables him to develop his mental faculties which help him discriminate between good and bad. It implies huge expenses on recurring basis.

2.3.3 Principles of Financial Management

For effective financial management, some guiding principles are necessary, the understanding of which is useful. These are :

2.3.3.1 Effective Control

2.3.3.2 Simplicity

2.3.3.3 Regularity and Farsightedness

2.3.3.4 Economy

2.3.3.5 Flexibility

2.3.3.1 Effective Control

Financial management can work efficiently only when it is controlled properly. The method of financial control should be simple and easy. Control is also necessary for the economical use of resources so that there is little wastage and the limited financial resources can be put to maximum use.

2.3.3.2 Simplicity

The procedures for financial management should be simple and easy to operate as simplicity results in efficiency and economy.

2.3.3.3 Regularity and Farsightedness

Financial management programmes should have a typical timetables so as to acquaint everybody with what he is expected to do at particular point of time. For example, in the preparation of the budget for a library, input should come from the heads of sections who would in turn expect cooperation from their staff. The preparation of the budget would be the time-bound and the budget should be submitted to the authorities in time so that the budgetary sanctions can be obtained in time to operate it. Similarly subscription to current journals should be sent to the publishers at a particular time of the year. Sticking to a timetable

facilities advance thinking and preparation. Not only present needs but future requirements should be kept in view when making provisions for finance.

2.3.3.4. Economy

Economy should be effected in any activity and every activity, more so in financial matters. All precautions should be taken to avoid unnecessary expenditure and wasteful use of scarce finances.

2.3.3.5 Flexibility

Financial management should keep in mind the virtues of elasticity so as to learn scope for adjustment according to circumstances. Only the can it be successful in times of emergency and crises. But this does not mean that one should take undue advantage of its flexible nature. There are provisions and practices in utilizing or diverting funds appropriated for a certain item of expenditure to the purchase of books or any equipment, but this flexibility should be within the framework of financial rules and procedures. This type of adjustment usually is done at the fag end of the financial year when unutilized funds are available in others items. While these principles are useful in operating and managing finances in libraries, there are statutory financial rules and procedures laid down by the executive authorities. Libraries have no option but to follow financial rules.

2.3.4 Finance Estimation

Keeping in view the above characteristics and principles, proper financing is possible on the basis of correct and effective estimation of finance. These estimates are always made for the coming year. The financial requirements of a library also depend on the following factors :

- o Age
- o Jurisdiction
- o Quantity and Quality for reading material
- o Number of readers
- o Numbers of research scholars
- o Seating capacity
- o Staff
- o Services provided by library
- o Other factors relating to that particular library

Various methods have been suggested and used for estimating/determining the library finance. Actually there is no full proof method which can be adopted for determining finance to be allocated to a library.

Kothari Commission and Carl M. White were also of the opinion that there is no formula for estimating with precision how much money a university should invent in the library but Carl M. White has suggested three methods of estimating university library finance as under :

1. Ratio of library expenditure to total educational expenditure.

2. Ratio of library expenditure to university registration.
- 3 Library performance requirements.

Dr. S. R. Ranganathan suggested almost the same methods under different names :

2.3.4.1 Per Capita Method

2.3.4.2 Proportionate Method

2.3.4.3 Method of Details

2.3.4.1 Per Capita Method

In this method, a minimum amount per head is fixed which is considered essential for providing standard library services, keeping in view future expansion of library needs, average cost of reading material etc. Radhakrishnan commission, Ranganathan committee and Kothari commission recommended norms for determining funds with this method. Their recommendations are discussed below:

2.3.4.1.1 Radha Krishnan Commission (1948-1949) suggested that we can calculate the annual grant of a library @ Rs. 40 per student. A special non-recurring grant, once in five years, was also recommended so that the library may purchase books, which it could not acquire within the recurring budget allowed to it.

9.4.1.2 UGC Library Committee under the able Chairmanship of Dr. S. R. Ranganathan (1957) suggested that Rs. 15 per registered student in a university and Rs.200 per teacher may be given to university library as a grant. These are very low norms than those suggested by the 1948-1949 Education Commission. This allocation rate was raised slightly by the Kothari commission.

2.3.4.1.3 Kothari Commission (1964-66) recommended that "as a norm, a university should spend each year about Rs. 25 per student and Rs.300 per teacher" on its library.

2.3.4.1.4 According to Dr. S. R. Ranganathan per capita expenditure of university library should be @ Rs. 20 per student and Rs. 300 per teacher, or Rs. 50 per student for purchase of books and reading material. An equal amount be paid for expenditure on staff and other recurring items. Thus in total provision for student community other than research community would be Rs. 100 per student.

All universities do not follow this method for allocating funds to their libraries. Some libraries adopt the proportionate method for the purpose.

2.3.4.2 Proportionate Method

In this method a particular minimum limit of library budget is fixed and some adequate percentage of the institutional budget is allocated for library. purposes. Various norms have been suggested for deciding this limit.

2.3.4.2.1 U.G.C. Parry Commission (U.K.) suggested that 6 per cent of total universities budget may be provided to universities libraries.

2.3.4.2.2 For determining library finance according to proportionate method.

Radha Krishnan Commission recommended that 6.25 per cent of total budget of a university be provided to its library.

2.3.4.2.3 The Kothari Commission recommended provision of 6.50 to 10 percent from university's budget for library, depending on the stages of development of the university.

2.3.4.2.4 Working Group on Libraries (of Planning Commission) (Chairman Dr. K. N. Raj) in its report (1980-81) to the state government recommended setting apart of as much as 20 percent of total university budget for maintenance and development of their libraries. Other states should also adopt these norms while allocating funds to libraries.

Along with these some special recommendation have also been made viz.,

2.3.4.2.5 Ranganathan Library Committee (1957) suggested that in case of a newly started university, which is not more than five years old, an additional grant upto a sum of Rs. 3,00,000 might be given to build up initial stock of reading material.

2.3.4.2.6 Dr. C. D. Deshmukh, Chairman UGC in his inaugural address of the seminar on "from publisher to readers : work-flow in university/college libraries" (1959) said that a new university library should have at least one lakh volumes of books on its shelves. Than there is question of yearly addition to libraries if they are to continue to be up-to-date.

2.3.4.3 Method of Details :

In this method all the items of the expenditure are accounted for while preparing financial estimates for a library. These items, besides others, include in salaries/wages, reading material, books, periodicals and newspapers and other kindred materials; binding and repairing heading; cooling and lighting, rents and interests, posts, telegrams and telephones, stationary etc.

2.3.5 Sources of Funds

2.3.5.1 Academic Libraries :

Sources of funds mean the funding sources of libraries. In India main source of fund of universities is government grants that may be provided by respected state government or center government, and sometimes by both. It depends firstly on the nature of university and secondly the funding plans of government. On the basis of funding agencies we can divide universities of three types :

- 1. Central Universities :** These are funded by center government (Ministry of HRD) through university grants commission (UGC).
- 2. State Universities :** For maintenance grants they depend on the state government but they also get some special grants from UGC under various schemes.
- 3. Private Funded Universities :** Though in west, most universities are privately funded universities. But these are also started recently in India by now. There are also some universities, those have been

provided with the status of deemed universities, but they mostly look at the center or state government for funds. They send different plans, which if approved, get grants from state center government.

The state university libraries are starving for wants of funds. The reason being most of the UGC/MHRD grants are swallowed by center universities and the IITs. Around 1980's total grants with UGC work 250 crores or so per year. Out of this, central universities around 80 crore and all state universities get twice as much. A decade later, out an aggregate of 400 crore or so, center universities received around 300 crore and state universities only on third of that i.e., 100 crore. Clearly, share of central universities has been increasing steeply while that of state universities has been declining equally steeply.

Keeping in view the above discrepancies UGC took a strong decision to freeze recurring grants of central universities for some time and suggested to generate their own resources to meet the growing demands. It created a great concern among academicians and as a result, this decision has been withdrawn for the time being. The gate-way open for universities to meet such situation are under :

1. Self Financing.
2. Fees and Fines.
3. Self-Paying Education etc.
4. Caution Money.
5. Endowment and Gifts.
6. Miscellaneous Sources.

Wilson and Tauber, Lyle, Gelfand considered the following sources of income of universities libraries including fees and fines :

1. Fund allocated from the universities budget.
2. Endowments.
3. Gifts.
4. Miscellaneous sources.

The financial sources demands of universities are of two types :

1. Recurring grants
2. Non-recurring grants

The recurring grants are given generally for the purpose of purchase of books and periodicals, maintenance of regular services and for anticipated contingent expenditure. The non-recurring grants are given for specific purposes e.g. for preparing special collection, purchasing equipment and furniture etc.

2.3.6 Types of Budget

Libraries use several distinct types of budgeting, and a combination of two or more types is not uncommon. A library will often adopt the same budgeting method used by the parent organization—be it a school system, town academic institution, business, etc. this also holds true for the budgeting cycle (i.e., calendar year or fiscal year).

Techniques of library budgeting fall into several groups, some simple and some more analytic than others. However, the elements of planning and control should be contained in all approaches to budgeting. These aspects of management, however, are often more apparent and inherent in budgeting which relies on more analysis procedure. Below is brief description of the major types of library budgeting techniques, ranging from simple to complex and analytic. The different techniques adopted for budgeting are as follows :

2.3.6.1 Line-item Budgeting

2.3.6.2 Lump-sum Budgeting

2.3.6.3 Formula Budgeting

2.3.6.4 Programme Budgeting

2.3.6.5 Performance Budgeting

2.3.6.6 Planning Programming Budgeting System (PPBS)

2.3.6.7 Zero-based Budgeting (ZBB)

2.3.6.1 Line-item Budgeting : The most common type of budgeting is the line-item budget that divides items of expenditure; line-by-line, into broad categories such as books and journals, salaries and allowances, equipments, supplies, capital expenditure, contingencies, etc. With further subdivisions of each of these broad categories. This is the usual traditional method, which by taking into account past expenditure on each item, prepares the current budget. The budget is prepared with a small increase of say 5-10 percent for each major items of expenditure of the previous years allocation, assuming that all current programmes are as good and necessary. This method does not go into evaluation of the activities and services of performance and also does not suggest any future projections.

The advantage of this method of budgeting is that it is relatively easy to prepare, present and understand. But it has certain weaknesses. It does not necessarily involved any review as to what amount ought to be spent in terms of activities and services. It moves in the same manner as in the past year, without any forward push. This budget is also inflexible in the sense that funds earmarked for a particular item can not be spent for any other purpose, i.e., financial rules would not permit shifting of expenditure from one head to another. For instance, funds allotted to equipment, if unspent can not be shifted to acquisition of a few important titles of current journals, even if it is fully justified.

2.3.6.2 Lump-sum Budgeting : This budgeting system demands the least justification, because a given lump-sum of money is allocated to the library as its budget for next year. It is the library's responsibility simply to spend it wisely. Although the actual categories of expenditure may very well be the same as those listed under a line-item budget, the lump-sum budget is more flexible in what there is no dollar limit on expenditure of any one category.

2.3.6.3. Formula Budgeting : Formula budgeting tends to be unique to libraries

and public agencies and is rarely seen in a business situation. Resources in formula budgeting are allocated according to some predetermined standards. For example, the number of students, faculty, graduate and undergraduate courses of study are used in order to determine the needed amount of funds. Formula budgeting is generally adopted to ensure objectivity in the distribution of funds. The formula approach is often used by large library system for this reasons; each library will then supposedly receive its fair share of resources.

This type of budgeting process covers areas of collection organization of material, staff, delivery of service, facilities administration and budget. Formula budget has gained popularity because they are easy to prepare require little justification provide some sense of equality, and require few planning and budgeting skills to prepare. Most libraries find it difficult to resist a budgeting system with such apparent ease, economy, and simplicity of utilization. Furthermore librarians find that such a budget seems more realistically defensible than one that is impressionistic and less amenable to ready defense.

2.3.6.4 Programme Budgeting : Programme budgeting emphasizes an organization's services and activities and allocates dollar according to the services provided in meeting the clientele's needs and organization's objectives. This budgeting unusually explores alternative ways to providing required services at different levels of funding and priority. A typical library programme budget will be divided into several major programmes; and under each programme, the budget will be further subdivided into categories, such as personnel, collection, and supply. For example, a library's information service programme budget can be divided into budgets for serving the in-library users, the handicapped, the aging, etc. Each of these budgets is further itemized by staff, supplies, etc. Thus, it is easy for the manager to know the total budget for each service programme, such as service to the aging; but it is not as easy to get a quick total of item expenditures, such as personnel for the total library programme, since the total library personnel cost has to be pulled from budgets of all library programmes.

2.3.6.5 Performance Budgeting : This budgeting method is similar to programme budgeting but the emphasis shifts from programmes to performance. The expenditure is based on the performance of the activities and the stress is laid upon operational efficiency. This method requires careful accumulation of quantitative data on all the activities over a period of time. Management techniques such as cost benefit analysis are used to measure the performance and established norms. For example, data on the number of books acquired, classified and catalogued, actual man- hours for doing the entire processing work, etc. are collected to determine manpower and materials to perform the tasks. This method, however, measures only quantity not quality, which rather difficult to measure in terms of money costs. In fact, budget allocation for service

institution like a library has little direct relationship to the degree of satisfaction users receive from library services.

2.3.6.6 Planning Programming Budgeting System (PPBS) : This is another budgeting method, which combines the best of both programme budgeting and performance budgeting. The focus in this method is on planning. It begins with the establishment of goals and objectives and ends with formulation of programmes or services. The controlling aspect of measurement, which is central to performance budgeting, is also an aspect of PPBS. This method combines the functions of planning activities, programmes and services, translating them into tangible projects and finally presents the requirements in budgetary terms.

2.3.6.7 Zero Based Budgeting (ZBB) : Zero-Based Budgeting (ZBB) was developed by Peter Pliyor so as to achieve greater effective planning and fiscal control. ZBB requires that costs of current and new programmes be justified at the beginning of each budgetary cycle. The library manager is expected to "look for services and activities of the library, which can be offered at funding levels below the current one, at the current level, and at some prescribed amount above the current level. The resulting programmes or packages are then arranged in priority order, from top to bottom, with their costs. At the point where expected or actual funds run out, programs below the line are dropped entirely. The request for financial support for every programme and activity is, therefore, worked out on fresh basis every year without reference to the past.

2.3.7. Accounting

The purpose behind maintaining financial accounts are to know easily and conveniently the positions about income, expenditure and balance in various heads. Its other advantage is that it restricts excess expenditure. It helps and guides the librarian to spend the amount within time limit. The other benefits to maintaining financial accounts is to ensure adequate and accurate data for the preparation of annual budget, for controlling the budget operations for deciding future programmes and for supplying financial statistics in annual reports. For proper accounting the factors to be considered are :

- o Kind of financial information required.
- o Kinds of financial records to be maintained.
- o Preparation of financial records.

In order to advice efficiency in financial administration a library should set up separate accounts section and the following important records be maintained and kept up-to-date :

1. Cash Book : This is a record in which details of daily cash transactions regarding income and expenditure of an institution are entered. But in many libraries, the librarian does not maintain a cash book, because the financial transactions generally take place through the administrative office, and not directly through the librarian. However, the libraries, which take some amount

towards contingency expenditure, do maintain a record in the form of a cash book.

2. Ledger : A ledger is a book in which the budget provision or income is given at the top and expenditure on all items and subjects is entered one after the other

3. Allocation Register : In the allocation register, accounts are maintained head wise and subject wise. Separate financial records are maintained in the library for books, periodicals, binding, stationery, contingency, postage, etc, under approved budget heads. It helps us in knowing, at any point of time, how much money under what head and on which subject is spent and how much remains as balance to be spent. Technically speaking, though the ledger and the allocation register are two different records but their purposes are the same.

4. General Invoice Register or Bill Register: In this register, the serial numbers given in column one are termed as the voucher number of this bill. The office copy of each bill is arranged in a serial number in a separate file after the same has been processed and paid for. This arrangement helps the library staff in finding out any information regarding any item at any time as the voucher number of the bill links it to all registers in library sections and relevant records.

5. Monthly Expenditure Statement Register : This statement helps the operator of each head of expenditure to know the latest position of the grant at the end of every month. A specimen of the monthly expenditure statement is given below :

Name of library:	Year:	Allocation:	Rs:
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6. Salary bill register : The salary bill register of the library staff is a detailed document of the salaries during a particularly year. It contains information relating to salary and deductions of library staff. In this register all the entries are made by the accounts section except the leave record of the library staff, which is filled in by the librarian.

7. Record of Petty Cash : In general, petty cash accounts are handled in two ways: (1) Turning fine, (2) Fine and replacement money directly by the accounts office.

8. Equipment Record or History Card : Another record for the library is a card file of major equipment. This should made in duplicate, one copy to be kept in the main administrative office and the other in the library's files. It should indicate the name of the item, the date of purchase, the cost, and such information as serials numbers. This record facilitates equipment purchase and replacement, makes possible a more considered judgments in placing replacement orders or in deciding repair versus replacement, and also provides an accurate inventory for insurance and other purposes.

2.3.8 Auditing :

The word audit has derived from the Latin 'audire', which means to hear. In old days the auditor was a person appointed to hear the explanations given by those responsible for financial transactions. Auditing means an examination of the accounts books, the relative documentary evidence and vouchers in order to ascertain the accuracy of the figures appearing therein.

The objects of an audit are :

- o Verification of financial statement,
- o To detect clerical errors and errors of principle,
- o To detect fraud, if any exists, and
- o To prevent fraud and errors.

Now the auditing has become an important and integral part of the library's financial administration. Libraries and information centers normally have post-audit by external/statutory auditors, who usually look into the loss of reading materials, irregularities in procurement processes and outstanding, advance payment and supplies. Even though two types of audit systems are prevalent in our country, government department and libraries generally follow post -audit. Post-audit means that the drawing and disbursing officer prepares the bills, sign them and send them to the treasury/bank/principal. The drawing and disbursing officer is responsible for the correctness of the bills. The officer or the librarian must satisfy himself fully before signing the bill. In the post audit system, only random audit is restored to, after the financial year comes to a close, every item is not checked, but some months are selected at random. Payment items occurring during these selected months are thoroughly and minutely verified. Mistakes, if any, are pointed out. The person concerned is advised and warned to be cautious in future.

The pre-audit system is generally followed in autonomous bodies in which the audit is under the local fund account. In case of pre-audit, no item can be passed for payment unless it has been first audited. The pre-audit systems reduces the responsibility of the drawing and disbursing officer in the sense that all the necessary verification such as checking of items, accessing of item, charging of approved rates, correctness of calculation, debiting to proper heads of account, etc. have already been done by the audit section in advance. Here instead of the drawing officer, the auditors satisfy themselves before the bills are passed for payment. Auditing is carried out both by an internal audit team as well as an external audit team. The problem of collecting and noting of vouchers does not arise in pre-audit procedures. This simplifies matters somewhat and reduces the auditing responsibility of the librarian.

2.3.9 Cost Accounting :

In India, cost accounting is almost unknown in the field of library services. But

those librarians, who have been to U.K. and U.S.A. realize the importance of cost accounting. However, a beginning seems to have been made by the working groups on libraries appointed by the planning commission.

Any work or business cannot be successfully launched, if costs of preparing; certain articles or providing a certain services are not found out. The planning would be haphazard and budget allocations would be faulty without the cost accounting. Cost accounting enables an administrator to gauge and record all the constituent elements of cost involved in manufacturing a particular unit of an article or providing a particular service. Suppose, we acquire 100 books and make these available to the readers for use after necessary processing. In order to know the cost of processing one book, we must account for the net price of books, postage, stationery, the man-hours spent in terms of money paid a salaries to library staff members of the acquisition section, technical section and circulation section. The total cost thus arrived at should be divided by 100 and the resultant is the cost of issuing one book.

2.3.9 Methods of Cost Accounting

The following three methods may be utilized in finding out the cost of a unit work or service or an article :

1. Theoretical, cost to be arrived at by assessing beforehand and the following :
 - o The service or work to be performed.
 - o The cost of goods, services and equipment essential for doing a particular job.
2. Ideal standard to be found out by providing favorable conditions for work.
3. Practical cost to be found out by actually doing a certain job and this finding out the cost per unit of work or service.

Summary

Explains characteristics of library finance. Details principles of Financial Management. Refers to and explains Finance Estimation methods : Per Capita method, Proportionate method and method of details, shifts to an explanation for sources of academic libraries' funds. The next facet explained is the types of Budgets; Line-Item Budget; Lump-Sum Budget; Formulate Budgeting; Programme Budgeting; Performance Budgeting; Planning Programme Budgeting System (PPBS); and Zero-Based Budgeting. The others facets discussed in detail are; Accounting; Auditing and Cost Accounting Methods.

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**ACADEMIC LIBRARY : DEVELOPMENT, EVALUATION
AND EFFECTIVENESS**

Structure

- 2.4.0 Objective
- 2.4.1 Introduction
- 2.4.2 Types of Academic Libraries
 - 2.4.2.1 School Libraries
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 - 2.4.3.1.6 Statistical Methods
 - 2.4.3.1.7 Bibliometric Techniques.
- 2.4.4 Summary
- 2.4.5 Bibliography

2.4.0 Objective

The objective of this lesson is to familiarise the students with :-

- (a) Types, functions, objectives and services of. Academic Libraries;
and
- (b) Evaluation and effectiveness of Academic Libraries.

2.4.1 Introduction

An academic library is a library attached to an academic institution, i.e., an institution engaged in teaching and/or research and imparting formal education to students who aspire to complete a particular course under a prescribed syllabus. Schools, Colleges, Universities and technological/ engineering/medical

institutions are some of such institutions. We thus have various types of academic institutions, which may vary from one another in respect of courses offered by these. Since academic libraries exist to cater to the needs and requirements of their parent academic institution, these vary in shape, size, collection and services, depending upon the nature of the parent institution. For example libraries attached to a school, college, and even to an undergraduate college, a postgraduate college, a medical college, and engineering college would be different from the rest in respect of collection, shape, size and services. However, all academic libraries have common qualities in many respects. It is because all academic libraries exist to support the teaching and research programmes of their parent institutions. Besides having a good collection of reference books on variety of subjects, these emphasize on building up a strong collection concerning the courses offered by the institution. Academic libraries have a primary obligation to meet the information needs of the members of their institution. Academic libraries therefore normally have following purposes.

- a) Providing for the educational needs of students, both those arising directly from the curriculum and those of a more general nature.
- b) Supporting the teaching staff in their need for up to date material required for their teaching role; and
- c) Providing for research (by students and faculty members).

2.4.2 Types of Academic Libraries

2.4.2.1 School libraries

2.4.2.2 College libraries

2.4.2.3 University libraries

2.4.2.1 School library :

A school library plays a vital role in the development of a child mind and helps to develop the habit of book reading. The school library can be defined as a library in a public, private, the elementary or secondary school that serves the information needs of its students and the curriculum needs of its teachers and staff. The changing role of school library in present scenario indicated that the library being a social institution is set up by the society to serve its ends. A school library is often considered as a routine requirement without recognizing its importance in learning process and in promotion of reading habit among the school children. The school is the most important institution in the life of an individual, which is responsible for providing formal education. School education is provided at different levels, namely:

- (a) Pre-primary level,
- (b) Elementary level,
- (c) Secondary level, and
- (d) Higher secondary level

2.4.2.1.1 Location of a School Library:

The school library should be located in the center of the school. So that every one should be able to reach it very conveniently, otherwise interest will decrease which will not serve the function of a library,

2.4.2.1.2 Users of a School Library :

Users of school library would mainly consist of students and teachers. A few members would consist of the administrative staff. The purpose of school library is to orient the users as well as to give education. Also to make them habitual users of the library orientation.

2.4.2.1.3 Collections of a School Library :

Building up an adequate collection of instructional materials is essential for the development of effective library services. The requirements of students and teachers must be taken care of adequately. The library should possess the following kinds of collections: Textbooks and related curriculum enrichment materials. Books for education, information and recreation, reference books, news papers weeklies, and other magazines, audio-visual materials including newer media. As school is first educational institution outside home. So the students and teachers should be provided the primary sources or the current development-taking place in the society. Primary information not only will improve and enhance their knowledge, but overall it will be beneficial for the nation as a whole.

2.4.2.1.4 Services of a School Library :

A school library is a service library. Therefore, it should provide open access to documents. These are acquired and processed for use. On the other hand, close access aims at preservation. A school library does not exist for its own sake only but aims to serve the users. In order to perform its functions, a school library can provide a variety of services. No service should be considered less important but under certain circumstances a librarian may not be able to devote enough attention to each of these. A school library should provide the following services:

- (a) Display of materials and information,
- (b) Organization of story hours, book talks, book debates, essay competition, quiz etc.,
- (c) Readers advisory service,
- (d) Circulation of materials,
- (e) Bibliographic instruction,
- (f) Assistance in the use of catalogue,
- (g) Reservations of materials,
- (h) Assistance in the search and location of materials,
- (i) Assistance in the use of reference book etc.,
- (j) Provision of information on request,
- (k) Maintenance of vertical files containing pamphlets, prospectuses, reports, press clippings etc.,

- (l) Reference and Information service, and
- (m) Inter-library loan.

2.4.2.2 COLLEGE LIBRARY

In general college is regarded as an institution, which provides higher education. On other words college with regular pattern of higher education also provides some specialized education such as Medical, Engineering, Law. IT etc. Some of the colleges also offer master degree. The library, which is meant for college students, is known college library. It is an institution for higher learning which usually offers a three or four year course after school leading to a bachelor's degree.

2.4.2.2.1 Location of a College Library:

The college library should be located in the center of the college. So that every one should be able to reach it very conveniently otherwise interest will decrease which will not serve the function of a library.

2.4.2.2.2 Users of a College Library:

The users of a college library would mainly consist of students and teachers. A few members would consist of administrative staff also.

2.4.2.2.3 Collection of a College Library :

The collection of a college library differs from the school library, as it has specialized collections related to professionals and research scholars. Collection is also large due to great numbers of users. In other words the collection of a college library should be a live one, able to meet the extent and the nature of the curriculum. It should also adequately take care of extra-curriculum materials as well as recreational reading materials. However, in practice, many college libraries merely provide curriculum and co-curriculum materials. This may be due to a lack of financial resources. The collection of a college library should consist of following type of materials: The collection of a college library should be such that it could be able to meet the curriculum needs of the students such as text books, books on methods of instruction, formulation of curriculum etc., journals on information and recreational, reference books such as encyclopedias, year books, almanacs, dictionaries, directories etc., audio-visual materials, news papers, periodicals, professional books etc.

Besides that the college library should also have primary, secondary and tertiary sources. If it is a specialized college then it must give stress on collection related to that field of knowledge. So these sources are also important to a college to a particular professional field.

2.4.2.2.4 Services of a College Library :

The library hours of most of the colleges are generally same as the college working hours. This prevents the majority of students to make use of the libraries, as they would be attending the classes during working hours. The main service in a college library is book lending. In several colleges, books can be borrowed from the library on a particular day in a week, thus denying the students the privilege

of borrowing books on the others six days. To avoid all these problems and to give service following services may be provided in a college library :

- (a) Lending service,
- (b) Library orientation,
- (c) Bibliographic instruction,
- (d) Assistance in the location of the document or use of library catalogue or understanding of reference books etc.,
- (e) Readers advisor service,
- (f) Provision of journal or specific information,
- (g) Inter-library loan,
- (h) Compilation of bibliographies/indexing services/abstracting services,
- (i) List of additions,
- (j) Reservation of documents, and
- (k) Reprographic service.

2.4.2.3 University Library

2.4.2.3.1 Introduction:

A university library is a library attached to a university. It exists to cater to the needs and requirements of students and teachers and to support the teaching and research programme of the university. Libraries have become so much important for a university that the university cannot exist without it. Tremendous growth in student population has led to opening of new universities. Introduction of new courses, rapid expansion of education, growing emphasis on qualitative and purposeful education and rising cost of books are some of the factors, which necessitate a well-equipped library attached to a university. At one time a university library was regarded as a mere storehouse of reading materials collected for the purpose of preservation. However, significant changes have taken place in the outlook of university administrators, research scholars, teachers and students. They have started realizing their role of university library as an active force in teaching and research. It is being considered as an integral part of the university. It is beginning to be recognized as an important component of a university set-up. Even at this stage, in many cases the authority has not defined clearly the role of a librarian. This could be due to the fact that social objective of academic institutions are in a state of flux.

2.4.2.3.2 Objectives and Purpose of University Library/Higher Education :

Before discussing the functions of university library. It is necessary to describe the objective and purpose of university library. Today new types of student body enter in a university, new educational technologies are being adopted and education has adopted new dimensions. It is therefore, pertinent to know the objective etc. of university education. Some of the most frequently quoted objectives and purposes of a university are given below :

- (a) To maintain, support, critically examine and to enforce the existing social and political system;
- (b) To train students and faculty for leadership and superior service in public service, science, agriculture, commerce and industry;
- (c) To develop students to well rounded maturity—physically, socially, emotionally, spiritually, intellectually, and vocationally;
- (d) To develop, refine, and teach ethical and cultural values;
- (e) To provide fullest possible realization of democracy in every phase of living;
- (f) To teach principles of patriotism, civic obligation, and respect for the law;
- (g) To teach the practice of excellence in thought, behaviour and performance;
- (h) To develop, cultivate and stimulate the use of imagination;
- (i) To stimulate reasoning and critical faculties of students to encourage their use in improvement of existing political and social order;
- (j) To develop and teach lawful methods of change and improvement in the existing political and social order;
- (k) To provide by study and research for increase of knowledge;
- (l) To teach methods of meeting the problems of a changing environment;
- (m) To promote directly and explicitly international understanding and co-operation;
- (n) To provide knowledge; and
- (o) To transfer the wealth of knowledge and tradition from one generation to another.

2.4.2.3.3 Functions of University Libraries :

Universities of today therefore do not only teach according to a prescribed syllabus. These are also expected to enable the students to learn how to investigate independently. To learn it, the students will need libraries. University libraries therefore do not only support universities by collecting books and other materials relating to syllabus but, at the same time, these are also expected to arouse and sharpen student's intellectual curiosity and mental faculty. University and college libraries therefore have great role to play in educational system. According to Ranganathan a University library must perform a set of functions to justify its existence. Preparation, production, documentation, initiation of students and teachers, user education and promoting use of the library, are some of the most important functions, which a university library must perform. In sort the functions which a university/academic library is expected to perform may be enumerated as under :

- (a) To acquire, process, organize and make available reading and other materials to students, teachers, research scholars and other staff

members of the university so as to enable them to complete their reading, teaching, research and other assignments;

- (b) In addition to the above, the university library is also expected to provide material to its users for (a) arousing their intellectual curiosity and sharpening intellectual faculty; (b) stimulating imagination, reasoning and critical faculty; (c) refining their ethical and cultural values; (d) making them aware of their environment and development around them; and (e) informing and guiding them with regard to their further education, profession or occupation;
- (c) To encourage the use of library by initiating the fresh students and teacher, taking up reader's education programmes, i.e., imparting instructions in the use of the library and issuing brochures etc. for this purpose;
- (d) To adopt new technology e.g. computerization in certain areas with a view to provide purposeful service in minimum possible time.

2.4.2.3.4 Location of a University Library :

The university library should be located in the center of the university. So that every one should be able to reach it very conveniently otherwise interest will decrease which will not serve the function of a library.

2.4.2.3.5 Users of a University Library :

The university library serves the needs of the following category of the readers. Such as the Postgraduate students, the Research scholars, Teachers, Faculty members and Employees of the University.

2.4.2.3.6 Collection of a University Library :

Building a library collection which should be able to meet the needs of teachers, students and research scholars adequately is the major task of a university library. The quality of services provided and the satisfaction of the user depends to a great extent upon the kind of collections made available. Thus the materials need to be selected with utmost care to include a large collection of indexing and abstracting services, bibliographies, subject encyclopedias, literature surveys, progress reviews, and a wide selection of newly published works and periodicals made available as soon as published.

As the level of users are quite high at university level. So their level of collections which should serve the academic purpose of all the users. The collection of the university library is the backbone of the library. A university library has to satisfy the reading needs of its clients who may be graduate, postgraduate, research scholars and a faculty members also. It tries to meet their needs for curriculum, parallel and recreational studies and collect adequate material for their reference and studies and collect adequate material for their reference and research needs. Collections of university library are as follows: Library should have primary as well as secondary and tertiary sources of information and materials related to it for the students, research scholars and

staff. As at university level research is compulsory there are more queries relating to those courses; numbers of them are of new and current nature. So there must be acquisition of all these sources to satisfy their users. At university level there is book selection committee with representation from all the subjects of study included in the University Programme that decides about the collections to be brought. It should also include the selection primary Journals. Mainly the university library collection may be conveniently divided into two categories. Foremost and fundamental needs of a library is up-to-date reference works which should represent major reference works like encyclopedias, dictionaries, handbook of various subject fields, almanacs and statistical compilations, language guides, bibliographical sources and geographical atlases, historical research dictionaries, bibliographies indexes, abstracts, translation list etc in the major field of knowledge and in principal language of the World. Other collections of university library include patents, standards, dissertation, research reports and conference proceedings etc.

2.4.2.3.8 Services of a University Library:

The nature and efficiency of services provided vary from library to library. The intensive services made available by some of the special library/documentation centers cannot be provided by university libraries over a whole range of interests without great increase in the number of professionals. However, with the coming of computer, university libraries are in a position to provide a variety of services over a wide range of areas, which were not possible previously.

The services to be provided by a university library are given below :

- (a) Lending Service;
- (b) Library orientation and bibliographic instruction;
- (c) Provision of general and specific information;
- (d) Assistance in the location of documents or use of library catalogue or understanding of reference books etc.;
- (e) Literature search;
- (f) Reader advisory service;
- (g) Current Awareness Service (CAS) / Selective Dissemination of Information (SDI);
- (h) Compilation of bibliographies, preparation of indexing and abstracting services;
- (i) List of additions;
- (j) Reservation of documents;
- (k) Inter-library loan (ILL);
- (l) Holding of library exhibitions including display of new additions to the library;
- (m) Maintenance of clippings;
- (n) Maintenance of vertical files containing pamphlets like prospectuses, reports etc.;

(o) Reprographic services; and

(p) Translation services;

(a) Lending Service : A common service provided by university library is lending service. This service comes in the category of circulation service, which includes issue, and return of the documents in the library. It also maintained membership record etc.

(b) Reference Service : Reference service is also common in all the academic institution where library staff help its users in acquiring their documents. This can be said as personalized service.

(c) Current Awareness Service (CAS) and Selective Dissemination of Information (SDI):

CAS is a service, which is prepared in anticipation of demand. It includes news paper clips, display content wise, journal circulation, library bulletin, research in progress, forthcoming events etc.

SDI service is provided when all the above-mentioned things are prepared on demand or produced on request then it is called SDI service.

(d) Compilation of Bibliography : Compilation of bibliography is an important service in a university library. Bibliography may be compiled on demand or in anticipation of demand.

(e) Reprographic Service : Reprographic service is also known as Xeroxing, photocopying service etc. In this service important notes or articles and those documents that are quite precious or too large to carry are prepared under this service.

(f) Translating Service : It is very important service, which should be present in every library. In this service, library provides the translated form of documents from one language to other language as needed by the users.

(g) Inter-Library Loan (ILL) : This service is an important service. Under this service when a user needs documents, which is not available in that library then library can borrow it from some other library.

(h) Abstracting and Indexing Service : Abstracting service gives the concise form of any documents; it helps the specialist to study to the relevant document while Indexing service gives exact location of particular information to the users in a systematic manner.

(i) Display of new arrivals : This can be done by organizing exhibition and by displaying the newly arrival addition to the library. Through this service users can know about new arrivals in the library.

(j) Readers Advisory Service : It is concerned with providing reading guidance to individuals in the form of documents for study.

2.4.3 Evaluation and Effectiveness of An Academic Library

Academic Library is normally attached to some academic institution and fulfills the aspirations and requirements of institutional community. Academic library

is expected to fulfill the objectives and targets of the institution. So objectively assess its effectiveness, some techniques have to be worked out which can successfully carry out the evaluation process. The techniques that have been developed for the evaluation of library and Information services are effective management tools which enable librarians to make objective judgements on the provision of their services. Making good decision require not only good judgement, but also good information. In smaller libraries such as school and college, it may be possible for the library administrator to obtain the information they need by informal methods, but as the size and complexity of the organisation increases it will become much more difficult for the administrator to obtain right information.

2.4.3.1 Techniques & Evaluate Effectiveness of Academic Library

Some of the techniques which can be used to evaluate the effectiveness of an academic libraries are :-

2.4.3.1.1 Survey Method :

The purpose of library survey is to provide administrators with information. There are two types of surveys—the descriptive survey, which attempts to give a quantitative picture of the system and the analytical survey, which tries to identify patterns of use. The questionnaire is the most frequently used tool in library surveys. There are two types of questionnaire which should be considered :

- (a) **The Self administered** - those left in the library with the hope that users will pick up and complete; and,
- (b) **The Guided questionnaire** - those are administered, by clerical or library staff.

The questionnaires should be free from bias, ambiguities and avoid too many personal questions. Open ended questions should be avoided as they may be difficult to analyse, if large numbers of questionnaires are collected. The shorter the questionnaire the better.

2.4.3.1.2 Interviews :

An interview will take longer to administer than a guided questionnaire and it requires considerable skill on the part of the interviewer. The length of the interview will depend on the nature of enquiry and the depth of information required. The size of the sample will effect the total cost of the exercise and taking all these factors into account it becomes an expensive tool to use.

2.4.3.1.3 Case Studies :

The case study technique has been used in studying the information needs of specific groups of users, where casual and informal interviews are held and the results are combined with observations made on their behavioural patterns, eg. - experience of using library and professional qualifications.

2.4.3.1.4 Diaries :

By asking respondents to complete a diary of their activities it may be possible to see how they find information and what proportion of their time has been devoted to different activities, eg. searching periodicals.

2.4.3.1.5 Check Lists :

Checklists or inventories have been used in a number of investigations. Surveyors have used check lists for evaluating stock. The use of a carefully prepared check list of services can be used for comparing two similar systems.

2.4.3.1.6 Statistical Methods :

Statistical methods provide a means of quantifying the use of library. A mathematical relationship can be established between the volume of requests, the loan period, the number of copies and the standard of immediate availability.

2.4.3.1.7 Bibliometric Techniques :

In this technique, citations are used as an indicator of the potential use of material despite the reservation held concerning the validity of citation counts. This field of study is developing at a rapid rate and some useful measures have been devised for indicating the growth, utility and obsolescence of literature. These are some of the techniques which are used to evaluate the effectiveness of an academic library.

2.4.4 Summary :

Not only the task but also opportunities for university libraries are enormous. They may be students and teachers alike who are ignorant of most of the literature relating to their subjects which may be available in the library. The university library and university librarian have the responsibility to devise ways and means to ensure that these two (reader and books) come into contact with one another. It is being frequently said that universities libraries are facing a situation of crises due to numbers of factors such as literature explosion, price rise, increase of the numbers of users etc. This calls for efficient management of resources (men, material, money and time). It is essential to adopt scientific management. The present situation of crises provides a tremendous scope for innovation and experimentation. Experience shows that human being brings out their best in a state of crises. The fast changing library environment should be considered as a fertile ground for experimentation with new ideas, leading to a solution of many problems. Here lies the challenge, which must be accepted by the professional.

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Questions

1. Evaluate the library Service being provided by your University Library by Survey method applied on users.
2. Relate the changing scene of the University Library Services.

LESSON NO. 2.5

AUTHOR : DR. M. MASOOM RAZA

MARKETING OF INFORMATION PRODUCTS AND SERVICES STRUCTURE

- 2.5.0 Objectives
- 2.5.1 Introduction
- 2.5.2 Identification of Market for Libraries
- 2.5.3 Concept of Marketing
- 2.5.4 Definitions of Marketing
- 2.5.5 Objectives of Marketing Information Products and Services
- 2.5.6 Information as a Commodity
- 2.5.7 Marketing Segmentation
- 2.5.8 Components of Marketing and its Promotional Techniques
- 2.5.9 Marketing Library and Information Products and Services (LIPS)
- 2.5.10 Information Products and Services
- 2.5.11 Need for Marketing Information Products and Services
- 2.5.12 Marketing Strategies
 - 2.5.12.1 Forward Marketing
 - 2.5.12.2 Internal Marketing
- 2.5.13 Marketing Plan
- 2.5.14 Summary
- 2.5.15 Bibliography

2.5.0 Objectives

The present lesson aims;

- (a) To explain Marketing of Information as a commodity; and
- (b) To discuss various aspects of Marketing of Library Services and its Promotional Techniques.

2.5.1 Introduction

Information is power, which acts as life saver for industry, business etc. Earlier four M's : Manpower, Money, Material and Machines were essential for any teaching, research and development. But now one more input i.e., information has become essential for developing countries. In India people are becoming conscious that information is not only the raw material for prosperity and growth of society but also an important commodity for industry and commerce. Information like all others commodities is supposed

to be produced, priced, marketed, labeled, packaged, patented and supplied. In the libraries, a new sector, i.e., information industry is emerging. The selection, acquisition, processing and dissemination of information are labour intensive and cost oriented activities. Therefore, in today's time period libraries are moving towards marketing of their products and services. Marketing is the human activity directed at satisfying wants and needs through the exchange process. It has to do with finding out what people need and then responding to those need. The marketing of library and information services and products in India is of great importance in the contemporary societal setup. Now most of the national level libraries in the country have access to technology, resource and infrastructure, the utmost need of serious thought for marketing information products and services is lacking.

2.5.2 Identification of Market for Libraries

In the recent years libraries have taken initiative to introduce information technology (IT) based products and services to add value to their services. The advent of new technology i.e., digital media storage; convergence of telecommunication and broadcasting, availability of information resource accessible through the internet at reduced cost has made possible for librarian to introduce IT product and service to fulfill information needs of their customer.

During the last decade significant changes have taken place all over the world and they have been posing challenges to various profession and professionals. It has brought about a sea change in the library and information profession. In the Indian context, one has to keep in mind the budgetary cost, increased price for collection, storage, dissemination of information, which altogether justifies charging for a nominal fees for information service. Keeping in view the financial constraints, it is necessary that the users have to share some of the cost. Many library and information center struggle hard to satisfy users within the limits imposed by small budget. In some of the libraries no additional input is given for infrastructure development, thus decline in the quality of service. For survival, self-esteem, and self-sufficiency, is necessary to create a niche in the society, the library need to concentrate more towards marketing of library products and services.

2.5.3 Concept of marketing

Marketing is one to one interaction and exchange of value in which both parties gain something. Marketing discipline has developed into an essential business function in the past forty years. During this period, concepts and insight have been more pragmatic not only for consumer goods and services but also for extended to non-profit organizations.

Marketing aims at : (i) Identification of client base (ii) determination of the needs, wants, and demands of the client base and fulfillment of the same through designing and delivering appropriate products and services more effectively. A marketing exercise in the library and information context should be carried out with an aim to integrate library goals and objectives with organisational goals and objectives. These goals and objectives describe the desired future of the organisation and its library. The libraries will thrive better, if their goal and objectives support the organisational goals and objectives. An efficient marketing considers the mission, goals and objectives of a library vis-a-vis its organization. Information professionals may not realize that they are already engaged in some marketing activity everyday. Informational professionals have to recognize that creating and following a marketing plan is an invaluable tool. They should learn how to harness its power to benefit user community.

Marketing is the management process responsible for identifying, anticipating and satisfying consumers requirements profitably. It encompasses all aspects of a library from identifying client to determine the services one offers.

2.5.4 Definitions of Marketing :

According to the Encyclopedia Britannica (1972), "Marketing in its most general definition is the direction of the flow of goods and services from producers to consumers or users. It is not confined to any particular type of economy, since goods must be marketed in all economies and societies except perhaps the most primitive. Nor is marketing a function only of profit oriented business; even service institutions as hospital, school, and museums engage in some form of marketing". According to Kotler (1997), "Marketing is the analysis, planning, implementation and control of carefully formulated programs designed of to bring about voluntary exchange of values with target markets for the purpose of achieving organizational objectives. It relies heavily on the designing the organization's offering in terms of the target market's needs and desires and on using effective pricing, communication and distribution of inform, motivate, and service the markets." The American Marketing Association (1985) defined marketing as "the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange that satisfy individual or organizational objectives."

Goldhor (1970) defines, "Marketing as the process of creating value through the creation of time, place and form utilities."

2.5.5 Objectives of Marketing Information Products and Services

Recognizing the vital role of libraries in education and research the following

objectives of marketing of information products and services are follows :

- 2.5.5.1 To examine some approaches of marketing products and services for solving the problems of libraries ;
- 2.5.5.2 To examine the level of customer satisfaction for the products and services offered with traditional methods ;
- 2.5.5.3 To examine the new information products and services, which can improve the collection libraries; and
- 2.5.5.4 To examine the level of penetration already achieved by libraries.

2.5.6 Information as a Commodity

The realisation that information had become a commodity really dates from the moment that information as opposed to financial and scientific data went on-line. With on-line information you are presented with the possibility of a charge every time that you access that information. On-line had its beginnings in the 1960's with the key event of the introduction of the service then called MEDLARS- presently called MEDLINE. This programme was conceived as a computer aided type setting programme to provide the printed indexing service 'Index Medicus" but to all intents and purposes the printed version was superseded by the electronic version because of improved cost, searching efficiency and flexibility. These were the three characteristics that make electronic service preferable to print based ones for a great many users. There was a sudden increase in the on-line databases mostly derived from existing secondary publications (i.e. abstracting and indexing services) and this was the beginning of electronic publication. It was after this that the full text machine readable databases started to become available, eg. LEXIS (Legal) NEXIS (newspaper) etc. The opening up of the internet has accelerated the growth in the availability of on-line information and in its use at previously unbelievable rates and this looks as if it is going to continue to accelerate far in the future. Whatever the size or the efficiency of searching, progressively more and more of the world's information, in both primary & secondary form is going on-line and progressively more and more people are paying for access to it. Thus information is a commodity.

2.5.7 Marketing Segmentation

It is a process of dividing the total market for goods and services into several groups such as that the members of each group are similar with respect to the factor that influence demand. It is marketing effort that identifies and analysis differential characteristic of various segments and helps in defining and determining the market potential for a service or product offered by the organization. User may need the product in some form in particular area and in some other form in another area. User have been studied by variable of subjects and of organization, geographic, demographic, usage rates etc. For example public libraries segmented their users on the bases of demographic variables, i.e, age, sex, residence, etc. In academic libraries

identify user group on the basis of academic status, i.e., teachers, scholars, undergraduates and postgraduates students, etc. and the assistance required for those who have just entered in the organization is different from one's who are conducting research and studying in the library for years. Marketing segmentation is an important step which curves arbitrary dissemination of information, of information services and products and ensures proper utilization of library resources by categorizing its clientele/ audience. It not only identifies the actual and potential market base but also group of non users.

2.5.8 Components of Marketing and its Promotional Techniques

The entire literature on marketing of information products and services both in management science and library science appears to be unanimous in excepting the ups to be the ingredients of marketing i.e. Product, Place, Price and Promotion.

2.5.8.1 Product : The product is the heart of the system. It is proposed to be marketed. The products are produced by all organizations which could be either tangible or intangible. Kotler (1997) defines it as anything that can be offered to a market for attention, acquisition, use or consumption and that might satisfy a want or need, it include physical objects, services, person, place, organization and ideas.

In context of library and information centers the term product attract various connotations such as books, periodicals, audio-visual materials services like circulation, inter-library loan, reference services, SDI; and products like documentation lists, abstracting and index in journals etc. with the advent of information technology, access to international databases, on-line research result on diskettes, databases on CD-ROM also constitute information products

2.5.8.2 Price : Pricing of information services and product is relatively a new concept. It has not been considered seriously since library services were provided free, charging of fees by libraries and information centers was seen as incompatible with the ethics of the profession being service oriented profession. But, with the increased emphasis on accountability to charge the various product, service and activities and to recover costs as much as possible. Libraries, which want to move towards self-sufficiency, it should be considered that the pricing of information services and products is the sole source of financial support. Here we must realise for academic libraries, library services are included in the fees and other addition expenses are included in library support as part of the teaching programme of the institution.

2.5.8.3 Promotion : Promotion is an important element in the marketing mix, but it has received more attention than other element. It is considered synonymous with the marketing. Promotion is widely practiced by all libraries

and information professionals. It involves mechanism by which the target groups are informed about the resources available services and products offered library and information center. All types of libraries have employed some forms of promotion, either in the form of library guides, pamphlets, arranging orientation programmes, lectures, exhibition, films shows, debates, display book discussion etc. Promotion uses all the tools of public relations: persuasive communication, advertising, personal selling, publicity and incentives. The purpose of promotion is to communicate, to convince, and to complete. Promotion in library and information centers can be taken care in the following ways :

- (a) **Personal Contact** : It is said to be best and most effective method for libraries and information centers. It fosters a strong relationship between organization and its clients.
- (b) **Public Relations** : It is an exceedingly important and legitimate component of the promotional efforts. It is an interaction between library and its actual and potential users. It influences public opinion by conversing and conveying information concerning the benefits of library products and services.
- (c) **Advertisement** : It is the most expensive promotion effort to all because it is paid publicity. It attracts consumer's attention. It can reach to users through newsletter, news releases of new library equipment acquisition etc.
- (d) **Place** : Place is where a product or service is made available to the user or potential users. It is the channel that links product and consumer. Traditionally, the library building was the sole outlet and the users were expected to seek services by personally visiting it but the computer and communication technology marvel has opened the doors for multiple access choice making the concept of place more complex.

2.5.9 Marketing Library and Information Products and Services (LIPS)

Each institution organizes LIPS in one way or other, but these products and services are not being utilized fully due to various reasons. The methods for marketing of LIPS for their optimum use by the users are given below :

2.5.9.1 Initiation to Users : The new users should be made familiar with library or information center of the organization concerned its location, staff, library rules, working hours, services, facilities, resources, etc. User's "awareness will eliminate many of the user's" problem once for all. This programme should be a regular feature in all types of libraries and information centers for their new users who might have joined the organization recently. This is applicable to students as well as to the staff members as users of LIPS.

2.5.9.2 Advertising/Publicity : There are three ways by which library or information center can publicize their products and services. These are the best method of publicity or advertisement of LIPS of the institution concerned. These ways are : display, distribution, organizing exhibition etc.

2.5.9.3 Personalized service : The personalized assistance provided by the library staff to the users to provide information service and to exploit the library resources is called as reference service. It helps to make full use of LIPS available in the organization. Reference desk should be maintained to provide the Reference Service and Long Range Reference Service.

2.5.9.4 User Education Programme : The users should be educated in how to use the different types of reference sources such as encyclopedias, handbooks, yearbooks, directories, indexing and abstracting services and use of the complex information sources. These programme should be a regular feature of the organization concerned. The users can be educated in small groups from time to time by way of lectures, workshops, discussions, practical demonstrations, and similar other instructional programmes.

2.5.9.5 Current Awareness Service (CAS) : Various Current Awareness Service(CAS) in different subjects are being brought out by certain commercial organizations in different parts of the world. These services are of immense use to the researchers provided they are aware of such services. Library staff can help the users in this respect too. Library can bring out its own In-house or local CAS such as 'Current Contents', 'New Additions to the Library', 'Reproduction of Table of Contents of Current Journals', 'Information Bulletin', etc. can be brought out periodically for the use by the users in anticipation of demand.

2.5.9.6 Selective Dissemination of Information (SDI) : In this service, the library staff keeps the record of the user profiles. The latest information sources should be scanned, sorted out, processed and provided by the library staff to users depending upon their requirements on individual basis. The selected users usually provide the service in anticipation of demand.

2.5.9.7 Lectures, Seminars, Group Discussion : The professional staff of the libraries and information centers concerned should deliver lectures, organize seminar or arrange group discussions with the users frequently in order to make them familiar with the information sources and services and agencies concerned therewith to enable them to utilize the same as and when require.

2.5.10 Information Products and Services : Product can be anything offered by the marketer to the customers for attention, acquisition, use or consumption that would lead to the satisfaction of want or need. Product in a broader sense includes physical goods, service, a person, place, and organization, where as product in the context of library might include physical goods such as book catalog (bibliography) in the physical form of compact

disk, microforms, audio-video cassettes, periodicals, etc. Services can include provision of a photocopying document, information searching, indexing, reference service, documents issue and return, etc. We can look at the place as products in the tourism business. Hence, product in a broad term refers to any things that can be marketed commercially or full use like physical goods, service, person, place, organization or ideas.

2.5.11 Need for Marketing Information Products and Services : The present is rightly characterized as the age of information. The fact that information is a key resource for the economic, socio-cultural and political development of a nation is gaining increasing acceptance. The availability of rights information at right time and right cost is becoming all the more critical. It means that libraries will have to appreciate that just having information and storing will serve no purpose unless those who need it put it to effective use. The need can be analysed under the following perspective :

2.5.11.1 Fewer Resources and Information Explosion : The flow of financial resource is decreasing day by day. There is a escalation of cost of information materials like books, journals and non-book materials etc. Science the most of the information materials come from the development countries, the impact of this is immense. These factors force information centers to acquire less source of information as possible. Here, on the other hand there is an information explosion, which resulted into more and more of publication in micro-subjects areas.

2.5.11.2 Demand for new service : Due to the change of the society and economy there is increase for the new kind of service. Traditional service is not of much value to the user.

2.5.11.3 Effect of Free Economy : In the free economy, customer is more important. They purchase only what they need and not what is available. This is because current and timely information is the key to sound decision-making. Information is power in a free economy.

2.5.11.4 Increasing Resources Constraints : LICs are also deluged with advice as to how to acquire and organise learning resource and satisfy that complex and ever-increasing information needs of their users. LICs one time very well accepted as cost centers to cater to the information needs of their respective clientele, are now looked upon as a out- reaching centers and, thereby, revenue generation once also.

2.5.11.5 Increasing Cost of Information and IT : Information is becoming increasingly expensive and so its packaging and repackaging. Value addition of information makes it even more expensive. There is further rise in the cost of information when IT is playing its role in designing and delivering information service and products. So libraries can provide these on cost effective basis.

2.5.12 Marketing Strategies

Strategic marketing require libraries to understand their customers changing information needs in order to provide customer services. Environmental change that is taking place at national and international levels will continue to influence information needs. Due to information explosion, information is being published and transmitted through electronic media also. Libraries must take proactive measure to introduce IT products and services to cater for information need of the society that are fast transforming towards a digital society on cost effective basis only on demand.

2.5.12.1 Forward Marketing : Forward marketing refers to the marketing approach that librarians undertake to meet information needs of their customers. Hence, librarians provide values to their customers by providing IT products and services that fulfill their information needs. In developing a customer value strategy, libraries need to understand how the customers can be segmented. Forward marketing of IT products and services are essential in order to attract more users to use library facilities. IT services offered by libraries must be inviting and user friendly. Libraries need to identify their present and potential users and their changing information needs. Identifying customer's needs and wants is not an easy task as most libraries have many customers, each with their own set of information needs. Librarians in providing quality services should consider five attributes of IT products and services. They are :

2.5.12.1.1 Responsiveness : The willingness to help library users with prompt services according to the specific time needed by the library user. Timeliness is crucial for quality information services, as information has value to its intended user only when it is delivered at the time when information is needed for decision-making.

2.5.12.1.2 Reliability : The library users have confidence and trust that information delivered to them is accurate and current for them to make quality decision-making.

2.5.12.1.3 Availability : IT products and services are always available when users want to use them. IT product must be arranged systematically so that it is easy to locate. Library users should be able to reach library services from any locations at any time through integrated on-line library systems.

2.5.12.1.4 Caring : The library staff should be able to provide friendly and personalized attention to each and every library user. For specialized and personalized information services, the library staff should be able to search, retrieve and consolidate information not available in library collection, from other libraries or from the Internet and repackage the information according to the specific users.

2.5.12.1.5 Environment friendly : The library provides conducive learning

environment for its users as well as its staff. The use of IT products and services must be made easy and user friendly so that it will not deter users from making full use of its services. User educational programmes should be systematically planned to guide users to the wealth of resources in their subject area of their interest.

2.5.12.2 Internal Marketing :

The provision of quality information services is very much influenced by the efficient use of IT products by its users. In the long run market orientation should lead to better quality of IT products and services, higher productivity among its staff and strong customer loyalty. This involves internal or inward marketing. Human resources are the most valuable assets of any organisation. It is the people in the organisation, who individually or collectively, contribute to the achievement of the organisation objectives to achieve competitive edge. As an organisation, a library exists to deliver value to its customers, and this is best achieved by adapting a long-term perspective to the development of its people for the achievement of quality services. With experiences and proper training in IT, staff will become the most knowledgeable asset of the library. The provisions of quality and efficient services depend on the knowledge, skill competencies and experiences of library staff. These require libraries to take positive measures to develop its human resources in IT. For this Institution can be requested to charge additionally in the total fees and as such libraries be upgraded in IT.

2.5.13 Marketing Plan

In order to promote the use of IT products and services, librarians must develop marketing plan to market its services. The marketing plan should include services, i.e. Need of remote access library, Packaging of information, Hyper linking relevant sites, User education programmes, Forum and seminars on IT and Consultancy services etc.

2.5.14 Summary

Information is a marketable commodity and Libraries and Information Centers (LICs) can be revenue earning units rather than the revenue consuming. In the present era of globalization, subsidies have become self-substance. This being so, availability of right information for the right user at the right time and at the right cost becomes all the more vital. This scenario has posed major challenges for the LICs, whose major function is to satisfy the complex and increasing demands for information products and services. LICs are successfully carrying out this marathon task by properly planning their activities, better user orientation and marketing of information products and services.

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Questions :

1. How will you adjust 'marketing of service' concept upon your University libraries in the context of IT services.
2. Explain any two concepts :
 - (a) Marketing
 - (b) 'Information' as a commodity
 - (c) Library as a Library Support to Academic Programmes and Marketing of Library Service.

LESSON NO. 2.6

AUTHOR : DR. M. MASOOM RAZA

CONTROL TECHNIQUES - BUDGETARY & NON - BUDGETARY DEVICES

Structure

- 2.6.0 Objective
- 2.6.1 Introduction
- 2.6.2 Types of Control Techniques
 - 2.6.2.1 Budgetary Control Devices
 - 2.6.2.2 Non - Budgetary Control Devices
- 2.6.3 Management Information System
- 2.6.4 Quality Management with Special Reference to Library Automation and Networking.
- 2.6.5 Summary
- 2.6.6 Terms used
- 2.6.7 Bibliography

2.6.0 Objective

The aim of this lesson is to give a fair idea of Budgetary and Non-Budgetary Control Techniques. It also aims to explain Management Information System (MIS) and Quality Management with special reference to Library Automation and Networking.

2.6.1 Introduction

The basic nature and purpose of management control do not change. A variety of tools and techniques have been used over the years to devise managerial control system. A widely used device for managerial control is budget.

2.6.2 Types of Control Techniques :

2.6.2.1 Budgetary Control :

Budgetary Control has assumed significance in almost every organisation. There is hardly any enterprise and department in which budgeting is not done. The budgetary control system enables the management to enhance over all efficiency for the achievements of organisational objectives. It contributes in the development of an undertaking in the following manner :

- (i) It provides an action plan, which is prepared after a great deal of exercise on various issues which might effect the execution of the plan.

- (ii) With a prior knowledge of work to be done the management can develop an appropriate strategy for the achievements of the targets set out in the budgets.
- (iii) Budgets if drawn properly economise the use of resources.
- (iv) Budgeting develops a sense of responsibility among the employees who are required to do a particular work in a given period of time.
- (v) Delays in the implementation of programmes is avoided by the preparation and implementation of budgets well in time.
- (vi) Budgeting helps in the co-ordination of various activities without, which an enterprise cannot run in perfect harmony.
- (vii) Overheads budget sets limit to expenditure on various items. Any expenditure beyond the limit specified can be incurred only with the prior sanction of the competent authority.
- (viii) Budgetary control provides a basis for rewarding the employees who perform better.
- (ix) Budgetary control aims at enhancing over all efficiency and profitability of an organisation through proper planning, co-ordination and control of activities for which budgets are prepared.
- (x) It calls for continuous comparison of actual results with the budgeted specifications for the purpose of controlling activities in an organisation.

2.6.2.1.1 BUDGETING TECHNIQUES

Several distinct types of budgeting are used by libraries, and a combination of two or more types is not uncommon. A library will often adopt the same budgeting method used by the parent organization- be it a school system, town academic institution, business, etc. this also holds true for the budgeting cycle (i.e., calendar year of fiscal year).

Techniques of library budgeting fall into several groups, some simple and some more analytic than others. However, the elements of planning and control should be contained in all approaches to budgeting. These aspects of management, however, are often more apparent and inherent in budgeting which relies on more analysis procedure. Below is brief description of the major types of library budgeting techniques, ranging from simple to complex and analytic. The different techniques adopted for budgeting are as follows:

2.6.2.1.1 Line-Item Budgeting

2.6.2.1.2 Lump-Sum Budgeting

2.6.2.1.3 Formula Budgeting

2.6.2.1.4 Programme Budgeting

2.6.2.1.5 Performance Budgeting

2.6.2.1.6 Planning Programming Budgeting System (PPBS) .

2.6.2.1.7 Zero-Based Budgeting (ZBB)

2.6.2.1.1 Line-Item Budgeting :

The most common type of budgeting is the line- item budget that divides items of expenditure; line-by-line, into broad categories such as books and journals, salaries and allowances, equipments, supplies, capital expenditure, contingencies, etc. with further subdivisions of each of these broad categories. This is the usual traditional method, which, by taking into account past-expenditure on each item, prepares the current budget. The budget is prepared with a small increase of say 5-10 percent for each major items of expenditure of the previous years allocation, assuming that all current programmes are as good and necessary. This method does not go into evaluation of the activities and services of performance and also does not suggest any future projections.

The advantage of this method of budgeting is that it is relatively easy to prepare, present and understand. But it has certain weakness. It does not necessarily involved any review as to what amount ought to be spent in terms of activities and services. It moves in the same manner as in the past year, without any forward push. This budget is also inflexible in the sense that funds earmarked for a particular item can not be spent for any other purpose, i.e., financial rules would not permit shifting of expenditure from one head to another. For instance, funds allotted to equipment, if unspent cannot be shifted to acquisition of a few important titles of current journals, even if it is fully justified.

2.6.2.1.2 Lump-Sum Budgeting : This budgeting system demands the least justification, because a given lump-sum of money is allocated to the library as its budget for next year. It is the library's responsibility simply to spend it wisely. Although the actual categories of expenditure may very well be the same as those listed under a line-item budget, the lump-sum budget is more flexible in what there is no dollar limit on expenditure of any one category.

2.6.2.1.3 Formula Budgeting : Formula budgeting tends to be unique to libraries and public agencies and is rarely seen in a business situation. Resources in formula budgeting are allocated according to some predetermined standards. For example, the number of students, faculty, graduate and undergraduate courses of library circulation are used in order to determine the needed amount of funds. Formula budgeting is generally adopted to ensure objectively in the distribution of funds. The formula approach is often used by large library system for this reasons; each library will then supposedly receive its fair share of resources.

This type of budgeting process covers areas of collection organization of material, staff, delivery of service, facilities administration and budget. Formula budget has gained popularity because they are easy to prepare require little justification provide some sense of equality, and require few planning and budgeting skills to prepare. Most libraries find it difficult to resist a budgeting system with such apparent ease, economy, and simplicity of

utilization. Furthermore librarians find that such a budget seems more realistically defensible than one that is impressionistic and less amenable to ready defense.

2.6.2.1.4 Programme budgeting : Programme budgeting emphasizes an organization's services and activities and allocates dollar according to the services provided in meeting the clientele's needs and organization's objectives. This budgeting unusually explores alternative ways to providing required services at different levels of funding and priority. A typical library programme budget will be divided into several major programmes; and under each programme, the budget will be further subdivided into categories, such as personnel collection, and supply. For example, a library's information service programme budget can be divided into budgets for serving the in-library users, the handicapped, the aging, etc. Each of these budgets is further itemized by staff, supplies, etc. Thus, it is easy for the manager to know the total budget for each service programme, such as service to the aging; but it is not as easy to get a quick total of item expenditures, such as personnel for the total library programme, since the total library personnel cost has to be pulled from budgets of all library programmes.

2.6.2.1.5 Performance Budgeting : This budgeting method is similar to programme budgeting but the emphasis shifts from programmes to performance. The expenditure is based on the performance of the activities and the stress is laid upon operational efficiency. This method requires careful accumulation of Quantitative data on all the activities over a period of time. Management techniques such as cost benefit analysis are used to measure the performance and established norms. For example, data on the number of books acquired, classified and catalogued, actual man-hours for doing the entire processing work. etc. are collected to determine manpower and materials to perform the tasks. This method, however, measures only quantity not quality, which rather difficult to measure in terms of money costs. In fact, budget allocation for service institution like a library has little direct relationship to the degree of satisfaction users receive from library services.

2.6.2.1.6 Planning Programming Budgeting System (PPBS) : This is another budgeting method, which combines the best of both programme budgeting and performance budgeting. The focus in this method is on planning. It begins with the establishment of goals and objectives and ends with formulation of programmes or services. The controlling aspect of measurement, which is central to performance budgeting, is also an aspect of PPBS. This method combines the functions of planning activities, programmes and services, translating them into tangible projects and finally presents the requirements in budgetary terms.

2.6.2.1.7 Zero Based Budgeting (ZBB) : Zero-Based Budgeting (ZBB) was developed by Peter Pliyor so as to achieve greater effective planning and fiscal control. ZBB requires that costs of current and new programmes be justified at the beginning of each budgetary cycle. The library manager is expected to "look

for services and activities of the library, which can be offered at funding levels below the current one, at the current level, and at some prescribed amount above the current level. The resulting programmes or packages are then arranged in priority order, from top to bottom, with their costs. At the point where expected or actual funds run out, programs below the line are dropped entirely." The request for financial support for every programme and activity is, therefore, worked out on fresh basis every year without reference to the past.

2.6.2.1.2 Allocation of Budget : Allocation of budget is an important aspect of a successful budgetary procedure. The success of a library budget is largely depends upon the sound principles of allocation of budget to the different heads. The committees and commissions on libraries appointed by the government have aptly suggested norms and principles for the allocations of funds amongst different heads of library budget. It was a time when the services of libraries were ignored and it was not considered that the library is an important tool for accelerating educational pursuit and contributing a lot for socio-economic development of a developing nation. With the emergence of information as a powerful weapon on the global basis, the library has found a suitable place in the national developments programme. With a view to realising the importance of library services in the national prospective, the government have appointed a number of committees and commissions, at the both state and central level, to draw a line for the proper development of library services in the country. They strongly suggested a number of ways and means to determine the right proportion of funds for the libraries in the budget allocation. With the phenomenon development, the entire concept of library services has been changed. The authorities began to feel the necessity of library as a result a notified and trained personnel are appointed in the library.

2.6.2.1.3 Tips for successful Budget-Making :

Some tips for successful budget-making as are follows :

1. A general budget file should be maintained. In it all policy decisions should be filed from time to time. It would be better if the relevant decisions are recorded on bigger slips/cards and are kept in vertical files in a classified order.
2. Each section should be asked to maintain a budget file so that they can from time to time note down their financial requirements which are to be incorporated in the budget.
3. These records should be based on object classification. In other words, each estimate must be detailed one and the minutest point should be taken into consideration before an estimate is actually send finally to the librarian.
4. All the departmental reports should be incorporated in a general budget form. It should be in accordance with the system of

expenditure classification which has been adopted by the library and its authorities.

5. The accounts assistant should carefully do the cumulation work, so that an exact idea is got as to what total amount is required for each operating unit of service.
6. Similarly, the cumulation should be done for the sources of income so that it becomes easy to know the probable income.
7. The net amount required should be struck down by bringing out the difference between the estimated expenditure and income.
8. The budget estimates should be framed carefully. Plausible reason should be advanced for each increased and/or decreased estimate so that only proper recommendations are incorporated in the budget.
9. Ways and means should be suggested for procuring additional revenue to meet the deficit.

2.6.2.2 Non-budgetary Control Devices

There are many traditional control devices not connected with budgets, although some may be related to, and used with, budgetary controls. Among the more important of them are the use of statistical data of many aspects of the operation, special reports and analyses of special areas, the operational audit and independent appraisal by a staff of internal or external auditors, and personal observations. For details students may read lesson no. 9 sections 9.7 to 9.9.

2.6.3 Management Information System (MIS)

MIS can be defined as "the formal and informal systems that provide past, present and projection information in a written and oral form relating to the organisation's internal operations and its environment. It supports the manager's and employees by furnishing information in the proper time frame to assist in decision-making." (Walter J. Kennevan). Davis and Olson defined MIS as integrated, user-machine system for providing information to support operations, management and decision-making functions in an organisation.

The term 'Management Information System' can be defined as an efficient and purposeful information system which has the capacity to give all levels of management, a timely, prompt, accurate and reliable information. To understand the concept of MIS, the individual terms can be elaborated :

2.6.3.1 Management : It is a process by which choices are analysed and actions are taken. It comprises the processes or activities that describe that modern managers do in the operation of their organisation : planning, organising, initiating and controlling other operations. They plan by setting strategies and goals and selecting the best course of action to achieve the plan objective. They organise the work necessary for the operation plan, set these works into homogeneous groups and measure performance of the work by setting

performance standards.

2.6.3.2 Information : The data comprises of information and data is something used as a basis for discussion, decision-making, calculating or measuring. The effectiveness of information is dependent on the timing and content of the information presented and the management action. The need of information is felt when the managers have to make proper decisions. Management information can be categorised into three parts : (i) Strategic Planning Information (ii) Management Control Information (iii) Operational Information.

Strategic Planning Information relates to the top management works of deciding on objectives of the organisation and on the policies that govern the acquisition, use and disposition of resources. **Management Information** sheds light on goal congruence, it helps managers take those activities which are in the best interests of the organisation. It enables managers to see that resources are being used efficiently and effectively in meeting the organisational goals. **Operational Information** pertains to the day to day activities of the modern organisation and helps assure that specific works are performed effectively and efficiently. It also includes the production of routine and necessary information such as financial accounting, payrolls, personnel roster, equipment inventories and logistics.

2.6.3.3 System : A system can be defined as a set of elements joined together for common objectives. The elements of management system are input, transformation and output. The management system transforms input into output. The transformation process converts the basic resources (machinery, material, money, personnel and information) into the output of the organisation products and services.

An integrated management information system implies that all the functional systems are linked together into one proper entity. A MIS .is both a management system and an information system. Murdick and Ross held MIS as an integrated system which gives the information for making decisions regarding the integration of the organisation through the process of management. He further added that :-

- (i) MIS supports decision-making in both structured and unstructured environment.
- (ii) MIS supports decision-making at all levels of organisation.
- (iii) MIS are intended to be woven into the fabric of the organisation.
- (iv) MIS supports all aspects of decision-making.
- (v) MIS are made of people, computers, procedures, database, interactive query facilities and so on. To be simple MIS do not create information but simply package it.

2.6.4 Quality Management with special reference to Library Automation & Networking

Computer technology is the most popular and widely used technology in libraries and information centres. Computers are used for collection,

organisation, storage, analysis and dissemination of information. Due to some recent technological developments, there is a flood of publications. However, budget constraints and increase in the cost of publications are some of the major problems faced by libraries. To overcome these problems caused by explosion in technological developments, computer technology is being used extensively. It may be an area of resource sharing or library operations or services and products, computerisation is the best way to make services more effective, quantitatively as well as qualitatively. Faster access, accurate information in less time, and more access points are the main features of an automated library. Other important benefits of library automations are :- (i) Saves time of the user and staff (ii) Reduce time lag (iii) Enhance the effectiveness of Library Services (iv) Expedite and simplifies the tasks (v) Allows resource sharing (vi) minimise manual operations.

Library networks offer great potential and new capabilities for sharing information amongst different libraries and information centres at a local, national and international level. The networking has increased sharing of resources as well as informational access. The library resources being shared mainly are :

- (i) Documents (books, journals, reports, standards, specifications, conference proceedings etc.)
- (ii) Bibliographic records (union catalogue etc.) .
- (iii) Databases (national & international)
- (iv) Information services (Abstracting, Indexing etc.)
- (v) Library operations and activities (acquisition, cataloguing etc.)

The importance of automation & networking can be visualised by studying its impact in various sections of a library :

1. Acquisition : On-line ordering & other acquisition related activities can now be carried out through e-mail. Now a days a number of book publishers and venders are equipped with latest tools of information technology, and on-line search facilities whereby confirmation and ordering is possible within no time. Hence it saves lot of time.

2. Cataloguing : Library automation & networking has considerably improved the effectiveness of centralised & cooperative cataloguing. They have reduced the time gap considerably and also the amount, cost and number of manpower involved in the manual process has been brought down.

3. Reference Service : Reference service can be enhanced by e-mails through LAN & WAN connectivity. For such references, requisitions may be sent to other libraries via e-mail. Whereby an answer can be immediately received via the returning mail.

4. Circulation : In a computerised circulation system the information about the document and that of the borrower is read automatically and transmitted

to the database. The period of loan is also transmitted at the same time. In an on-line system the details of the transactions are entered through a terminal connected to a computer directly. Bar Code Technology is a helping tool in a computerised circulation system. It saves time and lot of inputting of data. With the help of barcoded membership card, issue and return of books has become very easy.

5. Serial Control : Serial Control System shall have a 'user file' consisting of user name, address and a unique user identification number, i.e. membership number. A Master serial file created with the journals to be subscribed during the current year. A 'vendor file" giving the details of the vendors; A serial file with full details of the journals including publisher, price, payment details, frequency etc. With regard to subscription control the new titles are added to the Master file, which provides a unique control number to each title. Titles to be discontinued are deleted from master file. The master file thus updated is used to generate a list of subscriptions due for renewal. Renewal notices are also printed and even directly sent by e-mail.

6. Stock Verification : The function of stock verification is to verify and find out the books lost or misplaced. With the help of computerised systems, the stock verification has become very easy. Firstly the data is being captured with the help of bar code hand held terminal. After that the data is being transferred to the library automation software which goes into inventory file. Then the current file is compared with the inventory file, which is a complete record of all documents held by the library, and the unmatched records in the inventory file are listed out. This list constitutes the untraceable or lost documents.

7. Reporting : With the help of computer based systems, it is easy to generate different kind of reports e.g. - usage statistics, membership statistics, holding statistics etc.

8. ILL (Inter Library Loan) : Messages can be sent through e-mail by using local, national or international network and delivery function can be carried out through facsimile transmission and other emerging document transmission technologies.

9. Information Retrieval : Speed of data communication through networking is very high in computer networking environment and hence the desired information can be obtained in seconds from any part of the world. So these are the qualitative aspects of managing a library in a networked environment.

2.6.5 Summary

New information technology systems and tools have catalysed transformation in management of libraries. Computers have made our work easier & they have improved the quantity and quality of work. The labour intensive activities

of house keeping operations, i.e., acquisition of books, cataloguing of books, circulation. classification & maintenance have become easier with the help of computers.

2.6.6 Terms Used

1. **Automate** : To convert a process of equipment to automatic operations.
2. **Network** : (i) An interconnected group of nodes, (ii) To link together related computers.
3. **Serial** : A publication in a continuous series, with a consecutive number and no predetermined end.
4. **ILL** : Inter Library Loan is process of lending books/document from one library to the another.

2.6.7 BIBLIOGRAPHY

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Questions :

1. Relate tips for successful Budget Making.
2. Enumerate various Budget Techniques. Write detailed note on Formula Budgeting.