CHAPTER I

INTRODUCTION AND RESEARCH DESIGN

1.1 Introduction

The first chapter presents a brief introduction of the subject selected for research and also the research design.

Libraries are one of the basic inventions of mankind. They play a key role and influence the very pace and pattern of growth and development of man. A library is rightly regarded as the lighthouse of guidance or a storehouse of knowledge and wisdom. It is the heart of the academic body. It provides the much needed life-blood to the learning or the knowledge society. As the world grows, the role of the libraries also grows in significance. Vast changes had taken place in the library sector due to the industrial and information technology revolutions. From their traditional system and style of functioning, libraries have marched past towards the characteristics of the computer related updatedness.

1.2 Role of Libraries

Libraries provide reading materials and other documents to all. Libraries help the differently able to alleviate their miseries, disadvantaged members to gain rightful place in society and businessmen to improve their business. It also
motivates the decision makers, researchers, students and other members to achieve their goals.

Today, libraries provide information within an appropriate context, to transform information into knowledge in an individual’s mind. They have a fundamental role to play in the development of strategies for lifelong learning. Libraries’ multifaceted role in informal, educational, social and cultural aspects provides excellent learning opportunities for the diverse user population. An outstanding customer service makes the libraries’ contribution effective in lifelong learning.

The libraries provide necessary information in a manner that enhances education. A library is not only a connecting link between teaching and learning, but also a place where classroom learning could be enhanced with its enormous resources. Books and libraries form an important part of the history of Indian civilization and are recognized as the real centre of learning at all levels of education. The goal of library services both in traditional and virtual libraries is to aid the individual library user to achieve success in their education by providing the resources and a conducive atmosphere that will foster intellectual, emotional, and social development.¹

1.2. Types of Libraries

The popular types of libraries are the following:

1.2.1. Traditional Libraries

Large libraries that rely on their physical collection, copy shopee, and study rooms as ways to entice persons are called traditional libraries.

The main function of traditional libraries in academic institutions is to support the teaching-learning activities and research needs of faculty, students and researchers. In order to perform this role effectively and efficiently, academic libraries acquire, organize, store and disseminate information based on recommendations from students and faculty.

Ancient and medical Indian libraries were considered important centres of learning and a significant medium of education. Many religious and monastic organizations, emperors, kings and nobles had libraries of their own. Books and manuscripts were the social mechanism for preserving religious and secular knowledge of the society.

The twenty-first century libraries envision to have a significant contribution to make an information – and knowledge-based society by promoting
democracy, inclusiveness, public information, lifelong learning, knowledge creation, innovation, economic growth and business success.

1.2.2. Virtual Libraries

Powell defined a Virtual Library as “a library with little or no books, periodicals, reading space or support staff but disseminates selective information electronically to library customers”. Therefore a virtual library can be defined as a library without walls which can exist anywhere and enable people to access the information they need, regardless of where it is, what time of day it is and without the use of an intermediary.\(^2\)

It is a store of information and a delight to the information seeker round the clock. The information flow is unlimited. But digital libraries and virtual libraries are not one and the same. All virtual libraries must be electronic, but not all electronic libraries are necessarily virtual. Digital libraries and Virtual libraries are the advancement of electronic information era.

1.2.3. Digital Libraries

Digital libraries are one of the most active areas of research and development in modern library science to match the improvements in technology.

and never-ending demand for information in a form that is easily accessible by users.\textsuperscript{3}

Virtual libraries merely have their online presence to attract students to resources. This can only be achieved by providing a fully functional site that is well designed and organized, allowing patrons to navigate and locate information easily. One such technology significantly improving the overall usefulness of websites is a Content Management System (CMS). Although the CMS is not a novel technology, it is a technology which smaller libraries cannot afford to ignore. In the fall of 2004, the North Central University Electronic Learning Resources Centre, a small virtual library made a desirable change by moving from a static to a database-driven web site.

\textbf{1.3. Indian University Libraries}

University libraries in India are hybrid libraries and will continue to act as brick and mortar libraries along with click and mortar libraries although the mix between paper and electronic materials will shift somewhat in the passage of time. Majority of the University libraries offer internet facilities to their users and some are having their web sites and offer web-based library and information services. The UGC’s Information and Library Network (INFLIBNET) provide initial grants and manpower to most Indian University Libraries to initiate their automation

work. These libraries are now corporate culture integrated with the INFLIBNET. Some of them also have connectivity with the Developing Library Network (DELNET). Indian University Libraries also face a great challenge of preparing and empowering information user communities by imparting need-based information literacy.

1.4 The Librarian

The librarian is in charge of the library who is responsible for the collection of specialized or technical information or materials, such as musical scores a computer documentation and is a specialist in library work. In modern terminology, the librarian is considered to be a manager in a library. The word librarian is being replaced by different terms, such as Information Educator, Information Researcher, Information Manager, Information Analyst and Information Distributor. He manages human resources, knowledge resources and now the modern technology.

1.5 Management

As F.W. Taylor says, “Management is an art of knowing what to do, when to do and how to do in the best and cheapest way”.\(^4\) Peter F. Drucker, the renowned management guru felt that “the life of a manager is a perpetual decision

making activity”. Essentially, management is a process involving planning, organizing, staffing, directing and controlling human efforts to achieve the stated objectives in an organization.⁵

Management can be defined as “managing an organization in a systematic way, which values a series of functions namely planning, organizing, coordinating, commanding and controlling to achieve pre-determined objectives. “Management” is the force which leads, guides and directs an organization to the accomplishment of a predetermined goal. And also, “management is the process by which an agency directs and guides the operation of an organization towards realizing the established aims”. It is coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively.

The term ‘management’ is usually used synonymously with the term ‘administration’ in current literature. Administration may be considered a broader term, emphasizing the planning function, goal setting and major policy formulation. In short, management is the process of coordinating certain functions and activities of an organization towards the accomplishment of its goals.

1.6 Library Management

Library is different from a profit making body, as it is a service oriented organization. Being a non-profit organization, its finances are to be more judiciously managed. Managing a modern library today, is more specialized and complicated than managing a large business establishment. A librarian deals with all types of reader-specialists like research scholars, students and casual readers from various fields of knowledge. Hence library management is denoted by the term “knowledge management”.

Management of Library and Information Centres is complicated and not easy with the conventional methods. Nowadays, every user has a variety of needs such as academic, medicine, general knowledge, stock market, health, mysticism, etc. To satisfy the diverse needs of the society, modernized system is inevitable in the libraries. According to Clara W. Herbert, a Managing Technical Service is another modern trend in Managing of Library and Information Centres. All general principles of management are applicable to library management.

A modern library is a complex organization like any other institution. It has set goals, objectives and functions. It has an organized workforce with a defined job for each one for its effective administration.
Managing an academic library is no longer a matter of receiving a budget at the beginning of the fiscal year and making sure that it is not overspent during the year. Now, library administrators must do long-range planning to project short and long-term costs and how they will be lowered or paid. They must make strategic decisions concerning how they will generate funding and how they will spend the resources for staff, facilities and collections.

Implementation of an integrated information management system at the Library is to collect, preserve and give access to recorded knowledge, in all documentary forms, with a special emphasis on the intellectual record, for the benefit of all engaged in research and learning, or with other information needs.

Today libraries have evolved from centralized, physical paper-based archives into distributed networks of quality digital knowledge, striving seamlessly and proactively to deliver information to the point of user need. No longer are libraries bound by four walls, they have truly become a gateway to the world’s knowledge. This transition has necessitated the implementation of newly emerging technologies to reduce the problem of information overload that has beset libraries today. As more and more data is digitized, libraries are forced to make increasingly sophisticated use of new technologies to provide optimum user service. The basic tasks in library management include
• Planning the acquisition of materials
• Classification of materials
• Preservation of materials (especially rare and fragile materials such as manuscript)
• Borrowing materials
• Developing and administering library computer systems
• Book processing

1.7 Effective Management

Effective Management entails efficiency in getting things done with least cost. It is to reach the destination with minimal cost with quality planning, coordination and monitoring efficiency to achieve success. Management aims at performance without treating people like machines.

Effective Management skills to deal with specific challenges and problems of each organization are the urgent needs of many business and organizations in the competitive world with, rapid changing technology and environment. The new tendency of training and development of successful organizations over the world today is developing effective skills that are diverse, flexible and networking to deal with specific challenge of their own organization to reach their own mission and objectives globally.
“Effective Management Skills” help people and organization in improving their own effectiveness and efficiency. Globalization and rapidly developing technology show that we are in a period of intense competition where proper management is vital. The quality of manager and effective management styles can determine the culture of the organization, the productivity of its staff and ultimately, its success or failure.\footnote{Margand Franch, \textit{Effective Management Skills}, Popular Publishers, New Delhi, 2007, p.143.}

1.8 Information Technology and Management

Modern Information technologies have much effect upon libraries and information centres. The rate of technological change is likely to increase still further in the future. So, it is very important that librarians become aware of the impact of the technologies upon their information centres. In addition, they must develop the skills to manage the opportunities and threats presented by these technologies.

Information technology provides for the creation of new job opportunities and job enrichment for some library professionals and dismay and fear for others. The introduction of integrated library automation systems and other information technologies have created shifts in demand for certain categories of skills and shifts in the job emphasis of certain levels of staff. There is a growing demand for library staff with information technology and management skills. Whilst some
staff are freed from tedious, repetitive or monotonous tasks and concentrate upon more meaningful tasks, others find that their tasks have become more unimaginative leading to less job satisfaction.

In today’s network environment, libraries are just one of the many information providers. Integration of electronic resources with traditional library resources has become a norm of libraries. Different Management styles may be needed to compensate situations. To enhance the online catalogue, library has to provide Universal Resource Locator (URL) links to abstracts, full-text periodical articles, electronic books and web sites. With the popularization of computer technology and high-speed internet, electronic resources have become preferred information sources for many library users.

1.9 IT and Challenges faced in Library

Management of electronic resources, especially e-journals, is a challenge confronting libraries. Many e-journals are available through several different aggregated databases, but the coverage date and content availability may differ. The issue of limiting access to certain groups of users as permitted by e-journal licensing agreements makes the situation even more complicated. Some libraries choose to use an “A to Z list” on their library web site to direct users to those e-journal titles. An “A to Z list” is a web list containing all e-journal titles subscribed by the library in alphabetical order. It is relatively simple to use, but
can become cumbersome as the library’s e-journal holdings continue to grow. Digitalization is a common phenomenon in libraries today. Through digitalization, libraries provide access electronically to a wider circle of users and decrease the actual handling of fragile materials.\footnote{Massis Brace, E., \textit{The Practical Library Management}, Ane Books, New Delhi, 2006, p.87.}

1.10 Scientific Management of Libraries

Scientific Management is the work analysis of a job which is the key to modern job-classification. The result of this analysis helps the executive officer to know intelligently and precisely what he/she can and should expect from a worker. This provides him a yardstick to measure the work performed by a worker. Luther Gulick has coined the word “POSDCRB” as the major elements of the library management process, which represent planning, organizing, staffing, directing, co-ordinating, reporting and budgeting.

Majority of library tasks are of repetitive and mechanical nature and are amenable to quantitative analysis. These processes include ordering, cataloguing, card filing, binding, circulation and book shelving. Scientific Management can enhance routine efficiency. This helps a librarian to develop quantitative and factual argument in his favour for securing additional funds. The natural result of efficient management is development. Development involves changes and
changes for the better which is possible through mechanization, rationalization
and integration of several key inputs.

1.11 Performance Management

Libraries use the Performance Management processes to communicate and
reinforce overall strategy, to focus on customer service. Performance management
is a continuous process of providing feedback on performance, conducting
informal progress reviews and dealing with performance problems.

When determining the success of a team, the person must be considered as
an individual and as a whole. For this, exploration research in psychology,
sociology, business and library science was reviewed in order to compose a
broad-based interdisciplinary inventory of the factors associated with an
individuals’ performance within a team environment. The aggregators Library
Literature, PsycINFO, ISI Web of Science, Sociological Abstracts and ABI
Inform were used to compile this research and a set of keyword/subject
combinations including teams, groups, individuals, employees, performance,
motivation and production were used within these aggregators. During this
exploration two distinct categories of performance factors emerged: the extrinsic
and the intrinsic. Extrinsic factors affect the individual from the exterior. Intrinsic
factors affect the individual from the interior. The extrinsic and intrinsic factors
include collective efficacy, social rewards and sanctions, social dilemmas, social
loafing, future interdependence, social identity, extensive individual identity, desire to achieve, member role differences, team size, individual status attainment and member commitment intensive.

As mentioned above, these two distinct categories of performance factors, extrinsic and intrinsic, include a combination of motivating factors, theoretical models, and practical evidence, all of which attempt to measure an individual’s performance input. Since the individual plays such an integral role in the overall performance of the team, exploration of these factors is relevant both to library theorists and library practitioners.

1.12 Statement of the Problem

This study on college libraries in Manonmaniam Sundaranar University area shall try to investigate the several facts and facets pertaining to their management and development. The libraries are expected to transform themselves in the light of computerisation these days. The waves of modernisation have invaded the library sector creditably. Management methods and strategies also change and grow over the years.

Thus the virtual library, based on electronic stacks and web – resources has become the order of the day. Small or big, local or global and general or specialized, proper management of the libraries determines their levels of success
and contributions to the users and seekers. A good manager can easily achieve excellence in performance. A well managed library is bound to develop optimally.

Since management and development are positively correlated, an attempt is made in this study to find out the levels of management and the trends of development of the libraries of 26 aided and 6 autonomous colleges which are affiliated to the Manonmaniam Sundaranar University, Tirunelveli, a popular academic area in Tamil Nadu. The several managerial aspects and development inputs will be analysed.

Due importance will be given to analyse the views and opinions of the users. The problems faced by the library staff shall be explored. Some suggestions for the better management and more desirable performance of the libraries under study will be made. Thus the subject deserves a research treatment.

1.13 Objectives of the Study

The following are the specific objectives of this study:

1. To analyse the features and status of the libraries under study
2. To examine the levels, systems and effectiveness of management of the libraries
3. To evaluate the pattern of performance and trends of development of the libraries
4. To estimate the extent of modernisation of libraries
5. To assess the views and opinions of the users
6. To identify the problems faced by the library managers and
7. To suggest a few measures for improvements in library management and
development.

1.14 Hypotheses of the Study

The hypotheses adopted are,
1. There is no significant relationship between age and the level of opinion
towards the development of infrastructural facilities.
2. Gender is independent from the level of opinion towards the development
of infrastructural facilities.
3. There exists no relationship between educational qualification and the level
of opinion towards the development of infrastructural facilities.
4. Location is independent from the level of opinion towards the development
of infrastructural facilities.
5. The level of opinion towards the development of infrastructural facilities is
independent from the computer skill of the library users.
1.15 Scope of the Study

Data pertaining to 32 libraries in colleges (26 aided and 6 autonomous) affiliated to Manonmaniam Sundaranar University were collected from the librarians and users for a period of five years (2005-2006 to 2009-2010).

1.16 Methodology

Data were collected from all the 32 libraries of aided and autonomous colleges by employing the census method.

i) Sample

Views and opinions of users were assessed by random sampling from all the colleges (32 x 10 = 320).

ii) Data Base

Both primary and secondary data were collected for analysis and interpretation. Structured questionnaire were employed promptly. A few personal discussions were also held with library staff and users.
iii) Tools of Analysis

Popular and appropriate statistical and mathematical tools and techniques were utilised. Averages, percentages, ratios, tables and diagrams were used. The Linear trend and Compound Growth Rate (CGR), Factor Analysis, Chi-square test are computed for certain key variables using the Statistical Package for Social Science (SPSS).

1.17 A Few Constraints

The researcher could collect almost all the data required for the study. A certain degree of technical and human bias might have crept in because a few respondents provided some data and details from their memory as accurate ones. They were adequately corrected through interpolation and extrapolation methods in the process.

1.18 Significance and Justification of the Study

This research is concerned with a local and so a real problem. The proper management and positive development of college libraries are imperative and significant. The study is expected to throw much light on several aspects which need sophisticated changes. So, this study is significant. Moreover this topic, enjoys theoretical validity, analytical feasibility and practical utility. Above all,
the study is fit to enrich the original and creative types of knowledge in the field. Hence, it is duly justified.

1.19 Chapter Scheme

The completed thesis would contain the following five chapters:

Chapter I – Introduction and Research Design

The first chapter carries an introduction to management of college libraries. The significant aspects relating to libraries management are discussed. The factors which influence the trends of transformation are presented with necessary interpretations. The correlation between effective management and excellent performance of the college libraries under investigation has been highlighted. The methodological aspects like the problem focus, objectives, hypotheses, scope of the study, data base, sample size of users, tools of analyses, constraints, a few concepts, significance and justification of the study and the chapter scheme are also presented appropriately in this chapter.

Chapter II – Review of Literature

The second chapter is devoted to the presentation of the review of literature relating to the study. The research gap is shown aptly.
Chapter III – Profile of the Study Area and Libraries of Colleges

This chapter carries the profiles of the study area and libraries of the colleges under study.

Chapter IV – Analysis and Interpretation

This is the chapter of central significance. It consists of the analyses, interpretations and inferences of the relevant key variables, aspects, rates and trends. Suitable mathematical and statistical tools and techniques are employed. Necessary tables and diagrams are provided for easy and quick understanding. The hypotheses are tested. The views and opinions of the users are ranked. The problems faced by the libraries and users are stated.

Chapter V – Summary of Findings and Suggestions

This final chapter has been used to sum up the major findings. A few suggestions are advanced. A short conclusion and a note on the scope for further research are also added in this chapter.