Chapter No. V:

Library Management of Universities and Affiliated Colleges.

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The Role of Catalogue in Library:

Of all the library tools, the most important and perhaps the most difficult one to explain, is the library catalogue. Difficulties also arise because of the extreme familiarity of the librarian with the conventions of the catalogue and thus the danger of his taking many things for granted. The librarian should all the time remember, while explaining, that most of the students have never used a library catalogue and have no idea about its functions and proper use. He should be careful not to use technical terms and professional jargon and should try to explain in a simple, everyday language which students understand. In many colleges the explaining has to be done in Hindi or in the regional language. In that case the danger of professional jargon coming in is much less. Only some of the English terms may have to be used of which Indian languages do not have equivalents.

The librarian should start with the functions of the catalogue and the role it plays in locating books in a library. It would be better if the librarian avoids using meaningless cliches like, 'cataloguing is a key to the library'. After explaining the broad functions the next thing to explain would be different approaches with which readers try to search material in a library, (author, title, subject etc.) and how the catalogue helps in locating. Here "see" and "see also" entries will come in and the librarian can explain why these entries have to be there. The subject part of the catalogue, whether classified or dictionary, will require special explanation. All through, the librarian should remember that
only that much information has to be given which will make stu-
dents better users of the library. They are not going to be
librarians. The telling part is really an art and is very much similar
to teaching. If a librarian lacks that knack he may do well to assign
the job to a staff member who is better equipped for this type of
work. However, much can be learnt from experience and with
perseverance one can improve.

The explaining need not be a one way affair. It would be
better, for both the students and the librarian, if the latter
encourages questions from the students. The ’feedback process is
essential to know if the librarian is putting across his ideas
properly. The communication may be interspersed with
humorous anecdotes and light remarks to lessen the dullness
which inevitably creeps in during such an exercise.

Requisites of the Programme:

The success of a public relations programme will depend
ultimately on two factors: i. Adequate book stock and ii. Efficient
Service,

i. **Book Stock:** Without an adequate stock of books and other
reading material a library cannot satisfy the needs of its
readers. The stock should be such, both in quality and
quantity, that every reasonable demand of the readers could
be fulfilled. It would mean that the selection of books should
be carefully done, and adequate number of copies provided
of books which are in greater demand. If all that a college
library possesses is a stock of few hundred out dated and rotten text books and other worthless material, any amount of public relations work cannot bring credit to the library. Therefore, adequate book grant and careful book selection policy is the first pre-requisite of a good public relations programme.

ii. **Efficient Service:** Stock is not enough; however, desirable it may be in itself. Equally important is service to readers, so that proper use of the books is made and readers get what they want. Readers will appreciate the work of the library staff more if they help them beyond issuing books. The most effective and permanent method of making a library popular is to give the best possible service to every reader who needs help. Satisfied readers are the best means of publicity. Without efficient and courteous service all the ballyhoo about the library will fizzle out ignominiously.

There are two main service points in a library: (i) Issue counter and (ii) Reference desk. Both these service points should be organized and run competently. There should be minimum wastage of time of the readers while they are being served. The readers not only should be served efficiently and courteously but they should be made to feel that the library staff is doing all that is within their means to help them. Many librarians remain entangled in the techniques of classification and cataloguing and neglect the service points. It must be realized that techniques like
classification and cataloguing, are only means. The end of librarianship is satisfaction of the readers which is best achieved by direct service. Requisite and qualified staff must man the service points if the librarian wants to see his readers satisfied, because it is this which will make or mar the reputation of a library. Reference service, particularly, is being neglected badly in our college libraries. Good public relations can never be possible without proper reference service.

**Personal Contact:**

One of the least expensive and most effective ways of publicizing the services of a library is personal contact. A college librarian should not miss any opportunity of knowing students and teachers as well as their needs and reactions to the services rendered by the library.

1. **With Teachers:** Spending a few minutes with a teacher in the staff room or in his room or even at his home is time well spent. The librarian can know, in a very informal way, the reactions of teachers to the services provided by the library. There are always teachers who are in the habit of making complaints about the library. It is a good training for a librarian to listen to such complaints. If the complaints are genuine ones the librarian should make every effort to remove the cause of the complaint. If the complaint is due to some misunderstanding on the part of the teacher, the librarian should explain the whole matter in a very cordial and tactful
way. *A satisfied teacher on the side of the librarian is an asset.* The librarian also should show an intelligent interest in the work of the teachers. The specialist in one field is flattered by a colleague who makes an effort to learn something in his area of learning. Manifesting a friendly interest in various departments of the college can stimulate or revive a teacher’s interest in the services offered by the library. But a librarian should never go out of his way to please a teacher. Especially he should not allow any teacher to violate the rules of the library at the expense of students and other teachers.

2. **With Students:** Personal contact with students is also important for the same reasons. One way of developing contact with the students is for the librarian to visit students’ hostels. The librarian should show keen interest in their studies. In this way he will get a chance to tell the students something about the library and all the possible ways in which the library can be useful to them in the pursuit of their studies. Giving information about important recent additions will also be not out of the place and for that students will surely feel obliged. The librarian should also try to take part in extracurricular activities like seminars, debates, dramas and games. This will make the students realize that the librarian is not a dignified clerk who is paid for issuing books but that he is a cultured person having intellectual pursuits in no way less than the teachers. The students will thus develop respect for the librarian and will have confidence and trust in him and
will appreciate better the work he is doing. It is the students for whom a college library is established in the first instance. Theirs is the first claim on it. Therefore, "when in doubt, give attention to the needs of students. Nothing should take priority over the best interests of those for whom higher education is designed; sometimes this means listening to student suggestions, and sometimes it means initiating policies or programs that are in the students’ best interest."

3. **With the Principal:** The college principal, being a busy administrator, cannot devote much time to the library matters on his own. The librarian has to keep him informed about the important facts and happenings about the library. The librarian should use every opportunity of meeting the principal and should try to explain to him the new developments, if any, in the library; the importance of services rendered and the immediate and long term requirements of the library. It would be wise if the librarian does not seek to further his own interests whenever he gets a chance to meet the principal. The librarian is sure to lose respect in the eyes of the principal if he talks all the time about his low salary and bad working conditions and also if he habitually makes complaints about teachers and students. On the other hand, if the librarian looks after the interests of the library and its readers and tries always to show his anxiety and eagerness for better service, his own interests will take care of themselves. Most of the principals would like to retain an efficient and
hard working librarian and would like to compensate him for his services. The future of college librarians depends largely on the satisfied students and teachers and a well informed principal, and not on flattery or back biting.

**Lectures, Seminars And Discussion Groups:**

A college library exists for the intellectual betterment of the college community. While books are the main medium for such betterment, librarians are increasingly supplementing books with other media to make the use of books even more effective. Lectures, seminars and discussion groups are one of such non-book media which can be used to further the intellectual pursuits of readers. Readers meeting in groups can discuss many academic and intellectual matters and can exchange views on many others. The college library can be a very suitable place for holding such meetings and it can prove one of the least expensive and most effective of all publicity media. It only requires some space in the library and enthusiasm and organizing capacity on the part of the librarian to arrange such activities in the library. It would be ideal if there is a separate seminar room in the library. But even if the library has no separate room the arrangement can be made in the reading room or any suitable place in the library. These activities are organized generally either on Sundays or after the class hours on working days. Therefore, the librarian can easily arrange such meetings in the library without any loss to the readers of the library. It may involve some extra work for the library staff in arranging and rearranging the furniture, but this should not deter
them from organizing such useful activities in the library. If the group is a small one, there may not be need for rearranging the furniture at all.

Lectures:

Lectures can be arranged very easily. A college professor or a local intellectual can be persuaded to deliver a lecture on any general topic concerning books and reading, new scientific inventions, international affairs and the like. But such lectures have to be confined to small groups, especially to the book lovers of the college community. If a lecture is arranged for the general public it has to be organized in the college auditorium and not in the library otherwise there is a danger of the library being converted into an auditorium-cum-library.

Seminars and Discussion Groups:

It takes more effort and planning to organize a seminar than a lecture. The majority of the participants in such seminars obviously have to be students. And students often require help in preparing papers to be read at the seminars or discussion group meetings. The librarian should always; be prepared to give help to the student participants. It will be very helpful if the librarian arranges these seminars in collaboration with some of the teachers of the college. The teachers can take upon themselves the task of guiding the students in writing papers while the librarian gives them the relevant material on the subject under discussion. The teachers also should be encouraged to take part in the seminars.
Whether it is a formal lecture or a seminar or a discussion-group meeting, the librarian can always supplement the knowledge of the participants by collecting relevant material on the subject under discussion and by compiling a short reading list or a topical bibliography. The reading list may be typed or cyclostyled, but it should be distributed well in advance so that the participants may get time to read the material collected for the occasion. A small exhibit of books may also be arranged on such occasions. The participants will surely appreciate this effort on the part of the librarian and it will create immense goodwill for the library among the college community.

**List of Recent Additions:**

One of the most common types of printed literature distributed by libraries is a list of books newly added to the library collection. The periodicity of the list differs from library to library which may range from fortnightly to quarterly. Readers do want to know about the recent books which are being added in their college library. Especially teachers are always keen to know what books have been acquired out of the selections made by them. Therefore, they very much appreciate this service rendered by the library and eagerly look forward to the future issues of the Recent Additions List of the library. The List may be typed, if the apparatus is available in the college. Some libraries even get the list printed. Printing is of course more expensive and takes longer time. Copies should be sent to each department, if possible, to every teacher, and surely to the principal and members of the
library committee and should be put up on the notice board of the library and also on the general notice board of the college. Copies may also be sent to the local colleges.

The List should be in a classified order arranged according to the call numbers of books and should have adequate feature headings. The author arrangement robs such a list of much of its utility as most of the readers are interested only in a few subjects. If the arrangement is by author, a reader will have to scan through the whole list to find out books of his interest and may not have enough time and patience for that. A classified arrangement will save his time. It will also help teachers to prepare reading lists for their students. Each entry should give serial number, call number, author, title, edition and year of publication. The number of copies of each book may also be indicated. If possible the author index may be given at the end for each annual accumulation. As soon as the List is released, new books included in it, should be displayed on a display rack meant for the purpose. The books, however, should not be kept on the display rack for too long and should be released after about a week.

Preparing The Index:

Research and even teaching is depending more and more on periodical articles. In some subjects periodical articles are of greater importance than books on the subject because of the latest information contained; in them. It is impossible for individual readers to scan through all the published periodical literature in
their field of interest. Even if it were possible there would be enormous waste of time.

As soon as the periodicals to be indexed are received in the library, the librarian should scan the periodicals and prepare slips of standard size for all the important articles. Each slip should contain the following information: author and title of the article, name of the host periodical, date and volume number and the relevant pages. The rendering of the information should be consistent. It is better to follow a catalogue code. The Classified Catalogue Code of Ranganathan gives specific rules for preparing such entries. If the title of an article is not descriptive, a brief abstract may also be given. A class number may also be given at that time and the slips arranged according to class numbers. Finally the feature headings should be provided wherever required and all the entries arranged first by the class number (i.e. subject) and within a class number by author. The Index then may be typed. A copy of it should be sent to every faculty member and also display on the notice boards for the benefit of students.

Annual Report:

One of the oldest forms of printed publicity by libraries is the Annual Report. It is important for all types of libraries. The purpose of the Annual Report is to tell the administrators and readers about the achievements and failings of the library during the year under review and to elicit their support for additional funds for future development plans of the library. The college
authorities do not know what is happening in their college library. It is for the college librarian to tell them what he and his staff have been doing during the year. It also provides for the librarian an honest assessment of the work done in the library; the bright spots and the weaknesses of the library are brought to light and the areas where improvement is necessary are indicated. The Annual Report also should pave the way for getting future budget requirements. Once the authorities are convinced about the earnestness of the efforts of the library staff in fulfilling the educational role of the library, the resistance to open the purse strings will be softened. Mere demanding of additional staff and money for books and equipment has seldom cut any ice with the authorities. Deserving must come before desiring.

**Introductory Information:**

General introduction; reviewing the year in general terms and outlining the important points covered in the Report.

- **Holdings:**
  - Number of books added during the year. The total may be split up under different subjects. An expensive reference or multivolume set may be mentioned specifically. The overall picture of the holdings of the library should also be given. The current annual increase may also be compared with the increase during the past three or four years. A diagram can be more effective than dry statistics.
  - The number of new periodicals subscribed during the year. If the number is not very large, a list of the new
periodicals may be given preferably in an appendix. The total number of periodicals subscribed by the library should also be given, if possible classified under broad heads. The classified arrangement will reveal the strong as well as weak points of the periodical collection.

- Additions to the pamphlet collection, textbook collection and other special collections should also be given, if separate statistics are maintained for them.
- The number of volumes donated to the library by different sources should also find a place in the Annual Report, giving the names of the donors and number of volumes donated by each. Special mention may be made of any rare or expensive book donated.

- **Circulation Statistics:** It should include the number of books loaned out during the year, number of reservations made and the number of volumes exchanged on inter-library loan. A diagram comparing similar records for the past three or four years will be helpful in knowing at a glance the increase or decrease in circulation.

- **Reference Work:** The work done by the reference staff: the number of readers who were initiated, the number of queries answered should be given. Some interesting and out of the way type of questions may be recorded, to give an idea of the nature of work done by the librarian and the reader’s advisors.
Such anecdotes will also make the report more interesting and readable.

- **Building and Equipment:** Additions to the building, equipment and furniture should also be listed. Photographs of new building or new sections of the old building may also be added. If there is any significant change in the internal set up of the library, it should be specified. Photographs of the old and new arrangement will be helpful in bringing out the difference.

- **Future Needs:** An important section should be the detailed description of future needs of the library. This part should be very tactfully written and only reasonable demands should be made. For each item demanded full justification should be given. Just a catalogue of library’s needs will not be very effective.

- **Style of Writing:** The Annual Report should be well planned and every detail should be well thought out and written in a vigorous but simple language. Technical jargons should be avoided as far as possible. If a technical term has to be used its meaning should be made clear. All the salient points should be vividly and, wherever possible, graphically presented. The report should be brief but informative.
Many college librarians do not bring out Annual Reports. It is their own loss and of the library which they administer. Annual Report should not be considered as a superfluous item of work. On the other hand, it is one of the most effective media of publicity aimed at college administrators and members of the faculty. If funds do not permit the report being printed or even typed. Copies of it should be sent to all the persons who count in the administrative hierarchy of the college or university as well as members of the faculty.

**College Magazine and Bulletin:**

All the above types of printed publicity costs money. This financial aspect may discourage some librarians from launching such publicity projects. But there is yet another type of publicity media, the use of which is free - but which, none the less, is equally effective - the College Magazine or Bulletin. Reference has already been made in an earlier section to this medium of public relations. Some further details will be provided here about the extent to which the columns of college Magazine or Bulletin could be used. The latter is more topical in nature and is meant to keep the college community, including the administrators, well informed about the activities of the college. While the Bulletin is published more frequently, generally monthly, the Magazine is usually published annually. Therefore, the Bulletin has more potentialities to be used as a publicity medium than the Magazine.
Displaying Book Jackets:

Many libraries display book jackets on the bulletin boards. However, it is a clumsy way of letting readers know about books. A book jacket has a useful purpose to serve. It is an attractive garment to cover the book and not infrequently it gives useful information about the book. Why to disrobe a book? Books and jackets must go together. If the books are kept waiting while jackets are on display, books will be unnecessarily held up. If in the meanwhile the books are released it may be difficult to get the book and its jacket together again. Moreover, a display of book jackets can only be a partial display of new arrivals as all books do not have jackets. It is better to display books wearing jackets. In addition, lists of new arrivals can be displayed and distributed. The bulletin board can be made attractive and inviting by using coloured paper in the background. Many beautiful patterns also can be created by using paper of different colours and or coloured cardboard. The background patterns should be changed frequently to make them more effective.

Book Exhibits and Displays:

Book displays and exhibits are arranged in a library to bring to the notice of readers books and other reading material. To the general viewer a display represents a sampling of what the library has to offer him. A group of books and other material are taken out from the shelves and are prominently displayed in the library to bring them to the notice of the readers.

Technically speaking a display brings together:
(i) Those subjects necessarily separated by the scheme of classification, but which are normally associated;
(ii) Subjects normally separated but are temporarily linked by reason of topical interest; and
(iii) Secondary subjects, ignored by the classifier in favour of primary subjects."

Thus a display tries to overcome some of the defects of classificatory arrangement on the shelves. Also it is easier for a reader to select books out of a few which have been highlighted by a display than out of thousands on the shelves.

Task Before The Library Administrator:

The job of an administrator may be divided into the following broad categories:

**Planning:**

Proper planning is necessary before any action is taken. Planning has been described as outlining broadly what needs to be done and indicating the methods necessary to achieve determined purposes. Planning involves assessing the present situation correctly; knowing good and bad points in an organization; estimating future needs, immediate and distant; setting up goals; to know all the alternatives in solving a problem and to select the best alternative. Once this is done, the administrator has to sell his ideas to the higher ups and to get their approval. The broad objectives to be attained should be clearly indicated. It is not enough that the librarian should understand the objectives clearly;
the principal and other persons responsible for the administration of the college should also be made to see and understand the objectives set forth. While it is the responsibility of the librarian to plan, it is always a good policy to discuss it with his senior colleagues and to take them along with him. It does not mean, however, that all the decisions should always be unanimous. The final decisions should rest with the librarian, as the final responsibility for success or failure. It is helpful if planning, at all stages, is given a concrete shape by writing it down on paper. Writing gives clarity and serves as a persistent reminder about the objectives laid down. Objectives should be scrutinized at intervals and with the changed circumstances they should be changed accordingly.

**Organization:**

Once planning is completed and objectives are laid bare, the process of organization begins. Organization consists of enunciating the ways and means of achieving the objectives laid down by an institution. It is similar to what strategy is in a war. It consists of finding the resources and their proper utilization. Organization tries to give concrete shape to the plans. Planning a suitable organizational arrangement involves three principal types of decisions, which are closely related:

- What types of work or functions are necessary to attain objectives? How may these be broken down most effectively into departments and individual jobs?
• What personal qualifications, and therefore types of personnel, are needed for performing these functions?
• What physical facilities would enable personnel to perform functions efficiently and economically?

In terms of a library, it would mean that the librarian has to estimate the total work and the different types of jobs involved to execute the plans; to find suitable personnel to do those jobs and to group them into sections and departments and to assign each staff member specific jobs. He has to define individual responsibilities and lines of authority. He has also to see that requisite building is provided to house the library and that proper furniture and equipment is there to do the work efficiently. These are important tasks. Foundations of a good library are laid by proper organization.

In larger libraries a diagram of the organizational set up is always helpful. A diagram clearly shows the relationship of different departments and individuals involved. There is no standard organizational pattern which could be recommended for all libraries. It will differ from library to library depending on the needs and resources available. Organization is necessary in the smallest of libraries. Even an all-to-do librarian has to organize himself; he has to decide which work to do first and which one to postpone; he has to decide how much time he should be devoting to book-selection, classification, cataloguing and so on. He has to fix his daily and weekly schedules. If a library has any purpose
and objectives, and wants to achieve them, there must be proper organization of human and material resources. Otherwise chaos will result and the aims are very likely to remain unfulfilled.

**Supervision:**

Once the jobs have been defined and assigned to individuals, the librarian has to see that every one carries out the assigned work to the best of his ability. Supervision includes instructing and guiding the subordinates. The librarian must be aware of what is happening in the library; how different departments are functioning and how each worker is doing the assigned work. Proper supervision implies the exploitation of all the potentialities of each individual worker. It does not mean that a supervisor has always to be critical and should be finding faults all the time. Supervision is best done with a positive attitude; by encouraging, guiding and directing people. To be ‘in charge’ is certainly not only to carry out the proper measures yourself but to see that everyone else does so too. It is neither to do everything yourself, nor to appoint a number of people to each duty, but to ensure that each does that duty to which he is appointed."

Many practical ideas come from supervision. A continuous improvement of methods and procedures should be the aim of supervision. In smaller libraries, a librarian may have to supervise personally the work of all the assistants and even peons. In larger libraries, however, he may have to delegate part of the supervisory
work to the deputy or assistant librarian and heads of different departments.

**Evaluation:**

Periodically the librarian should review the entire working of the library. He should try to find out whether: Objectives are being adequately accomplished; Organizational pattern is working well; all the departments are functioning properly and, individual workers are contributing their maximum to the total library effort. Evaluation should be honest and objective. Its predetermined purpose should not be to reaffirm the existing practices. It is apparent that if objectives have not been enunciated clearly in the first instance, if organizational plan is not worked out in detail, and if the work of different departments and individuals is not properly assessed, evaluation will have no meaning. The purpose of evaluation is to make improvements. If it is necessary to revise the objectives and organizational plans because of the changed circumstances, a librarian should not hesitate to make such changes. Nothing is eternally fixed and static. Progress means change - change for the better. It would be better if evaluation work is divided into various heads to facilitate assessment. It may be divided under the following heads:

*Objectives; Organization; Book collection; Technical processes; Readers' services; Public relations; Staff; Finances; Building and equipment.*
It will be very helpful if proper statistics are maintained of every operation in the library. Without statistics and records, evaluation will remain a guess work.

**University Library Organizational Culture:**

The term University Library Organizational culture consists of two words "University Library" and "culture." University Library is a broader term referring to the process of organizing, the structure of a University Library and the process that occur within a University Library. Whereas, culture a most commonly experienced phenomenon and many words like Environment, atmosphere, environment are often interchanging used to describe the phenomenon. University Library Organizational Environment is used as an operational term for University Library Organizational culture. Environment for a University Library is somewhat like personality for a person. Just as every individual has a personality that makes each person unique, similarly each University Library has a University Library Organizational Environment that clearly distinguishes its personality from other University Libraries. Thus, each University Library has its unique set of characteristics and properties which makes it different from others; this psychological structure of the University Library and its sub-units is invariably referred to as University Library Organizational culture.
University Library Organizational Environment:

The concept of University Library Organizational Environment was formalized by the human relation theorists in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. We shall use this term in a broad sense to mean the overall social setting of the University Library. Environment may be thought of as the perception of the characteristics of a University Library. University Library Organizational Environment conveys the impressions people have of the University Library Organizational internal environment within which they work. It may also be viewed as the degree to which University Library Organizational rules are enforced by the administrative component. It may refer to the extent to which persons are treated as "human beings" rather than as "cogs" in a machine.

University Library Organizational Environment is the summary perception which people have about a university library. It is a global expression of what the organization is. University Library Organizational Environment as the manifestation tends to attract and keep members toward the organization itself. A University Library tends to attract and keep people who fit its Environment, so that its patterns are perpetuated at least to some extent. University Library Organizational Environment is a relatively enduring quality of the internal environment that is experienced by its members, influences their behaviour, and can be described in terms of the
values of a particular set of characteristics of the University Library.

University Library Organizational Environment is the set of characteristics that describe a University Library and that distinguish one University Library from other University Libraries; are relatively enduring over time and influence the behaviour of the people in the University Library. It is often felt that one individual may influence the University Library Organizational Environment to some degree, but the tracing of the effects of individual behaviour on the environment would be quite complex and beyond the scope. However, it may be possible to have as many environments as there are people in the University Library.

It is to be noted that the concept of culture and operational concept of environment basically refers to the perceived personality of an University Library in very much the same sense as individuals have personality. Each and every University Library has a culture that influences the behaviour of employees toward colleagues, supervisors, subordinates, clients, competitors etc. This relatively stable perceived internal environment of University Library often referred to University Library Organizational Environment or University Library Organizational culture. This perceived aspect of University Library makes one University Library unique, also such differences are perceivable among various line and staff in terms of personal characteristics of
members such as their value, needs, attitude, expectation, leadership, and stay in University Library etc.

When considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the environment and determining the stability of the work environment. It should be noted that the environment is to be viewed from a total system perspective. While there may be differences in environments within sub-systems, these will be integrated to a certain extent to denote overall University Library Organizational Environment.

**Dimensions Of University Library Organizational Environment:**

The University Library Organizational Environment is a highly discussed topic, and over the last three decades, extensive research has been conducted which has helped us to determine some of the key dimensions of OC as mentioned hereunder:

- **Individual Autonomy:** It is the degree of freedom for accountability to others. By this we mean employees are free to manage themselves and have considerable decision making power.
- **Position Structure:** It is the extent of direct supervision and formalization. It is the degree to which objectives of the job and methods for accomplishing it are established and are communicated to the subordinate by supervisor.
- **Reward Orientation:** It is the extent of incentives provided for higher effort and performance.
• **Conflict:** It is the extent of expression of differences and blocking of each other.

• **Consideration, warmth and support:** It is the extent of socio-emotional support provided by significant others in the University Library.

• **Progressiveness and Development:** It is the scope of growth of self, other members and University Library as a whole. The University Libraries with given OC try to foster the development of employees.

• **Control:** It is the degree of check imposed on behaviour of University Library Organizational members. The University Libraries differ in terms of control imposed on employees, the University Libraries which are innovation oriented provide less or low control whereas, the University Libraries which are mass production oriented and bureaucratic the control system are well defined.

• **Risk Taking:** It is the extent of freedom to experiment with new ideas and take risks without fear of reprisal, ridicule or other punitive action.

• **Identity:** It is the degree with which member’s identity with the University Library as a whole rather than with their particular work group or field of professional expertise.
Improving University Library Organizational Environment:

Several researchers have found that Environment of the University Library can be changed successfully by the management. The following techniques or strategies may be employed by the management.19

- **Change in Policies:** The management can influence University Library Environment by changing policies, rules and procedures. This may take time, but the change is long lasting, if the workers see the change in policies as Favourable to them.

- **Participative Decision-making:** The employees should be involved in goal setting and taking decisions influencing their lot. They will feel committed to the University Library and exhibit cooperative attitude.

- **Technological Changes:** It is often said that workers resist changes. But where, technological changes will improve the working conditions of the employees, the change is easily accepted. There will be a better Environment, if the management adopts improved methods of work in consultation with the employees.

- **Concern for People:** The management should show concern for the workers. It should work for their welfare and improvement of working conditions. It should also be interested in human resource development.
• **Improved Communication:** There should be two-way communication in the University Library, so that the employees know what is going on and react to it. The management can modify its decisions on the basis of employee’s reaction.

• **Changes in Procedures and Practices:** Old procedures should be replaced with novice procedures the University Library should strive for new programs in management.

• **Training and Development:** There should be ample scope for growth of each person in an University Library and University Library must strive for overall development of staff.

**University Library And Employees Satisfaction:**

The role of Environment in employee’s satisfaction and University Library Organizational effectiveness can be shown with a hypothetical model that specifies the relationship between the major sets of variables. Along with structure, technology, external environment and managerial policies and practices exert important influences on Environment. The emerging Environment represents the arena which is influenced by managerial policies, University Library structure and technology and external environment. When Environment is conducive to the needs of individuals, we would accept goal direct behaviour to be high. The ultimate behaviour or outcomes are determined by the interaction
of individual needs and perceived University Library Organizational environment. The feedback regarding the resulting level of performance contributes not only to the Environment of the particular work environment, but also to possible changes in managerial policies and practices. Thus, Environment has an important influence on performance and satisfaction of the employees. If the Environment is Favourable, there would be greater University Library Organizational effectiveness.\(^{20}\)

Chart No. 5.01:
University Library Organizational Environment and Effectiveness

The factors indicated in the figure represent major determinants of Environment in a University Library and as such represent important areas of management concern.\(^{21}\) If employee’s performance and job satisfaction are to be improved, the
management must modify these factors, so that the employees view Environment as favourable to them.

**Impact Of Culture On Modern University Library:-**

According to Keith Davis, the following values affect the modern University Libraries:\(^22\)

- **Security:** People seek security of job and personal life. Some sort of mental tension prevails in the mind of an employee as long as he feels insecure.

- **Opportunity:** Another value that affects people in University Libraries is the opportunity. People expect many opportunities to climb the ladder in the University Library.

- **Equality:** This value states that all people are equal, having equal rights. However, this value gives due recognition to different mental, emotional and social differences and hence different rewards. Another associated idea is equity which states that there should be justice in rewarding performance. The rewards should be based on performance which should be measured objectively.

- **Freedom:** It represents a basic cultural value that affects work in modern University Libraries. Freedom here refers to freedom from authority and freedom to do as one feels like, of course, subject to the constraints imposed by the society. That is to say, this freedom is within some
prescribed limits. Freedom may mean different things to different people. For instance, for an employee freedom may be to have a voice in the joint council meeting, for another it may mean right to work without restrictions etc.

Dr. Babasaheb Ambedkar Marathwada University Library:

The University Library System has a Central position in the academic activities of the University. It is considered to be a heart of the University which should be injected with fresh blood continuously. Marathwada University inaugurated on 23rd August 1958 at auspicious hands of our first Prime Minister of India, late Pandit Jawaharlal Nehru. On 14th Jan., 1994. The Marathwada University was renamed as Dr. Babasaheb Ambedkar Marathwada University. The Government of Bombay lent the two-storied building belonging to the middle school situated in Aurangpura (New Zilla Parishad) with its annexes. Untill such time as the University is able to construct its own buildings on the University Campus. It was proposed to utilize the existing buildings for the office, for accommodating the University departments and library.23

The functioning of the university library started in Dec., 1959 with the appointment of its first Librarian. Shri. N. A. Gore, a Sanskrit Scholar and Ideologist. Foundation stone of the library building was laid on 16th October 1960 by the then Chief Minister of Maharashtra Shri Yashwantraoji Chavan, it was inaugurated at the hands of President Dr. Sarvepalli Radhakrishnan on 25th
March 1966. In May 1966 Library shifted to its new building on University campus. The large collection of 45,000 books acquired from Raja Shamraj Rai Rajwant Bahadur, Hyderabad, in the year 1960. U.G.C. sanctioned the scheme of opening study center in the city in the year 1970. From the year 1978 the study center was transferred to the library. Afterwards the University library had to close down the study center in the year 1988 due to technical difficulties. During the sixth plan period the UGC recommended the creation of the documentation section for the library and sanctioned two posts of professional assistants for the documentation work. Those post were duly filled in the year 1980.

In the year 1971 the library introduced reprographic service with the PAN-PRINT Advani over the LIN CON Xerox machine. However, PAN-PRINT machine was not a direct copier and it was time consuming, hence in the year 1985 library purchased canon plain paper copier at the cost. Rs. 1, 17,831/- in the year 1999 library purchased Lanier copier in the year 2005 library purchased canon copier. As per recommendations of the K. S. Deshpande (committee 1977), the library could get inter-com during the year 1990. This has made possible effective communication within the library. Rs. 42,361,082/- were spent on inter-com system. Internet and E-mail services started from 2005. Facsimile service started from 2007 UGC and INFLIBNET have sanctioned INFONET Project to the Library. But, it was under control of Department of Computer Science.24
**Application of Information Technology:**

- Application of Barcode with magnetic Tattle tape for books available in the library were done. Rs. 45 lakh has been spent on this project. This budget is allocated by University from its fund.

- Govt. Maharashtra has sanctioned Rs. 50 lakh for developing Internet Laboratory in the Library. Internet Lab was started and Inaugurated by Mr. Rajendrababau Darda (MLC) on 26th January 2009. Seventy-five Computers have been installed for students & Research scholars to access internet & online Resources.

- SOUL software which is developed by INFLIBNET is used in the library to develop books, theses databases. Then SOUL 2.0 developed by INFLIBNET is used in the library. And 3, 55,000 books have been entered by the end of Dec. 2010.

- With the amount of Rs. 109200.00 IP Based Cameras with Day Night Vision Weather proof are fixed in every section of Library.

- The work of Stock Inventory Control Management work is in Progress for Stock verification of books with the help of barcode technology.
• The Smart Card (4000) will be issued to all students, teachers and research scholars by the library. This work is costing Rs. 18,22,882. University has allotted this budget from its funds.

**Objectives of the Library:**

• To provide necessary resources for research in fields of special interest to the research scholars and/or university.

• To assist the university teachers in keeping abreast of development in his/her field.

• To provide library facilities and services necessary for the success of all formal programmes of instructions.

• Open the doors to the wide world of books that lie beyond the borders of one’s own field of specialization.

• To bring books, students and scholars together under condition which encourage reading for pleasure, self-discovery, personal growth and the sharpening of intellectual curiosity.

• To provide modern literature print or digital to the research scholars to enhance their research ability.
### Table No. 5.01: Profile of Dr. B.A.M.U. Library.

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
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<tbody>
<tr>
<td>Total Print Documents</td>
<td>3,62,135</td>
</tr>
<tr>
<td>General Books</td>
<td>1,14,856</td>
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<tr>
<td>Textbooks</td>
<td>1,60,350</td>
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<tr>
<td>Reference Books</td>
<td>40,000 (Approx.)</td>
</tr>
<tr>
<td>Bound volumes of Periodicals</td>
<td>40,000</td>
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<tr>
<td>Theses</td>
<td>3574</td>
</tr>
<tr>
<td>Research Journals</td>
<td>205</td>
</tr>
<tr>
<td>Peer Reviewed Journals</td>
<td>205</td>
</tr>
<tr>
<td>E-Journals</td>
<td>15,000 +</td>
</tr>
<tr>
<td>C.D./ D.V.D.</td>
<td>1025</td>
</tr>
<tr>
<td>Theses</td>
<td>600</td>
</tr>
<tr>
<td>Books</td>
<td>400</td>
</tr>
<tr>
<td>Others</td>
<td>25</td>
</tr>
<tr>
<td>Manuscripts</td>
<td>214 written by Raje Shamraj Rai Rayan Rajwant Bahadur</td>
</tr>
</tbody>
</table>
Swami Ramanand Teerth Marathwada University Library:

Library of Swami Ramanand Teerth Marathwada University is the Nucleus of the Teaching-learning program. Though the collection is not larger by number, it is rich in quality. Shortly it will cross the number of 50,000. The basic functioning of any document is its use and hence a user occupies important place in functioning of the library.

Special Features:

- Library is a member of INFLIBNET and INFONET Project sponsored by UGC.
- All sections of the library are fully computerized.
- Searching for a book on particular topic can be done with the help of computer with on line public catalogue (OPAC).
- Internet service is available for registered members of the library.
- 263 Documents on Hyderabad Freedom Struggle is made available for reference to the researchers.
- Back volumes of periodicals since 1997 is preserved.

Profile of Swami Ramanand Teerth Marathwada University Library:
Table No. 5.02: Profile of Swami Ramanand Teerth Marathwada University Library

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<tr>
<th>Description</th>
<th>2001-02</th>
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<tr>
<td>Circulation of books</td>
<td>32529</td>
<td>38296</td>
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<td>Home lending</td>
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<td>Collection - Bound volumes</td>
<td>2110</td>
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<td>Collection - Microfish</td>
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<td>Collection - Ph. D. theses</td>
<td>123</td>
<td>835</td>
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<tr>
<td>Collection - Reports</td>
<td>398</td>
<td>508</td>
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<td>Collection - DVD</td>
<td>0</td>
<td>23</td>
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<tr>
<td>Collection - Floppys/CDs</td>
<td>233</td>
<td>642</td>
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<tr>
<td>Collection - Foreign periodicals</td>
<td>40</td>
<td>31</td>
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<td>Collection - Hyderabad freedom struggle</td>
<td>178</td>
<td>258</td>
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<td>Collection - Microfilms</td>
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<td>43</td>
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<td>Collection - News papers</td>
<td>18</td>
<td>20</td>
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<td>Collection - Periodicals</td>
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<td>Collection - Theses received in the year</td>
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<td>Collection - Total number books</td>
<td>28367</td>
<td>41619</td>
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<tr>
<td>Expenditure on books and periodicals</td>
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<tr>
<td>Expenditure on Periodicals</td>
<td>774295</td>
<td>1167027</td>
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<tr>
<td>Furniture- Books stacks- Additions</td>
<td>55</td>
<td>68</td>
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<tr>
<td>Furniture- Books stacks Mains</td>
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<td>10</td>
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<td>Furniture- Chairs</td>
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<td>Furniture- Tables</td>
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<td>Receipt- Internet in Rs.</td>
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<td>Receipt- Reference in Rs.</td>
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<td>Users</td>
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<td>Users- Internet</td>
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<td>Users-Casual- Ref</td>
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<tr>
<td>Users-Reference section</td>
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<td>10</td>
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<tr>
<td>Computers</td>
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<td>14</td>
</tr>
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</table>

**References:**


