BLIS S1-04

ONE YEAR BACHELOR DEGREE PROGRAMME
LIBRARY AND INFORMATION SCIENCES

SEMESTER-I

LIBRARY MANAGEMENT

Guru Prasad Das School of Interdisciplinary and Vocational Studies

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

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October, 2025

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Printed and published by Registrar on behalf of the Krishna Kanta Handiqui State Open University.

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COURSE INTRODUCTION

Welcome to the course on Library Management! In this course, you will learn the basic of managing of library and information centres efficiently and effectively. We will start by knowing the fundamental concepts of management and its various approaches to management. We will explore different management style, schools of thought.

Human aspect of library management is pivot in managing the library. So, you will be diving into the realm of Human Resource Management (HRM). Understanding the significance of HRM in context of libraries, explore its process contextualizing within the landscape of libraries and information centres. Human resource development emphasis on the cultivation of leadership, motivation and organisational culture within library setting. You will also explore human resource planning that unravel the strategies workforce planning and policy formulation. engaging workforce for success of library.

Library housekeeping operation include all the sectional operation including acquisition, cataloguing, classification, circulation, serial control. Book selection process is also important in building good collection of the library. You will know about the physical infrastructure standards that are essential when planning a library, furniture and fittings that optimise the use of the library and enhance the user experience.

Maintenance and preservation are paramount concern for library. We will explore the best practices for document maintenance and preservation techniques for both print and digital materials and strategies for disaster management to safeguard valuable resources.

We will also delve into the intricacies of financial management, exploring budgeting techniques, sources of funding and strategies for resource mobilization tailored to the uniques needs of libraries.

You will get to know the principles of Total Quality Management (TQM) and its application in library setting. You will get to know about TQM framework for achieving excellence in library services and operations.

Some units have along-side boxes to help you know some difficult, unseen terms. Each unit has "PROBABLE QUESTIONS" to help you apply your own thoughts and exercise answer writing. You may find some boxes marked "LET US KNOW", they provide some additional interesting and relevant information. You will also get "CHECK YOUR PROGRESS" questions. This has been designed for self-check your progress of the study. It will be helpful for you if you solve these problems and match your answers with "ANSWER TO CHECK YOUR PROGRESS" given at the end of each unit.

UNIT 1 MANAGEMENT

UNIT STRUCTURE

1.1 Learning Objectives

1.2 Introduction

1.3 Management

1.3.1 Definitions

1.4 Management Style and Approach

1.5 Management School of thoughts

1.6 MBO relevance in library and information centres

1.7 Importance of scientific management

1.8 POSDCORB

1.9 Let Us Sum Up

1.10 Answers to check progress

1.11 Further Reading

1.12 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Understand about management and definition;
- Know about various style and approaches;
- Explain POSDCORB;

1.2 INTRODUCTION

In the intricate ecosystem of organizational dynamic, management refers to coordinating all the aspects of the organisation to maintain its continuity and excellence. In this unit, we'll uncover the concept of management, learn different modern approaches. We'll learn how managers lead their teams, make decisions, and organize tasks. By understanding these principles,

we can see how libraries evolve and improve, ensuring they continue to serve their communities with efficiency and excellence.

1.3 MANAGEMENT

Management is a concept familiar to most, serving as the process or set of activities that integrates various resources such as people, materials, methods, and skills to achieve specific functions. These functions often include a range of functions within an organization, such as a university. In modern times, management has evolved into a specialized professional endeavour aimed at ensuring efficiency and maximizing productivity.

Library management is the procedure of organized activity consisting of operation and the librarian as a leader must resort to the art of working through motivating others and directing them towards objectives. In a library the librarian is the manager of library. He/she will be the responsible if the library is feebly managed. A librarian may become able to achieve the goal by planning, organising, staffing, controlling. The librarian becomes able to induce or persuade his staff to put their maximum efforts willingly. The librarian should have the skill to inspire and motivate their staff to achieve maximize productivity. As well, they must exhibit quality decision-making abilities, particularly in routine tasks where efficient decisions are decisive. A librarian well-versed in management theory can effectively and efficiently fulfil their duties.

1.3.1 Definitions

There are several definitions given by experts from the respective field. Some of the definitions are as follows:

1. EW. Taylor "Management is the art of knowledge, what you want to do, and then seeing that it is done in the best and cheapest way"
2. Appley L. "Managing is about helping people grow, not just controlling things."
3. American Management Association define management as

"The guiding of human and substantial resources into dynamic organization that attain their objectives to the satisfaction of those served, and with a high degree of morale and sense of attainment on the part of those rendering the services"

4. S. George: "Management consists of getting things done through others. Manager is one who achieves the objectives by directing the efforts of others"

Management comprises a series of standard processes or functions. When executed proficiently, these processes contribute to the efficiency and effectiveness of an organization.

1.4 MANAGEMENT STYLES AND APPROACHES

Learner, management styles and approaches are very important aspects of management. Applying these approaches an organisation builds up communication networks, decision-

making, authority and responsibility, goals, policies, procedures, and coordination methods, so in this section we are going to discuss various management styles and approaches:

a) The traditional approach: It is built on theories and philosophy. It focuses on key management functions such as planning, organizing, coordinating, and controlling, along with traditional organizational principles and managerial theories.

(b) Empirical Approach: this approach give emphasizes the belief in management on practical experiences without reference to scientific principles. It is based on the study of the previous experience or case studies and development of organizations and the learning form it methods to solve the current management problems.

(c) Participative Approach: In this approach, managers invite employees at different levels to join in decision-making. This is different from having decisions made by a central authority or a committee. The idea is that those who actually do the work should have an opinion in how things are decided. This management style follows the principles of Management by Objectives (MBO), which was advocated by Drucker.

(d) **Challenge and Response Approach:** In this approach, each problem is seen as a personal challenge. People try to solve the problem and meet their goals within a set time and rules. This way of working doesn't promote competition among staff members.

(e) **Checks and Balance Approach:** This approach prevents power from being held by just one person and make sure that power is balanced within the organization. This means that tasks requiring special skills or training should be handled by more than one person to avoid relying too much on just one individual.

(f) **Directive Style:** This style is quite different from the check and balance approach. It focuses on one central authority, almost like a dictatorship. In this setup, the staffs don't have much freedom; they are controlled by the authority. This approach works well in the military but not in places like libraries where freedom is important.

(g) **Spontaneity Approach:** This approaches informal and not very structured. Staff members act spontaneously, encouraging group dynamics, coordination, and creativity. This approach expects staff to respond efficiently to unexpected situations as capable individuals.

(h) **Formalistic Approach:** This method is inspired by Max Weber's Bureaucratic system. It favour a well-organized, centralized, and formal organization. It requires clear job roles and tasks to be done routinely within a set framework. This approach is common in libraries and provides stability, but it's rigid and formal, limiting staff initiative and creativity.

1.5 MANAGEMENT SCHOOL OF THOUGHTS

Herold Koontz was the first who have attempted to classify the various on the management into the schools of management theory. Based on approaches the writings of some of the scholars of management and Koontz, the management thoughts have been classified in the following Schools of Management Theory.

1. Classical Theory

a) Scientific Management Theory:

This theory initiated by EW. Taylor; regarded as the father of scientific management. He aimed to make management more like a pure science instead of depending on fuzzy concepts and fixed rules.

b) Management Process Theory:

This theory was developed by Henry Fayol, who focused on thoroughly understanding the overall management process. According to this theory, management is a process that is best understood by analyzing its functions.

c) Bureaucratic Functions Theory:

Max Weber came up with a theory that has had a big impact on how we think about things today. He created a model for organizations called bureaucracy, which is seen as a very efficient way to organize things. Bureaucracy is all about specific features in how an organization is structured.

2. Human Relation Theory:

The idea of human relations in management started with the Hawthorne experiments around the 1930s. These experiments showed the way people feel about their work and how they get along with others can affect their motivation, morale, and how productive they are. This was a shift from thinking that only the physical aspects of a job mattered. The studies also showed that an organization is more than just rules and who's in charge—it also deals with how people interact with each other. Since then, many thinkers have added to these ideas through research and their own insights.

3. Decision Theory:

The decision theory school of management developed by Simon observe management as mainly about making decisions. They believe that since every management task involves making decisions, we can understand all of management by studying how decisions are made. Decision theorists look at not just the decision itself, but also the person making the decision and the environment they're in, like the social and psychological factors. They begin by studying small decision-making situations and then use what they learn to understand management as a whole.

4. System Theory

This theory sees an organization as a system made up of different parts that work together. Each part of the organization interacts with and depends on the others. These parts can be seen as smaller systems within the larger system of the organization. They all work together through communication, decisions, authority, responsibilities, goals, policies, procedures, and other coordinating methods.

5. The contingency Theory

This theory says that there's no one perfect way to manage things. It looks at how different parts of a system work together and how the system interacts with its surroundings. It's all about understanding how organizations work in different situations. It sees management as something that depends on the situation.

6. Mathematical Theory

Mathematical theory is also known as Operations Research Method. This theory is based on the skill of the manager who can decode all the elements of trouble/problems into a mathematical equation. These mathematical models are controlled and interpreted to accomplish better results. The success of this approach depends upon the nature of the problem and the capability of the Manager.

7. Management by Objectives (MBO)

This approach has been acknowledged as the best approach of the management. In 1954, Peter Drucker an Austrian-American author developed the concept of management "Management by Objectives" (MBO). He establishes a temporary solution for the immediate demand.

Drucker's MBO is about everyone in an organization working together to reach the same goals. Each person gets to share their thoughts on what these goals should be. Then, team decide what they need to do and assign jobs/tasks based on people interest or expertise.

Here are the five main steps of MBO:

- Managers and team members decide on goals together.

- The team members should divide these goals into tasks of their own.

- Managers and team leader keep track of how everyone is doing.

- They check progress based on specific milestones.

- Employee gets feedback and rewards based on how well they're performed.

Drucker also liked the idea of SMART goals, which means goals that are specific, measurable, achievable, realistic, and have a timeframe attached to them.

1.6 MBO RELEVANCE IN LIBRARY AND INFORMATION CENTRES

Several experiments have been conducted to implement the MBO process within libraries. And the results have been encouraging; libraries can be benefitted by MBO process. It is relevant various technical and procedural operations in libraries, such as acquisition processes and technical services. it is beneficial for libraries because sharing responsibilities among those in charge of library management is beneficial because it helps in effectively managing the library.



CHECK YOUR PROGRESS

Q 1: Fill up the blanks

a) MBO advocated by ……

b).....method inspired by Max Weber's Bureaucratic System

c) Mathematical Approach is also known as .....… Research Methods.

1.7 IMPORTANCE OF SCIENTIFIC MANAGEMENT

Learner, here we are going to discuss about the importance of scientific management. The concept of Scientific Management was first used by Louis Brandeis in 1910. Scientific management is concerned with development of the team work and a cordial relationship between employees and the management. Scientific management in a library is about creating efficient workflows and promoting good communication between staff and management. For example, setting up regular meetings where everyone can share ideas and solve problems together.

In the framework of a library management system, scientific management may include analyzing how employees react to enhancements in their working conditions, such as improved lighting or more comfortable seating. Science, in this context, refers to the methodologies and approaches we employ to arrange the library in an efficient manner. For example, let's say we use a computer system with Library Management system (LMS) to track books and help patrons find their requirement. This system is based on scientific principles, like categorizingbooks by category or author to make them easier to locate. Scientific Management in the library also involves planning ahead, setting standards for how things should be done, and always looking for ways to improve how we serve our patrons. It's about working together as a team, from librarians to support staff, to create a friendly and efficient environment for everyone. Thus, scientific management is characterised by a scientific approach which involves the following:

- The application of scientific methods and analysis to managerial functions and problems.

- Serious consideration of human elements in management, based on psychological studies and behaviour analysis in different situations.

- Increasing emphasis on economic effectiveness in all management functions. A system approach focusing equal attention on

all functions of management, and

- Use of computer for analysis and studies. Importance of Scientific Management in Libraries

Importance of scientific management in libraries

The importance of scientific management in libraries is due to the following purposes:

1. **It helps the Librarian in putting facts:** Libraries aim to offer the best services possible to society, funded by library taxes or fees paid by the people. Libraries are always evolving, needing more funds each year to improve their services. People often wonder why more money is needed. The key is applying scientific management, which helps librarians explain the reasons clearly to the public and authorities.

2. **Improving staff efficiency:** is important in libraries because many tasks are repetitive and can be automated. To make these tasks better, we should look at them closely and try to improve them. Daily tasks in libraries include the circulation of books/documents, and organizing shelves. By using scientific management methods for these tasks, we can make them more efficient.

3. Tool for personnel and financial management of the Library: The tool used for managing staff and finances in a library is called job analysis. This tool follows the main principles of scientific management. It helps divide the work among library staff efficiently. When a librarian uses this method, they can figure out the amount of work done by each library worker. This is done by using their abilities and intelligence to apply scientific management effectively.



CHECK YOUR PROGRESS

Q2. True or false

a) Scientific Management was first used by Louis Brandies in 1920

b)	Henry Foyal developed the concept MBO
c)	Scientific management all about team work.

1.8 POSDCORB

Learner, here we are going to briefly elaborate the “POSDCORB”, Which is an acronym representing different functions or elements of management.

- P for Planning: Planning is like making a map for what you want to achieve and how to get there. Imagine a library deciding they want to increase the number of books they have in a year. They’d set a goal, like adding 500 new books, and plan out how to do it step by step. This might involve looking at trends in what people are reading, budgeting for new purchases, and involving the librarians in choosing books. Planning helps the library staff stay organized and make sure they’re moving in the right direction, just like it does for other organisations.

- For Organising: Organising involves analysing the entire activities of an organisation, sorting and grouping the resulting work and jobs into a logical structure assigning these activities to specific positions and persons and providing a means for coordinating the efforts of individuals and groups. Organizing in a library or information centre means looking at all the things the organization does. For example, let’s say we’re organizing a library. We might start by dividing tasks into categories like procurement of new books (collection development), getting books ready to be borrowed (technical processing), and helping library users (user services). Or, we could organize the library based on who uses it most—like organising one section for kids, another for adults, and so on. Another way could be organizing by the topics of the books, like having one section for history books and another for science. We could even combine these methods to create a system that works best for our library and the people who use it.

- S for Staffing: Staffing is all about having the right people in place to

run things smoothly. In libraries and information centres, this means paying attention to things like who works there, how they were employed, thier job profile, their training and pay, and any perks or advancement opportunities they have. For instance, a library might focus on employing librarians with master's degrees, training them on new software, and offering incentives like professional development courses.

- D for Directing: Directing is a function that enables managers to accomplish tasks through people It is related to staffing in the sense that these two functions are concerned with the workers of the organisation. The other important aspect of directing is exercise of control on the system. It does not deal with the singular top management. In fact, it is a function throughout the organisational levels. This calls for good interpersonal communication.

  For example, a librarians may direct his/her supporting staff like how to organize book collections effectively, how to assist patrons efficiently, and how to maintain a welcoming environment for visitors. At the same time, supervisors in different sections within the library may direct their teams on specific tasks like cataloging books, managing digital resources, or coordinating events. This coordination and guidance help the library function smoothly and provide better services to its users.
- Co. for Coordination-The functions of an organisation are divided into are functional units for efficient performance. It is only through coordinated efforts of an its units that the organisation can achieve its objectives. It is the duty of the manager to coordinate the different functions to avoid any bottleneck.

For example: In a library or information centre, different responsibilities are divided among various sections for smooth operation. For instance, there are sections for cataloguing, circulation, and reference services. It's crucial for the librarian to ensure these departments work together

seamlessly. If the cataloguing department doesn't coordinate well with the circulation department, there might be delays in getting books to users. So, coordination is key to achieving the centre's goals efficiently.

- Guide for Reporting-Reporting is to keep authorities and the concerned public informed about the performance and achievements of the organisation. The reports prepared have information on every one of the professional and technical activities of the organisation including financial matters. The reports not only serve to maintain the public relations of the organisation but are also valuable as self assessment reports showing the strength and weaknesses of the organisation.

For example, a library might report on how many new books it acquired, how many people visited, and how its budget was spent in a financial/ academic year.

B for Budgeting-Budgeting is a very important activity encompassing financial planning, accounting and control. The budgets of any organisation provide information on financial resources and their allocation to different aspects of expenditure. Budgets are usually prepared for a year. There are so many methods of preparing budgets. The most common method of budgeting is to divide expenditure into broad categories, such as salaries and allowances, materials and supplies machinery and equipment, capital expenditure and miscellaneous with further subdivisions within these categories. ZBB that is Zero Based Budgeting is a much more recent concept of budgeting, which concerns with future and not with the past. It requires careful analysis of activities that should take place in the organisation with justification for each unit of work identified. It means carefully looking at all the things the library or centre wants to do and figuring out why each thing is needed. For instance, if a library wants to buy new computers, they'd have to explain why it's important and how it will benefit the people using the computers.



1.9 LET US SUM UP

In conclusion, management encompasses a wide range of concepts, styles, approaches, and schools of thought, each contributing to the effective and efficient functioning of organizations. By understanding these aspects, managers can adapt their practices to suit different situations and achieve organizational goals successfully. Overall, managing a library and information centre involves many different ideas, ways of doing things, and ways of thinking. These all help the library run well. For instance, a librarian might use different methods depending on what the library needs. They might also use ideas from scientific management, like organizing tasks efficiently and helping staff grow, to make sure the library works smoothly and reaches its goals.



1.10 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: a) Peter Drucker, b) Formalistic Approach, c) Operation Research Methods e



Ans to Q No 2: a) False, b) False, c) True

1.11 FURTHER READINGS

Kumar, K. (1987). *Library administration and management*. South Asia Books.

Mittal, R. L. (2007). *Library administration: Theory and practice*. Ess Ess Publications.

Ranganathan, S. R. (2006). *Library administration*. Ess Ess Publications.

Sehgal, K. (1976). *Problems in library management*. Vikas Publishing House.



1.12 MODEL QUESTIONS

Q 1: List two key principles of management according to Henri Fayol?

Q 2: Define management in the context of library and information centres.

Q 3: What is MBO in the context of library management

Q 4: Write the importance of scientific management in library and information centres

Q 5: Discuss two management styles and their impact on library operations

Q 6: Compare and contrast scientific management with human relations management theories in the context of library and information centre management.

Q 7: Examine the various management schools of thought and their applicability to library and information centres

Q 8: Critically evaluate the POSDCORB framework in the context of library management. Provide detailed examples of how each element (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting) can be effectively utilized in a library setting.

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UNIT 2 : BASIC OF HUMAN RESOURCE MANAGEMENT

UNIT STRUCTURE

2.1 Learning Objective

2.2 Introduction

2.3 Human Resource

2.4 Concept of Human Resource Management

2.5 Need of HRM

2.6 Purpose of HRM

2.7 Characteristic and Features of HRM

2.8 Issues of HRM

2.9 Functions of HRM

2.10 HRM in Library and Information Centers

2.11 Let Us Sum Up

2.12 Answer to Check Your Progress

2.13 Further Reading

2.14 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Understand the concept of HRM.
- Learn the management skill for library management.
- Understand management of Humans in Library.

2.2 INTRODUCTION

In organization the essential resources such as finances, materials, and machinery that are integral components. However, human capital surpasses them all in significance. Without harnessing the potential of individuals effectively, organizational objectives remain elusive. It is the collaborative

efforts of people that ensure the optimal utilization of all resources towards organization's goal.

In the dynamic landscape of libraries, Human Resource Management (HRM) is instrumental in ensuring efficient operations, fostering a conducive work environment, and ultimately delivering quality services to patrons. HRM in libraries encompasses a wide array of functions aimed at managing personnel, optimizing their performance, and harmonizing organizational objectives with individual aspirations. From recruiting and training to performance evaluation and employee engagement, HRM in libraries are tailored to meet the unique needs of these knowledge hubs.

2.3 HUMAN RESOURCE

Human Resource is the primary and invaluable resource in any organization. Managing any organization requires human resource at different levels. Human resource in simple words are people working in an organization at all levels. They represent the workforce of the organization and have the expertise and abilities necessary to convert its various resources into substantial products and services.

The top-level workers of the organizational hierarchy are the individuals with exceptional qualification and expertise. They have concise yet comprehensive understanding of the organization's objective, and they play pivotal roles in goal-setting, policy making and program development. They establish the structural framework for operational function, define performance across a spectrum of managerial duties to ensure seamless operations within the organization. Human Resource of an organization is comprised of all the employees from the top most level to the bottom level. In an organization the workforce works at majorly three levels- namely top, middle and lower.

The middle tier of individuals functions within the organizational divisions, actively engaging in operational duties specific to their respective areas. They execute strategic plans, oversee target implementation, and manage and monitor the performance of their colleagues at their level and below. They are involved in executing the policies made by the top-level workers.

The third or the low tier personnel are engaged in production level activity and contribute to the timely completion of the specific tasks. They focus on day-to-day tasks and transactional activities. Examples include coordinating events and processing payroll, etc.

Each level of workers plays an equally crucial role in running the organization effectively. Top level sets strategic goals in accordance with the objective of the organization, the middle level effectively works on the execution of the targets set by the top level and the low level handles the operational aspects of the tasks. Together, they work collaboratively to accomplish the organization's goal and objective. Any deficiency at any level can impede the progress of the organization and contribute to its decline.

2.4 CONCEPT OF HUMAN RESOURCE MANAGEMENT

The responsibility of Human Resource management is to effectively manage human capitals to achieve strategic goals and objectives, that would lead to progress and advancement of the organization. Human Resource Management comprises Human Resource Planning (HRP) and Human Resource Development (HRD). In this unit, we are going to understand the basics, therefore it include primary concepts of HRP and HRM.

The management of human resources within an organization refers to the wise and efficient utilization of the workforce in all organizational endeavors. Workforce refers to the human capital that includes all the workers of the organization. Through HRM practices, organizations navigate the allocation, development, and engagement of their workforce, steering towards the realization of collective objectives. Human capital is the resource of the organization that can be updated by upskilling, training and motivating.

Definitions

According to Ivancevich (2008), Human Resource Management (HRM) is defined as the “systematic approach to the management of an organization’s most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives.”

Keith Davis defines “Human resource management as the management of work and people towards desired ends. It is the art of creating an environment in which people can perform and individuals and can co-operate towards the attainment of group goals.”

HRM in Organization

It is the strategic and systematic approach for managing an organization’s workforce. It involves the coordination of various functions including recruitment, training, development,

compensation, and employee relations, to ensure that an organization’s human capital is effectively utilized to accomplish its mission and purposes. HRM also deals with the development of rules and regulations to support employees, foster positive work culture, and comply with legal requirements. It holds significant importance in optimizing employee potential and bolstering the overall success and longevity of the organization.

The organization, in order to achieve the optimal organizational production needs to emphasis on three Cs- commitment, culture and competencies.

- Commitment: Commitment is the sense of the dedication, loyalty, and engagement of employees towards the organization and its goals. That can be cultivated by fostering positive relationships, providing opportunities for growth and development, and recognizing and rewarding employees’ contributions.

- Culture: Culture encompasses the values, beliefs, norms, and practices that characterize an organization and guide the behavior of its members. HRM is pivotal in shaping and managing organizational culture by promoting values that align with the organization’s objectives, fostering inclusivity and diversity, and facilitating communication and collaboration among employees.

- Competencies: Competencies refer to the skills, knowledge, abilities, and other attributes that employees possess, enabling them to perform their duties effectively. HRM focuses on assessing, developing, and leveraging

the competence of employees by various activities like performance appraisal.

2.5 NEED OF HRM

Individuals within an organization are represent the most critical asset, as they possess the unique ability to convert any other resources into valuable and impactful products and services. The need manage human resource efficiently is a concern in all kinds of organization, be it small or big. The major reason are be following-

- humans are the only resource that has the intelligence to develop unique useful products and services.
- human resource when efficiently used can grow the organization to great heights.
- they are the ones that have the problem-solving capabilities.
- they are capable of upgrading their knowledge base and skills to improve the working efficiency and product designing.
- Humans are considered the working capital of any organization, as they are the ones who provide service.

2.6 PURPOSE OF HUMAN RESOURCE MANAGEMENT

Human resource management deals with solving employees (workers) problem with organization and organizations productivity concerns over its workers. The purpose of the HRM include-

- Talent Management- Deployment of suitable person for a task is very crucial for an organization as it can affect the productivity. A person who works in his interest area can produce extraordinary results.
- Help organization focus on improve job satisfaction and employee performance, as human capital satisfaction improves productivity gain.
- Accomplish the organizations' goal by increasing individual productivity.
- cultivate peaceful work culture.

- Combat competition in the market.
- Upgrade and up skill the knowledgebase of the worker.
- Recruit appropriate person best for the job.

2.7 CHARACTERISTIC AND FEATURES OF HUMAN RESOURCE MANAGEMENT

The most common characteristics and features of HRM are-

a) Universal: Human management is common aspect in all organization, as even small organization needs human resource management to assist the need and undertake recruitments. The underlying principle of HRM is constant regardless of the firm size or scope so, depending upon this scale and the intricacy of organization human resource maybe managed by individual or a team.

b) Acts as binding force: HRM acts as a binding force of the organization as management is responsible for internal workers coordination. It makes efforts in building policy that emphasis on working for achieving goals that is same for both organization and individual working there.

c) Continuous process: It is continuous process as it is not a task that can be completed in a day or a project but it is an everyday work. It necessitates sustained effort, as interactions among individuals within the organization occur on a daily basis.

d) Effective communication: Humans can be managed efficiently only with effective communication. The better the communication the better the coordination leading to better product.

e) Employee oriented and organisation oriented: Leading a team effectively to maximize their potential and aligning policies with organizational goals are key functions of Human Resource Management. This requires a dedicated team capable of harmonizing personnel and strategy to drive success.

2.8 ISSUES OF HRM

In the process of managing the most vital resource humans in an organization the following concerns are considered-

- People within the organization are valued, fostering an atmosphere of respect and empathy towards each worker.
- The workers of the organization are treated equally and regarded as a crucial part of the organizational family
- The organization maintains a trustworthy and interdependent environment, ensuring collaboration and support among its members.
- Authorities ensure fair treatment of workers, fostering a sense of justice and equity.
- Decision-making processes are transparent, promoting trust and accountability within the organization.
- Organizational performance is upheld through continuous contributions from workers and teams, aimed at improving overall efficiency and effectiveness.
- Workers are provided with opportunities to develop the right skills and competencies, enhancing their performance and productivity
- Performance appraisal systems are regularly monitored to ensure accuracy and fairness.
- Motivate workers and foster positive attitude among worker towards organization.
- Promote innovation for gaining a competitive edge, with strategies in place to encourage and support innovative thinking.
- Keep promoting new ideas from workers and encourage team to keep innovating.

2.9 FUNCTIONS OF HRM

An organization can have a separate department for organizing and managing the human resource or the authority itself can also keep the check in some organisations. The functions that this departments or personnel do include the following-

a) Recruitment: Recruiting educationally qualified candidates to fill vacant positions present within the organization. This involves activities such as job posting, candidate screening, interviewing, and making job offers.

b) Training: training to enhance employees' skills, knowledge, and abilities. These programs may include orientation for new hires, job-specific training, leadership development, and continuous learning initiatives.

c) Performance check: Performance management systems to monitor and evaluate employees' performance. This involves setting performance goals, providing feedback, conducting performance appraisals, and addressing performance issues through coaching or disciplinary action when necessary.

d) Allowance and benefits: Provision of compensation and benefits packages to attract and retain employees. This includes determining salary structures, administering payroll, managing employee benefits such as health insurance and retirement plans, and ensuring compliance with legal requirements.

e) Worker coordination: Fosters positive employee relations by promoting effective communication, resolving conflicts, and addressing grievances. This involves creating policies and procedures that promote fairness, equity, and respect in the workplace.

f) Deployment and planning of HR: Manpower planning to ensure that the organization has the right quality of people with the right skills in the right positions at the right time. This involves forecasting future

workforce needs, identifying talent gaps, and developing strategies to address the needs.

g) Motivation: Implementing initiatives to enhance employee engagement, satisfaction, and motivation to increase productivity. This may include recognition programs, performance incentives, career development opportunities, and initiatives to promote work-life balance.

h) Working Conditions: Ensure safe and healthy work environment for employees. This involves compliance with health and safety regulation, ensuring building safety, implementing safety protocols and training programs, and addressing workplace hazards and accidents.

i) Law obedience: Ensure compliance with employment laws and regulations at the local, state, and federal levels of the organization. This includes laws related to equal employment opportunity, labor relations, workplace safety, and privacy.

2.10 HRM IN LIBRARY AND INFORMATION CENTRES

Most of the Library are attached with some institutions, this includes of academic and special libraries. Academic libraries constitute all the school libraries, college libraries, university libraries like IIT and IIM libraries. Even Public libraries are under Ministry or Department of the Government. So the libraries cannot have their independent policies and governance is partially controlled by their parent institute. For governing these libraries smoothly various acts have also been enacted like Public Library Act by the states. Academic Libraries run according to the UGC guidelines in India that govern the education system in India, thoughcould be any other organization in different country. So the HRM policy that focus on effective people managing is not the major concern in libraries and not much of attention is give to it. The administration definitely, from time to time, arranges and organizes

training for the workers. They also deal with the salary of the personnel working and look into performance appraisal.

Libraries knowingly or unknowingly do manage human resource from their origin, but the for effective managment of human resource to get best from them is the purpose of HRM policies and practice. Modern libraries aim at employing less employees in the library and maintaining more services and products, this possible only with effective HR management, recruiting suitable employee for the post, motivating and training them. Making the employees comply to the rules and regulations of the library.



CHECK YOUR PROGRESS

Q1. The three C's for achieving the optimal organizational production are_____and _____ .

Q2. The three tiers of personnel typically found in an organization _____ and _____.

Q3. _____is the primary resource in any organization.

Q4. _____ is one function of HRM related to evaluating employees' performance.



2.11 LET US SUM UP

In this unit, we got to know about the concept of the human beings the used as the most valuable resource. In an organization the humans are the resource that makes other resources of the organization valueable. Human beings emerge as the cornerstone of any organizational structure. The strategic management of this invaluable asset is encapsulated in the discipline known as Human Resource Management (HRM).

We learned about the significance of the HRM, and the function of the HRM. The recognition of the humans as the precious resource in an organization

and can provide an edge in the competitive market the become the growth force for the study and development of the field and a concern for the organization to look into for better results. For ensuring the optimal management continuous activities that come under the umbrella of HRM include performance appraisal ratings, training and development programs, motivation through allowances, incentives, better opportunities and fair practices. In libraries context, as most of the libraries are under an institute or organization independent HRM polices need to alter according to the parent institute guideline and the head of the library and information center or librarian can play the role of managing the human resource effectively keeping the context of the needs of the library.



2.12 ANSWERS TO CHECK YOUR PROGRESS

Ans 1: commitment, culture, competencies.

Ans 2: top-level, middle-level, and lower-level.

Ans 3: Humans

Ans 4: Performance appraisal



2.13 FURTHER READINGS

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1.8 MODEL QUESTIONS



Q1. What do you understand by Human Resource Management?

Q2. Describe the three Cs of HRM in organization.

Q3. Why is human resource considered most valuable resource among all the resources available in an organization?

Q4. Describe the issues of related to HRM.

Q5. Explain the functions of the HRM?

Q6. What are the concerns of the HRM?

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UNIT 3: HUMAN RESOURCE PLANNING

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Meaning and Nature of Human Resource Planning

3.4 Objectives of Human Resource Planning

3.5 Need for Human Resource Planning

3.6 Importance of Human Resource Planning

3.7 Purpose of Human Resource Planning

3.8 Elements of HR Planning and Policy

3.9 Job Analysis

- 3.9.1 Methods Of Job Analysis
- 3.9.2 Job Description
- 3.9.3 Job Satisfaction

3.10 Let Us Sum Up

3.11 Answer To Check Your Progress

3.12 Further Readings

3.13 Model Questions

3.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Understand about Human Resource Planning (HRP).
- Know the needs, importance and purpose of HRP.

3.2 INTRODUCTION

Human Resource Planning (HRP) plays a pivotal role within organizations as it entails predicting and coordinating human resource requirements with strategic aims and goals. This proactive method involves managing the

workforce by guaranteeing the appropriate quantity and caliber of talent is accessible at the correct time and location.

By aligning HR planning with organizational strategies organizatios can efficiently allocate resources, minimize recruitment costs, and maintain a competitive edge in the market.

3.3 MEANING AND NATURE OF HUMAN RESOURCE PLANNING

Human resource planning determines the movement of the organization from the present human resource position to the anticipated one. It is a process which determines and assures the required number and kind of people at the proper time and place to accomplish the organizational goals.

According to Dale S. Beach, human resource planning is defined as "a process of determining and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved"

Human resource planning involves continuously ensuring the appropriate quantity and caliber of personnel are available when and where needed to enhance organizational effectiveness. It should be synchronized with organizational objectives, fostering heightened productivity and lower turnover rates. In library and information science, this encompasses securing skilled staff to deliver high-quality user services.

Effective human resource planning in libraries starts with understanding the library's mission and objectives. For example, a library may aim to expand its digital resources and services to meet the changing needs of users. In this case, human resource planning would involve assessing the current staff's skills and identifying areas where additional expertise or training is needed to support digital initiatives.

In the short term, human resource planning in libraries may focus on recruiting new employees with specific skills related to digital resources

management or information technology. This could involve hiring librarians or technicians with experience in digital librarianship, cataloging electronic resources, or developing online user interfaces.

In the medium term, human resource planning shifts to training and developing existing staff to enhance their digital literacy and technical abilities. Libraries may invest in workshops, online courses, or certifications to equip staff with the knowledge and skills required to navigating new technologies and platforms effectively.

Long-term human resource planning in libraries encompasses a broader range of activities, including succession planning, performance evaluation, and career development. Succession planning ensures that there is a pipeline of talent ready to take on leadership roles as senior staff members retire or move on. Performance evaluation helps identify strengths and areas for improvement among staff members, guiding training and development efforts. Career development initiatives such as mentorship programs or opportunities for advanced training support staff growth and retention.

3.4 OBJECTIVES OF HUMAN RESOURCE PLANNING

i) It ensures that the current human resources are used in the best possible way.

ii) It helps in fulfilling individual and organizational aspirations through collective efforts of employees and organization.

iii) It makes future skill assessment of the organization to meet overall objectives.

iv) It assists in ensuring that human resources are allocated appropriately.

v) Formulation of transfer and promotional policies of the organization is done effectively.

vi) To cope with changes in the organizational structure, one must adapt accordingly.

vii) Control over costs related to human resources.

viii) The organization ensures continuity in its workforce by replacing

employees who retire, pass away, or leave the organization.

9) Designing training programs for various categories of employees.

10) Prescribing qualifications for different jobs in the organization.

3.5 NEED FOR HUMAN RESOURCE PLANNING

The human resource planning within an organization is crucial for the following reasons:

1. Despite increasing unemployment rates, there is always a shortage of human resources with the necessary skills, qualifications, and capabilities. Therefore, it is crucial to plan for their availability and deployment strategically.
2. Rapidly evolving technology and globalization have introduced new challenges in trade, commerce, sales, marketing, and production. As a result, corporations/organization need a new type of workforce to address these challenges.
3. The increasing mobility of human resources has led to a higher demand for human resource planning.
4. To increase the labour productivity human resource planning is required.
5. To increase smooth supply of workforce without interruption.
6. Changes in the structure of a corporation affect the need for human resources.
7. The government's policy regarding reservation in employment brings about changes in the demand for and supply of human resources, thus necessitating proper human resource planning.

3.6 IMPORTANCE OF HUMAN RESOURCE PLANNING

Human resource planning is important to the organization. Some of the following ways:

1. The effective human resource planning fulfills the corporate need for a quality workforce.

2. A proper human resource planning reduces the labour cost substantially. It maintains a balance between demand for and supply of human resources. It works as a cost saving device.

3. Human resource planning facilitates increase in skills, abilities and potentials of the workforce through training and development.

4. Human resource planning provides multiple gains to the employees by way of promotions, increase in salary and other fringe benefits.

5. It facilitates comparison and evaluation of alternate human resource policies.

6. It provides for welfare, health and safety of the employees in the form of residential accommodation, schools, hospitals, stores, and recreation clubs thus increases the productivity.

7. It enables the assessment of human resources for future requirements.

8. Human resource planning clears the way for effective motivation of the employees of the organization.

9. Above all, with the increase in productivity, increase in skill, knowledge, potentialities of human resources and employee satisfaction, the main beneficiary is the organization which gains in terms of increase in profit, prosperity, growth and development and an edge over rivals in business competition.

3.7 PURPOSE OF HUMAN RESOURCE PLANNING

Human Resource Planning (HRP) is an essential process for accurately forecasting an organization's human resource requirements. When there is a thorough comprehension of the quantity and quality of personnel required, it becomes feasible to maintain a balance between talent demand and supply within the organization.

HR planning is involved in helping an organization to navigate changes in market dynamics, such as increased competition, advancements in technology, evolving regulatory frameworks, and more. For e.g., a technology company might use HRP to anticipate the need for skilled software

developers as they introduce new products or services to stay competitive in the market.

By engaging in HRP, organizations can proactively build a large pool of qualified individuals to fill current and future job openings. This preparedness ensures continuity in operations and reduces the risk of talent shortages or skill gaps that could hinder business growth.

3.8 ELEMENTS OF HR PLANNING AND POLICY

The following are the different elements of Personnel Planning:

- Estimating manpower requirements quantitatively and qualitatively:
  Estimating the workforce needed for evolving libraries and institutions is a composite task due to their changing scopes and functioning mechanisms. The qualifications and training required for managing these institutions need to encompass several skills and knowledge. Estimation should be based on current and potential future activities, programs, and budgetary considerations. Assessing the required personnel's qualitative aspects involves techniques like job analysis, job descriptions, and evaluation to set performance standards.
- Selecting and recruitment of persons;
  The selection and recruitment process, particularly for top executives, demands careful attention. Advertisements in newspapers supplemented with recommendations from the experts. Applications are reviewed alongside recommended names, and candidates are shortlisted for interviews. Successful candidates are then asked to present their management and growth strategies for the organization. Following this, appointment orders are issued. Lower-level positions follow a similar procedure: sanction is sought from the personnel department, advertisements are placed detailing job descriptions and benefits. The personnel department handles routine operations, including screening applications and conducting tests or interviews as needed. However, the top executive or unit head takes the initiative in the process, ensuring suitable candidates are selected. This hands-on approach safeguards

the organization's interests and contributes to its success.

- Orientation and organization

  The orientation program covers organizational goals, discipline, benefits, salary details, healthcare, leave policies, grievance procedures, and work hours. Similarly, the librarian explains the different sections of library, job duties, and routines. Such systematic induction fosters familiarity with the work environment and colleagues, enhancing performance and job security for new hires.

- Development of knowledge and skills:

  The responsibility for developing the knowledge and skill base of human resources in library and information centers falls on the supervisor. They must assess the strengths and weaknesses of their staff and determine the best approaches to address them. Training and development initiatives aim to enhance employees' capacity, abilities, and competencies to adapt to evolving around user's demands. This includes orientation courses for new recruitment, in-service training, workshops and short-term courseson emerging trends for staff, also continuing education programs for ongoing knowledge updates. Planning the training programs, assessing program options, ensuring quality, evaluating trainees' performance post-training, and considering various training areas such as administration, finance, and professional development.

- Performance assessment, counseling and coaching:

  Performance assessment involves systematically evaluating an individual employee's job- related strengths and weaknesses. This evaluation applies across all levels of management within an organization. The objective of this process is to enhance performance, recognize outstanding performance with awards, rewards, or incentives, and identify individuals in need of guidance to improve their output and quality. Those requiring support are identified based on their areas of inadequacy and provided with counseling, coaching, or intensive training for self-development.

- Communication:

  The communication system within an organization complements its staff development program, synergizing to enhance staff capabilities, behavior, and professional quality. This system plays a crucial role in fostering organizational culture by conveying values and ideas, thus establishing social relationships among employees. Ethical values, ingrained through this culture, shape employees' behavioral patterns positively. Regular meetings facilitate discussions on common interests, fostering teamwork and aiding in goal achievement. Committees, constituted for specific purposes, promote staff participation in planning, decision-making, and problem-solving processes.Internal publications like bulletins, newsletters, and annual reports provide firsthand information about the organization's activities, contributing to healthy growth.

3.9 JOB ANALYSIS

Job analysis is the procedure of exploring systematically the facts and functions within a job. It is one of the important functions of the human resource manager who through this process of job analysis knows the duties, responsibilities and accountabilities of a job and qualifications, skills, potentials and talents to perform it. Job analysis is done systematically because it is basically a technical procedure involving compilation of information relating to successful performance of job and determination of relationship with other jobs and evaluating and prescribing the required qualifications, skill and knowledge necessary for it. It is a useful tool for human resource planning, making recruitment and selection, providing for training and development, performance appraisal, career planning, fixing compensation.

Job analysis is a systematic exploration of the duties and responsibilities inherent in a job role. It plays a crucial role in the functions of a human resource manager by providing insights into job-related information such

as qualifications, skills, and talents required for effective job performance. This process aids in understanding the job's accountabilities and its relationship with other roles within an organization.

For example, in a library and information center, job analysis helps identify the specific tasks and responsibilities of a librarian. It outlines the qualifications, skills, and knowledge necessary to manage library resources efficiently, assist patrons, and organize information effectively. Additionally, job analysis in this context facilitates human resource planning by ensuring that the right candidates are recruited, trained, and evaluated for performance based on the identified job requirements. It also assists in determining appropriate compensation and planning career progression for library staff.

3.9.1 Methods of Job Analysis

1 Observation method: The observation method is a reliable approach used by job analysts to gather firsthand information about employees' job duties. This involves observing employees directly and then cross-checking and supplementing the information obtained with input from their supervisors. However, there's a risk that employees might alter their behavior if they become aware of being observed, which could distort the accuracy of the job analysis. Therefore, caution must be exercised to ensure the naturalness of employees' performances during observation.

in a library and information center, the job analyst might observe library staff organizing shelves, assisting patrons, and cataloging books. The analyst could intermittently observe over a period, noting workflows and interactions. This method ensures a comprehensive understanding of the tasks involved in running the library effectively.

2. Questionnaire method: Under this method the structured questionnaire is prepared and is distributed among the employees by the job analyst. This is a good and less expensive method to seek necessary information with respect of job but there is no way to

take feedback.

3. Interview method: In this approach, employees and their supervisors are interviewed individually about their job roles and tasks. Alternatively, group interviews can be arranged to gather information. This method is time consuming.

4. Daily recording of activities method: In this method, employees are tasked with documenting their daily tasks in diaries. While this method offers valuable information, it

demands significant time and effort from the employee.

5. Records maintained by the human resource department: The Human Resource Department gathers job-related data from various sources, such as job holders' records, to compile job analysis information. These methods, though imperfect and non-exclusive, can be combined for accuracy. The job analysis process primarily yields job descriptions and specifications. For example, in a library or information center, this process helps define roles like librarian or cataloger.

Job analysis is an analytical process from which we develop tangible results in the form of a job description and a job specification. These two outcomes i.e. job description and job specification determines the duties and responsibilities a particular job possesses and the qualifications, skills, knowledge, potentials required to perform the job respectively. Accordingly, human resource manager has to plan for human resources. This is how job analysis helps in human resource planning.

3.9.2 Job Description

Job analysis leads to the creation of a job description, which provides a comprehensive understanding of the tasks, duties, and responsibilities expected of an employee. The job description outlines

what needs to be done, why it needs to be done, and how it should be accomplished. It covers all aspects of the job and is essential for ensuring clarity and alignment between employers and employees. A well-written job description contains current and accurate information, helping both parties understand the role's expectations and responsibilities clearly. The job description document contains the following information:

I. Job title
II. Functions
III. Duties and Responsibilities
IV. Nature of supervision
V. Place of job
VI. Tools, implements, machines
VII. Environment at workplace
VIII. Future prospects.

3.9.3 Job Satisfaction

Job satisfaction, a concept introduced by R. Hoppock in 1935, encompasses psychological, physiological, and environmental factors that provide contentment in one's work. Assessing job satisfaction is challenging but can be done through well-designed questionnaires. These surveys typically inquire about the nature of the job, working hours, opportunities for advancement, compensation, work environment, relationships with colleagues and supervisors, participation in decision-making, and recognition or disciplinary measures. In the realm of library and information science, job satisfaction could manifest as fulfillment from helping patrons find information, collaborating with colleagues on projects, or having access to professional development opportunities.



CHECK YOUR PROGRESS

Q 1. Which of the following is NOT an objective of Human Resource Planning?

a) Forecasting future manpower requirements.

b) Promoting employees' well-being.

c) Ensuring compliance with labor laws.

d) Designing employee uniforms.

Q 2. The main purpose of Human Resource Planning is to:

a) Cut down on employee training programs.

b) Develop a competent workforce.

c) Reduce the overall number of employees.

d) Promote employee absenteeism.



3.10 LET US SUM UP

In summary, human resource planning in library and information science involves aligning staffing needs with organizational goals, recruiting and developing talent, and leveraging technology to support staff management processes. By investing in human capital and strategic planning, libraries can effectively meet the evolving needs of their communities and thrive in an increasingly digital environment.



3.11 ANSWERS TO CHECK YOUR PROGRESS

Ans Q1: d

Ans Q2: b



3.12 FURTHER READINGS

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3.13 MODEL QUESTIONS

1. What is the nature of human resource planning?
2. Mention one scenario where human resource planning becomes crucial.
3. State the primary purpose of human resource planning.
4. Discuss in detail the objectives of human resource planning and how they contribute to achieving organizational goals.
5. Explain the concept of job analysis, its importance, and the steps involved in conducting a thorough job analysis.
6. Discuss the importance of job descriptions in HR management and outline the key components that should be included.

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UNIT 4: HUMAN RESOURCE DEVELOPMENT (HRD)

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Concept of HRD

4.4 Nature /characteristics of HRD

4.5 Need of HRD

4.6 Implementing Human Resource Development (HRD)

4.7 Strategies of HRD

4.8 Outcomes of HRD

4.9 HRD in Library and Information Institutions

4.10 Role of the Librarian as HRD Manager

4.11 Lets' Sum Up

4.12 Answer Your Progress

4.13 Further Readings

4.14 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- learn the concept of HRD
- know the strategies and outcomes of HRD
- learn the role of librarian as HRD manager

4.2 INTRODUCTION

Learners, in unit 3 we learn about human resource management. In this unit we are going to discuss various aspects of human resource development. human resources are a crucial element in any organization's success. Without skilled and motivated individuals, even the best technology

and resources can not achieve optimal results. That's why companies invest in training and development programs to enhance their employees' abilities and ensure they have the skills necessary to contribute effectively to the organization's goals.

Retention is indeed becoming increasingly important in today's competitive market. It's not just about attracting talent but also about keeping them engaged and committed to the company's mission. Employees who feel valued, challenged, and supported are more likely to stay with the organization long-term, reducing turnover costs and maintaining a stable, productive workforce.

4.3 MEANING AND DEFINITION OF HRD

Human Resource Development (HRD) serves as the framework for enhancing employees' personal and organizational skills, knowledge, and abilities. Its primary focus is on enlightening a highly skilled workforce to help both individuals and the organization achieve their work objectives in serving patrons effectively.

HRD encompasses various opportunities, such as employee training, career development, performance management, coaching, monitoring, succession planning, and more. It can be viewed from two perspectives: macro level, which emphasizes enhancing employees' qualities and productivity, and micro level, which focuses on improving both managers' and employees' capabilities to achieve higher productivity and work quality.

Various scholars have defined HRD differently. For instance, Mclean and McLean describe it as "any process or activity that has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group gain, or for the benefit of the organization, community, nation, or ultimately the whole society."

According to T. V. Rao: "HRD is a process by which the employeesof an organization are helped, in continuous and planned way to:

- Sharpen their capabilities required to perform various functionsassociated with their present or expected future roles;

- Develop their general capabilities as individuals and discover and exploittheir inner potentials for their own and organizational development purposes; and

- Develop an organizational culture in which supervisor–subordinate relationship, team work, and collaboration among sub-units become strong and contribute to the professional well-being, motivation and pride of the employees.

According to T. Chabra HRD is “a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way”

The term “*Human Resource Development*” was approved by the American Society for Training and Development (ASTD) to encompass professional growth and change.

4.4 NATURE /CHARACTERISTICS OF HRD

- HRD is a continuous process: HRD is a process as it involves themethods and techniques like training and development, performance appraisal, career development, grievance redressai etc.

- HRD is a planned development effort: HRD is a set of planned andsystematic activities designed by the organization for its employees so that they could learn the skills to meet the current and future requirements.

- HRD is a system: HRD is a system as it consists of several subsystems like performance appraisal, training, role analysis etc.

- HRD is quality of life: HRD is concerned with improving the quality of work life so that the employees get greater satisfaction and which will result into higher level of productivity.

- HRD helps in professional well-being and work motivation:

HRD helps in motivating the employees by means of training, development of personality etc.

4.5 NEED OF HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) is crucial for an organization's long-term success because it focuses on addressing the diverse needs of its employees. In today's fast-paced work environment, HRD is responsible for improving employees' knowledge, skills, and attitudes in areas like technical expertise, human relations. The most important thing about HRD is its role in helping employees grow while also supporting the company's goals, promoting a culture of constant learning and development. For instance, HRD might provide training programs to help employees learn new software, improve communication skills, or understand the organization mission better. This helps individuals reach their full potential and boosts the organization performance, quality, and overall productivity.

To sharpened the capabilities and qualities of employees of an organization the need for HRD arise

1. Make the work environment more interesting and enjoyable to avoid monotony.
2. It facilitates effective communication
3. As HRD is continuous process it enhances the employee's performance
4. Facilitating the growth of employees and making them aware about their strength and weakness

4.6 IMPLEMENTING HUMAN RESOURCE DEVELOPMENT (HRD)

Implementing Human Resource Development (HRD) in a company

is a big change that helps the organization grow by helping its employees grow. It's not just about training; it's about improving employees' knowledge, skills, attitudes, and performance in a complete way. To start, the organization needs a special HRD team. They need to focus on creating a positive work environment and using different strategies. These strategies can include things like evaluating performance, understanding job roles, creating training policies, and making the organization better.

HRD is vital because it benefits both employees and the organization. It's like building a good environment where everyone can do their best. By focusing on HRD, companies can make sure they're always improving and growing.

An effectively designed HRD program must have the following subsystem:

1. **Performance Appraisal:** performance appraisal is when we assess how well employees are doing their jobs based on predetermined criteria. This process includes setting clear standards for performance, gathering data on how employees are performing, giving them helpful feedback, and figuring out where they can improve. For example, if someone consistently exceeds their sales target during appraisals, the company might decide to give them a promotion or a bonus.

2. **Potential Appraisal:** it evaluates the leadership abilities and potential of the individuals. Nowaday's organizations are diversifying their operations involving vital changes. To meet this these requirements, they need their employee with courage and capabilities to meet the challenges. Therefore, they have to make potential appraisals of the present employees so that they can undertake a variety of tasks.

3. **Training:** training is a way for people to learn and improve their skills and knowledge. It helps them become better at their

jobs and grow as individuals. For example, imagine someone starts a new job at a library. At first, they might not know how many sections of a library or how to deal with patrons. Through training, they learn the house keeping operations of a library, user service techniques. This makes them more confident and capable in their role.

4. **Organization development:** its intend to change beliefs, attitudes, values and structure of organizations that they can better adapt to new technologies, markets and challenges. On the other hand, to explain it simply, think of organization development like fixing up a house. You don't wait until the roof is leaking or the walls are falling down; instead, you regularly check and upgrade things so that the house stays strong and comfortable. Similarly, in an organization, organization development means regularly looking at how things are going and making changes to keep the company strong and successful.

5. **Rewards:** rewards is a motivational factor. One should remember that there is always room for achievement. In rewards it could include monetary incentives, performance- based bonuses, employee of the month awards, or other forms of recognition that motivate and reinforce desired behaviors.

6. **Counselling:** counselling is an essential instrument of HRD. Through counselling employees can understand their strengths and weaknesses and overcome the problems arising out of their ignorance in work performance.

4.7 STRATEGIES OF HRD

Implementing human resource development (HRD) strategies in Library and Information Centres involves several key responsibilities and actions aimed at fostering the growth, development, and effective utilization of library staff.

1. **Induction**: Induction refers to the process of orienting a new employee to their job responsibilities. This type of introduction is beneficial for employees as they adjust to their new roles. Librarians consistently organize induction programs for their staff to facilitate this transition. For example: librarian arranges an induction session for newly hired library assistants. During this session, they are introduced to the library's systems, policies, and procedures. This induction helps them understand their roles better and become productive members of the library team.

1. Identifying Training Needs: Librarians play a crucial role in identifying the training and development needs of library staff. This involves assessing current skills, knowledge gaps, and emerging trends in Labrary and Information Science LIS. For example, if there's a shift towards library automation system, librarians may identify a need for training in database management among staff.

2. Designing Training Programs: Based on the identified training needs, librarians collaborate with HR professionals or training specialists to design and develop relevant training programs. These programs may cover areas such as information technology skills, customer service, cataloging techniques, or leadership development.

3. Facilitating Training Sessions: Librarians often take on the role of trainers or facilitators during training sessions. They may conduct workshops, seminars, or online training sessions to impart knowledge and skills to library staff. For instance, a librarian may lead a workshop on research methodologies for librarians involved in reference services.

4. Promoting Continuous Learning: Librarians promote a culture of continuous learning and professional development within the library. They encourage staff to pursue further education, attend conferences, workshops, and webinars, and stay updated with industry trends. This can involve creating learning resources, recommending relevant courses,

or organizing learning circles within the library.

5. **Performance Management:** Librarians are involved in performance management processes, including setting performance goals, conducting evaluations, and providing feedback to staff. They help staff members identify areas for improvement and support their professional growth.

6. **Encouraging Innovation:** Librarians encourage staff to innovate and adopt new technologies or practices that improve library services. They create an environment where staff feel empowered to suggest ideas, experiment with new approaches, and contribute to the library's overall development.

7. **Job Rotation:** The responsibility of a librarian includes ensuring that their supporting staff are capable of working in all sections of the library. For instance, if someone is responsible for the periodical section, they should also be familiar with the tasks in the circulation section.

8. **Ensuring Diversity and Inclusion:** Librarians promote diversity and inclusion within the library workforce. They create policies and practices that support diversity, equity, and inclusion, ensuring that HRD strategies are inclusive and accessible to all staff members.

9. **Monitoring and Evaluation**: Finally, librarians monitor the effectiveness of HRD strategies through evaluations, feedback mechanisms, and performance metrics. They analyze outcomes, identify areas for improvement, and make adjustments to ensure continuous improvement in staff development efforts.

By fulfilling these roles and responsibilities, librarians contribute significantly to the successful implementation of human resource development strategies in LIS. They play a pivotal role in nurturing a skilled, motivated, and adaptable workforce that can meet the evolving needs of library users and the broader community.

4.8 OUTCOMES OF HUMAN RESOURCE

DEVELOPMENT

Outcomes of HRD at the organizational level are the following:

- Training increases competence of the employees with development of knowledge, new skills and attitude.
- Employees become aware of the skills required for job performance. They develop clarity of norms and standards.
- Employees become more committed to their jobs. It increases objectivity. They become more proactive.
- Team spirit goes up.
- Development of trust and respect for each other among employees.

(6) Collaboration and team work produces synergy effect.

- They accept change readily.
- Increase in capabilities to solve problems.
- Important and useful data in respect of employees are generated. This helps in human resource planning
- They participate in decision making leading to sense of pride and achievement of task.
- HRD improves human resource aspects like skill, knowledge, creative abilities and talents and the molding of other aspects like values, beliefs, aptitude and attitude according to the changing needs of groups, and organisation.

4.9 HUMAN RESOURCE DEVELOPMENT IN LIBRARIES AND INFORMATION INSTITUTIONS

Human Resource Development (HRD) plays a vital role in the Library and Information Science (LIS) profession, Library and information centers are evolved around service and LIS professionals are pivotal in turning libraries into knowledge hubs. Their skills, competence, and motivation are crucial for attracting and serving users efficiently.

In today's fast-paced world with rapid advancements in Information and Communication Technologies, the LIS profession constantly evolves. This makes developing the human aspect critical for libraries and information centers. As service-oriented organizations, libraries must prioritize HRD practices to achieve their goals effectively.

Capacity building in libraries and information centers encompasses various interconnected aspects linked to the human factor. These include strategic management, policy development, ethics, performance management, team building, and effective communication. All these dimensions contribute significantly to the successful operation of libraries.

Although regularly enhancing the skills of working professionals guarantees the delivery of high-quality library services. Recognizing the value of LIS professionals, they should be given full academic and management status. In-service personnel should participate in regular HRD programs like seminars, workshops, and training sessions organized by LIS schools, professional associations, and groups.

For instance, suppose a library comprehends the importance of HRD and implements regular training sessions for its staff. In that case, it can see improvements in how efficiently information is disseminated to users, resulting in better service delivery and user satisfaction.

Here are several HRD strategies that libraries can adopt to enhance the quality service:

1. In-service Training and Development Programs:

Arrange regular workshops and seminars or training programes covering related topics like new technologies, information management, and emerging library trends. For instance, Participating in a workshop on Advanced Library Automation and Management could enhance staff skills in housekeeping operation using library management software.

2. Networking:

Support staff memberships in library and information science associations where they can connect with peers and gain insights. Being part of such associations like the DELNET fosters networking and knowledge sharing.

3. Cross-Training Initiatives:

Implement job rotation programs to expose staff to various roles within the library, expanding their expertise. For example, a circulation desk assistant could temporarily work in document processing section to understand different library functions better.

4. Provision for Further Education:

Provide financial aid for staff pursuing further education or advanced degrees related to library science. For instance, offering tuition reimbursement for a staff member pursuing a Master of Library Science degree.

6. In-House Learning Resources:

Curate a collection of resources within the library on relevant topics to facilitate self-directed learning. Having books, journals, and online resources on metadata management aids staff in improving their skills.

7. Mentorship Programs:

Establish mentorship relationships between experienced and newer staff members to facilitate knowledge transfer. Pairing a seasoned librarian with a new staff member can provide valuable guidance and support.

8. Recognition and Rewards:

Recognize and celebrate staff achievements, certifications, and successful completion of training programs. Offering incentives like certificates or token as rewards for completing a professional development course encourages staff engagement.

9. Technology Adoption:

Integrate technology into library operations and provide training on new tools and software. Encouraging staff to embrace digital resources for information management enhances

efficiency.

By implementing these strategies, libraries can nurture an ethos of continuous learning and support their staff's professional growth effectively. For e.g., offering mentorship opportunities can help new staff members adapt quickly to their roles and contribute meaningfully to the library's objectives.

4.10 ROLE OF THE LIBRARIAN AS HRD MANAGER

A librarian in a human resources development (HRD) role needs several key qualities and skills to excel. Here's a simplified version of what's needed:

1. Technical Skills:
   - - Understands various performance appraisal systems and can develop new ones.
   - - Knowledgeable about behavioral sciences and research
   - - Familiar with different types of tests and measuring behavior.
   - - Can design and implement training programs for different levels.
   - - Understands career planning and other personnel practices.
   - - Skilled in counseling.
   - - Has an understanding of organizational culture.
2. Managerial Skills:
   - - Good at organizing tasks and resources.
   - - Capable of developing systems to streamline processes.
3. Personality Traits:
   - - Takes initiative.
   - - Has faith in staff and their abilities.
   - - Can work effectively in a team.
   - - Maintains a positive attitude towards team.
   - - Possesses imagination and creativity.

- - Strives for excellence.
- - Cares about people and their growth.
- - Friendly, approachable, and easy to communicate with.
- - Values research and development.
- - Eager to learn new things.

For a librarian, these skills and traits transform into effectively managing library resources, supporting staff development, and fostering a positive environment for patrons.



CHECK YOUR PROGRESS

A) Fill up the blanks

a) The term "*Human Resource Development*" approved by _____.

b) Induction is a _____ of HRD.

c) The librarian as an HRD manager is responsible for _____ .



4.11 LET US SUM UP

Human Resource Development (HRD) is vital for enhancing the skills, knowledge, and skills of employees. It involves training, career development, and organizational development to improve individual and organizational performance. In library and information institutions, HRD is crucial for adapting to changing information technologies and improving service delivery. Librarians, as HRD managers, play a significant role in identifying training needs, facilitating professional development, and fostering knowledge.



4.12 ANSWERS TO CHECK YOUR PROGRESS

a) American Society for Training and Development (ASTD)

b) Strategy

c) Employee training and development



4.13 FURTHER READINGS

Chandra, H. (2006). *Human resource development: Theories and practices*.

Talawar, M. S. (2009). *Human resource development*. A P H Publishing Corporation.

Wilson, P. (2005). *Human resource development: Learning & training for individuals & organisations* (2nd ed.). Kogan Page India Private Limited.

Sheikh, A. M. (2006). *Human resource development and management* (2nd rev. ed.). S. Chand & Company.



4.14 MODEL QUESTIONS

1. Explain the concept of Human Resource Development (HRD)
2. Explain any three key characteristics of HRD.
3. Describe the nature and characteristics of HRD.
4. Discuss the potential outcomes of HRD for both employees and the organization
5. Describe the responsibilities and challenges faced by librarians acting as HRD managers in library settings.

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UNIT 5: BASIC HOUSEKEEPING OPERATIONS (1)

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 Administrative Section

5.4 Budgeting Section

5.4.1 Finance

5.4.2 Budgeting

5.5 Book Selection Section

5.5.1 Book Selection Theories

5.5.2 Identification of Material for Selection

5.5.3 Verification of Bibliographic Details

5.5.4 Selection of Documents

5.5.5 Mode of Collection Development

5.5.6 Selection of Vendor

5.5.7 Book Order

5.6 Let Us Sum Up

5.7 Answers to Check Your Progress

5.8 Further Reading

5.9 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Discuss the administrative job in a library;
- Describe the function of the book selection process.

5.2 INTRODUCTION

The sections or parts of the library depend on how big the library is and what its resources and collections are. Sometimes, they are also based on the kind of library i.e. it can be a school library or a public library or a college or university library.

In this unit we will discuss the different sections of the library that comprise an integral library system. The main focus in this unit will be on the function and activities of administrative section, budgeting and finance section and book selection process of the library.

5.3 ADMINISTRATIVE SECTION

The administrative section of library is it is nerve centre for the entire administrative system of any library. It aims to assist the establishment's activities of the library. It is staffed with skilled and partially-skilled personnel for handling the task of management and finance, which involves the tasks such as building cleanliness, building maintenance, lift maintenance, central air conditioning maintenance, vehicle maintenance, staff safety, staff leave and staff matters, payment processing, revenue collection, etc. This section also ensures that all circulars, rules and regulations are upheld and keeps and maintains the records pertaining to various budgetary provisions of the library like salary, expenditure and other matters pertaining to physical stock and infrastructure of the library. More long-term issues include the planning of the construction of new libraries or extensions to the existing ones.

5.4 BUDGETING SECTION

The word "Finance" means to obtain or provide money for some programme or activity and a budget is a list of all planned expenses and revenues.

5.4.1 Finance

The word "finance" is used to express any statement of monetary accounts or comparison of income with expenditure. Broadly speaking, finance is concerned with obtaining funds and making the optimal use of these funds. It is the life blood of any institution or firm

and is essential for its effective functioning. Finance plays a crucial role in managing libraries,

which operate as expenditure-driven rather than profit-oriented entities. Once established, libraries require recurring funds for upkeep and activities. Their growth necessitates increased financial support. Securing funds from sources like UGC, Raja Rammohun Roy Library Foundation, and Central Government Grants ensures sustained operations.

5.4.2 Budgeting

Budget is defined as "an estimated often itemized or expected income and expense or operating results for a given period in the future". Thus, a library budget is an estimate of the expected income and expenditure of the library for the coming year. As a budget is an estimate, it can be altered if and when the circumstances change. It needs to be flexible enough to meet the changing needs. In a budget, the diversion of funds should not be done for some unnecessary events or causes and it is actually not permitted. Depending upon the size of the library, the types of library expenditure headings vary. In case of a new library, the initial costs as well as the operating budget require some special consideration. But in case of an existing library only the operating budget items need to be considered. Since libraries typically do not operate at full capacity from the outset, the initial staff requirement is lower, resulting in lower initial salary expenses. However, as functions expand, salary costs may triple. Unit 12 and Unit 13 provide extensive discussions on budgeting.

5.5 BOOK SELECTION SECTION

A library, however large it may be, cannot store all the materials and all the users of a library will not be interested in all the items of the library. All the materials will not be used by all the users in a library, giving rise to the need for selection of library materials.

a) Development of Collection: The library's collection development is the process of planning and acquiring a balanced collection of library resources of many formats, including books, periodicals, online resources, and other media. It is sometimes considered as synonymous to "Collection building", which means that there are already nuclei of collection present in library and the librarian is going to build up the collection. But collection development is a term different from collection building, since the word "development" implies qualitative improvement of the collection, whereas building a collection is likely to mean the planned and systematic development of an already existing collection. It occasionally

involves the selection and acquisition of materials, as said by Shipman. Harrod's Librarian Glossary (6th edition) defines "collection development" as "the process of planning a stock acquisition programme not simply to cater for immediate needs but to build a coherent and reliable collection over a number of years, to meet the objective of the service".

The proliferation of publications in various physical formats made the exponential growth of literature and all these materials are the record of intellectual endeavours, it also act as these are the vehicle of communication for transmission of information and knowledge. As the basic purpose of the library is to facilitate the process of communication so all the materials should be collected to grow the library holding and to meet the ever increasing need and requirement of the users as far as possible. This continuous process of acquiring the reading material is known as collection development. Collection development involves broadening the scope of materials selected for inclusion beyond just books, ensuring that selection principles are applied to various types of materials. This process aims to create a comprehensive collection at any given time while also ensuring that the collection remains balanced, consistent, and responsive to the needs of library users.

The process of development of collection involves selection of current as well as retrospective material, weeding out of obsolete, irrelevant, unused and not-to-be-used materials. Evaluation of existing holding

should be made for the identification of adequacy and gaps. These gaps should be filled keeping the context of the user's need.

Paul Mosher explains collection development as "a process that should constitute a rational documented programme guided by written policies and protocols and should reflect in sense a contrast between library users and library staff as to what will be acquired, for whom and at what level".

Collections are developed by librarians and library staff by buying or otherwise acquiring materials over the period of time, based on the assessment of the information needs of the library's users. In addition to ongoing materials acquisition, library collection development includes:

i) The creation of policies to guide material selection.

ii) Replacement of worn or lost materials.

iii) Removal (weeding) of materials no longer needed in the collection.

iv) Planning for new collections or collection areas.

v) Cooperative decision-making with other libraries or within library consortia.

b) Collection Development and Book Selection: The librarian knows that collection development begins with book selection. Some assume that they are same and the terms are interchangeable; others assume that collection development is a broader term for the same old job, namely, acquisition, but actually collection development is very much different from the term "book selection" both conceptually and operationally.

The library collection and its development determine the nature and the characteristics of the library not only in the holding but in service pattern also. So the librarians should be acquainted with the user needs and requirements and the users should be requested to advise the librarian

about their needs. In this way it is a two way job.

c) Objectives of Collection Development

i) It is imperative for a library to procure and furnish its patrons with all pertinent reading materials to fulfill its fundamental role, especially considering the continuously expanding realm of literature.

ii) A library should acquire additional books concerning related subjects.

iii) A library should encompass all reading materials relevant to the history and culture of specific regions, cities, places, or institutions, as appropriate.

d) Need of Book Selection

i) The vastness of the literary world surpasses the capacity of even the most extensive and well-equipped libraries to obtain all available materials on the market.

ii) A library's collection is tailored to the specific needs and demands of its users, ensuring that it aligns with their requirements.

iii) The inherent constraints of physical storage necessitate the process of selection.

e) Factors that Influence Book Selection: Selection of the library materials is of prime importance in a library. The librarians with the concern of library staff and with the help of various user groups should perform the job of selection of the library material. In the selection process the following factors should be considered.

i) The Library: The kind, objectives, size and goals of the library and specialization areas of the library;

ii) Users: Need and demand, requirement and intellectual level of the users, the number of users;

iii) Existing Holding: The number of books, its nature and

characteristics which are already present in the collection; the merits of the books which are going to be selected;

Fund: The amount allotted for acquisition of books/journals.

5.5.1 Book Selection Theories

There are some principles of selection of documents which guide the librarian in making a judicious choice of a document and thus help to develop a meaningful collection of documents in the libraries.

i) L. R. McColvin: In book "An Introduction to the Theory of Library Economy" he proposed the *Theory of Book Selection (1925).* According to L. R. McColvin books in library themselves are nothing. They acquire no meaning until they are made serviceable by demand. He gives much stress on the demand and suggests on the selection of only those documents which are demanded and continually used by the users for their information needs.

ii) Drury: In his book *"Book Selection: Principles and Practice" (1930)* provide emphasis on the concept of the right book to the right reader at the right time. In this principle the readers are considered the central theme. It suggests that selectors should have a good understanding of the users and their needs, and they should only choose materials that fulfill those needs, whether they are informational, educational, or recreational.

iii) Haines: Living with book (2nd ed, 1950): The first edition of Living with Books appeared in 1935. It was one of the first true textbooks aimed at training librarians in the art of book selection. Although Haines died in 1961, her legacy continues to be felt. Through the 1970s, *Living with Books* remained the standard text on book selection, and it is still referenced on many collection development course syllabi.

iv) Ranganathan: Library book selection (1952, reprint 1990):

The first three laws of library science out of the five laws of library science proposed by Ranganathan are also helpful in formulating the principles of selection of documents for libraries.

v) Dewey's Principle*:* According to Dewey, the library should select the best documents within the finance resources available and which can satisfy the informational need of the maximum number of users. Besides the above, we may mention Robert Broadus' *Selecting Materials for Libraries*, 2nd ed. New York: H.W. Wilson Co, 1981 and *Building Library Collections*: 6th Ed. By: Arthur Curley, Dorothy M. Broderick, and Published: January 1985 as important books on book selection.

5.5.2 Identification of Material for Selection

Identification is locating and identifying potentially worthwhile items to be added to the collection(s) of the library. Identification aids for books are

i) Bibliographies: Bibliographies are systematic lists of books and other works such as dissertation, journal articles.

ii) Best Books Guides: Best Books Guide covers the reviews of current works and important books from the past.

iii) Publisher's Catalogues: The systematic listing of the books published by the publishing company.

iv) Reviews: Scientific and technical periodicals, newspapers, trade journals, having book review columns are important sources of book selection. The critical and evaluative reviews by subject experts and specialists are the best means for evaluating books.

v) Citation Analysis Tools: The citation analysis tools compute various impact measures for scholars based on data from citation indices.

vi) Online Databases: An online database is a database accessible from a network, including from the Internet.

vii) Electronic Resources: the term “electronic resource” describes all of the information products that are provided through a computer network. This includes electronic books and journals, bibliographic databases, and library website pagesfor example. Amazon.com and Google Books.

viii) Syllabus of Courses in the Parent Organization: In case of an academic library, the demand and need can also be ascertained by consulting the syllabus of the courses offered by the parent organization.

ix) Library Statistics: Statistics relating to books circulated from, and consulted in, the library to know what types of books are heavily used.

x) Library Users’ Recommendation: Suggestions from readers’ indents from subject experts or departments.

xi) Library Staff: Suggestions from the library staff working in the service departments.

For each item selected from these tools, a book selection slip should be prepared. The book selection slip should be grouped on the basis of subject or some specific criteria.

5.5.3 Verification of Bibliographic Details

After entering the essential description in the book selection card the description of the item should be verified by the library staff for its accuracy. If the book selection card was filled in by the library staff, then this process is only to examine where he/she correctly puts the details from the source document in to the book selection card or not. In case the book was recommended by the user the

library staff can verify the details by the following means

i) If any copy of the book is already available in the library, then the original copy can be consulted for verification

ii) By consulting Bibliographies, Best Books Guides, Publisher's Catalogues and Book Reviewing periodicals.

v) Verification of the details can also be done by consulting online citation analysis tools, online databases and other electronic resources like searching over Google search engine or other search engines. After verification, the "verified" data should be included in the card.

5.5.4 Selection of Documents

Selection means taking into accounts the books that have been identified and chosen by faculties or other library users. Out of these books the ones are actually to be added to the collection(s) are selected. In this step, preliminary checking should be done so that the items already present in the library or those on order do not get selected. The checking should be done with order tray, bills awaiting payment, public catalogue (i.e OPAC), etc. If the sufficient number of copies of the book are already available in the collection then these titles should be rejected. If the present budget cannot accommodate the cost of the item, then the item may be deferred for acquisition or otherwise it may be purchased.

In many libraries, there is proper book selection committee comprising of the librarian, library staff, subject experts, board of management, and representative from users, volunteers, friends, and patrons of the library. The overall responsibility of book selection rests with the librarian. The acquisition staff is there to help him/her.

5.5.5 Mode of Collection Development

The following mode of collection development may be used by a library after the selection of the document

i) Gift: A library may acquire material by gift. If serious efforts are made a library may succeed in acquiring rare and special books from the individuals;

ii) Exchange: Certain materials are not available for purchase. Such materials may have to be acquired by exchange with other institutional is publications;

iii) Membership: A library or its parent body may become the member of society or organization that might help in procuring certain materials for the library free of charge or at a subsidy.

iv) Purchase: The resources for the library are purchased if it cannot be acquired by exchange or gift or by virtue of membership.

5.5.6 Selection of Vendor

Before placing the book for order the librarians should consider whether the particular title can be acquired by gift, donation, by virtue of membership and so on. If not, then only should it be considered for acquisition by way of purchase.

The chosen vendor should have a reputation for delivering timely and satisfactory service. They should conduct their business dealings with honesty and maintain a positive reputation. When ordering titles published by learned societies, organizations, or institutions, it is often advantageous to place orders directly with them to benefit from significant discounts.

The Good Offices Committee (GOC) in New Delhi is a voluntary organization comprised of representatives from the book trade and libraries. Its purpose is to standardize and establish uniform terms for the supply of books and periodicals to libraries. The committee convenes regularly and adjusts currency conversion rates based on fluctuations. It has also set discount rates for various categories of publications and established terms for suppliers. Consequently, there is generally no need to solicit tenders or quotes for the procurement of books and periodicals from Indian vendors. Libraries

are expected to adhere to the terms outlined by the Good Offices Committee and place orders with vendors who accept these terms. The different practices followed by libraries in the choice of the supplier are:

Tender Method: In tender method, every book list of finally selected items is circulated among a number of booksellers who are invited to quote their lowest prices for each item. The order is placed for each item with the firm offering the lowest price.

Quotation Method: In this method, quotations are invited for various categories of documents along with trade discounts admissible in each case. This is done usually prior to the beginning of the financial year. The supplier for each category is fixed finally on the basis of the most economic terms offered.

Standing Vendor Method: A standing vendor is one who is appointed as the authorized supplier to library for a specified time, generally for a year or two, under prescribed terms and conditions of supply.

Books – on – Approval Method: In this case reputed publishers will be sending their new titles as and when published to the library directly. These items are accepted after due process of selection. The formal order will be placed with the local bookseller named by each publisher. Sometimes the local booksellers, at frequent intervals, bring some recent publications for approval and ordering. The selected items are included in a formal order and accepted while the others are returned.

Open Purchase: Purchasing from the book fairs and buying from any bookseller from the open market comes under this method.

Direct Ordering with Publisher: Direct ordering with publishers or their representatives is done by some libraries.

5.5.7 Book Order

After selecting a book for purchase, the next step is to place an order for its acquisition by transcribing the details from the book

selection slip onto one or two sheets. If the book being ordered is an additional copy or a new edition of an existing book, the staff will include the call number in the book order slip. The ordering procedure relates to three stages-

i) *Pre-ordering Work:* Pre-order work includes the various jobs connected with the invitation of tenders or quotations, tabulating the quotations, fixing the suppliers, signing the contracts, and so on.

ii) *Order Placing Work:* Order placing work consists of tallying, scrutiny and elimination.

Intimation to the Indenters: The library should inform the indenter(s)/ user(s) about the action taken by the library for their demanded books.



CHECK YOUR PROGRESS

Q 1: Match the Following

a) Libraries i) Non-profit making institution

b) Theory of Book Selection ii) L. R. McColvin

c) Living with book iii) Haines

d) Good Offices Committee iv) New Delhi.

Q 2: Find out True and False Sentences from the following

a) The Good Offices Committee (GOC), New Delhi is a voluntary organization.

b) Collection development in libraries refers to the process of acquiring a random assortment of materials without considering user needs.

c) Bibliographies and best books guides are not useful tools for identifying potential library materials.



5.6 LET US SUM UP

The library generally tries to possess every type of information

sources based upon the demand of the user which includes books, journals, books on tape, videocassettes, CDs, CD-ROMs, DVDs, electronic journals, online databases etc.

Budget statement or record is a definite financial record which reffects of the back history, present position and future development of the library. It is also a statement for comparing the position and the trend of development between the past, present and future. Budgetary statement generally depends on the sources of income and expenditure of the library. Library budget may be divided into two parts- Income and expenditure.

The book selection section is responsible for the identification of potentially useful materials by consulting publishers' catalogues and flyers for the final selection to be made by the appropriate decision maker. Sometimes the acquisition unit is the primary collection development unit for the library. Activities centered on acquisition also focus on securing items wanted by the library's end-users and handling financial transactions that are associated with the purchase or leasing of the item(s). It is a process that involves decicling which materials the library should acquire by purchase or otherwise and obtaining the materials.

5.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1.

Match the Following

a) Libraries	i) Nonprofit making institution
b) Theory of Book Selection	ii) L. R. McColvin
c)Living with book	iii) Haines
d)Good Offices Committee	iii) New Delhi.

Ans to Q 2.

a) True. b) False c) False.



5.8 FURTHER READINGS

Dhiman, A. K., & Rani, Y. (2005). *Learn library management*. Ess Ess.

Kumar, K. (1991). *Library manual*. Vikas.

Mahapatra, P. (1997). *Library management*. World Press.

Mittal, R. L. (1984). *Library administration: Theory and practice* (5th ed.). Metropolitan.

Ranganathan, S. R. (2008). *Library manual*. Ess Ess.



5.9 MODEL QUESTIONS

Q1. What are the different factors that influence book selection?

Q2. What are the different sources for identification of material for selection?

Q3. Write short notes on the following

i) Administrative section of the library.

ii) Collection development in the library.

iii) Good Office Committee

Q4. Discuss Book Selection Theories.

Q5. Discuss the methods selection of vendors.

*** *** ***

UNIT 6 BASIC HOUSEKEEPING OPERATION (2)

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Accessioning Work

6.4 Classification

- 6.4.1 Allotting Class Number
- 6.4.2 Allotting Book Number
- 6.4.3 Assigning Subject Heading

6.5 Cataloguing

- 6.5.1 Different Kinds of Catalogue
- 6.5.2 Criteria for Selection of Library Catalogue
- 6.5.3 Cataloguing Rules

6.6 Processing

6.7 Serial Control Section

6.8 Circulation Section

6.9 Special Section

6.10 Let Us Sum Up

6.11 Answers to Check Your Progress

6.12 Further Reading

6.13 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Learn the accessioning work in the library;
- Understand all the activities of the processing section of the library.

6.2 INTRODUCTION

A library's sections are divided based on its functions, encompassing the processing and maintenance of its physical collection, known as Library Housekeeping Operations or technical works. These tasks include acquiring, organizing, labeling, securing, and distributing materials for public or service population use. Technical services also involve managing serials, binding/repair, cataloging.

6.3 ACCESSIONING WORK

The accessioning work includes the following activities-

a) Receiving the Books and Bills: From the vendors books are received along with bills.

b) Checking the Books: After receiving the books they should be checked for missing page, damaged binding and other issues.

c) Arranging the Bills and the Books in Parallel Sequence: The books should be arranged in the sequence in which these have been entered in the order placed to the vendor.

d) Verification: Then the bill should be verified with regards to the order in terms of books received and the amount to be paid. The order slip with the bill and books should be submitted at the accession corner. On not receiving the books, then reminder letters should be sent to the vendor.

e) Accessioning: Accessioning involves the following

i) In the accessioning process, the details of the books are entered in the accession register. Documents are entered date-wise according to the sequence of the receipt in the library. All purchased books are entered in the order of their bills.

ii) Accession number is written at the back of title page and on secret page.

iii) Accession number is also written against the respective item in the bill for purchased book.

f) Transmitting Books: The books are then sent to the technical department for classifying and cataloguing (processing).

g) Transmitting Bills: Then bills are passed for payment.

Books-In-Process: The cards belonging to them, after noting the date of accessioning and the accession numbers, are filed in a tray labelled as "Books – In-Process"



LET US KNOW

Accession Register: Accession register is the official stock record in the library about each document forming part of its collection. It is a bound register consisting of essential fields in regards to a description of a reading material. This record gives a complete history of each book/ periodical acquired by the library. The general practice in libraries is to have a single register in which all types of documents whether purchased or received as gift or on exchange or as deposit is entered. When a book is withdrawn, then a note regarding withdrawal is given in the accession register. In case, a user loses book, then with the help of details present in the accession register,the user may be asked either to make payment or to replace the copy.

Accession Number: Every item added to the library receives a serial number in the order of acquisition to the library collection. This includes book purchased or received in exchange or as gift. This number is called accession number. Cumulated volumes of periodicals, which are to be bound and preserved in the library, are also accessioned.

6.4 CLASSIFICATION

Classification means putting together the like-entities and separating the unlike entities. The characteristics of entities are used as a basis for determining the likeness and unlikeness between them. A class consists of entities which are like in some respects and possessing certain qualities in common. This helps in distinguishing them from another class of entities.

Definition

Sayers define library classification as "the arrangement of books on shelves or description of them in the manner which is most helpful to those who read". The emphasis is on usefulness facilitating the users themselves to locate the resource or document without complication.

According to S.R. Ranganathan, "it is the translation of the name of the subject of a book into a preferred artificial language of ordinal numbers and the individualization of the several books dealing with the same specific subject by means of a further set of ordinal numbers which represents some features of the book other than their thought content". The first of these ordinal numbers is called the class number of the book. The second ordinal numbers is called its book number. The class number and the book number together constitute the call number of the book.

Need

Until 19th century, most libraries had closed stacks, so the library classification only served to organize the subject catalogue. In the 20th century, libraries opened their stacks to the public and started to shelve the library material itself according to certain library classification scheme to simplify subject browsing. It arranges documents of the library in helpful sequence, helps in locating a document. It facilitates self retrieval of documents by the patron. Documents are provided with classification number facilitating the correct replacement of document on the shelf.

6.4.1 Allotting Class Number

When classifying books, the classifier first deals with extra copies or new editions of existing works in the library. They note down the

call number and indicate whether it's an extra copy or new edition on the order slip and process slip. Sequence numbers are also copied onto the process slip. The remaining books are then sorted into basic classes using indexes attached to classification schedules. Each basic class is processed one by one. The classifier assigns a class number based on the subject content, referring to the classification system like DDC. Classification can be done manually or through copy cataloging. The class numbers are given in pencil on the title page because in case there are revision of the classification system or switching to some other classification system that maybe corrected without any damage to the book.

6.4.2 Allotting Book Number

The author marks constitute a book number. Cutter's Author Table, Cutter-Sanborne Author Table, Merrill's Author Table, Author Tables of L. Stanley Jast, Biscore Time Numbers, Ranganathan's Book Numbers System may be used to allot author marks.

The class number and book number together constitute the call number of the book. The call numbers should be written on the processing slips, adding the sequence number, wherever required.

6.4.3 Assigning Subject Heading

Subject heading is the words or group of words under which books and other materials on a subject are entered in a catalogue.The heading may include punctuation to which an arranging significance may be assigned. In a classified catalogue the subject heading consists of classification symbol with or without its verbal meaning. It may also include entries for all materials on the same subject in an index or bibliography. For assigning subject headings Library of Congress List of Subject Headings, Sears List of SubjectHeadings may be used. The chain procedure method is useful in deriving proper subject headings. The smaller libraries, where minute subject

headings are not required, may use Sears List of Subject Headings or ALA List of Subject Headings. But large, research or special libraries may user the Library of Congress Listof Subject Headings which is a very comprehensive and standard one.



LET US KNOW

Cataloguer: The library professional who is engaged in the process of cataloging of library materials is called cataloguer. He compiles the list of documents according to a definite set of rules to enable the item to be located in the collection.

6.5 CATALOGUING

The cataloguing department decides on the appropriate form for identifying authorship of works in the collection, describes items as physical or virtual, and assigns subject access points. During cataloguing, headings for various entry types are listed, following a tracing section pattern. Then the item's catalogue is written on the card or the data is entered in the system. Catalogue information is then copied on the cards or entered into the system. So the product of cataloguing is a card or an entry in the OPAC giving essential general information about informational entity. This information comprises of details about author, title, place of publication, name of publisher, year of publication, edition, editorship, pagination, illustration, etc. The cards to are arranged in some definite order.

Definition

Ranganathan has defined a library catalogue as "a list of document in a library or in a collection forming a portion of it".

According to Ruth French Strout, a catalogue may be considered "a work in which contents are arranged in a reasonable way, according to a set plan or merely word by word".

Need and Purpose

The objective of the early catalogue was to serveas an inventory list with progressive pattern of arrangement basedon the order of accession chronologically by date of publication orperiod of author. The modern library catalogue serves both the inventory and retrieval function. Without cataloguing, it would be difficult for anyone to know what is in the collection. Library cataloguing allows library aids to assist the end-users in locating the materials. The need and purpose of the library catalogue can be viewed from the following –

i) To know the entire collection of the library as some might not be on the self and borrowed by someone.

ii) Cataloguing helps the user in locating the document in the stack.

iii) Catalogue is only one of the many forms of bibliography, giving essential general information about an informational entity (e.g., books).

iv) Cataloguing satisfies different kinds of approaches of the patron of the library, say author, title, series, subject approach etc.

Readers may express their subject requirements in specific terms or a narrower or broader subject. Considering this, Ranganathan quoted “if it is the interest in the subject which takes him to thelibrary, his wants will be better served if the catalogue can spreadbefore him a full connected panorama of all materials on his specific subject, all its subdivisions and all broader subject of which it is itself a subdivision”. Ranganathan in the light of the five laws of library & information science expressed the objectives of a catalogue as-

A catalogue should be so designed as to

i Disclose to every reader his or her document;

i Secure for every document its reader;

Save the time of the reader and with this save the time of the staff.

6.5.1 Different Kinds of Catalogue

The catalogue may be of different types based on different approaches to division.

a) Based on Physical Form

i) *Printed Catalogue:* The printed catalogue is also known asdictionary catalogues or bound book catalogue. This type of catalogue is just like a book where individual cataloguesare printed to make it easy to consult for the user. The British Museum catalogue of printed books is an example of this kind of catalogue.

ii) *Guard Book Catalogue:* A paste-down catalogue, also called a bound volume catalogue, consists of thick blank sheets where entries are pasted in sequence on the right-hand pages. Each page allows space for future entries, with blank left-hand pages for overflow. When crowded, entries can be redistributed by lifting and moving strips. It is similar to a printed catalogue but allows for additional entries and page inserts.

iii) *Sheaf Catalogue:* This catalogue, also called a loose-leaf book form, features around six entries per paper slip with holes or slots for binder fastening. Binders include a mechanism for easy insertion of new entries while keeping slips secure during consultation.

iv) *Card Catalogue*: In a card catalogue, each entry is on a single card measuring 125 mm x 75 mm, replacing smaller leaflets for convenience. Cards are organized in trays held by rods through holes near their bottom edge, all housed in a cabinet. Card catalogues offer greater flexibility.

v) *Online Public Access Catalog (OPAC):*The card catalog has been largely supplanted by the OPAC or Web OPAC. While some libraries with OPAC access may retain card catalogs on-site, these are now considered supplementary resources and are rarely

updated.

b) Based on how catalogue is prepared

i) *Individual Cataloguing:* Individual cataloguing refers to cataloguing carried out by libraries, institutions, or individuals.

ii) *Cooperative Cataloguing:* In cooperative cataloguing number of independent libraries sharethe work of producing a catalogue for their mutual benefit. It is done in two or more libraries for the benefit of each participant and the results may or may not be made available to other libraries. Union catalogue is an example of cooperative cataloguing.

iii) *Centralized Cataloguing:* Centralized cataloguing involves a central organization cataloguing documents for the benefit of other libraries. It can occur within one library system or across multiple systems. Services include Card or shelf service, Cataloguing in publication, and Prenatal cataloguing.

The term “Prenatal cataloguing” was used by Dr. S.R. Ranganathan. In this process, the National Central Library of a country catalogues each book before its release by the publisher. A muster stencil of catalogue cards is prepared for each book in advance. These cards are distributed to libraries along with the books upon release. Call numbers are printed on the title pages and bound as well. Ranganathan suggests that it can save up to 79% of technical manpower in national and international library systems.

c) Based on Type of Entry: Based on the type of entry cataloguecan be divided into

i) Author Catalogue: A formal catalogue arranged alphabetically based on the name of authors or editors of the listed entries.

ii) Title Catalogue: A formal catalogue organized

alphabetically according to the title of the listed entries.

iii) Keyword Catalogue: It is a subject catalogue arranged alphabetically according to keywords, that are derived by using some system.

iv) Mixed Alphabetic Catalogue: It is a mixture of author / title,or an author / title / keyword catalog.

v) Systematic Catalogue: A subject catalogue, sorted according to some systematic subdivision of subjects is called systematic catalogue.

vi) Shelf List Catalogue: It is a formal catalogue with entries sorted in the same order as bibliographic items are shelvedon the stack.

i) Based on Scope: Based on the scope of a catalogue unit, cataloguing can be divided into Individual catalogue and Union catalogue.

j) Based on Purpose: Based on purpose catalogue can be classified as Library Catalogue, Book Sellers Catalogue, Publisher Catalogue, Dealers Catalogue, etc.

16.5.2 Criteria for Selection of Library Catalogue

In selecting the forms of catalogue to be adopted by the librarian, he / she may consider the
following factors

i) The production and its subsequent maintenance cost and labor of the catalogue should be minimal.

ii) It should be compact in size and durable.

iii) It should have to bring together entries with the same

heading or leading section.

iv) The selected catalogue should have the provision to insert or withdraw entries easily as and when required.

v) It should have the provision to produce duplicate copies.

vi) It should be easily accessible for both users and staff members of the library.

vii) It should be amenable to fast speed of search.

viii) It should be portable to enable to user / staff to consult it from inside or from outside the library.

6.5.3 Cataloguing Rules

Cataloguing rules have been defined to maintain consistency in cataloguing of library materials across the cataloguing team and across time and space. Users can use them to clarify as to how to find an entry and how to interpret the data in an entry.

Cataloguing rules prescribe which information from a bibliographic item is included in the entry; how this information is presented on a catalogue card or in a cataloguing record; how the entries should be sorted in the catalogue. International Standard Bibliographic Description (ISBD), a set of rules produced by the International Federation of Library Associations (IFLA) to describe a wide range of library materials. These rules describe an item in terms of: title and statement of responsibility, edition, material-dependent information (e.g., the scale of a map), publication and distribution, physical description (for example, number of pages), series, note, and standard number(ISBN).

The most commonly used set of cataloguing rules are the Anglo-American Cataloging Rules, 2nd Edition (AACR 2). The revised

version of the AACR 2 is known as Resource Description and Access (RDA). The AACR2 has been translated into many languages for use around the world. AACR2 provides rules for descriptive cataloguing only and does not touchupon subject cataloguing.

6.6 PROCESSING

Cataloguing is followed by the processing phase. The processing transforms a collection of books into serviceable items, thus making booksfit for use.

a) Stamping: It is necessary to put a library stamp on title page, last page of text and the secret page. In addition each map and other pages not included in pagination should also be stamped. The stamp should contain the name of the library and its address.

b) Tagging: Apply a spine label one inch above the bottom of the book's spine after removing any jacket. This ensures the call number is visible when shelved. If the book is thin, place the label on the front cover near the back.

c) Book Pocket Fixing: Fix the pocket near the right-hand bottom corner of the inside front cover of the book. For referenceand other non–issuable books, this pocket is not pasted.

d) Book Card: One printed book card of 5x3 cm size is put in the book pocket of each book.

e) Fixing Ownership Slip: Ownership slip is generally pasted on the inner side of the front cover at left hand top most corners. The slip may be of 3 X 2.5 cm, made of glazed paper. It may be printed giving the name of the library, its logo, class number, book number, and accession number.

f) Entering Call Number: The call number should be written with pencil at the back of the title page and also on the secret page.

Call number can be written in ink over tag, date label and book card to be put in the book pocket.

g) Entering Accession Number: Accession number is to be written on the date label, book card and to the written near the book pocket.

h) Filling Book Card: Author, title, edition and year of publication are written on the book card.

i) Checking: All the call numbers and catalogue entries must be carefully checked. Any mistakes found must be corrected.

j) Filling of Cards: The catalogue cards should be taken out from the books. From the main cards, a list of latest additions can be prepared.It is a list of books added to the library. A mimeographed or printed listcan be distributed widely.

Catalogue cards, excluding shelf cards, go into the public catalogue, while shelf cards are placed in the shelf list. After a week on display, books are merged into the general collection. New additions are listed in an accession list, which can be displayed on the notice board or mailed to members, and may also be published in the library newsletter.

6.7 SERIAL CONTROL SECTION

Serials are publications that arrive in the library on a regular basisand require special handling. Serials represent the source of most current printed information for readers. They are often in high demand because of their currency. A number of methods are available for recording the receipt of periodical publications in a library. They are:

i) Register System: In small libraries with up to two or three dozen periodicals, use the register system. Allocate one or two pages for each category such as monthlies, quarterlies, half-yearly, annual, etc.

ii) *Ledger System:* Record keeping is done in a bound register, with each page allocated to a periodical. Details of the periodical are entered at the top of the page. Columns for year, months, volume, number, date of receipt, and remarks are provided.

iii) *Card System:* In the card system, cards of a uniform size can be suedwhere each card can hold the data relating to a particular periodical. The card can contain all the details normally found in the ledger system.

iv) Three Card System: Three card system method was introduced by S. R. Ranganathan. In this system, three different cards of the size 5X3 cm are maintained for each periodical. They are called the register card, check card and the classified index card.

v) Kardex: The Kardex system, introduced by Remington Rand of India Ltd., is a visible record system housed in a steel filing cabinet. Each unit cabinet contains seven trays, offering over 5090 card holders. Each holder accommodates two cards, one bottom and one top, positioned opposite each other for easy viewing when lifted.

The activities in this section include-

a) **Display of the Periodicals:** All current issues of the periodicals are displayed after entering the details. When new issues of a periodical replace the preceding issue in the display rack, the latter issue may bekept in the boxes of the display racks or may be sent to the departmentconcerned for making it readily available.

b) **Binding:** When all the issues, its title page and index of a journal are received, it is collected and the checking of the issues with contents isdone to maintain the sequence. The journal is now a complete one and ready to be sent for binding. The bulky volumes are bound in parts; one volume may have two three or more parts as the case maybe.

c) Accessioning the Complete Volume: After binding, the volume may be accessioned,classified and catalogued like books. The procedure of label pasting and writing and stamping are done to the journals as in the case with books. The journals complete and ready in all respects, are sent for shelving or these may be sent to the departments concerned.

6.8 CIRCULATION SECTION

A Library Circulation desk or the loans desk is usually found near the main entrance of a library. All jobs related to the method of borrowing books and returning them after use, creation and maintenance of relevant records and files etc are referred to as circulation work. The library circulation section houses the main library stacks and it performs the following functions:

a) Vigilance: The circulation staff must monitor the library entrance and exit, maintaining a gate register (with name, address, and library card number) and managing the property counter.

b) Registration of Members: If a person wants to enroll himself as a member of the library, he will be given an application form to fill up and a library card is provided. Card need to be renewed annually or so.

c) Reservation Facility: The circulation desk can handle reserve requests. Patrons can reserve books currently on loan for the next circulation once returned by the previous borrower.

d) Checking Out (Charging): The circulation desk oversees borrowing books and authorized catalogued items. It's essential due to set limits on the number of items each user category can borrow for home consultation. There are different charging systems like-

i) **Ledger System**: A register is maintained. Each borrower is allotted one or more pages and an index of the names of borrowers

at the beginning or end of the register. At the top of the page, the name of the borrower and his address are given. This isfollowed by columns for date of issue, accession number, call number, name of author, title, edition, signature of the borrower, due date and date of return.

ii) **Dummy System:** The dummy system employs a placeholder in lieu of a borrowed book on the shelf. The user's name, call number, and date of issue are noted on the cover of the dummy for identification.

iii) **Indicator System:** This system utilizes a large wooden frame with multiple pigeon holes. Blocks or pegs representing borrowed books are placed in the pigeon holes, with the book's call number written at each end. One end is marked with a blue background for available books, while the other end with red indicates that the book is borrowed. Charging is managed through a ledger. It's particularly useful for close access libraries.

iv) **Browne System***:* This system consists of a reader's ticket for identification of the user, book card for identification of the book, adate label or date slip. In the charging process the book card is taken from the blank pocket and inserted into the reader's ticket toform the charge. The due date is stamped on the date slip. The charge is filed in an issue tray behind the date due for return. Behind each guide, the further arrangement is by call numbers.

v) **Newark Charging System***:* In this system the user is issued a borrower's card. Details regarding the borrowers are entered there. The user presents the book to be issued along with the borrower'scard.

e) Checking In (Discharging): The returned library items are processed by the circulation desk, which involves reading the details in the book and dispatching the item on to the shelves.

f) Renewal of Material: The checking in items also can be renewed if itwas not reserved by any other users.

g) Issue of Reminders: Depending upon the policy of the library, reminders may be sent for overdue books.

h) Charges of Overdue or for Lost or Damaged Items: The paymentof infringements for late, lost book charges and overdue items are processed by the Circulation desk. If the book returned is overdue, then the user would be asked to pay the overdue charges.

i) Reading Room Facility: As the library does not lend out the valuablereference books, periodicals and the newspapers so there is always a demand for providing the Reading Room service to the user. It is associated with the Reference Section of the library, Periodical Section and Newspaper Section etc. Reading room facility provides the equipment and space to the end-users to make effective use of the items in the collection(s). The Reading room facility is extensively used to consult newspapers, reference collection, journals and so on.

6.9 SPECIAL SECTION

In some libraries the special collections may be nothing more than a few unusual items of local interest that are kept in a room or office with restricted public access. Research libraries, on the other hand, sometimes have collections of rare and costly items that are larger than the entire collections. These collections often contain items usually found in museums such as paintings, furniture,and other artworks. Sometimes these collections contain manuscripts and operational records of organizations. In such cases, they have an archival function. Sometimes the libraryserves as the city's archive. It is usually a public library that serves this function. They house the public records that are rare to find.



CHECK YOUR PROGRESS

Q1. The _____ is a formal catalogue sorted

alphabetically according to the authors' or editors' names of the entries.

Q2. The Three Card System method was introduced by

_____ and involves maintaining three different cards for each periodical.

Q3. OPAC stand for _____ .

Q4. Who introduced the Kardex system?



ET US SUM UP

ioning Section is planned to perform two sets of activities, namely accessioning or taking into stock all acquired documents, and passing the bills for payment. Then the book passes through a chain of technical processes before it is available for use to readers.

Classification is the task of assigning a classification and author number to the physical items acquired. This is called the call number andit allows the public service staff to group materials on the same topic together. The class number is used not only for identification but also for the purpose of shelving, placing items with similar subjects near one another, which aids in browsing by the library users. Cataloguing allows library aids to assist the end-users in locating the materials. The cataloguing department decides on the appropriate form for identifying authorship of works in the collection, describes the item as a physical item or a virtual source, and assigns subject access points. So, classification determines the place of a book on the shelves while cataloguing helps the user in accessing the book.

Processing transforms a collection of books or other reading materials into serviceable items and Circulation deals with checking-in and checking out of library items. The serial processing section deals withall aspects of the serial.

6.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q1: Author Catalogue

Ans to Q 2: S. R. Ranganathan

Ans to Q 3: Online Public Access Catalog

Ans to Q 4: Remington Rand of India Ltd.

6.12 FURTHER READINGS

Kumar, K. (1997). *Library manual* (4th rev. ed.). Vikas Publishing House Ltd.

Ranganathan, S. R. (2008). *Library manual*. Ess Ess.

Dhiman, A. K., & Rani, Y. (2005). *Learn library management*. Ess Ess.

6.13 MODEL QUESTIONS

Q1. Write about the following-

a) Accession register

b) Accession number.

c) Cataloguing

d) Classification.

Q2. Describe the accessioning activities of a library.

Q3. Describe the need of classification of books and cataloguing,

Q4. What are the different kinds of catalogue? Brieflydescribe each of them.

Q5. Describe the criteria for the selection of a library catalogue.

Q6. Describe the activities associated with serial control system.

Q7. Write a note on circulation system

*** *** ***

UNIT 7: PHYSICAL INFRASTRUCTURE

UNIT STRUCTURE

7.1 Learning Objectives

7.2 Introduction

7.3 Planning a Library and Information Science Centre/ Library

7.4 Basic Principles of Library Building Design

7.5 Library Standards

7.6 Library Furniture and Fittings

7.7 Let us Sum Up

7.8 Answers to Check Your Progress

7.9 Further Readings

7.10 Model Questions

7.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Plan a library and information science center;
- Explain the principles of library building construction;
- Know about the different library standards;
- Define and describe the library equipment and furniture;

7.2 INTRODUCTION

Library is a trinity considering of the reading materials of various kinds, the library users of various denominations and a good number of library personnel. Library building is a warehouse of books, a workshop for the reader, and business-home for the staff. Libraries and information science centers have complex, dynamic, and ever-changing settings, which makes planning crucial. Libraries need to handle community interest, union activity, and growing government regulation. These

organizations frequently grow to be vast and complicated. Managing these obstacles and resolving any issues before they worsen need careful planning.

7.3 PLANNING A LIBRARY AND INFORMATION SCIENCE CENTRE LIBRARY

Plan is regarded as a projected course of action or the course of action to be done in near future. According to Koont'z and O'Donnell, —planning is deciding in advance what to do? How to do? When to do? And who is to do it?. After that planning is a continuous process requiring constant reappraisal. It is not an end in itself, but a means to an agreed aim and objective. It might be evaluated and revised in the light of developing situation, that is to say, a plan is always being brought up-to-date throughout the long or medium term in which it is based. The planning of library and information centre involves the following steps-

a) **Formation of a Committee:** The first stage is to form a planning committee that needs to include the head of the parent institution, an interior designer, an architect, a librarian, a consultant for libraries, and a representative from the user community. The librarian needs to be aware of their duties, collaborate closely with the building committee, and pinpoint all pertinent planning considerations. It is advisable to get advice from seasoned librarians to prevent costly errors during the planning phase.

b) **To be accustomed to the Concept of Library:** The planning committee should be accustomed to the library. To do so they should read the existing literature on planning a library and information centre,visit some other library and information centre, and so on to assess the existing situation. They should also try to understand the present strength and weakness of the library in the light of where it stands.

c) **Functionality of the Parent Organization:** The committee should

study the functionality of the parent organization, its resources and visualize its future direction and be aware about the changes and the consequent effect thereof.

d) **User's Identification and his / her Information** The precise demands of its patrons must come first in libraries and information centers. Proficient planners look for proof about the volume and kind of demand for the facilities they have in mind. Potential user research and questioning can be used to ascertain user demands. Consultations, surveys, and controlled testing should be used to evaluate local demand in order to make sure that information activities meet demand standards.

e) **Establishment of Plan Premises or Forecasting:** Forecasting is estimating or predicting the future internal and external environment of the information centre. Premises refer to planning assumptions concerning the expected internal or external environment under which the plan will operate. Since planning is concerned with the objective to be attained in the future and the provision of the means for their attainment, it is imperative that various dimensions of the future are explored and estimated.

f) **Establishment of Objectives:** Planning any kind of library—public, special, or academic must have to include proper goals. The organization as a whole should set them which should be followed by each department or division. These goals are broken down into more manageable parts so that every department gets well-defined short as well as long-term objectives. Subordinate departments' aims are guided by the major department's objectives.

g) **Course of Action:** The planners should search for and examine and evaluate the alternative course of action by weighting them in the light of various factors involved i.e cost, time, materials, manpower, equipment, etc. The use of operation research and mathematical and computing techniques may be helpful in this regard. Out of the

alternatives, a suitable course of action should be selected.

h) **Choice of the Site:** A public library should be situated in an easily accessible region and be in a popular destination for people to go shopping or engage in other activities. The site for university library should be centrally located within the campus. The location of college and school the library does not matter very much if the distances are small, but if possible the library should be at the entrance path and site in case of special library should be near the factory building or the factory canteen or staff canteen. The ground floor might be preferred for the library

i) **Organizational Structure:** Organizing means the establishing of a formal structure of authority that is well defined and that can co-ordinate towards the attainment of the objectives. Proper job analysis and assignment of job should be planned in such a manner that no overlapping in duties occur. This can be achieved by establishing various departments. The power, function and duties of various departmental heads must be clearly defined

j) **Financial and Cost Consideration:** For an information center to deliver the necessary services, a steady source of funding is required. It should be able to raise money on its own and not just depend on grants from the parent organization.

k) **Determination of Requirement of Resources:** In this stage the various kinds of resources that would be required for the implementation of objectives or planning are determined. The resources mainly consist of the following.

i. **Library Building, Equipment and Other Similar Facilities**: A well-equipped structure with water, heating, air conditioning, sufficient lighting, noise reduction measures, and no dust, dirt, or theft is necessary for a library or information center. Allocating space for employees, customers, paperwork, services, entrances, lobbies, and bathrooms is essential.

ii. **Library Staff:** Library staff constitutes an important component of the library trinity. The entire staff structure of a library usually consists of certain ranks of employees of different grades. All the employees in a library are divided into three categories i.e professional, semi-professional, and non- professional.

The professional staffs are engaged in performing professional duties whose minimum qualification should be graduation with at least one year training in library and information science leading to post graduate degree or diploma. The semi- professional staffs of the library are engaged in performing library routines and techniques under the guidance of the professional staff and have to receive alternatively training in library science. Some non-professional (clerical) and unskilled workers are appointed to perform certain library works.

Planning for education and training in library and information science and technology is to be given utmost attention so that a high quality of man power at all levels in adequate quantity and with a variety of skills is constantly made available to take care of the ever increasing complex of the information institution and the system. There should also be scope for continuing education, training, and scholarship.

In order to promote exchange of experience, conference, seminar, workshop etc. should be organized. Adequate facility for research and development, innovation should be built-up.

iii. **Information Technology (Hardware & Software Resources):** A modern library and information centre should give thrust to the application of modern information technology, which involves computer hardware and software, telecommunication, reprographic, digitization, and micrographic equipment etc and should also create and develop facilities thereof; otherwise it will find itself handicapped to have access to the world of information.

iv. **Document (information) Resources:** A compressive collection of

documentary information resources, whether primary or secondary or tertiary, should be built within the organization. The collection should be focused on the user's need. If it is a plan for a university library then importance should be given for post-graduate students as well as research scholars. Similarly a special library develops its collection and service according to the requirements of the parent organization.

v. **Institutional Resources**: A modern library or information centre, however resourceful, cannot be self-sufficient in respect of information due to the information explosion, so there must be some provision to link up similar type of institutional resources i.e. libraries or information centre, joining with other library network, and consortia.

l) Information Product and Services: A library should also have an option to bibliographic control, indexing and abstracting services relating to indigenous information, besides the traditional services. The scope should also be there to provide the service by on line and off line mode. The scope for document delivery service, translation service, reprographic service, accesses and repackage of information should also be there.

m) Cooperation: Cooperation with other similar institutions and national information system should also be maintained in the information field to exchange information between institutions.

n) Preparation of Preliminary Plan*:* A preliminary plan should be prepared at this stage by considering all of the above considerations. Besides the above steps the following steps are also required to be taken.

o) Publicity: Every plan has a movable horizon i.e. it is never definitive but can and should be improved in the light of experience and will inevitably have to be adopted. It is important, therefore, that the initial plan includes arrangement for education and amendments as necessary. The planning officer should encourage energetically such studies as help in improving the plan further before its submission to

the competent authority. Considering this view, planning must be free to discussion and public should be asked for constructive criticism and suggestion regarding the aim, objectives and arrangement.

p) **Preparation of Final Plan:** In the light of open discussion or advice received the preliminary plan should be revised and a final plan should be prepared which would state clearly the list of equipment needed, sources of funds, budget, time needed for completion of the project etc.

q) **Numbering Plan by Budgeting*:*** The final step consists of numbering the plans by converting them to budget. Each section of a library can have its own budget which may form part of the total budget.

r) **Obtaining Approval from the Top Management**: If the library going to be established is a part of the parent institution then it is important to obtain general approval from the top management.

s) **Execution and Evaluation:** In course of execution the short term section of the plan will indicate the urgent and basic problem, legislative, staff training, setting up of executive bodies that must be disposed of in order to attain the medium and long term objectives. The information centre should have a continuous user-orientation programme to attract the new users to the system. After the full implementation of the project it should be periodically evaluated and maintained to keep it up-to-date with time.

7.4 BASIC PRINCIPLESOF LIBRARYBUILDING DESIGN

a) **Functional Design*:*** A library building should have functional design rather than a monumental one. There should be provision for documents, users, staff, and service areas. There should be areas for senior professional's rooms, library staff, seminar room, binding section, reprographic section, digital library section with additional

areas for acquisition section, technical section, reference section, reading room, room for stack book, circulation section, etc.

b) **Open Access:** Staff availability, users demand, and collection type are some of the elements that influence a library's choice to install an open or limited access system. Closed access systems prohibit people from entering the library but still allow them to use slips to request resources.. Users can use the reading room and periodical section in both systems; hence a property counter for the library is necessary. A single point of entry and exit is necessary for both systems in order to regulate user traffic. With doors and windows secured to prevent book loss, the building's layout should be straightforward and simple to use.

c) **Future Growth**: A library building should be planned for at least next 20 years, keeping in view the rate of collection development, number of readers, technology enhancements, etc. There should also be adequate provision for future expansion, both horizontally and vertically.

d) **Flexible**: There should be the means of interchangeability of all major stack areas, service areas, reading room, and staff areas. The whole design should be such that if any change in library function takes place in future it will be possible to adjust the layout without carrying out major structural operations. There should be no interior load bearing walls but the building should be able to bear the stack load anywhere

e) **Air-conditioning**: Lighting and Noise: Uniform standards of lighting, heating, cooling, ventilation, noise prevention, fumigation and flooring are necessary to meet the criteria of interchangeability. The natural light should come inside the whole building throughout the day time. The inside noise of human voice, equipment and mechanical device, impact of footsteps, banging of doors should be reduced by using insulating materials and devices, use of acoustical material for walls

and ceilings in corridors, reading rooms and work rooms. Use of proper floor coverings is also essential.

f) **Economic:** The design should be such that the operation of the library can be carried out with the minimum of staff and finance. The windows should be covered with net.

g) **Secure:** The building should be free from dust, dirt, and cobwebs. To deal with other vermin the best remedy would be to have a rat proof building. The water may not enter the stack room either through ventilators and windows or due to leakage of roof. The stacking materialshould be fire proof. Sufficient number of fire extinguishers and fire buckets should be fixed at various strategic places in the building. The library building should also be designed to guard against some detrimental habits of the readers, visitors and outsider.

7.5 LIBRARY STANDARDS

It is desirable that a library should use standard specification such as:

i. Indian standard specification for library furniture and fittings: Part I Timber [IS: 1829 (Part I)- 1978].

ii. Indian standard specification for library furniture and fittings: Part II Steel [IS: 1892 (Part I)- 1977].

Indian Standard Recommendations relating to primary elements in the design of library building (first revision), Delhi, Indian Standards Institution, 1977 recommend the following

a) **Documents:** 150 volumes per square meter;

b) Library Staff

i. Librarian and deputy librarian=30 m^2

ii. Classifier, cataloguer, accession librarian and maintenance librarian= 9 m^2

iii. Administrative and professional staff not at service points = 5 m^2

c) Users: Average area per reader in the reading room=2.33 m^2

d) Services: Area required for services to users can be calculated on the basis of local requirements;

Others: According to Keyes D. Metcalf's "Planning Academic and Research Library Buildings" (McGraw-Hill, 1965), stairways, hallways, entrances, and other facilities should occupy between 30% and one-third of a library building's space. The remaining space should be used for documents, readers, and staff services. For furniture dimensions, the Indian standard specification for library furniture and fittings (IS: 1829 (Part II)-1977) in New Delhi provides guidelines. Stacks should be selected for various library spaces with a focus on maximizing space utilization, user convenience, and easy movement. The Indian Statistical Institution in Delhi has set standards for wooden racks (IS: 1829 (Part 1)-1961), which are endorsed by the UGC's Library Committee and widely used.

7.6 LIBRARY FURNITURE AND FITTINGS

The furniture and fittings can be made of metal, wood or plastic, should also be modular. This would be the case for tables, chairs, book racks, book trolleys, doors, windows, etc.

a) Book Racks: For normal shelving in general libraries, the standard racks or shelves made of either seasoned teak or sheesham wood can prove useful and functional. Book racks are used to store books, bound volumes of periodicals, reports and such other kinds of materials. Each individual rack is usually 180 cm wide, 195/225 cm high and 25/ 50 cm deep depending on whether it is a single-sided or double sided. The number of shelves in a rack is usually 5-6 depending on the high of the rack. A number of racks can be joined together to make one row. In general, the height of the unit book rack should be such that aperson of normal height should be able to pick up books from top- most shelf. The popular kinds of stacks are:

i) Fixed Shelves with Double Row*:* They are normal fixed

shelves where material can be arranged in double rows.

ii) Hinged Stacks*:* Here two shelves are joined together with hinges on one side and one shelf fixed while the other is mounted in frontof the hinges.

iii) Rolling Stacks*:* These are metal stack units mounted on ball bearingwheel placed side by side.

iv) Compact Storage*:* This system consists of units of three stacks, the centre row of fixed double-sided stacks at each side. This helpsin increasing the capacity of the storage space.

v) Multitier Stacks: This kind of stacking consists of stacks from the floor to the roof and it has

become quite popular in very large libraries.

b) Periodical Display Rack: Double sided periodical racks are not recommended since the unit becomes too bulky. It is better to place two single sided racks back to back, if necessary. The following typesof periodical display racks are generally available in the market.

i) *Step or Gallery Type*: In this type the periodicals are displayed stepwise, each step being 5 cm deep and 15cm high. Length of the rack is generally 90cm. There may be 4-5 steps and on each step 4-5 journals can be displayed and on a single sided rack 20- 25 journals can be displayed.

ii) *Pigeon Hole Type:* This type of rack has two parts, one being a cupboard in the bottom and other pigeon holes at the top. The usual height and width are 7.5 feet by 6 feet. The depth is about one foot in the pigeon hole and about 1.5 feet in the lower cupboardportion. The cupboard portion is for storing the back volumes of the periodicals and the pigeons holes hold about 36 current periodicals.

iii) *Inclined Type*: An improved variant of the pigeon hole rack, the box-type display rack has horizontal shelves with wooden planks angled to hold magazines. A rack that holds 25–30 magazines can be displayed by dividing

each shelf into pigeon holes with space for back issues beneath them..

c) Catalogue Cabinet: The catalogue cabinet is a unit of drawers full of cards specially designed to hold library cards (5 x 3) and equipped with a metal holding rod. These units are available in a wide range of sizes starting from four drawers to about sixty drawers. For convenienceand ease of consultation, the trays of drawers are placed on stands ofeye level. Each tray can hold about 1,000 thick cards.

d) Charging Desk / Issue Counter: In most of the libraries the chargingdesk is specially designed to serve special need of the library, and it is not usually acquired from the open market that has predefined shape and size.. The counter should also have sufficient shelving space for placing the books which are returned by the users.

e) Computer Table / Reading table: Proper computer tables with drawersare required for the OPAC terminal, digital library section and such other. Some common type tables are also required for the technical staff of the library and for the readers to use as reading table in the reading room

f) Chairs: The chairs are required for OPAC terminal, digital library section, technical staff and for the readers to use in the reading room..

g) Record Keeping Equipment: In a modern library, most of the record keeping equipment is replaced by computerized record keeping databases. The record keeping equipment includes loan register, periodical record register, accession register, gate register, membership register and such others.

h) Filing Cabinets: There should be filing cabinets for correspondences, newspaper clippings, pamphlets, patents, standards, and other types of materials with odd sizes.

i) Photocopiers / Printer: Photocopiers are necessary for patrons who demand copies of book chapters or other resources, and numerous copies of papers are required by libraries

j) Typewriters / Computers: Typewriters are gradually replaced by computers in most of the libraries. So, it's better to go for computer than typewriters. In an automated library bar-coding printer, bar-codingreader and such others should also be procured.



CHECK YOUR PROGRESS

Q 1. Find out true and false sentences

a) Premises refer to planning assumption concerning expected internal or environment under which plan will operate.

b) University library site should be centrally located.

c) A library building should have a repeated load bearing wall after some interval.



7.7 LET US SUM UP

Planning the library building is a team project and not exclusively the job of an architect. The basic aim of the design of a library building should be to achieve flexibility using modular system. In addition, open access and provision of future growth is an important consideration. The design should be functional rather than a monumental consisting of a rectangular area having pillars or modules.

The inclusion of the librarian in the library building committee is a crucial factor. He is the best person for planning and equipping the library and determines the exact functional relationship between the various parts of the structure. He will prepare a note on library building programme explaining the requirements of the library to the architect, management, etc. The architect on the basis of his note would propose a plan keeping in view the ways in which the users would use a library. He would be able to suggest the designing of a functional and attractive building within the budget allocated for the purpose. The decision of the library building committee must be finally approved by the competent authority.



7.8 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1: a) True b) True c) False



7.9 FURTHER READINGS

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Rajagopalan, T. S., & Ranjan, T. M. (1986). National information policy for India: A perspective. In B. M. Gupta et al. (Eds.), *Handbook of libraries, archives and information centres in India*. Information Industry.

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7.10 MODEL QUESTIONS

1. Who are the members of the library planning committee?
2. What do you mean by modular design of a library building?

3. Write notes on library standards.
4. Describe the different steps involved in planning a library and information science center.
5. Write the principles of library building construction.
6. Write a descriptive note on library furniture and fittings.

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UNIT 8: MAINTENANCE SERVICE

UNIT STRUCTURE

8.1 Learning Objectives

8.2 Introduction

8.3 Guides

8.4 Shelf List

8.5 Document Maintenance in and around the shelves

8.6 Binding

8.7 Stock Verification

8.8 Evaluation and Weeding

8.8.1 Evaluation

8.8.2 Weeding

8.9 Let Us Sum Up

8.10 Answers to Check Your Progress

8.11 Further Reading

8.12 Model Questions

8.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- Know about the guides and shelf list;
- Explain the procedure of document maintenance in the stack;
- Find out the ways of how documents are selected for binding;
- Know about stock verification;
- Define the evaluation and weeding of library collection.

8.2 INTRODUCTION

Documents are acquired, processed, stored and displayed for use. So it is essential that these are maintained in proper order and in good physical condition fit for being used by the library users. Indeed, the

overall effectiveness of functions such as acquiring, classifying, and cataloging hinges on the efficacy of maintenance efforts. Maintenance entails ongoing monitoring, ensuring proper stocking, arranging, and displaying books in stack rooms, and attending to their care.

There are always some users who forget to return materials. There are also thieves who prey on libraries. The public may not always realize how valuable some of the library materials are. Again, the price to be paid in a retail store for books and other materials is much lower than what it costs for the library to acquire, process, store, and to maintain records and so on. Besides, some documents are rare and some go out of print. So the documents that are in the library collection can not be easily replaceable. The library security section that comes under maintenance should try to ensure that no document is lost, no document is mutilated and so on. If possible, the thief catching devices should be introduced in a library.

8.3 GUIDES

Guides should be put at different places in the library so that a user can find out his / her way without asking anybody in different parts of the library such as reading room, stacks, etc. Some general guides should beaffixed at the entrance of the stack. It should give an overall view of the arrangements of books in the stacks. Besides general guides, the followingwill also need to be introduced, each of which should show the subjects covered in the particular area giving the inclusive class numbers as well as equivalent names of the subjects in the natural language / verbal plane.

a) **Tier Guide:** In case of more than one tier stack, a tier guide should beprovided on each tier.

b) **Gangway Guide:** Each gangway should be provided a gangway guide.

c) **Bay Guide:** Bay is the part of the face of rack between two consecutive upright. The bay guide should be put for each bay in the stack room.

d) Shelf Guide: Each shelf should be provided a shelf guide.

8.4 SHELF LIST

A shelf list consists of cards of standard size 7.5 X 12.5 cm. A library can also use the catalogue cards without lines or colored cards forthis purpose, or the duplicate copy of the main entry catalogue card of thebook. For each volume there would be one card. The call number is writtenon the leading line in the left hand corner, starting from first vertical. Accession number is written bellow it. In the next line comes the heading.Last line contains title, edition and year of publication. These cards are then arranged in a classified order parallel to the corresponding books onthe shelves.

Shelf list enables the library to maintain correct sequence on the shelves and to put every book in the correct place. It can also indicate immediately the position of any book on the self in the library. As such, theshelf list is an important record; so it should be kept under safety. Further, shelf list may be regarded as a stock register; therefore, it can be used for stock verification purpose also.

Shelf Rectification: The maintenance staff at all levels in a library can devote their free time in studying the books on the shelves so as to developa fair knowledge of their contents. According to Ranganathan, shelf rectification is the process of restoring order among the books. In an open access library, users have the freedom to select books of their choice from the shelves. While doing so, some users may intentionally or unintentionally misplace the books in the shelves and a book wrongly placed is as good as lost. All these would require restoration of order. Thiscan be achieved by reading the shelves systematically and shifting the misplaced books on the shelves to their proper places.

In order to control the movement of books in a library system, we make use of the shelf list. The cards will move with the books, wherever they are transferred. The regular shelf reading will provide efficient retrievalof materials and helps in the identification of the damaged books so that they can be removed for repair and binding.

8.5 DOCUMENT MAINTENANCE IN AND AROUND THE SHELVES

When the documents are in the shelves the following maintenanceprocedures are implemented

a) Shelving: The documents should be properly arranged in the shelves of the library so that they can be quickly located. The arrangement may be keyword based, classification based or

such other. This practiceshould be followed for the new books received in the library, books just returned from circulation, books taken out by the user to the readingroom, books taken out from shelves for carrying out some type of correction, books received after binding, books that are misplaced, and so on.

b) Maintenance of Document: If tags on books are found missing or getfaded, then necessary action should be taken. Books in need of binding or repair should be taken out from the shelves for maintenance work.

Maintenance of document will include following actions

i) Mending: Mending refers to the minor restoration of a book without replacing any materials or separating the pages from the cover. This includes repairing tears in pages or securing loose leaves.

ii) Repairing: Repairing involves partially restoring a worn book, where the work required falls between the cost of rebinding and the minimal intervention of mending. This might entail fixing cover cloth or replacing lost corners of pages.

iii) Reinforcing: Reinforcing strengthens a weakened book structure by adding materials, such as reinforcing a hinge with cloth or covering a page with tissue to fortify it.

iv) Recasing: Recasing involves replacing the cover of a book that is still in good condition but has become detached or loosened. This resolves

issues with the sewing while maintaining the original cover.

v) Re-backing: Re-backing entails affixing a new spine onto a book without altering any other binding elements.

vi) Re-sewing: Re-sewing involves crafting a new cover and attaching it to the book.

vii) Re-covering: Re-covering entails removing a book from its cover, replacing the old sewing, sewing a new cover, and then replacing the book in the same cover.

c) Dusting and Cleaning: Dust reduces the life of a book; further, the users will hesitate to take out for consultation such a volume which is full of dust. Again, the books lying unattended in dark corners for a long period have a greater possibility of being eaten by silver fish andother insects. To avoid this, dusting and cleaning of books should be done on a regular basis, at least in an interval of 20-30 days. In a library where the stack area is very large, cleaning can be done by mechanical devices like vacuum cleaners, etc.

8.6 BINDING

Binding enables the stock to be kept in proper physical conditions.Routine bindings as well as specification are similar for both books and periodicals publications. Big libraries should have their own binderies bothfor binding and repair of books. Other libraries should get their books bound and repaired by commercial binders.

a) Picking up Books: Damaged books are picked up in the issue or return of the books by the users, during shelving, shelf rectification and stock verification. New books having weak casing should also be taken out for binding before being released for use.

b) Noting Details: For each volume the librarian needs to prepare a binding slip. The binding slip should contain information regarding author, title,

call number, accession number, kind of binding required, colour of binding, lettering (in gold or ink), matter for lettering on the cover page / spine, etc.

c) **Sending the Books:** The librarian needs to prepare an order copy for binding from the binding slips, giving instructions to the binder. The order copy along with the books now should be sent to the binders.

d) **Receiving Books:** On receiving the books, these should be checked with the binding slips to know whether specifications listed out are followed or not. Specification should cover matter regarding assembling(collation, removal of wrappers and advertisement), stitching (sewing, mounting of maps, and illustrations, use of end papers, cutting of edges), forwarding, lettering, sizes, materials to be used etc. If everything is found in order then the labelling and pasting should be done, to be followed by shelving and releasing of the bill of the bindersfor payment.

In many libraries, the issues of a complete volume of a periodical are bound together in hard covers which are known as bound volume periodicals. The bound volumes are shelved with other books by classification number in some libraries. In other libraries they are shelved in a separate periodical area. Some libraries acquire some of the current copies of periodicals in paper and the back issues in digitalform.

8.7 STOCK VERIFICATION

Stock verification means a systematic checking of the library holdings with an aim to find out

the missing volumes in the library stock. It is physical check-up of the documents in the record.

a) **Need:** Books can be mutilated, misplaced, and lost. The damaged books need to be repaired, misplaced books should be taken out and placed correctly and lost books should be simply written off. Those books, which are important and in heavy demand, would need to be replaced. In case

too many books are found to have been lost, mutilatedand misplaced, then steps have to be taken to improve the situation. For all these stock verification will be necessary.

b) Disadvantages: One of the disadvantages of stock verification is that during the stock verification process many libraries have to close down. The books borrowed by users are recalled for physical verification andthis may cause inconvenience to the users. Again, very often the costof stock verification is higher than the cost of the lost book.

c) Stock Verification Procedures: Let us now discuss stock verification procedures as given bellow:

i) Accession Register: In this method, the accession register is taken to the shelves. One person calls out the accession numbers of thebooks on the shelves and another person ticks the same accessionnumber in the accession register with a pencil. After this, the itemson loan, the items sent for binding, etc are ticked in the register. Atthe end of this operation, a list of untraceable books is prepared. An effort is also made to trace the missing books. This method is time consuming, cumbersome and it spoils the accession register.

ii) Register Listing Accession Numbers: In this procedure a separateregister is prepared that contains the accession numbers. The register is taken to the shelves. One person calls out the accessionnumber from the book, another person ticks the relevant column against the particular accession number. The rest are same as that of access register procedure. For small libraries whose collections are within the range of 25 thousand can use any of the above two methods. They can also use similar method that includes Check Cards, Book cards, and soon. Large libraries cannot use these procedures.

iii) Loose Sheets Listing Accession Numbers: In case of loose

sheet, on each sheet consecutive accession numbers are written down. A single sheet may contain 100 accession numbers. An accession number called out is crossed out in the sheet. This procedure has the advantage over the above two in its ability to carry out the stock verification by more than two people at a time since the loose sheets provide wide

flexibility of taking out by multiple persons.

iv) Shelf List: When the shelf lists are on cards and the shelf list is upto date and accurate in terms of details and arrangement, then this procedure can be followed for stock verification. It is also essential that in this method, stock verification and stock rectification should be combined into a single process for the ultimate success.In this method also sock verification can be carried out by a numberof persons at a time as portions of shelves to be checked can be allocated to different persons.

v) Numerical Counting of Books: This involves mere counting of bookslying on shelves and those on loan. This number deducted out of total stock based on accession register would lead to number of books lost. On knowing the average cost of a book, one can calculate the cost of all the lost books.

vi) Sample Stock Verification Method: In this method, a few sections are chosen on the basis of sampling method (statistics) for stock verification. This gives the figure for annual loss on average basis.

Loss of Books: The stock verification is helpful in identifying and determining the loss of books in a library. Loss of books in an open access library is inevitable. The General Finance Rules 2005, The Ministry of Finance, Government of India, No. 194 (ii) (P. 74) envisages that “loss of five volumes per one thousand volumes of books issued/ consulted in a year may be taken as reasonable provided such

lossesare not attributable to dishonesty or negligence. However, loss of a book of a value exceeding Rs. 1,000/- (Rupees One thousand only) and rare books irrespective of value shall invariably be investigated and appropriate action taken". The authorities should write off such loss of books. In case the loss is higher than the permissible limit then there will be a need to investigate the mater. Causes for higher loss should be determined and steps should be taken to improve the situation.

8.8 EVALUATION AND WEEDING

8.8.1 Evaluation

Library documents are selected by different people over a long period of time. Librarians may vary in their perception of the general principles of the selection. Patrons' interest may change and what was a good collection a decade ago may no longer meettheir needs, or the community itself may change, bringing entirely new patrons with very different needs. All these factors demandan evaluation of the total collection.

Collection evaluation is a part of collection development in which the existing collections are measured, analyzed, and judgedaccording to preset criteria for size, relevance, quality, and use. Evaluation methodologies may be categorized by their focus (user- centered versus collection- centered) or by the nature of their findings (objective / quantitative/ statistical versus subjective /qualitative / interpretative).

a) Determining the Worth of the Collection: Various techniquescan be used to get some idea of the worth of a collection. Someof them are

i) Bestsellers, and Reviews: Each year the American LibraryAssociation produces lists such as Best Books for Young Adults, Notable Children's' Books, and Notable Books for adult

collections. Certain ALA divisions cooperate to produce University books for secondary school libraries and university press books for public libraries. Other organizations also produce such lists. With more and more books being published and reaching the bestseller lists, librarians must check these lists against their holdings. How many titles were bought, how many were missed? Did the librarian decide consciously not to buy the missing titles and if so was the decision correct? Do the titles fall outside the scope of the collection being developed or have the review media being used to make choices failed to alertthe librarian as to their value? Another point of considerationis that no library can survive with only standard list of titles on its shelves, since no list can meet the need of diverse patron interest to be found in varying communities.

ii) *User Study:* The librarian should be alert to study groups within the user community, their movement and their changing demands from time to time. The users' need is tobe compared with the existing collection. Soliciting opinionson adequacy and quality of local collections from the usersand/or experts can also prove effective.

iii) *Interlibrary Loan Request:* Keeping accurate statistics on the number of requests as well as specific titles and subjectsrequested will provide an insight into the ways where the users' needs are shifting.

iv) *Questions at the Reference Desk:* Requests from patrons will show the relationship between the patrons' interest andthe library's collection. When a genuine conflict exists

between the two, reevaluation of the collection developmentpolicy is called for.

v) *Titles on Reserve*: The title on reserve also provides an

insight into a patron's interest. A large number of reserves for a particular tile would alert the librarian to procure more copies of the same title.

vi) Circulation Statistics: Here, the circulation of locally held materials is analyzed to forecast distributions of futureneeds.

vii) Request Analysis: In request analysis, the requests for materials that could not be found in local collections are analyzed to determine the weaknesses while the fulfillment of requests from other libraries is analyzed to determine the strength.

Bibliographies: No library has enough staff to use all the specialized bibliographies available for evaluation of a collection. But a wide range of such tools should be owned by libraries for consultation in reader's advisory and reference services.

8.8.2 Weeding

A garden can hardly attain the goals of beauty and elegance with out the removal of the earlier plants and he planting andnurturing of the new ones. In the same way, a library should weedthe obsolete or unused materials periodically to use its limited spacemost effectively and for efficient utilization of its new collections. But, titles from old collection need to be weeded only when the library periodically acquires new materials, as something is alwaysbetter than nothing in the library.

a) Why Weeding is not Practiced in Libraries: In a service library, the significance of the collection diminishes when important documents are mixed with outdated ones. However, many libraries avoid weeding due to the following reasons:

i) Emphasis on Quantity: There is still a focus on quantity in libraries, as official reports often prioritize numbers, leading to a reluctance to reduce the collection.

ii) Preservation of Knowledge: Some believe that every book, regardless of age, holds value. What may seem unnecessary now could be vital for future researchers, fostering reluctance to discard any material.

iii) Workload Pressures: Libraries operate dynamically, with professionals often facing heavy workloads. Since weeding requires careful consideration and justification, librarians may

hesitate due to time constraints.

iv) Concerns about Audits and Client Feedback: During audits, objections may arise if documents for which money was spent are missing. Additionally, clientele may criticize the removal of materials, fearing the loss of valuable documents.

The librarians need be discouraged by the above factors. A clear and well planned weeding out policy free from biasness and approved by a committee will clear all hurdles.

a) Weeding Policy: The American Library Association Council suggests that public libraries should aim to withdraw approximately 5 percent of their total collection annually. Similarly, the Sinha Committee Report (1958) suggests a similar approach for Indian public libraries, recommending that librarians consciously remove 5 percent of fiction and 2 percent of non-fiction each year. Ranganathan also proposes that many collections become irrelevant after 20 years and should be discarded rather than preserved in the library.

b) What should be weeded: The following types of collection can be considered for weeding:

i) Obsolete Materials: In the fields of science and technology, advancements occur at such a rapid pace that books published two or three decades ago quickly become obsolete. These outdated books must be removed from the collection. Additionally, books that

are outdated in terms of content, style, or theme should also be eliminated.

ii) *Older Editions:* Superseded editions of books might well be eliminated, if the library is not attempting a historical collection of all the editions of a given title. Almanacs and yearbooks may be discarded after 5 years.

Bibliographies and encyclopedia as are of little use afterten years, though exceptions may be made in specific instances such as the famous eleventh edition of Encyclopedia Britannica.

iii) *Unused Collection:* The books that are not circulated or consulted by any library patron during the last five years also need to be weeded out.

iv) *Mutilated Books:* Books that are mutilated because of constant use should be withdrawn. Books that show signs of wear, books which have become dirty, shabby or just plain worn out should also be withdrawn. When the heavily used items or the titles with significant content are selectedfor weeding due to its physical condition then a new copy if it is still available from the producer or publisher, should be acquired or it should be replaced with a reproduced /Xeroxed copy (digital conversion).

The weeding should be regularly practiced in the library. It might be possible for the selectors to consider each newtitle in relation to the possibility of discarding one already on the shelves. In such cases the weeded collection is replaced with a fresh edition or more contemporary substitute.

c) Space for Weeded Out Books

i) *Storage:* At least one copy of the weeded books should be transferred from active collection to storage (cooperative or individual), or transferring the title to some network partner. This is for the possible remedies for preventing thepermanent loss of the

weeded collection. The provision of cooperative storage will make the weeded collection available to the user of any other libraries.

ii) *Donation:* If the books are in good condition, especially if they are older editions of reference sources such as encyclopedias or handbooks, they could be offered as donations to other libraries that may not have the resources to acquire such expensive materials.

iii) *Sold:* The documents or the resources which are completely worn out, completely damaged and irreparable should be sold just like unpreserved old newspapers.

iv) *Destroy:* Some collection needs to be destroyed. Ministry of Finance vide its circular of 7/2/1984 says that "there may be no objection to the librarian disposing of mutilated/damaged/obsolete volumes to the best interest of the library. However, the disposal of such volumes should be made on the recommendations of a three-member committee".

d) **What should not be weeded:** The titles that were in the bestsellers list should not be weeded even if its circulation statistics is not good. The timeless works in every academic discipline should likewise not be eliminated.



CHECK YOUR PROGRESS

Q 1 Match the Following

a) Books in the library move with i) Weeded

b) Stock verification ii) Love for large numbersof collection.

c) Weeding Problem iii) Storage

d) Obsolete Collection iv) Missing volumes

e) Weeded Documents go to v) Shelf list

Q 2. Find out True and False Sentences

a) Loss of three volumes per thousand volumes issued / consultedin a year is to be taken as reasonable.

b) According to Ranganathan, many collections lose its relevancein 20 years.

c) Annual withdrawals from the collection should average at least 5percent



8.9 LET US SUM UP

If proper care is not taken by the maintenance section in a library, the stock would deteriorate and becomes unserviceable very soon. The maintenance section preserves the most valuable or most-used items in the collection.

In a small library, it is generally possible to carry out stock verificationonce every year. However, in a larger library, it is neither feasible nor necessary to do stock verification every year. In such cases it should be a continuous process, in which regions of shelves are taken for stock verification and the whole process should be completed in two to three years. Again, the part of the stock which is prone to greater losses can besubjected to stock verification more frequently. Throughout the stock verification process, it is essential to minimize any disruption to regular library services. Utilizing the shelf list for this purpose offers a means of conducting stock verification without necessitating the closure of the library.

The library collection in numbers does not tell anything about howthe collection relates to the patron needs. Library collections must be continuously evaluated to go with the user needs. The tools or methods that are used in selection of materials for library acquisition can also be used in evaluation of the collection and weeding of the unused collection. The library collection should be evaluated periodically within five to ten years, depending on the stability of staff doing the selection and patron's surveys showing

major weaknesses. It should identify what has been missed, what titles in the collection are not relevant to the users and so on. All evaluation techniques are time consuming and costly.

Library materials may be needed because of a combination of their out-dated content, unnecessary titles, their physical condition (scratched, torn, generally ragged), and their use patterns (declining or directly lost). The weeded titles may be sent to storage



8.10 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1.

a) Books in the library move with a) Shelf list.

b) Stock verification b) Missing volumes.

c) Weeding Problem c) Love for large numbers of collection.

d) Obsolete Collection d) Weeded.

e) Weeded Documents go to e) Storage.

Ans to Q 2

c) False. b) True. c) True. d) False.



8.11 FURTHER READINGS

Dhiman, A. K. (2008). *A handbook of special libraries and librarianship*. Ess Ess.

Hyde, J. H. (2003). *Library collection management*. Dominant Publishers and Distributors.

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8.12 MODEL QUESTIONS

Q1. Describe the different types of guides found in a library?

Q2. Write a note on shelf list.

Q3. Discuss the steps that are to be taken to maintain the booksin the shelves?

Q4. Write the type of collection that should be weeded in the library?

Q5. Write a descriptive note on binding.

Q6. What do you mean by stock verification? Describe the need andprocedure.

Q7. Discuss how one has to determine the worth of a library collection.

Q8. Describe the library weeding activity.

*** *** ***

UNIT 9: PRESERVATION AND CONSERVATION OF LIBRARY MATERIALS

UNIT STRUCTURE

9.1 Learning Objectives

9.2 Introduction

9.3 Preservation and Conservation

9.4 Print Material Preservation and Conservation Techniques

9.5 Digital Media Preservation and Conservation Techniques

9.6 Preservation of Some Other Materials

9.7 Let's Sum Up

9.8 Answers to Check Your Progress

9.9 Further Readings

9.10 Model Questions

9.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- Know about preservation and conservation;
- Find out the ways as to how digital document can be preserved;
- Know about the biological agents that create threat to documents;
- Define microfilming and digitization.

9.2 INTRODUCTION

The library houses the document by considering the long-term preservation of the items while still allowing the users the access to the materials. But library collection get damage due to continuous use and decay from aging. So, there is need of preservation and conservation of library materials. Books and other materials suffer damage or deterioration because of several factors. Library holdings may begin to deteriorate due to its organic matter from which they are made. The

type of material - paper, glue, plastic, etc - that goes into the manufacture of a book, recording or optical media has its own combination of physical and chemical properties, and life span. The other factors include all of the conditions surrounding the processing, storage and use of the materials.

9.3 PRESERVATION AND CONSERVATON

Preservation involves efforts to minimize or decrease the physical and chemical decay of documents. Conservation, on the other hand, focuses on maintaining documents in a usable condition by treating and repairing individual items to either slow down the decay process or restore them to a functional state. Conservation encompasses activities such as research, diagnosis, preventive care, examination, treatment, and documentation, utilizing effective methods to preserve the property as closely to its original condition as feasible and for as long as feasible. These conservation measures are undertaken for various purposes, including aesthetic considerations, stabilization, the necessity for structural integrity, or to meet cultural requirements for maintaining intangible continuity.

a) Need of Preservation and Conservation: When an important, often used book is found in a poor physical condition that restricts its future use and denies the borrower the pleasure of its reading, then the need arises for its preservation and conservation. The need of preservation and conservation are-

i) Information Needs: Books, journals, newspapers are the sources of information. They reflect social, economic, political and cultural life. Keep us updated with latest trend on all subjects or topics and, as such, they are a valuable asset of our society.

ii) Raw History: The old reading material constitutes the raw history and provides background information about an event in history. Nostalgia for such works is another point of consideration.

iii) Wide Range of Users: Everyone from a child to an old man, from layman

to researchers, turns to information even after hundred years of the publication of the material.

iv) Continuous Use: Hard copies of the old as well as new materials are prone to decay. So, to provide continuous and wider access to the user, the preservation of the collection is nessesary.

v) Rare Materials: Manuscripts and other materials hold significant cultural and historical importance, necessitating their preservation. Emphasis should be placed on safeguarding high-value,

vulnerable materials of national significance. The aim is to prioritize preventive preservation and security objectives, thereby minimizing the handling of the original documents.

b) Strategies in Preservation and Conservation

i) Document Selection: Preservation and conservation protocol's primary objective should be to enhance access to as many significant collections as feasible, particularly those documents deemed at risk of deterioration.

ii) Options: Choosing the options that will be followed to meet the requirements of the custodial function of the library as well as its current use.

iii) Budget: Preparing a budget for the preservation and conservation of the reading materials, including cost in procuring equipment and others.

iv) Procuring Necessary Infrastructure: According to preservation method necessary infrastructure should be developed. In case of digital preservation necessary hardware and software should be procured. If possible, the archive or library can go for automated management systems that will manage digital resources for acquisition, use, and archiving automatically.

v) The Conservation Laboratory: Conservators routinely use chemical and scientific analysis for the examination and treatment of the works. The modern conservation lab uses equipment such as microscopes, spectrometers, and x-ray machines to understand better the objects and

their components. The data thus collected help in deciding the conservation treatments to be provided to the object.

c) Types of Preservation and Conservation Techniques

i) Preventive Conservation: Many cultural works are sensitive to environmental conditions such as temperature, humidity and exposure to light and ultraviolet light. Taking sufficient measures to protect materials in a controlled environment where such variables are maintained within a range of damage-limiting levels is called preventive conservation.

ii) Interventive Conservation: Interventive Conservation refers to any act by a conservator that involves a direct interaction between the conservator and the cultural material. These interventive treatments could involve cleaning, stabilizing, repair, or even replacement of parts of the original object or consolidation such as securing flaking paint.

d) Ethics in Conservation: The conservator applies some simple ethical guidelines, such as:

i) Minimal Intervention: It is essential that the conservator should fully justify the intervention for conservation either before the work is undertaken and after the work is over.

ii) Reversible Methods: Using appropriate materials and methods that aim to be reversible to reduce the possible problems with future treatment, investigation, and use is one of the guiding principles of conservation. It means, that all interventions with the object should be fully reversible and the object should be able to be returned to the state in which it was prior to the conservator's intervention. This principle nowadays has been widely criticized within the conservation profession itself.

iii) Complete Documentation: Complete documentation of the work carried out before, during, and after the treatment is necessary. It is a must for all kinds of documents as it will provide what was done with the document in the past and accordingly it helps in taking the right decision in future treatment process,

9.4 PRINT MATERIAL PRESERVATION AND CONSERVATION

Environmental Remedies: Poor qualities of building where books are stored and extreme climate conditions create damage and decay of the library materials. The key environmental factors include temperature, relative humidity, pollutants, and light exposure. Books stored in cool, dry, dark areas generally have a much longer life span than those housed in hot, humid, brightly lighted areas. Constant or stabilized levels of temperature and humidity are less harmful than the fluctuating levels.

Maintenance of suitable environmental condition is the base on which all other preservation and conservation activities rest. Each material has its own unique temperature and humidity factor. Thermometers, Hygrometers, Humidity indicator strips, Hygrothermometer (for monitoring temperature and relative humidity) are generally used to monitor the environmental factor. Light meter and ultraviolet meter can be used to measure the exposure of light to the documents. The use of climate-controlled storage facility is the best way to maintain a suitable environment. Let us discuss these factors in more details-

i) Temperature: Lower temperatures are preferable for preserving library collections. However, considering that books and materials are often stored in areas with human activity, a balance must be struck to ensure human comfort. A suitable compromise temperature is typically 65-68°F. Nevertheless, film and photography collections should ideally be kept in a segregated area at 55°F if

feasible.

ii) Humidity: Books and materials absorb and release moisture, making them sensitive to relative humidity. Excessively high humidity fosters mold and insect growth, while low humidity leads to material stiffness. Fluctuations in relative humidity are more harmful than a consistent level in the moderate to low range. Generally, relative humidity should be maintained between 30-50%, with minimal variation. However, specific recommendations may

vary depending on the material type, such as paper-based or film.

iii) Light: Light exposure significantly impacts library materials. It's not only visible light that poses a threat but also ultraviolet and infrared radiation. Light levels are measured in lux or lumens per square meter. For sensitive materials, the recommended illumination level is typically limited to 50 lux per day. Materials exposed to excessive light can be periodically placed in dark storage to preserve their original appearance. Additionally, using ultraviolet filters on windows and light sources can provide protection.

iv) Pollutants: Particulate and gaseous pollutants like ozone, sulfur dioxide, nitrogen oxides, and soot can cause dust accumulation, soiling, and irreversible molecular damage to materials. These pollutants are often tiny and difficult to detect or remove. Implementing a Heating, Ventilating, and Air Conditioning (HVAC) filtration system in the building can serve as an effective defense against pollutants.

a) Controlling Biological Agents: Pests, such as insects and vermin, eat and destroy paper and the adhesive that secures book bindings. Food and drink in libraries, archives, and museums can increase the attraction of pests. They are most common in cool, damp, dark, and undisturbed areas of libraries, archives, and museums

In general, if materials are stored in a clean, cool, and dry environment, and looked at and dusted occasionally, the risk of damage by insects is greatly reduced, and problems will be detected before a lot of damage is done. An Integrated Pest Management system is one way to control pests in libraries.

To kill the cockroach or black beetles, Gemmaxene or DDT powder may be used. These insects can also be repelled by camphor and naphthalene. Fumigation and naphthalene bricks are more effective to kill bookworms. To eliminate termites or white ants carbon bisulphide or carbon tetrachloride can be used. Solignum oil may also be used in stack rooms as a precaution. Boric acid and sodium floride and flour (12: 100) can be used against silver

fish. Book lice, fish insects can be avoided by using ethylene, carbondioxide and formaldehyde vapours. A mixture of thymal crystal (100 gm), mercuric bichloride (4 gm), ether (200 cc) and benzene (400 cc) can be used to destroy the fungus layers.

b) Mass Deacidification: Acidic paper especially when exposed to light, air pollution, or high relative humidity, becomes yellow and brittle over time. Mass deacidification is a possible measure against the degradation of paper in old books. The purpose of deacidification is to neutralize acids and to deposit in paper a buffer that will protect the document from the formation of acid in future. During mass deacidification an alkaline agent is deposited in the paper to neutralize the existing acid and prevent further decay. The goal of the process is to increase the pH of acidic paper on a large scale. The deacidification may be aqueous and non acqueous in nature.

c) Remedies for Poor Qualities of Paper / Binding: Many reading materials that were published before 1950 were printed on very poor quality paper. Print materials in developing countries are often created using fragile, non-lasting paper product and ink. Creating and adopting a minimum standard of quality in terms of paper and ink, types of binding, etc is the only viable solution in this regard.

Library binding is the term used to describe the method of binding serials, and re-binding paperback or hardcover books, for use within libraries. Library binding increases the durability of books, as well as making the materials easier to use. It is a way to increase the life of the books and periodicals used in libraries. This is done by sewing the pages in place and by reinforcing the spine for each volume. The goal of library binding is long-term preservation.

d) Human Being as an Agent of Damaging Books: The damage to the books and other reading material is also caused by human beings due to its over-use, neglect, and such factors. The kind of book-return facilities provided and even the procedures used by the staff members responsible

for processing and shelving materials also cause the deterioration of library materials. Books which are tossed around, dropped in a puddle or gnawed by the dog are lost to the collection. Therefore, proper care in handling the material should be ensured while the reading materials are in the hands of the users. The user awareness can do a lot in this regard. Shelvers can be taught to shelve materials properly, avoiding packing shelves too tightly or placing books with fore-edges down. When processing new materials, librarians should be careful about their use of tape or paper clips or other suppliers which might react harmfully with the materials being added to the collection.

e) Preservation Reformatting: Preservation Reformatting is the task of complete conversion of the material into another format to preserve the library's collections and offer broad public access to at-risk materials. It means duplication of the material into another stable medium or format. **"**The goal of preservation reformatting is to permit ongoing access to that portion of the information embodied in source materials that has been identified as essential to their continued usefulness for articulated purposes". "The goal of preservation reformatting is not necessarily to create an exact replacement copy with the look, feel, and functionality of the original".

The goal of preservation reformatting is to make copies that have the features that are required to meet anticipated needs. This goal may be facilitated by:

i) Instituting a quality control programme using relevant standards and systems to ensure that copies are complete, legible, and free from artifacts;

ii) Confirming that systems are operating consistently at optimal levels;

iii) Inspecting systematically an appropriate number of samples (in some cases 100%);

iv) Documenting processes.

Different physical formats (photographs, negatives, and items with color) with different size, (bound and single-sheet paper materials) and with different characteristics are suitable for preservation reformatting and with the advent of new technologies this list of physical formats and characteristics are expanding day by day.

The archive can think of restricting the access to the analog version of the original item, paper facsimile, or microfilm copy after the reformatting is available for use.

i) Microfilming: Microfilm is a way to shrink documents so small that you need special tools to read them. It lasts a long time, hundreds of years even, without decaying much. But it's not easy to search through like digital documents. Some people think microfilm is outdated because not many places have the equipment to use it anymore. However, Microfilmed documents can be read with just your eyes if you have enough light and a magnifying tool. It's also good for making copies from a main collection. If you're going to use microfilm, it's important to follow strict standards set by organizations like ANSI, AIIM, RLG, and the Library of Congress. These rules help ensure that microfilmed documents are preserved properly.

ii) Digitization of Material / Digital Reformatting: Digitization is the process by which analog items (that include books, journals, newspaper, etc) are converted into computer readable text consisting of a sequence of 0s and 1s as a surrogate of the original. It is very hard to retrieve specific kind of information from a huge volume of information as it needs manual scanning page by page and to use the computer for searching all the information together needs reformatting to digital copies. So for the

creation of different digital access aids that will include guides, indices, and databases to search and browse the huge volume of information collection, digitization is a must. In short, it will speed up the process of finding relevant information and extend access and assist the preservation. The digital surrogates perform a preservation function by reducing or eliminating the use of the original.

Digital reformatting is guided by the best established practices to ensure that materials are being converted at the highest quality. Reformatting, or in any other way copying an item's contents, raises obvious copyright issues; so before accepting digitization proper attention should be given in this regard also.

A hybrid approach can also be used for preservation, combing the usefulness of both the options of microfilm and digitization at the same time. It addresses long term storage through microfilming while the current use is through digitization. It is the best preservation reformatting option to choose if fund is not a problem for the library.

f) Environmental Catastrophe: The unpredictable disasters like fires, floors, storms, or even broken pipes within the library building may lead to very extensive damage of the collection. These are generally beyond the control of the librarian but it is possible to develop emergency plans for handling the collection and in some cases for preventing the disaster (fires). If a major catastrophe strikes the library, which actions will be taken first and who will take them? The responsibilities must be assigned well before the event.

Appointment of Preservation and Conservation Librarian: Some libraries in the world appoint a special preservation and conservation librarian to look after the works of preservation and conservation. Other bigger libraries can also think on the same line. Smaller libraries cannot afford such a full time staff member, but it is still possible for an interested and knowledgeable librarian to be assigned the responsibility on a part-time basis.

9.5 DIGITAL MEDIA PRESERVATION AND CONSERVATION TECHNIQUES

Digital preservation can be defined as a long-term, error-free storage and management of digital information, along with means for retrieval and interpretation. Maintaining digital preservation demands consistent and continuous attention compared to other forms of media. The need for

continuous investment of effort, time, and resources to adapt to rapid technological and organizational changes is seen as the primary challenge in preserving digital information. Unlike our ability to decipher written records dating back thousands of years, digital data created just a decade ago faces a significant risk of loss, potentially leading to a digital Dark Age. The following two terms
are commonly associated with digital preservation.

a) Digital Curation: Digital curation is the selection, preservation, maintenance, and collection and archiving of digital assets. It is the process of establishing and developing long term repositories of digital assets for current and future reference by researchers, scientists, and historians, and scholars generally.

b) Digital Obsolescence: Digital obsolescence is a situation where a digital resource is no longer readable because the physical media (modes of digital encoding, data –storage medium, standards for encoding images and films), the reader required to read the media, the hardware, or the software (operating systems and general or specialized software) that runs on it is no longer available. Digital technology evolves rapidly, with retrieval and playback methods quickly becoming outdated within a few years. As newer, faster, and more affordable storage and processing devices emerge, older versions are swiftly replaced. Even different computer “standards” are only for some time, and in the end are always replaced by new versions of the software or completely new hardware.

Only continual forward-migration of files and information to the latest data-storage standards can address the issue of digital obsolescence. File formats should be widespread, backward compatible, often upgraded, and, ideally, open format. The National Initiative for a Networked Cultural Heritage cites uncompressed Tagged Image File Format (TIFF) and Portable Document Format (PDF) (for images) and American Standard Code for Information Interchange (ASCII) and Rich Text Format (RTF) (for text) as “de facto” formats that are unlikely to be rendered obsolete in the

near future.

The preservation of digital media includes the following techniques

a) Avoiding Physical Deterioration of Media: Digital storage media are more prone to damage and loss compared to some traditional materials like paper. Old paper can become brittle and yellow over time due to acid, this deterioration is slow and noticeable after many decades. However, from deteriorated paper usually we can recover all the information without any loss. On the other hand, digital data stored on media like CDs or hard drives degrade much faster. Once deterioration begins, data loss often happens quickly. This means there's not much time to react and preserve the data. To prevent this, it's crucial to keep digital storage in good environmental conditions as much as possible.

b) Refreshing: Refreshing involves moving content from one type of storage to another similar type. It can also mean transferring data from an old storage method to a new one to avoid issues with outdated technology. For example, moving data from floppy disks to CDs, then to DVDs, and so on.

Another example is moving census data from an old preservation CD to a new one. Refreshing is important because digital media can degrade over time. Sometimes, we need to combine refreshing with migration when the software or hardware needed to read the data becomes outdated or can't understand the data format anymore. This way, we ensure that our data stays safe and accessible despite changes in technology.

c) Replication: Replication involves creating multiple copies of a digital document and storing them in various locations. This method often proves to be the most effective means of preserving cultural resources by minimizing the risk of loss. When data exists as a single copy in a sole location, it becomes highly susceptible to software or hardware malfunctions, deliberate or accidental modifications, as well as environmental disasters such as fire, floods, or earthquakes. Replicating digital data in multiple locations significantly enhances its chances of

survival. This objective can be achieved by adhering to standards and guidelines that stipulate the creation of a master copy for long- term storage and preservation, along with the production of duplicate copies derived from the master copy in formats that best serve the users' needs.

d) Bit-stream Copying (Backing up data): Backing up data refers to the process of making an exact duplicate of the original digital object and it should be followed by remote storage so that the original and the copy document does not become victims of the same disastrous event. This is an essential preservation strategy for data loss due to hardware and media failure, normal malfunction and decay, malicious destruction or natural disaster.

e) Migration: The main challenge in preserving digital media is dealing with how the storage formats become outdated over time. Migration is a solution to this problem. It involves transferring data to newer systems and moving information from older computer systems to newer ones. This can also mean changing information from an old file format to a new one, like converting a Microsoft Word document to a PDF or Open Document. Sometimes, this involves switching from one operating system to another or even from one programming language to another. However, when we migrate data, there's a risk of losing some functions because newer formats might not support everything from the original format, or the conversion process might not understand everything from the original format, especially if it's a special or proprietary format.

f) Emulation: Emulation uses emulator, a special kind of software that translates code and instructions from one computing environment (original obsolete software) to execute in a new platform so that the digital form can be viewed and used.

Emulation means making a new system act like an old one that doesn't work anymore. For instance, making a Windows computer act like an old Atari 2600 or making a Macintosh work like an old WordPerfect 1.0.

Emulators are made for different things like apps, computer systems, or even hardware. People use emulation a lot to keep old video game systems working, like with the MAME project.

g) Metadata Attachment: Metadata is like a digital file's ID card. It includes details about when it was made, who can access it, any rules about using it, its history of being saved, and how it's managed. When digital files get old, the metadata attached to them might be affected. ASCII is considered to be the most durable format for metadata because it is widespread, works when used with Unicode, and utilizes human-readable character, not numeric codes. It retains information, but not the structure information it was presented in. For higher functionality, Standard Generalized Markup Language (SGML) or Extensible Markup Language (XML) should be used. Both markup languages are stored in ASCII format, but contain tags that denote structured format. The long term storage of digital information is assisted by the inclusion of preservation metadata.

h) Analogue Backups: It involves process of the conversion of digital objects into analogue format. It is useful to the document that deserves the highest level of merit and protection from being lost. The analogue backup of printed document can be created by taking a printout of the document and then binding it.

i) Technology Preservation (Computer Museum): It deals with the preservation of the technology in which the digital information was created and maintained. It also deals with the issues of preserving the technology including hardware and software configuration. It is very helpful in extending access to media obsolescence and file formats.

j) Digital Archaeology: Digital archaeology includes methods and procedures to rescue the content from damaged media, hardware or software environments.

9.6 PRESERVATION OF SOME OTHER MATERIALS

a) Web Resources Preservation: According to a report by the US Library of Congress, 44% of the site available on the internet in 1998 had vanished one year later. Web archiving is the process of collecting portions of the World Wide Web and ensuring that the collection is preserved in an archive, such as an archive site, for future researchers, historians, and the public. The Internet Archive is a

non-profit digital library with the stated mission of universal access to all knowledge. It offers permanent storage and access to collections of digitized materials, including websites, music, moving images, and books. The Internet Archive was founded by Brewster Kahle in 1996.

b) Film Preservation: The film preservation, or film restoration, movement is an ongoing project among film historians, archivists, museums, cinematheques, and non-profit organizations to rescue decaying film stock and preserve the images contained therein. In the widest sense, its aim is to assure that a movie will continue to exist, as close to its original form as possible. Films are highly inflammable. So, necessary action should be taken so that in no case it comes in contact with high temperature.

Like print, digital media, and film, the paintings, photographs, phonograph



also demand some special preservation techniques.

CHECK YOUR PROGRESS

Q. 1. Match the Following

a)	Biological agents	i) HVAC filtration system.
b)	Pollutants	ii) Food and drinks in the library.
c)	Preventive conservation.	iii) Direct interaction between the conservator and the material
d)	Interventive Conservation	iv) Maintenance of physical environment.

Q. 2. Fill in the Blanks

a) In mass deacidification an _____ agent is deposited in the paper to neutralize existing acid.

b) In mass deacidification _____ of acidic paper is increased.

c) Preservation reformatting is the task of complete conversion of the material _____.



9.7 LET US SUM UP

Implementing measures to prevent deterioration significantly prolongs the lifespan of various document types, necessitating collaboration with curators, recommending officers, and preservation staff to decide on binding, housing, and related aspects.

To mitigate environmental damage to reading materials, strategies such as shielding from sunlight and controlled air conditioning are essential across all stages, whether in storage, on display, or during transit. Storage areas must remain clean, free from clutter, dust, and dirt accumulation. Employing safe storage practices, such as using proper cabinets and metal supports for books on shelves, guards against mechanical damage and minimizes exposure to dust, dirt, and direct light.

Insects, mold, and rodents pose significant threats to documents, often attracted by clutter and food remnants. Therefore, consumption of food and drink should be prohibited in areas housing collections, and thorough cleanliness measures must be implemented without causing harm to fragile materials. Libraries should develop disaster recovery plans to handle unforeseen emergencies effectively.

Document repair involves the use of adhesives and addressing tears with meticulous care. Tears in pages can be aligned and mended using Japanese paper strips and starch paste or suitable adhesives conducive to conservation. Following repair, appropriate binding methods, such as library binding, are recommended, particularly for valuable collections that require special treatment. Preserving a vast array of library materials entails

substantial costs. Therefore, libraries may benefit from cooperative preservation arrangements to manage expenses more efficiently. Collaborative efforts can facilitate the adoption of diverse preservation techniques, ensuring the longevity of valuable cultural assets for future generations.



9.8 ANSWERS TO CHECK YOUR PROGRESS

Ans to A. **Match the Following**

a)	Biological agents.	ii) Food and drinks in the library.
b)	Pollutants.	i) HVAC filtration system.
c)	Preventive conservation.	iv) Maintenance of physical environment.
d)	Interventive Conservation	iii) Direct interaction between the conservator and the material.

Ans to B.

a) Alkaline.

b) pH.

c) Format.

d) Microfilming, Digitization.



9.9 FURTHER READINGS

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9.10 MODEL QUESTIONS

1. What do you mean by “digitization”?
2. What are the ethics of conservation?
3. What do you mean by preservation and conservation? Why are they needed?
4. What are the ethics of conservation?
5. What are the environmental remedies for the document to maintain in a usable condition?
6. How can we control the biological agent in the library?
7. Describe the print material preservation and conservation techniques.
8. Describe preservation reformatting in the library.
9. Describe the ways by which digital documents can be preserved.

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UNIT 10: DISASTER MANAGEMENT

UNIT STRUCTURE

10.1 Learning Objectives

10.2 Introduction

10.3 Historical Background:

10.4 Cause and types of disaster

10.5 Disaster Management

10.5.1 Disaster Management Planning

10.5.1.1 Prevention

10.5.1.2 Preparedness

10.5.1.3 Response and Recovery Phase

10.6 Library and Disaster Management:

10.7 Different Kinds of Disasters in Libraries

10.8 Disaster Control Plan for Libraries

10.9 Disaster Management of Libraries

10.10 Disaster Prevention in Libraries

10.11 Let Us Sum Up

10.12 Answers to check progress

10.13 Further Reading

10.14 Model Questions

10.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- Disaster Management in Libraries
- Disaster Management Act, 2005
- Different kinds of Disaster in Libraries

10.2 INTRODUCTION

A disaster is an event that oceans over a period and causes widespread destruction, suffering, or distress to everything that affects it. The impact of the disaster may be confined to specific areas or be widespread and could last for a long time. The effect may require assistance from external sources. These events can arise from naturally occurring phenomena such as earthquakes, tornadoes, or floods, as well as human-made occurrences like industrial accidents (such as an accidental toxic spill or nuclear power plant event) or acts of terrorism (such as bombing or poisoning). They typically result in significant harm to infrastructure, loss of life, displacement of people, and economic adversity.

The Oxford English Dictionary defines disaster as, “an event or occurrence of a ruinous or very distressing nature; a sudden accident or natural catastrophe that causes great damage.”

Disasters can range from termite infestations to tsunamis, presenting in various forms. They are not uncommon occurrences and can occur unpredictably, wreaking havoc on humanity. They disrupt the natural order of life, leaving behind extensive devastation and causing profound suffering, poverty, and despair.

It is a serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts. (UNDRR, n.d.)

According to the International Federation of Red Cross and Red Crescent Societies (IFRC, n.d.), disasters are serious disruptions to the functioning of a community that exceeds its capacity to cope using its own resources. Disasters may arise from natural phenomena, human activities, and technological hazards, alongside other factors that shape a community’s level of exposure and vulnerability.

Some of the disasters can be grouped as:

Natural Disasters	Man-Made Disasters
Earthquakes	Nuclear and Radiological Disaster
Floods	Biological Disaster
Landslides	Chemical Disaster
Cyclones	Terrorist Attack
Tsunami	Bomb Blast
Volcanic Activity	Hijacking
Disease Epidemics and Insect	Hostage Situation

10.3 HISTORICAL BACKGROUND

Disaster management refers to the systematic process of planning, organising, coordinating, and implementing measures to prepare for, respond to, recover from, and minimize the effects of disasters. The objectives of disaster management are to minimise the loss of life, property damage, and social and economic disruption caused by disasters through proactive planning, effective response, and timely recovery efforts.
Disaster management involves the analysis and management of causal factors and requires evaluation of a community's resilience to withstand a disaster.

10.4 CAUSE AND TYPES OF DISASTER

Disasters come in different forms and types that contribute to the impact of devastation. Human-made disasters stem from human errors, such as industrial explosions or structural failures. Natural disasters arise from physical phenomena, such as earthquakes and droughts. Complex disasters encompass events like epidemics or armed conflicts.

Natural Disasters: According to the International Federation of Red Cross & Red Crescent Societies, natural disasters are naturally occurring physical phenomena resulting from either rapid or slow onset events. These events have immediate impacts on human health and secondary effects that lead to further loss of life and suffering. Such disasters may include:

- Geophysical (e.g. Earthquakes, Landslides, Tsunamis and Volcanic Activity)

- Hydrological (e.g. Avalanches and Floods)
- Climatological (e.g. Extreme Temperatures, Drought and Wildfires)
- Meteorological (e.g. Cyclones and Storms/Wave Surges)
- Biological (e.g. Disease Epidemics and Insect/Animal Plagues)

Man-made Disasters: Man-Made Disasters are events that are caused by human activities, typically taking place due to actions such as:

- Pollution
- Accidents (e.g. Industrial, Technological and Transport usually involving the production, use or transport of hazardous materials)

Technical Disasters: Technical disasters refer to events or failures primarily caused by technological systems, equipment, or processes. These events frequently lead to substantial damage, loss of life, and environmental impact.

- Collapse of shelving and other indoor structural accidents
- Elevator failure
- Computer system failure
- Power failure
- Heating and cooling system failure
- Telecommunication failure

Complex Emergencies: Some disasters can arise from a convergence of various hazards or, more commonly, from a complex amalgamation of both natural and human-induced factors. These situations may involve a breakdown of governance, incidents of looting, and assaults on critical infrastructure, including conflict zones and wartime scenarios. These can include:

- Food Insecurity/ Hunger

- Epidemics
- Military Conflicts
- Displaced Communities
- Extensive Violence
- Displacements of Populations
- Loss of Life
- Widespread Damage to both Societies and Economies
- Need for Large-scale, Humanitarian Assistance across Multiple Agencies
- Political and Military Constraints which impact or prevent Humanitarian Aid
- Increased Security Risks for Humanitarian Relief Workers

Pandemic Emergencies: A pandemic is an outbreak of infectious disease that spreads extensively across a large area, impacting either human or animal populations and causing health issues while disrupting services, resulting in economic and social repercussions. It may signify an unusual surge in the number of cases of a known infectious disease within a specific region or population, or the sudden appearance of numerous cases in an area or population that typically
does not experience such diseases. Pandemic emergencies can arise due to either natural occurrences or human-made disasters. These include the following epidemics:

- Ebola
- Zika
- Avian Flu
- Cholera
- Dengue Fever
- Malaria
- Yellow Fever

- Coronavirus Disease (COVID-19)

10.5 DISASTER MANAGEMENT

In India, The Disaster Management Act, of 2005 was enacted on 23rd December, 2005. It came into effect in the aftermath of the 2004 tsunami when the country lost thousands of lives. The government approved it to enhance the management of disasters efficiently, encompassing the formulation of mitigation strategies, capacity-building efforts, and associated concerns. The Act proposed the establishment of the National Disaster Management Authority (NDMA), under the leadership of the Prime Minister, and State Disaster Management Authorities (SDMAs), led by their respective Chief Ministers. These entities were tasked with leading and executing a comprehensive and coordinated approach to disaster management across India. It visioned "to build a safer and disaster resilient India by a holistic, pro-active, technology-driven and sustainable development strategy that involves all stakeholders and fosters a culture of prevention, preparedness and mitigation."

The Disaster Management Act of 2005 defines Disaster Management as a continuous and integrated approach that encompasses planning, organisation, coordination, and execution of actions essential for:

- Preventing the occurrence of any disaster or potential threat
- Alleviating or minimising the risk, severity, or aftermath of any disaster
- Enhancing capacity through research and knowledge management
- Readiness to address any potential disaster
- Swift response to any imminent disaster scenario
- Evaluating the impact and scale of any disaster
- Conducting evacuation and rescue operations and providing relief

- Facilitating rehabilitation and reconstruction efforts

Disaster risk management is the application of policies and strategies for disaster risk reduction to prevent the emergence of new risks, diminish current risks, and handle any remaining risks. This contributes to enhancing resilience and minimising disaster-related losses.

Disaster management does not guarantee the total avoidance or eradication of threats; rather, it focuses on crafting and executing preparedness and other strategies to minimise the impact of disasters and "build back better". Failing to devise and implement such plans could result in harm to lives, assets, and financial losses.

10.5.1 Disaster Management Planning

Disaster management involves organising and allocation of resources and duties to address the humanitarian aspects of emergencies, with a particular emphasis on preparedness, response, and recovery, aimed at reducing the impact of disasters. Disaster management planning is the methodical process of creating strategies, protocols, and procedures to effectively prepare for, respond to, recover from, and mitigate the effects of disasters. It involves risk assessment, vulnerability identification, establishment of communication channels, resource coordination, and personnel training, all aimed at ensuring a unified and swift response to emergencies. The planning phase often involves collaboration among government agencies, emergency services, NGOs, community organisations, and businesses to ensure a comprehensive and coordinated approach to disaster management. Disaster management has a broad scope. To understand its nature, it is useful to study prevention, preparedness, as well as response and recovery phases.

10.5.1.1 Prevention

Disaster prevention involves undertaking proactive measures to prevent or mitigate potential adverse impacts. These actions are designed to provide protection and minimise the occurrence of disasters. Prevention aims to diminish the potential harm and distress caused by disasters. Although disaster management cannot eliminate disasters it can prevent their escalation by addressing underlying causes and manageable risks. Mitigation specifically refers to actions aimed at reducing the severity of a disaster's impact. Some strategies for prevention may include:

- Increasing awareness about potential hazards and strategies to manage them
- Educating the public about the correct methods of preparing for various types of disasters
- Setting up and fortifying prediction and warning systems

Even though it is not always possible to prevent disasters entirely, adopting proactive measures to diminish risks and enhance resilience can significantly mitigate their impact and save lives.

10.5.1.2 Preparedness

Well-coordinated responses to disasters depend on prior planning, which ensures swift and effective response actions while minimising redundant efforts. Disaster preparedness involves measures taken to anticipate and mitigate the effects of disasters, whether they arise from natural phenomena or human actions. This involves conducting research and planning to forecast areas or populations vulnerable to disasters, with the aim of preventing or minimising their impact. Integrating risk reduction measure into disaster preparedness activities not only helps prevent disasters but also saves lives and livelihoods during emergencies, enabling affected communities to recover swiftly.

Disaster preparedness plans may include:

- Identify the resources available within the organisation.
- Assign specific roles and responsibilities.
- Establish protocols and guidelines.
- Emergency shelter sites
- Evacuation routes
- Emergency energy and water sources
- Emergency supply distribution
- Stockpile needs

Preparedness stands as the primary means to lessen the impact of disasters. Giving utmost importance to community-oriented preparedness and management should be a priority in the management of physical therapy practices.

10.5.1.3 Response and Recovery Phase

This refers to the first stage of response to any disaster, involving activities such as setting up control centers, implementing disaster preparedness plans, issuing warnings, organising evacuations, relocating individuals to safer locations, providing medical assistance,
and concurrently offering relief aid like shelter, food, water, clothing, as well as restoring communication networks and distributing financial or material assistance. At this stage of Disaster Management, a coordinated multi-agency response is essential to mitigate the impact of a disaster and its long-term consequences. Certain relief activities may involve:

- Rescue
- Establishing temporary shelters offering a secure environment for rest, nourishment, and emotional assistance provided by trained personnel

- Providing emergency supplies and essentials, including hygiene items like toiletries and trash bags for cleanup initiatives
- Providing emergency health services, including administering first aid for injuries and supplying prescription medications.

Disaster Recovery programs extend beyond providing immediate relief and are aimed at assisting those who have experienced the full impact of a disaster. Recovery aims to restore communities to a state of improved functioning compared to pre-disaster conditions aiming to enhance long- term development prospects rather than replicating the vulnerabilities that existed initially.

10.6 LIBRARY AND DISASTER MANAGEMENT

Libraries are vulnerable to a whole range of disasters. No library is entirely free from risk on disorders. In the context of a library, disaster refers to an event or situation that causes significant damage or disruption to library resources, facilities, or services. This covers natural calamities such as floods, fires, or earthquakes, as well as human-caused incidents like vandalism or theft. Libraries commonly have disaster management plans to reduce the impact of such events and support recovery endeavours. Libraries have experienced damage from various types of disasters throughout history.

One such prominent instance of library disaster can be attributed to the renowned Alexandria Library. The library was founded around 300 B.C., and reportedly housed between 400,000 and 700,000 documents at its zenith, featuring literature from various parts of the world. Unfortunately, the library was burned down and destroyed during conflicts in the era of Caesar (100 BC-44 BC).

In the modern era, disasters in libraries can include natural events like floods, fires, earthquakes, and storms to human-made incidents such as vandalism, theft, arson, or structural failures. These events can result in

substantial harm to library resources, facilities, and services, requiring extensive efforts for recovery and restoration.

10.7 DIFFERENT KINDS OF DISASTERS IN LIBRARIES

Disasters in libraries can range from natural disasters to human-made to technological as well as environmental and even specific kinds of disasters such as deterioration due to improper handling, or accidental damage to items in the collection.

- **Natural disasters:** Such as floods, fires, earthquakes, hurricanes, tornadoes, and storms.
- **Human-made disasters:** Such as arson, vandalism, theft, terrorist attacks, and structural failures.
- **Technological disasters:** Including power outages, computer system failures, and equipment malfunctions.
- **Environmental disasters:** Such as mold outbreaks, pest infestations, and water damage from leaks or plumbing failures.

10.8 DISASTER CONTROL PLAN FOR LIBRARIES

The disaster control plan serves as a comprehensive guide for action, and readiness should entail understanding all its components. Staff members should undergo training and fully comprehend the contents of the disaster plan, understanding their roles as well as their responsibilities within the team. Adequately stocked supplies of equipment and materials should be maintained to address any unforeseen calamitous events effectively. The disaster control plan document should be designed for easy reference, and it should undergo regular review and updates. It is important to identify potential hazards, risks, and threats both within and outside the library. Prioritising actions related to them and establishing

strategies for their removal or response is vital to minimising their impact. These should not stop or disrupt the delivery of services. Incorporating a disaster management plan is essential during the initial planning stages of establishing a library. Each disaster plan must cover the entire library, including staff, patrons, information sources, equipment, and infrastructure, requiring a collaborative effort from everyone involved.

10.9 DISASTER MANAGEMENT OF LIBRARIES

Libraries should implement an effective disaster control plan, which needs to be regularly monitored and reviewed. Conducting periodic full-scale mock drills is essential. Additionally, library buildings, pieces of equipment, collections, and computers should be fully insured. Adequate drainage and flood-proof systems are necessary. Library structures should be constructed to withstand seismic activity. Regular inspections for water leakage in library buildings should also be conducted.

Some of the disaster management plans in libraries should include:

- **Human resource-** The disaster control plan should incorporate a list of all the members of the disaster team, clearly stating their responsibilities during all phases of a disaster.

- **Response protocols-** Mock drills should be carried out periodically not only to check the equipment but also to provide training to the library staff. The whereabouts of disaster supplies also need to be clearly specified. The first priority in case of any disaster should be human safety.

- **Recovery protocols-** Timely decisions must be made regarding salvage procedures, tailored to the various types and degrees of damage. These recovery methods may include techniques such as vacuum-freeze drying and air drying.

- **Equipment and supplies-** Equipment and emergency disaster supplies must be indicated if they are available on the premises. Examples of such equipment include wet and dry vacuum cleaners,

hand- or battery-operated water pumps, fire extinguishers, fans, dehumidifiers, and water hoses. These types of equipment should always be checked for their functionality. Termite treatment should also be done from time to time in the library.

- **Priority materials-** There must be a clear indication of which important and/or rare materials need to be evacuated as a priority.
- **Directory of external services and products-** A comprehensive list of local service providers and backup facilities is integral to the disaster plan. It should include their names, addresses, and phone numbers. Furthermore, for each entry, a secondary contact name should be provided in the event that the primary contact is unavailable.
- **Insurance-** It is essential to comply with insurance conditions to ensure that potential claims remain valid.
- **Procedure for obtaining emergency funding-** During emergencies, immediate access to cash is necessary for various purposes, such as purchasing additional disaster supplies. Plans should be put in place to ensure access to contingency funds to address these requirements.

10.10 DISASTER PREVENTION IN LIBRARIES

The goal of disaster prevention in libraries is to safeguard library resources and ensure continuity of services in case of emergencies or disasters. Some of the components are:

- **Arrangements for regular building inspections-** It is essential to specify the inspection methods and frequency intervals. If external contractors conduct the inspections, then their contact names and phone numbers should also be included.
- **Arrangement for regular inspection of security equipment**

and emergency drills- It is crucial to conduct routine emergency and evacuation drills to ensure staff familiarity with procedures and to verify the functionality of emergency measures, exits, and equipment such as fire alarms. Regular inspections of facilities like fire extinguishers and security alarms are necessary to verify their functionality.

- **Communication Technology-** Communication technologies, such as the internet, fax, mobile phones, email, radio, and television, can be utilised to disseminate and exchange relevant information before and during disaster situations.

- **Forecasting and Warning System-** This is instrumental in shaping potential disaster responses. It facilitates the proactive evacuation of areas at risk and the relocation of individuals to safer places before the disaster occurs.

- **Digitisation-** Digitisation plays a crucial role in conserving priceless heritage and cultural materials. Digital archiving is essential, ensuring that materials are preserved in formats that resist decay, which necessitates ongoing migration efforts to maintain their integrity. Storing information on servers outside the library building and using the cloud servers to back up vital information, such as collection lists, digital copies of materials, and contact information for staff members is also essential. Digitisation can help to preserve electronic records, images, catalog records, and other items.



10.11 LET US SUM UP

Disasters typically arise as unforeseen occurrences, carrying unpredictable and potentially catastrophic consequences. Disaster preparedness demands dynamic processes, necessitating effective cooperation and coordination among various professionals. Providing education and raising awareness about disaster management is vital and

holds immense importance. Collaboration with libraries in disaster management can take various forms, such as organizing joint training programs and acquiring and storing emergency equipment. Thus, libraries



must consistently anticipate and adeptly address potential crises. The primary aim of disaster management is to mitigate the deterioration of library resources and facilitate the library's recovery even in the aftermath of a catastrophic event.

CHECK YOUR PROGRESS

Q1. Fill in the blanks

a) The Disaster Management Act of India was enacted in_____.

b) Disaster management planning involves organizing and



allocating resources and duties to address the humanitarian aspects of emergencies, with a particular emphasis on _____, and _____..

c) The response and recovery phase of disaster management involves activities such as _____.

10.12 ANSWERS TO CHECK YOUR PROGRESS



Ans to Q 1. Fill in the blanks

a) 23rd December, 2005

b) Preparedness, response and recovery,

c) Control centers, evacuations, medical assistance and communication networks,

10.13 FURTHER READINGS

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10.14 MODEL QUESTIONS

1. Define Disaster Management.
2. What are the different types of disasters? Give Examples.
3. What is the objective of the Disaster Management Act of 2005
4. What does the Disaster Management Act of 2005 aim to accomplish?
5. What are the different kinds of disasters that libraries can face?
6. What are pandemic emergencies? Give examples.
7. Discuss the various phases of disaster management planning in libraries.
8. Discuss the measures for disaster preventions in Libraries.
9. What are some fundamental aspects of disaster management plans designed for libraries?
10. What measures can libraries take to prevent disasters?
11. What role does digitization play in preventing disasters for libraries?
12. Provide a detailed analysis of the difficulties and strategies for managing pandemic emergencies, exploring the characteristics and their impacts on public health, society, and the economy.
13. Elaborate on the importance of disaster risk management in lessening the impact of disasters and reducing disaster-related losses.

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UNIT 11: SOURCES OF FINANCE AND RESOURCE MOBILIZATION

UNIT STRUCTURE

11.1 Learning Objectives

11.2 Introduction

11.3 Principles of Financial Management

11.4 Sources of Fund for the Library

11.5 Library Expenditure

- 11.5.1 Principles of library expenditure
- 11.5.2 Classification of library expenditure

11.6 Methods of Financial Estimation in the libraries

- 11.6.1 Per Capita Method
- 11.6.2 Proportional Method
- 11.6.3 Proportionate Method

11.7 Let Us Sum Up

11.8 Answers to Check Your Progress

11.9 Further Reading

11.10 Model Questions

11.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- Know the concept financial management
- Understand various sources of funds in library;
- Know various methods of financial estimation in the libraries.

11.2INTRODUCTION

Proper financial management is crucial for the success of any institution, as well as for libraries and information centres. These institutions require substantial and continuous financial resources to achieve their goals.

Libraries often operate as service components within academic and institutional bodies and act as non profit organizations. As such, they have a responsibility to manage their finances carefully, considering that they rely on public funds through government grants or library cess. The provision of adequate financial resources is vital for sustaining library services, as finance plays a role in controlling and evaluating their operations.

Finance is a crucial aspect of management, especially in the context of libraries. Despite being non-profit entities focused on providing services, libraries require substantial funding to function effectively. While capital funds are necessary for physical infrastructure like buildings and equipment, libraries also need continuous funding to acquire and maintain their collections throughout the year.

Securing a steady flow of funds is essential for libraries to carry out their activities, programs, and services seamlessly. Different types of libraries, although they may have unique needs, commonly rely on certain sources of income such as government grants. These grants form a vital part of their financial stability.

Libraries, whether public, academic, or specialized, face the ongoing challenge of managing their finances to sustain their operations and meet the needs of their users. This involves careful planning, budgeting, and resource allocation to ensure that funds are utilized efficiently and effectively.

Moreover, libraries often explore diverse funding streams beyond government grants. These may include donations, sponsorships, fundraising events, partnerships with private organizations, and revenue-generating services like membership fees or fines.

Overall, the financial management of libraries requires a strategic approach to balance income and expenditure, prioritize investments, and maintain financial sustainability. By diversifying funding sources, implementing sound financial practices, and fostering community support, libraries can continue to thrive and serve their communities effectively.

Libraries, like other organizations, have specific goals to accomplish. Achieving these goals necessitates meticulous arrangements concerning staff, reading materials, services, and more. Finances play an indispensable

and vital role in this process. Therefore, it is crucial for librarians to possess basic knowledge of library finances, including expenditure, budgeting, and accounting. These aspects collectively called "financial management", which entails the study of principles and practices governing the financial operations of libraries. Financial management addresses challenges such as fund acquisition, distribution, and utilization, alongside maintaining a balance between revenue and expenditure.

Libraries, like other organizations, maintain a structured approach to financial management. The library committee oversees tasks such as fund procurement, investment decisions, property management, budget creation and approval processes, and all related financial affairs. However, the library plays a crucial role in assessing its financial needs, developing budgets for its operations, activities, and programs, effectively managing allocated funds, adhering to spending timelines, maintaining accurate accounts, and ultimately generating financial reports. The following aspects are essential in ensuring sound financial management within the library's operations.

(a) Sources of finances

(b) Major items of expenditure

(c) Norms, standards and methods for estimation of library funds.

11.3PRINCIPLES OF FINANCIAL MANAGEMENT

Effective financial management is essential for libraries, just as it is for other organizations, and requires adherence to guiding principles. They are as follows:

1. Effective control- Financial management operates efficiently when effectively controlled. Proper control ensures economical resource use and optimal channelization of financial income, minimizing waste and maximizing limited resources. The methodology for financial control should be straightforward and easy to implement.

2. Simple Procedures- Financial management procedures should prioritize simplicity and ease of operation. Simplifying financial management can lead to improved efficiency and cost- effectiveness. Striving for

straightforwardness in financial processes ensures smooth operations and better resource utilization. Simplified procedures not only enhance overall productivity but also contribute to economic viability. Thus, simplicity in financial management is paramount for achieving optimal outcomes and streamlining organizational finances.

3. Regularity: Financial management in a library should adhere to a structured timetable, ensuring clarity for all team members regarding their responsibilities at specific times. For instance, during budget preparation, input should be gathered from department heads who rely on cooperation from their teams. Budgeting must be time-sensitive, with submissions made promptly to authorities for timely approval. This allows for obtaining budgetary sanctions in a timely manner for smooth operations. The process should account for current and future needs, ensuring a comprehensive approach to financial planning and execution within the library.

4, Economy- Efficient management of the finance stands as a paramount concern for all organizations. It is crucial to be mindful of unnecessary expenses and avoid wasteful expenditure in all activities. Effective utilization of resources and prudent financial planning are foundational pillars for sustainable operations and growth. Maintaining fiscal discipline and optimizing financial strategies are imperative for organizations to thrive in competitive landscapes. Hence, prudent management of the economy plays a pivotal role in ensuring the overall success and longevity of businesses across various sectors.

4. Flexibility- Financial management should possess elasticity to adapt to varying circumstances effectively. This adaptability is crucial for success, particularly during emergencies, as it enables timely and appropriate responses. An elastic financial management approach can navigate unexpected challenges by swiftly adjusting strategies and resource allocations. This flexibility ensures the organization's resilience and ability to weather uncertainties while maintaining stability. Therefore, incorporating elasticity into financial management practices is paramount for strategic

decision-making and sustainable growth, safeguarding against disruptions and fostering agility in managing resources.

11.4 SOURCES OF FUNDS FOR THE LIBRARY

Different types of libraries receive funds from different sources, though some of the main common to all types of libraries.

i) *Funds from Parent Organization:* The university libraries get financial support from their respective universities out of their own funds; college libraries get financial support from the college budget. Same is the case for school; which is fully financed by the school management. Libraries attached to the teaching institutions are also fully financed by the management of the concerned institution.

ii) *Grants from UGC:* UGC serves as the second major source of income for college and university libraries. The UGC grants are primarily plan grants, which can be categorized into three main types:

(a) Recurring grants;

(b) Non-recurring grants;

(c) Ad-hoc grants.

The recurring grants are given for the purpose of books and periodicals, maintenance of regular services and for anticipated contingency. The non-recurring grants are given for specific equipment. The ad-hoc grant is given for specific purposes on the recommendation of the various visiting UGC groups.

iii) *Grants from Raja Rammohun Roy Library Foundation (RRRLF):* RRRLF is an autonomous organization under the Department of Culture, Government of India. It provides both matching and non-matching grants, as well as financial assistance, to various types of libraries.

iv) *Library Legislation:* Library tax/rates form the basis of financial support for public libraries in the states shaving library legislation. A library rate is levied by a local authority but the tax is levied by state the or central government.

v) *Central Government Grants:* The central universities are directly funded by the Central government (Ministry of Human Resource Development) through the UGC.

vi) *State Government Grants:* The maintenance of state universities depends on the grants from the State government. The government grants are not directly given to the academic libraries. Instead, the Government provides grants to the parent organization and then the parent organization allots the necessary share to the library. The grants given by state government to the libraries of various universities are mainly non-plan grant.

In case of a school library in some cases the state government, municipal bodies, local bodies or other organizations give funds occasionally. The government schools get full assistance from the state government.

vii) *Fees and Caution Money:* Almost every academic library, whether at a university or a school, charges a fee for student memberships. However, this library fee is typically modest and cannot be considered a reliable source of revenue. Many libraries also collect caution money from readers, which is refundable upon the termination of their membership. The interest earned on this caution money can serve as an additional source of income for the library.

viii) *Fine and Penalties:* The libraries can impose fine and penalties for the late return of books or against losses or misuse of books. But it is not enough to be considered a significant of finance because its main aim is to compel the users to return the borrowed books in time and not to damage it.

ix) *Research Activities:* When research projects are approved by the UGC, the government departments such as DST, CSIR, Planning Commission, etc. or other agencies like ICSSR, ICHR, ICPR, etc., a part of the research grant is kept for books and journals which, after the completion of the project, are to be deposited in the university or college library.

x) *Endowment and Private Donation:* Libraries often receive gifts in both cash and kind from various sources. Typically, individuals with charitable intentions and a passion for learning, who believe in sharing knowledge with others, donate a significant number of books from their personal collections. However, these endowments and private donations are not reliable long-term sources of funding, and libraries cannot depend on them exclusively.

xi) Sale of Publication: The library helps a university in publications and some libraries may have their own publications. The sale proceeds of these publications go to the library. Some big libraries publish and sell catalogues, bibliographies, etc. and thereby raise their funds. The income from all these publications should not be considered as a source of revenue since these publications should be made available to the user on non-profit no loss basis so that their adders may be made interested in using the library resources.

xii) Income from Service: Libraries generally provide reprographic, translation, services and do charge subsidized rates for such works. These also form a source of income for the libraries.

xiii) Other Sources: Libraries can also generate their funds by sale of waste papers, money received from renting minor halls of the library etc. All these also form a small source of income for the library.

Library tax/rates form the basis of the financial support for public libraries in the states shaving library legislation. In college libraries, library fee and grants from the state and Central Government are the main sources. In a special library, money would come from the parent body. In case of the Central University libraries, UGC is the source. Gifts and endowment are not very common. of the library, etc. All these also forma small source of income for the library. Library tax/rates form the basis of the financial support for public libraries in the states having library legislation. In college libraries, library fee and grants from the state and Central Government are the main sources. In a special library, money would come from the parent body. In case of the Central University

libraries, UGC is the source. Gifts and endowment are not very common.

11.5 LIBRARY EXPENDITURE

Libraries require funding to operate effectively. This includes expenses for reading materials like books, journals, and digital resources, as well as user services, consumables, and utilities. The primary goal of library expenditure is to maximize user benefits while minimizing costs. Key characteristics of library spending include its continuous growth and recurring nature. Libraries are essentially organizations that continually invest in their collections and services to meet the evolving needs of their users.

11.5.1 Principles of library expenditure

The principles of library expenditure are:

- Principle of economy
- Principle of maximum aggregate benefit
- Principle of advance planning
- Principle of equitable allocation

11.5.2 Classification of library expenditure

Recurring grants are allocated annually for ongoing library operations, such as acquiring books, journals, and maintaining regular services and staff salaries. Conversely, non-recurring grants are designated for specific projects like constructing buildings, implementing automation systems, renovating facilities, or purchasing furniture and equipment. Library expenditure classification can vary, sometimes broken down specific categories beyond recurring and non- recurring. This distinction is common in various organizations, although some may simplify by only categorizing expenses under these two broad headings.

11.6 METHODS OF FINANCIAL ESTIMATION IN THE LIBRARIES

The foundation of proper financing relies on accurate and effective estimation. Libraries also try to prepare financial plans for their needs and resources. The financial requirements of a library depend on the quality of reading materials, the number of users, and other specific factors related to that library. Therefore, estimating the cost of operating a library involves assessing the needs for the upcoming year and calculating the cost of meeting these needs at current market rates. There are three main methods of financial estimation are:

- Per capita method
- Formula method
- Proportionate method,



CHECK YOUR PROGRESS

Q 1. What are the three types of grants provided by UGC?

Let us study some details of each of these methods in the sections given below:

11.6.1 Per Capita Method

It is an important method of estimating finances for libraries, where 'per capita' means 'per head'. Thus in libraries the most satisfactory appropriation is a per head appropriation for books and periodicals and a flat sum appropriation to cover all the expenses including salaries of librarian and other staff. This approach sets a fixed minimum amount per person, considering factors such as the educational and cultural standards of the user community, its future requirements, the per capita income of society, the average cost of reading material, and the salaries of library staff. Therefore, the

preferred method is to calculate library financing based on the population size per head. Here are some suggestions to complement this method.

(a) Rs. 15 per student and Rs 200 per teacher for acquiring reading material should be given to a university library [UGC Library Committee]

(b) Rs. 25 per student and Rs 300 per teacher should be spent in a university library Kothari Commission (1964-66)].

(c) Rs. 20 per student and Rs 300 per teacher for university and college libraries (Ranganathan]. He suggested for public libraries an expenditure of 50 paise in 1950

11.6.2 Proportional Method

Libraries generally are provided funds from their organizations, with a minimum fixed limit. A generally used measure in this regard is to provide adequate support in some fixed percentage of the budget of the parent organizations. There are so many standards that have been recommended for deciding this limit in India.

Some of them are:

(a) For a university library 6.5% of a university budget (University Education Commission).

(b) In practice, most of the universities in India hardly spent 3% of their total budget on their libraries.

(c) In colleges allocate, 4 to 5% of the total budget for libraries.

(d) For public libraries Ranganathan suggested that either 10% of the total budget or 6% of the education budget of the state government.

11.6.3 Proportionate Method

The proportionate method is based on the assumption that authorities provide adequate funds to the parent body of the library and within which the parent body fixes a certain fixed amount for the library.

Usually as a norm, a certain percentage of the whole budget is fixed for the library and the library has to manage out of that amount. In this method, usually the institutional budget component of the library is used as a measure to determine the percentage of the budget which should be allocated to the library. For this, in India, various standards have been recommended. The University Education Commission had recommended that 6.5 % of a University's budget be considered as a reasonable amount to be spent on its library. The Commission further suggested that based on circumstances, the expenditure could vary from 6.5 to 10 %. The circumstances can be, for example, planning of new services, collection building in a special subject area, going in for library automation or any other activity.

Similarly, for special and public libraries too suitable norms can be established and thus financial estimation be carried out. For special libraries, there is no limit and percentage can be quite high as they are for the sole purpose of supporting the activities of the parent institution and many times, major projects are dependent on timely availability of information. In case of public libraries, Ranganathan had suggested either 10% of the total budget or 6% of the education budget of the local or state government.



11.6 LET US SUM UP

Learners, Financial management in libraries involves principles like budgeting and organizing funds efficiently. Libraries acquire funds from various sources, such as government allocations, donations, and grants. These funds are then used for library expenditures, which includes procuring of books, various housekeeping operations and maintenance. Methods for estimating financial needs in libraries typically involve budget planning, cost analysis, and anticipating expenses to ensure financial stability and effective resource allocation.

11.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1. The three types of grants provided by UGC are-Recurring grants; non-recurring grants; Ad-hoc grants

11.8 FURTHER READINGS

Mittal, R. L. (2007). *Library Administration: Theory and Practice*. Ess Ess Publication.

Kumar, K. (2018). *Library Administration and Management*. S Chand

11.9 MODEL QUESTIONS

1. How does the financial management of libraries differ from other non-profit organizations?
2. What are the primary sources of funds for university and college libraries?
3. How do library fees and fines contribute to the library's income?
4. Describe the major types of expenditure incurred by libraries.
5. What are the differences between recurring and non-recurring grants in library funding?
6. What is the 'Proportional Method' of financial estimation in libraries?

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UNIT 12 BUDGETING TECHNIQUES

UNIT STRUCTURE

12.1 Learning Objective

12.2 Introduction

12.3 Library Budget Overview

12.3.1 Purpose of Budget

12.4 Budgeting Techniques

12.4.1 Line Budget

12.4.2 Performance Budgeting

12.4.3 Programme Budget

12.4.4 Planning Programming Budgeting System (Ppbs)

12.4.5 Zero-Based Budget

12.5 Standards

12.6 Methods of Estimation

12.7 Let Us Sum Up

12.8 Answer to Check Your Progress

12.9 Further Readings

12.10 Model Questions

12.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- Describe different types of budgets
- Know about standards of budget for library.

12.2 INTRODUCTION

The Library Budget is created and operates within service-oriented and nonprofit organizations. Libraries focus on providing services, so their financial management centers around budgeting and allocating funds

for user-oriented services. The budget outlines where the money comes from and how it will be spent. It serves as a roadmap for utilizing allocated funds over a specific period..

The budget is a forward-looking document that outlines the financial plan for the library. It not only ensures financial accountability but also facilitates performance evaluation against the plan, allowing for adjustments if deviations occur from the set targets. Serving as a roadmap, the budget guides the provision of library services and offers the opportunity to seek funding for new services and to expand collections. It serves as a tool to monitor revenue needs and reportable expenses.

12.3 LIBRARY BUDGET OVERVIEW

Budgeting serves as a crucial planning process for organizations, encompassing both expenditure and revenue considerations over a defined time frame. Essentially, a budget functions as a detailed financial blueprint, outlining projected revenues and their allocation for expenditures within a specified period, typically a year. It acts as a mechanism for oversight and control, delineating anticipated income and specifying how funds are to be utilized. Quantified in monetary terms, usually denoted in the common unit of currency, such as the Rupee, a budget encapsulates a quantitative representation of a planned course of action. It serves multiple roles: as a managerial tool empowering library or information center managers, a navigational guide directing management decisions toward set objectives, and a monitoring instrument for gauging progress and identifying deviations from the plan. Through highlighting variations from the anticipated course, budgets facilitate the identification of corrective measures necessary to realign operations with organizational goals.

According to the Oxford Dictionary, a library budget is defined as "an annual estimation of the revenue and expenditure of the library" (Oxford Dictionary, n.d.). The primary objective of this process is to develop a financial plan. Budgets serve a dual purpose, constraining constrain expenditure to income

while ensuring wise spending. However, there are some disadvantages associated with budgets, such as the need for continuous adaptation to meet changing circumstances and the challenge of quantifying library services in monetary terms.

The general principle of this futuristic guide is that the estimated expenditure should not exceed the revenue. It enables coordnation through sharing of common expenditure among different units not only to economise on expenditure but also to maximise fund utilisation. It helps evaluating performance based on the basis of the utilisation of funds within the prescribed period.

12.3.1 PURPOSE OF BUDGET

The library budget is integral to several crucial functions:

- It ensures financial discipline by aligning expenditures with available income, promoting fiscal prudence for long-term sustainability.

- It enables systematic resource allocation across operational areas, optimizing resource utilization and prioritizing expenditures based on organizational goals.

- Budgeting drives the execution of plans, translating strategic objectives into actionable programs for institutional progress.

- Working as management tool, it empowers administrators to oversee finances effectively, optimizing resource allocation and inform decision-making.

- The budget provides strategic direction, aligning resource allocation with institutional priorities to support the library's mission.

- Budgeting fosters administrative coordination by integrating financial planning with broader organizational functions, ensuring coherence in policy implementation and resource management.

- It facilitates performance evaluation by setting clear benchmarks, enabling systematic assessment and improvement of services.

- The budget serves as a tangible reflection of the library's goals, demonstrating its commitment to quality service delivery and educational enrichment.

12.4 BUDGETING TECHNIQUES

Every library, regardless of size or scale, operates within a budgetary framework aimed at ensuring optimal functioning. This holds true whether it's a sprawling national institution or a modest rural library. Typically, the responsibility for budget preparation lies with the librarian and their senior staff, who adhere to budgetary guidelines set forth by governing authorities. Generally, libraries adhere to the established methods and procedures of their parent organization, ensuring consistency and alignment with overarching goals. While traditional budgeting methods are prevalent and widely practiced, there is a growing trend towards adopting more innovative approaches that have gained traction in recent years, reflecting evolving practices within the library domain.

12.4.1 LINE BUDGET

Line-item budgeting stands as one of the most prevalent and conventional approaches to budget management. It dissects expenses into overarching categories such as literature and periodicals, payroll, equipment, provisions, capital investments, contingencies, and others, with further breakdowns within each category. Often referred to as historical budgeting, this method bases its current budget on past expenditures for each item, typically allowing for a modest increase, around 5 to 10 percent, from the previous year's allocation. This approach, known as incremental budgeting, assumes continuity in ongoing programs, deeming them equally vital

and effective.

While line-item budgeting offers simplicity in preparation, presentation, and comprehension, it primarily ensures funds are utilized for their intended purposes. However, it does not delve into evaluating activity performance or suggest future projections. Essentially, it maintains the status quo without pushing for innovation or improvement. Financial regulations restrict the reallocation of funds between budgetary items, hindering flexibility. Consequently, funds allocated for specific purposes cannot be redirected elsewhere, even if justified.

Moreover, this method prioritizes the means over the ends, potentially encouraging inflated budget requests. Most critically, it lacks foresight and fails to hold stakeholders accountable for performance outcomes. As a result, it may obscure genuine needs and inflate financial demands. Overall, while line-item budgeting offers simplicity and clarity, its backward- looking nature and lack of performance evaluation undermine its effectiveness in fostering accountability and driving progress.

12.4.2 PERFORMANCE BUDGETING

Performance-based budgeting places a strong emphasis on the effectiveness and efficiency of activities, shifting the focus towards operational excellence. This method necessitates meticulous gathering of quantitative data on all activities over a specified timeframe. Management tools such as cost-benefit analysis are deployed to evaluate performance and set standards. For instance, data on book acquisition, classification, cataloging, and the actual time invested in these processes are collated to ascertain the manpower and materials required for these tasks.

By prioritizing performance and operational efficiency, this approach mirrors program budgeting's ethos. It begins with a clear articulation of the agency objectives, explores various means of achieving them,

and selects the most effective, efficient, and cost-beneficial options. Estimating the budget involves multiplying unit costs for specific operations by the anticipated volume of operations.

One of the key advantages of this method is its alignment with the service mission of libraries. However, quantifying service quality and activities can prove challenging. This method predominantly measures quantity, often struggling to capture qualitative aspects, which are inherently difficult to monetize. Indeed, budget allocations for service-oriented institutions like libraries often bear little direct correlation to user satisfaction levels. Attempting to quantify the benefits of libraries in monetary terms, navigating the intricate web of costs associated with different operations, and accounting for nonlinear variations in costs per unit output pose significant challenges in budget formulation. Moreover, this method may require frequent reviews of each operation by authorities, potentially appearing overly meticulous or demanding.

12.4.3 PROGRAMME BUDGET

Originating from the Hoover Commission Report in 1949, this method unfolds in three distinct steps: (i) articulation of the library's objectives, (ii) comprehensive exploration of alternative strategies, and (iii) methodical selection of the most effective and efficient approach. An extension of the line-item method, its core aim is to delineate the purpose of expenditure and strategize resource allocation for each program, making it particularly apt for periods of economic constraint. This budgeting approach pivots on the library's activities, with funds earmarked for specific programs or services envisioned by the institution. For example, if a library plans to offer a Current Awareness Service, the budget would encompass the costs associated with staffing, materials, publications, overheads, and other essentials. Consequently, the budget is crafted based on the anticipated costs of programs, alongside considerations of program continuation,

modification, or elimination.

Libraries may opt to group their primary programs or functions in alignment with their organizational structure, such as administrative services, technical services, and reader services. Each of these divisions may further be structured into departments, including acquisition, classification, cataloging, reference, bibliographical services, and documentation and information services. Summary descriptions of these functions or programs, alongside comparative figures of current and proposed expenditures, facilitate informed decision- making.

This method fosters transparency and accountability by providing department heads with a platform to assess their requirements and monitor expenditures closely. It enables meticulous planning and resource allocation while ensuring alignment with the library's overarching objectives and strategic priorities.

12.4.4 PLANNING PROGRAMMING BUDGETING SYSTEM (PPBS)

The concept of Program Planning and Budgeting System (PPBS) originated with the United States Department of Defense (USDOD) in 1961, introducing two pivotal components: budgeting and systems analysis. As an evolution of program budgeting, PPBS integrates systems analysis, operational research (OR), and other cost-effectiveness methodologies to offer a thorough and methodical comparison of costs and benefits across alternative approaches to achieving policy goals or program objectives. This systematic approach furnishes decision-makers with a rational framework for selecting the most viable programs.

PPBS amalgamates the strengths of both program budgeting and performance budgeting. At its core lies a focus on meticulous planning, commencing with the establishment of clear-cut goals and objectives and culminating in the formulation of programs or services.

Crucially, the method incorporates the essential aspect of measurement, pivotal in performance budgeting, ensuring accountability and efficiency. It harmonizes the functions of planning activities, programs, and services, translating strategic visions into tangible projects and, ultimately, presenting them in budgetary terms. Despite its promise, implementing PPBS encounters significant challenges. Foremost among these are the lack of standardized metrics for assessing program effectiveness and performance. Moreover, practical hurdles persist, including a focus on the "what" rather than the "how" of program execution, a deficiency in providing operational guidance, and the absence of mechanisms to evaluate the impact of varying funding levels. Additionally, PPBS tends to prioritize new programs or substantial increases in ongoing initiatives, potentially neglecting the imperative for continuous evaluation of existing programs. Furthermore, the calculation of costs relies heavily on decisions made during the planning and programming phases, introducing potential biases and limitations. Addressing these challenges is crucial for realizing the full potential of PPBS in enhancing decision-making and resource allocation processes.

12.4.5 ZERO-BASED BUDGET

Developed by Peter Phyrr in the early 1970s, Zero-Based Budgeting (ZBB) demands an intimate understanding of the organization, significant time investment, and thorough training. It operates under the premise of assigning a 'zero' budget to each program until substantiated to the appropriating authority's satisfaction, necessitating a departure from incremental budget growth.

ZBB is a rigorous operational, planning, and budgeting procedure that mandates every manager to justify their entire budget request from scratch, hence the term 'zero-base,' shifting the onus of proof onto them to rationalize their expenditure. This methodology entails identifying and crafting all activities as "decision packages,"

systematically evaluating and ranking these packages, preferably leveraging computational tools. Historical data holds no sway in ZBB; emphasis lies solely on current activities, with each program detailed extensively, and financial requisites determined independently of past allocations. Consequently, every financial request must be justified anew each year, rendering continuity dependent on fresh justification rather than precedent.

While ZBB enhances library plans and budgets and cultivates robust management teams, its adoption faces significant hurdles due to the considerable time and effort required, administrative complexities, and challenges associated with developing and ranking 'decision packages.'

In India, conventional historical budgeting remains predominant in libraries, with recent years witnessing nascent attention to alternative methods Objective assessment hinges on Indian libraries embracing newer budgeting methods and gaining operational experience with them.

12.5 STANDARDS

In the realm of financial planning and budgeting for libraries, the establishment of standards and norms by professional experts, committees, and regulatory bodies plays a pivotal role. These benchmarks serve as valuable guides for estimating budgets, advocating for funds, and distributing resources among various expenditure categories within the library budget. Among the primary expenditure categories in libraries are books and journals, as well as salaries and allowances, which collectively contribute to the delivery of services. Ranganathan, a renowned library scientist, proposed a recommended allocation of university library expenditure across these two major categories, suggesting a distribution as follows: Staff - 50%, Books and other reading materials - 40%, Miscellaneous - 10%.

Similarly, the University Grants Commission Library Committee in 1957 provided guidelines for university libraries serving a student and faculty

population of a certain size. For instance, a library catering to 5,000 students and 500 faculty members should ideally allocate a budget of Rs. 3,50,000. Of this amount, Rs. 1,75,000 is earmarked for books, journals, and reading materials, with an equal sum allocated for staff expenses. However, it's worth noting that while this recommendation suggests an equal split between expenditures on books and staff, the prevailing trend in library expenditures often leans towards higher allocations for staff salaries compared to book acquisitions.

These standards and norms serve as valuable reference points for library administrators and financial planners, facilitating informed decision-making regarding budget allocation and resource utilization to ensure the efficient functioning and service delivery of the library.

12.6 METHODS OF ESTIMATION

Ranganathan suggested methods of estimation for the finance of a library:

i) Per Capita Method

ii) Proportionate Method

iii) Method of details

Per Capital Methods

In library budgeting, the per capita method of estimation involves calculating the budget allocation based on the number of users served by the library. This approach determines the amount of funding per individual user. It considers factors such as the size of the served population and the library's future goalsin order to determine the appropriate level of funding needed to support library operations and services effectively. The per capita method helps ensure that budget allocations align with the library's user base and their needs, allowing for more equitable distribution of resources.

The University Grants Commission Library Committee in 1957 advised that universities allocate Rs. 15 per student and Rs. 200 per teacher for procuring reading materials. The Kothari Education Commission during 1964-66 recommended a higher standard, proposing an annual expenditure of about Rs. 25 per student and Rs. 300 per teacher. Ranganathan proposed a per

capita expenditure of Rs. 20 per student and Rs. 300 per teacher for university and college libraries.

Proportionate Method

In this method, a minimum threshold for the library budget is established, and a proportionate percentage of the institutional budget is designated for library purposes. This approach considers various factors such as historical spending patterns, organizational priorities, and anticipated changes in demand for library services.

The University Education Commission proposed allocating 6.5 percent of a university's budget for its library, suggesting that this allocation could range from 6.5 to 10 percent depending on the university's development stage. Similarly, Ranganathan recommended earmarking 6 to 10 percent of the total budget for public library purposes.

Method of Details

This method encompasses accounting for all expenditures of a library when preparing financial estimates. These expenditures fall into two categories: recurring or current expenses and non-recurring or capital expenses.

Ranganathan proposed categorizing the circulation of reading materials as part of recurring/current expenditure and nonrecurring/capital expenditure. The UGC Library Committee (1957) recommended a staffing formula to determine the necessary number of library staff across different categories for college and university libraries, along with their respective pay scales. Additionally, the Committee provided a per capita expenditure formula to calculate the cost of books and other reading materials.



CHECK YOUR PROGRESS

Q1. Zero-Based Budgeting (ZBB) requires historical data to justify budget requests. True or false.

Q2. Performance-based budgeting predominantly measures quantity and struggles to capture qualitative aspects of service quality. True or False.

Q3. The per capita method of estimation in library budgeting calculates the budget allocation based on the number of books available in the library. True or False.



Q4. Ranganathan proposed a per capita expenditure of Rs. ____ per student and Rs. _____ per teacher for university and college libraries.

12.7 LET US SUM UP

In this unit, we learned about traditional approaches of budgeting like line-item budgeting to more modern methods such as program budgeting and zero-based budgeting, each technique has its merits and applications. By understanding and implementing these techniques, library administrators can better address the diverse needs of their patrons, optimize resource allocation, and ensure the delivery of high-quality services. However, it is essential to recognize that no single budgeting method is universally applicable, and libraries may benefit from a combination of approaches tailored to their unique circumstances.



12.8 ANSWERS TO CHECK YOUR PROGRESS



Ans to Q 1: False

Ans to Q 2: True

Ans to Q 3: False

Ans to Q 4: 20, 300

12.9 FURTHER READINGS



Mittal, R. L. (2007). *Library Administration: Theory and Practice*. Ess Ess Publication.

Kumar, K. (2018). *Library Administration and Management*. S Chand

12.10 MODEL QUESTIONS

Q1. Define line-item budgeting.

Q2. Describe the purpose of program budgeting.

Q3. What is the primary purpose of a library budget?

Q4. What is the per capita method in library budget estimation?

Q5. Discuss the key components of the planning programming budgeting system (PPBS)?

Q6. How does ZBB differ from traditional budgeting methods?

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UNIT 13 BUDGET PREPARATIONS

UNIT STRUCTURE

13.1 Learning Objective

13.2 Introduction

13.3 Need of Library Budget

13.4 Factors that Affect Library Budget

13.5 Principles of Budget

13.6 Allocation of Funds

13.7 Sources of Expenditure

13.8 Preparation of Library Budget

13.9 Content of Budget Document

13.10 Justification for The Budget

13.11 Approval of The Budget

13.12 Budget Management in Library

13.13 Let's Sum Up

13.14 Answer to Check Your Progress

13.15 Further Reading

13.16 Model Question

13.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Make library budget
- Know the process involve in the budget making of a library.

13.2 INTRODUCTION

A library budget is a structured financial blueprint projecting income and expenditures for a defined period, commonly spanning a fiscal year. It comprises estimations across diverse categories such as personnel,

collections, technology, facilities, and administrative expenses. This budgetary framework facilitates efficient resource allocation and enables diligent monitoring of financial progress and upholds fiscal accountability within the library's operations.

It expresses the financial plan and objectives of the library budget for a library is prepared a for a fiscal year, whichis the 12 month period for annual budgeting and financial reporting. The fiscal Year (FY) is important to know because in some case, the funds from the past fiscal year that are not consumed can be used in the next fiscal year called fiscal year rollover. This extra fund allotted to the library can be of great benefit when judiciously used.

13.3 NEED OF LIBRARY BUDGET

In today's dynamic library landscape, adhering to a static budget is impractical. The evolution of library services and resources demands a flexible approach to budgeting, one that can adapt to the ever-changing needs and innovations within the field. A significant challenge arises from the confluence of shrinking library budgets and the escalating costs associated with essential resources. This isn't solely a matter of standard inflation; it encompasses the soaring prices of serials and e-books.

As libraries transition from traditional print materials to electronic resources, it becomes imperative to reallocate funds to support this modernization. The shifts in vendor practices and pricing strategies may result in fewer items being offered at higher costs, necessitating careful budgetary adjustments.

Moreover, libraries may face new demands to support emerging areas, such as educational institutions introducing French language courses may requires funds to support the program within the budgetary framework.

13.4 FACTORS THAT AFFECT LIBRARY BUDGET

The library budget is affected by multiple factors that are crucial for its financial planning and fund allocation. It is vital to know their impact to ensure

effective budget management and achieving the library's objectives and ensuring delivery of valuable services to its users. These include:

Library Size: The size of the library significantly impacts the budget. Larger libraries, with extensive collections and more services, require higher financial allocations. Along with this libraries with more staff to support operations and provide more services will have higher personnel costs.

Location: The geographical location affects budgetary needs. Urban libraries may face higher costs for operation and utilities, while rural libraries may require various resources based on local demographics.

Types of Services: The nature, scope and number of services offered by of a library impact the budget. Specialized services like digital media labs or academic research support require specific funding for equipment and trained staffs.

User Demographics: The composition and needs of library users influence budgeting. Academic libraries and public libraries serve different communities, both have different resource requirements. The age group also matters as young readers may demand advanced services.

Collections Development: The type of collection aimed at acquiring and maintaining impacts the budget. Funds needed for databases, e-books, e-journals may require additional costs for hardware and technology to access them.

Funding Sources: The availability and stability of funding sources directly influence the library budget. A continuous source of fund such as government allocations and grants is essential for budget planning. Other one-time sources like donations and fundraising are not sufficientas the sole source.

13.5 PRINCIPLES OF BUDGET

The core principles that underpin budgeting are that the budget serves as both a planning and monitoring tool, and its accuracy and effectiveness rely on inclusivity throughout the process. In the library context, the librarian, in collaboration with the administration and finance departments, is tasked

with crafting budget estimates. These estimates encompass expenses related to new staff hires, anticipated or ongoing, and the procurement of furniture and equipment. When submitting budget estimates, several considerations should be taken into account:

- Allocate resources in the budget for one-time and unforeseen expenses, such as temporary staffing needs for specific projects or material acquisition.
- Ensure timely submission and approval of the budget well in advance of the fiscal year commencement.
- Engage various departmental heads within the library during the preparation of budget estimates.
- Advocate for adequate funding across all budget categories to support diverse library programs, fostering robust developmental activities.
- Align the budget with library objectives and goals, earmarking funds for the acquisition of books and periodicals to support upcoming projects.
- Maintain a degree of flexibility in budget execution, with clear categorization facilitating financial oversight through periodic balance assessments from the accounts department.

The guiding principles of budget formulation recognize its multidimensional nature, encompassing political, administrative, financial, and technical dimensions:

- Establish overarching goals to inform decision-making.
- Develop strategies to achieve these goals.
- Structure the budget in line with the chosen strategies.
- Ensure responsible fiscal management.

- Establish clear lines of accountability.

- Maintain flexibility to address short-term challenges while adhering to a long-term vision.

- Uphold transparency and accuracy in financial information.

- Foster stability in decision-making processes.

- Evaluate performance regularly and make necessary adjustments.

Moreover, it's crucial to acknowledge that a budget is not created in isolation but responds directly to the organization's current operational context. Financial weaknesses must be identified and rectified, and proactive measures taken to improve operations in the upcoming year. Continuous improvement efforts should be integral to budget planning, reflecting the organization's commitment to doing things differently or better in the future.



CHECK YOUR PROGRESS

Q1. A library budget serves as a structural _____ blueprint projecting income and expenditures.

Q2. The availability and stability of _____ sources directly influence library budget.

13.6 ALLOCATION OF FUNDS

The comprehensive understanding of the various costs is essential to effectively manage library budget and optimize resource allocation to best serve the needs of its patrons. Libraries incur a multitude of expenses associated with collection development and management, many of which might not be immediately apparent. While the direct costs of materials, alongside postage and handling, constitute the expected expenditures. Other

expenditure are the personnel costs, which typically represent the largest portion of the budget, encompassing salaries, benefits, and ongoing professional development.

Libraries allocate funds for materials, including subscriptions to print and online journals, as well as access to online databases. Transitioning to electronic resources necessitates investment in a robust technology infrastructure, encompassing the development and maintenance of hosted websites to facilitate seamless access for patrons.

Another expense in the library that need to be considered is interlibrary loan and delivery costs. This service facilitates access to materials not available in the library's collection incurring expenses related to processing requests and transporting items between libraries. There always arises a strategic dilemma over whether to purchase a copy of a requested item or borrow it from another library. Evaluating factors such as cost-effectiveness, time constraints, and patron demand becomes crucial in determining the most efficient course of action.

13.7 SOURCES OF EXPENDITURE

The expenditure of the library needs to be calculated for fund allotment in the budget. Majorly the expenditure in a library can be capital expenditure and operating expenditure.

The capital expenditures is the expense that is required once in long term, they are not frequent reccurring expense like library building, hardware, furniture, etc.

Operational expenditure is the expense required for Operation of the library. According to the Online Dictionary of Library and Information Science Operational expenditure is the annual or biennial fund that is required for day-to-day expenses of the library. These expenses can be salaries, material costs, equipment costs and other services costs. The reoccurring expense can be fixed and variable. The fixed charges include building maintenance, security, services charges. Variable costs comprises of electricity charge,

online retrieval of information that depends on the usage of the product or services.

The major expenditure of the library include-

- Salaries and allowances
- Maintenane charges of library building
- Books and Periodicals
- Hardware and software
- Office supplies
- Internet charges
- Furniture repair or purchase

The common expenditure sources are taken from in the past financial estimations and the new ones are added and discussed. The preparation of the budget for the next fiscal year is done by keeping the previous year expense in view and making future projection of the library. The process requires analytical mind to effectively calculate the probable actions of today, hence an experienced person should carries out the preparation of the budget.

13.8 PREPARATION OF LIBRARY BUDGET

The preparation of library budget includes number of steps to ensure efficient allocation of resources-

- Preparation of the library budget starts with reviewing the expenditure history. It is done by examining the spending justification and the financial reports of the past three years and analyse the trend of expenditure. This all is done by the information specialist tasked to manage the allotted funds and is responsible for financial work.

- Library assess their need and set clear goals aligned the mission of library. It includes analysing usage dataand conducting survey to identify the priorities.

- Library administrator or the librarian and the finance personnel drafts

an outline projecting expenses and revenue sources for the upcoming fiscal period. It involves estimating the cost of collection, operational expenses.

- The proposed budget is then reviewed by the library management and governing body. Evaluation is done against strategic plan, financial constraints and user needs.

- On the approval after feedback the budget is implemented and funds are allocated accordingly. The librarian monitors budgetary performance from time to time and adjusts the funds accordingly.

- At the end of the fiscal year a report is prepered that shows the projected expenditure compared with the actual expenditure.

- Strategic plan is made using the insight from the annual reports of library. The requirements and policies of the library are taken into annual estimation.

Library budget can be prepared by considering and comparing the past experiment. Another way is by allotting the funds according to the programs and services of the library. There are library standards that can be considered when preparing the budget.

To effectively plan for the library's collection, it's crucial to assess the total financial resources available for achieving the library's objectives. This entails examining the portion of the current budget designated for collection development and maintenance. Additionally, special funds such as grants or donations should be carefully reviewed. It's essential to ascertain if these funds come with specific criteria governing their usage, such as RUSA. Any rollover funds from the preceding year should be taken into account during the financial planning process. This comprehensive evaluation ensures that all available resources are maximized and aligned with the library's strategic goals.

13.9 CONTENT OF BUDGET DOCUMENT

The document showing the expense and income source, and reflecting the mission of the library is the budget of the library. It is approved by officials and self-sufficient in explaining the library's services, products and future vision. Every expense item on the budget is justified, reference could be past financial statement, user requirement and future requirement. The document that states the budget need to have common format like-

Title page Content page

Library's mandate Synopsis of budget

Detailed complete budget in table

1st part

Objective and goals of the library in detail Previous years accomplishments and events

Future plans detailing the activities to be done

2nd part

Financial projection: item wise estimation

- Salary and allowance
- Collection addition: documents and electronic documents
- Services of library
- IT equipment
- Office consumables
- Maintenance
- Conveyance, postage
- Contingencies
- Miscellaneous

Closing with a conclusion, that may provide missed out information and justify the additional need of fund.

13.10 JUSTIFICATION FOR THE BUDGET

The budget justification serves as a comprehensive explanation for each component of the budget, essentially "justifying" the costs in relation to the proposed activities. These explanations should emphasize the necessity of each budget item in achieving the organization's objectives and explain how the estimated costs were determined. In cases where a detailed budget is presented, every item within it should be justified.

The budget prepared undergoes scrutiny by the relevant authorities for approval. Prior to granting final approval, the authorities typically seek clarification on why funds are needed, particularly if the funding request exceeds that of the previous year. This could pertain to various factors such as new hires, additional services, or equipment acquisitions. The merits of these requests are evaluated against similar organizations and the available funding. When justifying the budget, it is imperative to provide detailed explanations for any additional funds requested.

In many instances, it's prudent to slightly overestimate the required funds by padding the financial requirements. This precaution is taken because budgetary authorities often approve amounts lower than what is requested. Consequently, organizations can still manage operations even if the full requested amount is not sanctioned, given that they initially asked for a slightly higher sum.

Lastly, when preparing the budget, it's crucial to articulate all budgetary requests in a clear and straightforward manner under appropriate budgetary categories. Oftentimes, authorities may reject or seek revisions to budgetary details if they find the presentation or request unclear. Additionally, ensuring that all necessary supporting documents are readily available is essential for effectively justifying the budget.

13.11 APPROVAL OF THE BUDGET

The authorities of information organizations only grant approval to the budget once they are satisfied with the justifications presented by the librarian. In academic settings, approval typically falls under the preview of the library committee, comprising senior academicians, before final approval by the authorities. Public libraries are subject to approval by the public library authority, while special libraries require approval from the parent body or governing board.

Once approved, the budget is formally communicated to library professionals, marking the commencement of expenditure under various budgetary categories at the start of the financial year.

13.12 BUDGET MANAGEMENT IN LIBRARY

Key elements of an effective financial management system include ensuring transparency in all receipts and payments, keeping financial records current, and exercising control over financial statements. Librarians must possess a thorough understanding of budgeting and prepare comprehensive budgets to guide the current, future, and long-term growth of the library. Budgeting for library services stands as one of the most critical responsibilities of librarians or information specialists.

During periods of economic prosperity, justifying an increased budget to the library's governing body may be straightforward. However, in times of financial uncertainty, library services may be perceived as non-essential. A realistic, reasonable, and achievable budget is essential, with each department operating within its allocated budget. Any instances where expenditures exceed the budget must be justified, and a formal plan to address deficit balances should be devised.

Budgetary planning should align with the library's mission statement and goals. Budget documents typically follow a format specified by the parent organization and outline the operational capabilities of the library for a specific period. They serve as indicators of the organization's financial health and its capacity to cater to the needs of a growing and diverse population demanding various library materials in multiple formats.

The final phase of budgeting involves maintaining financial records and conducting audits to ensure accuracy and compliance. Financial records should be kept in a simple yet meticulous manner, with all payments properly documented for transparency and accountability.



CHECK YOUR PROGRESS

Q3. What are two major categories of expenditure in library budgeting?



Q4. Library Furniture is an example of_____ expenditure.

13.13 LET US SUM UP

In essence, the budget must be fluid and responsive, capable of accommodating the evolving landscape of library services, technological advancements, and community needs. By embracing adaptability and foresight, libraries can effectively allocate resources to sustain relevance and excellence in the face of continual change.

We understand that accurate spending of funds can be achived though knowledge of the items that are supposed to be on the budget. An audit of the planned budget should be conducted and the services and products focused in the budget and not included in it should also be clarified.

13.14 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1: financial

Ans to Q 2: funding

Ans to Q 3: Two major categories of expenditure in library budgeting are capital expenditure and operating expenditure.



Ans to Q 4: capital

13.15 FURTHER READINGS

Abaji, S. (2020). Method of library budget. In *Journal of Emerging Technologies and Innovative Research* (Vol. 7, Issue 2, pp. 851–852) [Journal-article]. https://www.jetir.org/papers/JETIR2002528.pdf



Kumar, K. (2007). *Library management in electronic environment*. Har-Anand Publications Pvt. Ltd.

13.16 MODEL QUESTIONS

Q1. Define Library Budget.

Q2. Write on principle of budgeting.

Q3. What are the key steps involved in the preparation of a library budget?

Q4. Why is it necessary for budget documents to align with the library's mission statement and goals?

Q5. What is the purpose of the budget justification in the budgeting process?

Q6. Discuss the importance of Budget for library.

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UNIT 14 TOTAL QUALITY MANAGEMENT (TQM)

UNIT STRUCTURE

14.1 Learning Objectives

14.2 Introduction

14.3 Quality

14.4 TQM

14.4.1 Definitions

14.4.2 The principal objectives of TQM

14.4.3 Characteristics of TQM

14.4.4 Origin of TQM

14.4.5 Benefits of TQM

14.5 TQM in Library and Information Services

14.5.1 Benefits of TQM in library and Information Centres

14.6 Let Us Sum Up

14.7 Answer to Check Your Progress

14.8 Further Reading

14.9 Model Questions

14.1 LEARNING OBJECTIVES

After going through this unit, learners will be able to –

- Know the concept of Quality;
- Define and find out the objectives of TQM;
- Know how TQM implementing in LIS center.

14.2 INTRODUCTION

"Total Quality Management (TQM)" is a method used to make things better. In libraries and information centers, TQM helps improve how they work and serve people. Its goals are to make services better, save money, and make customers happy. Implementing TQM in these places

involves using good methods, training staff well, and listening to what customers need. Let's explore how TQM is used in libraries and information centres to make them work even better.

14.3 QUALITY

Before going to TQM, let's understand the concept of Quality. Different meaning could be attached to the word "quality" under different circumstances. The word quality does not mean the quality of manufactured product only; quality can signify different things depending on the situation. It's not just about the quality of the substance you make; it can also refer to how well your processes, like your team, materials, and machines, work, as well as how your management performs. Customers are the ones who set the standards for what quality means in products. For libraries and information centres, quality is all about making sure patron satisfaction. This happens when everything that affects patron satisfaction, like approachable staff and supportive service, is given proper attention.

For instance, in a library, good quality means having friendly staffs; who help the patrons according to requirement. If the staff are unfriendly or unhelpful, that's poor-quality service, even if the library has great books and everything is in good shape.

Definitions of Quality:

Here are some definitions of quality:

- Quality should be aimed at the needs of customer present and future

  —— Dr Edward Deming

- Quality is meeting the requirements of customers both internal and external for defect free products services and business processes

  —— IBM

- Fitness for use or purpose is a definition of quality that evaluates how well the product performs for the intended use.

  —— Joseph Juran

Factors affecting Quality of library and information centres

Quality in a library depends on several factors.

- Firstly, having the right people, resources like books, and equipment helps maintain quality. In others words, right service to the right people on right time.
- Secondly, the conditions in which books are stored and managed affect their quality.
- Thirdly, understanding what documents are in demand through market research is crucial.
- Fourthly, having enough funds to invest in the library improves its quality.
- Fifthly, having good management policies regarding the level of quality is important.
- Sixthly, the methods used to produce library services and the design of these services matter.
- Lastly, helping users according to their requirements, contributes to the quality of the library.

14.4 TOTAL QUALITY MANAGEMENT

The concept of quality has lead to the concept of Total Quality Management in the field of management of organization. It is a concept which make quality the responsibility of all people within an organization. All the persons involved are expected to contribute to the overall output improvement of quality. It is a process that yields clientele satisfaction and continuous improvement. This is a style of and management in which the best principles and practices of Scientific Management and participative management are blended appropriately to achieve success for the organization. Thus TQM is the preferred method to increase the user satisfaction. It reduces the defects of the organization and increases the productivity.

14.4.1 Definitions

- TQM consists of continuous improvement activities involving everyone in the organization-managers and workers -in a totally

integrated effort towards improving performance at every level.

——U.S. Dept. of Defence.

- Quality is to satisfy the customers' requirement continually. Total Quality-is to achieve quality at low cost. Total Quality Management-is to obtain total quality by involving every one's daily commitment.

—— Kanji.

- TQM approach of an organisation, centred on quality, based on the participation of all its members and aiming at long term success through customer satisfaction, and benefits to all the members of organisation and to society.

——ISO Vocabulary.

In this way, if we sum up all the definitions we can say, TQM is nothing but continuous improvement of organizational service through proper leadership and individual efforts for the customer satisfaction by doing the things right at each of the customer's approach.

To use Total Quality, an organization needs to make big changes in how it's organized, how it does work, and how people act. Some companies use tools like Six Sigma but don't change the basics. Others focus on making people think about customers but forget about making fewer mistakes and always getting better. Some just work on making things run smoother without thinking about what customers really want. These approaches might work for a while but not in the long run. Total quality needs a full effort, changing how everyone thinks, not just adding new tools.



LET US KNOW

Six Sigma: Six Sigma is a set of techniques and tools used to improve business processes. It's initiated by Motorola in 1987. Key Six Sigma concepts: *Critical to quality, Defect, Process capability, Variation, Stable Operation, Design for Six Sigma.*

14.4.2 The Principal Objectives of TQM

- Continuous improvement of the organization which be equal to or greater than that of any competitor.
- Continuous and relentless cost reduction.
- Continuous and relentless quality improvement.

  Total participation, i.e. creating an organisation where by everyone is working towards making the organisation the best in its area of activity; and to capitalise on the sense of achievement and working in a world class organisation.

14.4.3 Characteristics of TQM

- The following are the main characteristics of Total Quality Management:
- To become user driven rather than self-focused.
- To concentrate on process rather than to be preoccupied with results.
- Use of workers heads in addition to their hands. External and internal alignment.
- Total involvement, continuous improvement and leadership commitment.

14.4.4 Origin of TQM

The birth of total quality in the United States came as a direct response to the quality revolution in Japan following World War II. The Japanese welcomed the inputs of Americans, Joseph M. Juran and W. Edwards Deming, and rather than concentrate on inspection, focused on improving all organizational processes through the people who used them. In 1969, the first international conference on quality control sponsored by Japan, America and Europe was held in Tokyo.

Feigenbaum presented the paper, which used the term "total quality" for the first time, and referred to wider issues such as planning, organization and management responsibility. Ishikawa presented a paper explaining how "total quality control" in Japan was different in the sense that it implied company-wide quality control," and he described how all the form the top management to the workers were employees, required to study and participate in quality control for the process to be effective. By the 1970s, the US industrial sectors of automobiles and electronics had been broadsided by Japan's high-quality competition. The US response, emphasizing not only statistics but approaches that embraced the entire organization, became known as Total Management Quality (TQM). One of the most important developments in TQM came up by the development of ISO-9000. It provided a standard way of doing the things. It is a generic standard, which was basically developed to simplify the international exchange of goods and services by developing, a set of universally accepted quality system standards.



CHECK YOUR PROGRESS

Q. 1. Fill up the blanks

a) Quality refers team, _____& _____.

b) Six Sigma imitated in the year _____.

c) The birth of Total Quality_____.

14.4.5 Benefits of TQM

The benefits of TQM can be summarised as:

– Work it self becomes more interesting through greater involvement of employees;

– Increase in general productivity;

– Lower absenteeism because of greater job interest and

satisfaction for employees;

– Lower grievances among the employees and all round greater team spirit.

The Role of Total Quality in Service for Services:

For services research shows that five key dimensions of service quality can contribute to user perceptions:

Reliability- means being able to do what you said you would do, consistently and correctly. For example, this includes library staff answering questions within the time they promised, following instructions from library users, giving out statements without mistakes, and fixing things correctly the first time.

Assurance- Employees need to be knowledgeable and polite. They should be able to make customers feel confident and trusting. For example, Assurance at the library means that the staffs are friendly and helpful, making customers feel confident and trusting

Tangibles- Tangibles include attractive facilities, appropriately dressed employees, and well-designed forms that are easy to read and interpret.

Empathy- The degree of caring and individual attention provided to customers. Some examples might be the willingness to schedule deliveries at the customer's convenience, explaining technical jargon in a llay man's terms, and recognizing regular customers by their name.

Responsiveness- Refers to the willingness, to help customers and provide prompt service. Examples include acting quickly to resolve problems, promptly crediting returned merchandise, and rapidly replacing defective products.

14.5 TQM IN LIBRARY AND INFORMATION SERVICES

Implementing Total Quality Management (TQM) in libraries is relatively new. Library manager or knowledge keeper or ibrarian is getting a lot of advice on how to get and organize resources to meet users' increasing demands

or requirements. But they also need to do this efficiently, given limited resources, without neglecting user interests. This is where Total Quality Management becomes important. In a research library, quality services mean meeting user requirements and ensuring user satisfaction. Achieving this requires applying Total Quality Management principles.

For TQM to work, library staff must understand its core concepts and be trained in this approach. It's about making services efficient internally and impactful outside. This involves acquiring and organizing resources effectively to meet users' needs while optimizing resources.

The focus shifts to enhancing information services to add value for users. This means going beyond just meeting requirements to providing top-notch services that satisfy users' needs. To achieve this, libraries need to embrace TQM principles fully.

One key aspect for library and information centre to understand its user needs. Libraries must know what users want and deliver services accordingly. This involves staying updated on user preferences and adapting services to meet changing demands.

Efficiency is crucial. Libraries need to manage resources wisely, ensuring they're used effectively to deliver quality services without wasting time or money. This involves streamlining processes, reducing waste, and maximizing resource utilization.

Continuous improvement is another TQM principle. Libraries must constantly evaluate and enhance their services. This means gathering feedback, analyzing performance, and making necessary adjustments to improve service quality continually.

Libraries can use tools like benchmarking, process mapping, and quality audits to assess and improve their services. These tools provide insights into areas needing improvement and guide strategic decisions.

Training and development are vital. Library staff should be trained in TQM principles and equipped with the skills needed to implement them effectively. This includes training on customer service, process improvement, and quality assurance.

Good leadership is important for making sure that the principles of Total Quality Management (TQM) are used every day. In a library, the librarian has a key role to play. They need to empower the supporting staff to share their ideas and suggestions for making things better.

Libraries can collaborate with other institutions, share best practices, and learn from each other to enhance service quality collectively. Collaboration fosters innovation and helps libraries stay responsive to evolving user needs.

In nutshell, implementing Total Quality Management in libraries is about delivering high-quality services efficiently, meeting user needs, and continuously improving. It requires a commitment to understanding user requirements, managing resources effectively, and embracing continuous improvement, using quality management tools, providing training, fostering strong leadership, and promoting collaboration. TQM is not just a philosophy but a practical approach to ensuring libraries provide value-added services that satisfy users and contribute to their success.

14.5.1 Benefits of TQM in library and Information Centres

The following are the other benefits of TQM in libraries

(1) Introduces bureaucracy, empower staff and create a team-based culture in the library.

(2) It helps in gauging users' needs and expectations in a proactive way and equips the librarians to provide more and better services.

(3) It is an evolutionary process and can easily be incorporated into the already existing management system of libraries.

(4) Reduction in user complaint and gain a competitive advantage over other information providers.

(5) In TQM quality is a high profile management tool. Implementation of TQM in libraries improves the representation of the library staff and helps in public relation and marketing.

(6) in helps in breaking down inter sectional barriers/status in a library and promotes cooperation and teamwork instead of competition.

(7) Empowered staff members develop a sense of self-determination.



14.6 LET US SUM UP

In conclusion, implementing Total Quality Management (TQM) in libraries and information centres is crucial for achieving high standards of quality and service. By focusing on quality, setting clear TQM objectives, and ensuring that employees are trained and committed to delivering excellence, libraries and information centres can enhance customer satisfaction, build trust, and effectively meet the needs of their users. TQM is not just a concept but a practical approach that can lead to continuous improvement and success in the ever-evolving field of information management.



14.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1.



a) materials, & machines b) 1987 c) United States

14.8 FURTHER READINGS

Kumar, K. (1987). *Library administration and management*. South Asia Books.

Kumar, K. (2007). *Library management in electronic environment*. Har-Anand Publications Pvt. Ltd.

Mittal, R. L. (2007). *Library administration: Theory and practice*. Ess Ess Publications.



Kanji, G. K. (1996). *100 methods for total quality management*. Response Books.

14.9 MODEL QUESTIONS

1. Describe two characteristics of TQM
2. Discuss the benefits of TQM in library and information centres
3. Identify and explain two benefits of TQM
4. Analyze the origin of TQM and its evolution over time
5. Evaluate the implementation of TQM in library and information services and suggest ways to overcome common challenges.
6. Critically assess the principal objectives of TQM and their relevance to modern organizations.

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