LIBRARY MANAGEMENT - REVIEW OF LITERATURE

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INTRODUCTION

The present century has been one of the longest periods of sustained economic growth all over the world since the Word War II. This economic growth has impacted all the spheres of human life including higher education. The academic libraries have also grown over a period of time in India and elsewhere. In general, information professionals and librarians have been coping well and addressing the many changes brought about by the electronic information revolution. There are increasing debates, discussions, seminars and other intellectual exercises on academic library management. Efforts are also made to identify the strength and drawbacks of academic library system with the fond hope of improving the status of academic libraries in the development and developing nations. As Peter F. Drucker puts," without management there is no Institutions. It is the organ on which the performance and the survival of the institution depends."

THE MANAGEMENT PROCESS

It is very difficult to accurately define management. There is no universally accepted definition of management. Management involves both acquisition and application of knowledge. It does not go by rule of thumb or intuition alone even though it is considered to be an extension of common sense. Hence, management is a combination of both an art and a science. The scientific approach lies in decision making, planning and in the appropriate use of technology. The artistic approach to management can be found in the task of communication, leadership and goal-setting.

A Study of management literature reveals the following characteristics of management:

- Managing is an activity or process (not a person or group of persons).

- Management refers to both the discipli ne as the well as group which manages the organization.

- It makes things happen (and not let things happen).

- It is purposeful i.e, the achievement of the organisation's goals and objectives is the supreme purpose.

- It uses available resources economically to maximise outputs;

- The organization's objective are accomplished by, with and through the efforts of other (group activity).

- Managing   implies using certain skills, knowledge and practices to bring effectiveness:

- It is aided and not replaced by computer; and

- It is intangible.

A manager is anyone at any level of the organisation, who directs the efforts of other people. He is the catalyst who makes things happen. It may be noted that the management of an organization is performed at different levels.

LIBRARY MANAGEMENT-CONCEPTUAL FRAMEWORK

The management of a library means, in simple terms, efficient and effective management of materials (information resources), machinery, men and money to meet the objectives of the library.

A library is a place where interaction between the reader, the book and the librarian takes place, resulting in growth of knowledge. The reader seeks knowledge, books contain knowledge and the librarian brings the two together in the conductive environment of a library. To carry out this activity most efficiently and in a congenial atmosphere, the library must be planned well-the building must be so located that it is easily approachable by the clientele, it is so designed that it is inviting and attractive, books (in its widest meaning) are so arranged that one can easily locate them, furniture is comfortable to use, and the lighting easy on the eyes, This needs careful planning. The approach is more akin to the designing and planning of a modem department store where the items are selected on the judicious anticipation of customer's needs. They are so arranged that a customer can easily locate what he needs and also finds items he had not thought of earlier but considers useful, the set up is bright and airy, and the transaction is concluded without any hassle.

A Library is as good as it is displayed and exposed to users. It should not be conceived as a hidden treasure or a passive collection of reading material. The physical facilities and environment consisting of location, building, layout, furniture, equipment, etc., significantly contribute in enhancing the quality of services. Physical environment not only plays an important role in marketing the services of libraries, but also affects users behaviourally as well as psychologically.

The librarian is responsible for developing a plan for the general interior arrangements, relationship of services areas, space requirement for anticipated types and volumes of documents, reading areas, equipment requirement, special needs-both present and future an all staff and service requirements.

LIBRARY OF MANAGEMENT: REVIEW OF LITERATURE

India has witnessed the library service from ancient time to modern age. Universalities like Nalanda, Taxila, Vikramasila and Vallabhi are some of the examples of renowned learning centres of ancient time. Maharaja Sayaji Rao Geakward had introduced free compulsory elementary education backed by libraries in 1883 in the district of Baroda and henceforth for the frrst time in India free public library services were introduced as a system in 1907 and extended to the entire state. **Mc Colvin Report** of 1942 also recommended for the improvement of services of Academic Libraries.

Libraries in India made a tremendous growth after the independence of India in 1947. The actual process for the development of university libraries in India can be said with the appointment of University Education Commission presided over by Dr. S. Radhakrishnan (1948-49). The Connemara Public Library in Madras became the State Central Library in 1950 under the provision of Madras Public Libraries Act. 1948, and became one of the three depository libraries in 1955. Delhi Public Library was established . in 1951 as the first UNESCO Public Library Pilot Project under the joint auspices of UNESCO and Government of India to adopt "Modern Techniques to Indian Conditions" and to serve as a model public library for Asia. In 1954, the Delivery of Book Act' was passed and obligated every publ isher in India to deposit one copy each of its publications to the National Library in Kolkata, the Asiatic Society Library in Mumbai, Connemara Public Library in Chennai, and Delhi Public Library in New Delhi. Report of the **UGC library committee** of 1957, chaired by Dr. S.R. Ranganathan was publishedby   the   University Grants Commission   in   1959   entitled   'University   and   College Libraries'   was perhaps the   first attempt   to systematically survey the academic libraries on a national basis.

In 1957, the Government   of India constituted the Advisory Committee for Libraries, with K P Sinha as the Chairman, which submitted its report in 1959 with a drafted Model Library Bill. The Planning Commission Constituted a Working Group on Public Libraries in 1964 under the chairmanship of VKRV Rao and the Commission submitted its report in 1965 with a Model Public Libraries Act. The Education Commission under the Chairmanship of Dr. D.S. Kothari (1946-66) marked another important stage in the history of university libraries in India. In 1972, the Government of India, Planning Commission constituted Working Groups on Development of Public Libraries to make recommendations for library development. **Raja Rammohun Roy Library Foundation (RRRLF)**, an autonomous body under the Department of Culture, Ministry of Education, was established in 1972. The Government of India, Department of Culture, appointed a **Committee on National Policy on Library and Information System in 1985. The National Policy on Education, 1986** state that a nationwide movement for improvement of existing libraries and the establishment of new ones will be taken up, provision will be made in all educational institutions for library facilities, and the status of librarianship improved. National Literacy Mission was adopted in 1986, which emphasized education for women and also establishment of rural libraries. One of the most remarkable and identifiable development in the history of libraries was the foundation of the **INFLIBNET**   in 1991 by   UGC   at Ahmedabad for giving training   and consultancy in the field of library automation.

Libraries are a common heritage as they are the repositories of knowledge about human history, its development and diversity. These are the treasures and treated as a gift from one generation to another. From the past and ancient times, the building and setting up of libraries have been a measure of civilisation progress.

Across the world, libraries have contributed to providing   people with   opportunities for gaining knowledge and for promoting intellectual advancement **(Patil, 2010).**

The libraries around the world and in India are becoming a portal on intranet, extra net or internet site that replicates the resources of a physical library in an electronic format, while improving access and search capabilities. These e-libraries provide resources and documentation, or can combine internal documents with external resources to provide a full collection of pertinent information for distribution to users, partners, academics, faculty, researcher s, students association members, commercial cliepts of libraries and many more. By empowering patrons to discover and obtain the information they need e-libraries are ensuring their position as the bridge to knowledge.

The library, as an integrating part of the overall learning arena in education, can contribute to user empowerment through e-library. In this context, empowerment can be defined as providing users with the necessary skills to exploit information and find information that they need for work, study and leisure' **(Hewer, 1999)**. Knowledge environment can empower users to perform specific skills and tasks, but also help them to find and develop a range   of transferable skills that are essential in the information age.[11]

Libraries are concerned with ensuring that there is effective and efficient provision of documents or infonnation to clients. **(Ranganathan, 1991)**. The library stands as one of the essential resources for the academic functions of institutions of higher learning **(MSHE, 1999). National Knowledge Commission (NKC)** was set up by the then Prime minister of India, Dr. Manmohan Singh to prepare a blueprint to tab into the enormous reservoir of knowledge base so that our people can confidently fare challenges of the 21st century. The commission had a designated time frame of three years from.2nd October, 2005 to 2nd October, 2008.

On recommendations of National Knowledge Commission (NKC)- Report to the Nation (2006, 2007), 12 to 13 followed by a report of the Working Group on Libraries "Libraries: Gateways to Knowledge"- A Road Map for Revitalization (2007).   Towards a Knowledge Society- Three Years of **National Knowledge Commission (2008)** recognized the fact that libraries play an important instrument of change for educational , cultural, social and economic development. Presently the world is undergoing a great deal of transformation due to the applications of ICT in the different sectors in the universe of knowledge. Libraries of different categories do exist in India but people at large do not have access to neither printed material nor digital resources available in the country as well as in the world. The National Knowledge Commission while setting up the Working Group on "Libraries", it was felt necessary to review the library services in the country and examine the present standard of libraries. The Working Group felt that the majority of the people in India must be helped to overcome "Information Poverty". Libraries in India need to make a paradigm shift from their present strategy of collection or acquisition of knowledge to a strategy of knowledge access. Keeping all these in view, the Working Group made some recommendations to ensure sustained attention to the development of libraries. The National Knowledge Commission recommended the following for the development of libraries and library services in order to reach the goal of knowledge society:

- Set up a National Commission on Libraries
- Prepare of Nation al Census of All Libraries
- Revamp Library and Information Science (LIS)

Reassess Staffing of Libraries

- Set-up a Central Library Fund
- Modernize Library Management and encourage Greater Community Participation in Library Management.
- Promote Information and   Communication Technology Application in All Libraires
- Facilitate Donation and Maintenance of Private Collection, and
- Encourage Public Private Partnership in LIS Development.

Based on the recommend actions of National Knowledge Commission and its Working Group 'that a "National Mission of Libraries" be set up immediately which would ion due course (in not more than three years) be converted in to a permanent "National Commission on Libraries" to become an important part of the development process. Ministry of Culture considered the proposal and organized a meeting of the various stake holders on 6th February, 2009 which include senior library professionals in the country, representative from national level library associations, heads of the library organizations under Ministry of Culture, potential library users to discuss the effective implementations of the components of the Mission and   finalize its term s of reference, modalities and time frame etc.

After a detailed discussion and deliberation the Ministry of Culture (MoC) finally notified he establishment of "National Commission of Libraries" on 4th May, 2012, with the following terms of reference. A High Level Committee is constituted under the Chairmanship of Prof. Deepak Pental, former Vice Chancellor of University of Delhi along with nine other members for a period! of three years. Secretary, Ministry of Culture is the Member Secretary of the said Committee.

The following are the terms of reference for the proposed National Mission on Libraries:

- Advising the Government of India on all library and information sector matters of National importance.
- Preparing long term   plans and strategies for development of the library sector, including conceptualizations and approval of projects and preparation of a "National Policy on Library and Information Systems for India"
- Interacting with State Government on all library matters, especially on public library matters.
- Setting standards, including quality standards, for library collections, service, technical .work and infrastructure and devising in-built mechanism to ensure compliance for all type of libraries.
- Encouraging and promoting partnership with corporate sector, philanthropic organizations, as well as bilateral and international agencies in the development of library and information sector
- Reviewing and assessing current status of library and information science education and service, training facilities and working with8 agencies such as the UGC and universities to address the identified issues.
- Coordinating with stakeholder Ministries   such as the Ministry of Culture, Ministry of Human Resources Development, Ministry of Information Technology, Department of Panchayati Raj etc to ensure effective implementation of the NKC recommendation and management of the post implementation scenario.

- Coordination with other national stake holders of the library and information sector such as the University Grants Commission (UGC), All India Council for Technical Education (AICTE), Raja Rammohan Roy Library Foundation (RRRLF), Council for Scientific and Industrial Research (CSIR), India Council of Agricultural Research (ICAR), Indian Council of Medical Research (ICMR) Indian Council for Social Science Research (ICSSR) and so on to ensure

- effective implementation of the recommendations and management of the post implementation scenario.

- Collaborating with counterpart agencies in other countries to explore areas for cooperation which will lead to strengthening of India's library and information sector.

- Securing public support through advocacy and media by providing evidence of delivery, usage, outcomes and impact.

- Helping State Government (that do not yet   have library legislation) in   formulating State Library Acts.

A University Library system is generally a hierarchical structure, consisted of a central library, departmental libraries, and college libraries and may be zonal libraries is divided into different zones. However, this is not a fixed system and may very from university to university depending upon nature and purpose of university set up. It can even be a single library system alone serving all users at one point or a system like mentioned above where different libraries exist serving different type of users. The basic purpose of university library system, however, is accomplishing its task of reaching to wider academic community using all sorts of information providing resources and mechanisms.

A library is identity of a university . A glance at any university library can differentiate a good university from all others in the crowd. Library plans its visio mission and goals in accordance with parent organization vision. For a good academic library, benchmark about its collection and services efficiency   can be if library is the first choice of a user who is in search of any informati on **(Sharma, 2013)**.

Serving user's interests should be prime motto and mission of any library. For this, a strategic approach is necessary regarding library collection development and necessary regarding library collection development and planning its various services. This   strategy   will   focus   on   efficiency   and   effectiveness   through continuous innovation, reengineering library services, partnership will other institutions and stakeholders and continuous assessment of service delivery models.

An organization will perform to a high standard when there is a matching Correlation between the organizational environment and the strategy, structure and processes of that organization. The three benefits for corporations who strategically manager are a clearer sense of strategic vision for the firm, sharper focus on what is strategically important and improved understanding of a rapidly changing environment. **(Wheelen & Hunger, 2005).**

Organizations that strategically manage show considerable increase in sales, profit, and efficiency. Strategy provides structure as to the business' area of serving in terms of the consumer and geographical sense **(Wheelen & Hunger, 2005).** Both these explanations indicate that there are immense benefits of running any operation strategically. Strategy helps in winning your customer's trust and serving them in most efficient manner making use of resources optimally.

Library is an organization in itself and adoption of a suitable plan or policy is necessary to achieve its goals and objectives and to accomplish the vision of the library. Hence, strategy is important in libraries as it helps in operational planning, increasing effectiveness in resources development and services delivery. It helps in clarifying the direction of library activities and help in library staff satisfaction with what they do as they do it with a clear purpose.

Library strategy be designed in tune with clearly defined vision, mission, goals and guiding principles of library, which are derived to match and serve the vision, mission and goals of Parent University. This strategy may very a bit depending upon single/multiple library system of any university but the essence remains the same.

Boakye (1994) explains about the academic libraries of developing countries and their services. He describes the document procurement methods and services.

The role of a librarian has changed due to the IT appearance in the educational system. **Shimmon (1955)** assesses the future of libraries and librarians regarding impact of Techn9logy; and presents evidence for and against their decline. The library services always depend upon the involvement of a librarian in the service modules prepared for the system.

Atton (1996) has found in his study that the in formation prov1s1on in the academic libraries depends on the librarian involvement and his interest in the services. This is the era of a constant changes; **James (1996)** discusses the social national and local factors affecting higher education in the UK in relation to the development of the libraries, learning resources and information services. **Hyams (1996)** discusses the changes likely to take place in the information professional role in the IT environment.

There is substantial evidence that the specification has long been regarded as a critical document **(Myhill, 2000)** in the process of procuring a library management system. This consistent view can be traced historically in the literature since the early days of library automation to the present day **(e.g., Myhill. 2000: Stove,[22] 1999; Liley, 1996: Glogoff, [27]1994; Clayton & Batt, 1992; Rowley,[25] 1989, Nicholson,[26] 1987).** A 'specification' , termed variously as a statement of operational requirements (OR), Request for Proposal (RFP), or Invitation to Tender (Iff) is a specification of systems requirements for a library or other computer based information system., drawn up by or on behalf of, the purchasing organization. The specification is sent to potential system suppliers who reply with a proposal. The proposals are then used as a basis for selection. The Government's Central Unit on Procurement (CUP) has described the specification as a statement of needs to be satisfied by the procurement of external resources. It defines what the purchase wishes to buy and, consequently what the supplier is expected to provide. Preparing a specification should thus be seen as a key part of the procurement planning process. A good specification also ensures that you observe the principle of open and effective competition which is a requirement of all procurement activities **(H.M. Treasury, 1991)**. The specification of the operational requirements for a system can be a problematic, time consuming and expensive process for a library. There is no standard guidance available on the format and content of the specification. Money libraries employ independent consultants to undertake the production of a specification of systems requirements **(Muirhead, 1997)**. Buying a library management system can be a significant investment for libraries, but the procurement of a system is, for most organizations an infrequent activity with little opportunity for librarians to build or consolidate their experience. Problems encountered by librarians in producing a specification are compounded by new developments in library

systems. The procurement process is also difficult for potential system suppliers who, in order to sell a system, must respond to specifications which are very variable in terms -of content, format and quality.

The ICT has facilitated   the libraries all over the world to establish network for resources sharing. Further, the emergence of e-journals has forced libraries to opt journals' subscription in the electronic format due to variety of reasons. One of the reasons for opting subscription of e-joumals through library consortium is the best possible bargaining of the prices and saving attractive segment of money in comparison to the subscription in the print format. Government of India consented University Grants Commission to allow its organ. INFLIBNET, to establish a library consortium namely **UGC-INFONET Digital Library Consortium**. This consortium is providing access facilities to e-journals and databases to majority of the university libraries in India. INFONET has helped libraries meet their users diverse information needs.

CONCLUSION

Academic libraries are the treasure trove of knowledge which cater to the needs of scholars, scientists, technocrats, researchers,. students and others who are directly associated with the mainstream of   higher education. In this competitive age, the policy makers have to rise to the occasion and create a new generation of knowledge workers. The information personnel of the academic libraries are also called upon to equip themselves with the best tools, techniques, procedures and practices. The ways in which people communicate, and acquire and share knowledge, will inevitably have an impact on the library, its services, and its staff. The academic libraries play an important role in the academic community by providing necessary forum and resources for faculty and students to do their research and advance their knowledge. In order to effectively meet the growing needs of the client and achieve success in the management of academic libraries, the academic libraries need to actively address the many challenges for the design and delivery of innovative resources and services.

For the very purpose of academic quantitative library managements of utmost importance. There is an overall service quality gap for uses of public universities library services in all universities combined. However, some universities are better of than this counterparts. The situation can be made favourable by effective and efficient management of libraries.

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