Chapter-V

Organisation & Administration

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Chapter-V

Organisation & Administration

Here, in this chapter we will discuss in general trends in the Library workings i.e. technical work, preparation of books for the readers, classification, cataloguing, aid to readers, reference work, library coordination, book service, Library Committee, routine work, records, various sections, budget rules and regulations, book display method, building plan, equipments and training of the professionals.

LIBRARY ORGANIZATIONAL STRUCTURE

Manpower is the basic workforce within an organization. When this workforce is used for performing the creative and potential tasks to obtain the basic objectives of an organization, then it is called human resources. To obtain and retain the human resources of an organization is called Human Resource Management (HRM). The most important function is to provide and coordinate the human resource of an organization. The various jobs associated with HRM are Manpower planning, job analysis, job description, recruitment, motivation and training etc. Organizational charts: It is a hard fact that with computerization in Libraries, the concept of Organizational set up is undergoing a very rapid change. But, whatever, may be the org. structure are still valid. The organizational processes and principles are still valid. To provide a clear concept of organizational
structure of various types of libraries, following organization chart for a small library.

TECHNICAL SERVICES

Before a book actually reaches in the hands of a reader; it has to pass through a chain of technical processes. The reader scans through the books and gently leaves it on the table. But he hardly knows what has been happening to the book behind the scene. Book selection, acquisition, labelling, classification and cataloguing are the various technical stages through which the book has to pass to reach its destination, the reader.

CATALOGUING AND CLASSIFICATION

Cataloguing and classification encompass all aspects of the process of organization of materials in the libraries. A catalogue main entry is made by the professional catalogues for every document received in the library. The comprehensive main entry contains statements about the subject of the document in the form of a class number and subject headings. Besides the main entry, adequate number of added entries are also provided to create as many access points as possible to enable the Library users to find materials they need. Such access points may be author, title, subject headings, editor, translator, series, etc. In cataloguing most of the Indological Libraries are following Anglo-American

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Khanna, J.K.; Managing Technical Services in Libraries, Delhi, Sanjay Prakashan, 2008, p.448
Catalogue Rules (AACR) for author and title entries\textsuperscript{1} or Ranganathan’s classified catalogue code (Ccc).\textsuperscript{2} Some sort of vocabulary control is required for assignment of subject headings. A number of vocabulary control tool have been devised. Library of Congress Subject Headings List is the notable example.\textsuperscript{3}

A number of classification systems are in use for assignment of class numbers. Dewey decimal classification, Library of Congress Classification, Colon classification, Universal Decimal Classification are some of the important systems. Some libraries evolved their own scheme of classification. The cataloguing codes, the classification systems and the vocabulary control tools are updated from time to time to meet the emerging requirements of the libraries.

**AID TO READERS**

A Library is an aid to the formal schooling just as audio-visual aids are now-a-days considered necessary for teaching purposes. It is an open secret now-a-days that the students are very deficient in general knowledge which is mainly due to the non-use of rich resources of libraries. More and more stress has been placed on curricular and text-book lessons. The students are not inspired to cultivate the habit of self-thinking and of gaining higher knowledge in their

\textsuperscript{1} Mangla: Fifty years of Library & information services in India, Delhi, Shipra Pub., 1998, p.121.
\textsuperscript{2} Ranganathan, S.R.; Classified Catalogue code, 15\textsuperscript{th} ed., Bombay, Asia Publishing House, 2008, p.27
\textsuperscript{3} Khanna, J.K.; Managing Technical Services in Libraries, Delhi, Sanjay Prakashan, 2008, p. 449
subjects of study by browsing the standard works and by consulting the reference books waiting for serving the readers in a library.¹

But the growing decline in the standard of general knowledge amongst the students has brought home to the authorities the underlying causes of the malady.² Now-a-days stress is being laid on general reading as evident from the examiners’ trends in putting general knowledge questions in various examinations. Moreover, courses in General Science and General knowledge are being introduced in our schools and colleges. To achieve the end, of course, provision of good libraries is essential without these the whole educational programme would be of no use.³

COMMUNICATION

An aid to managerial performance communication is a process through which an information, idea or opinion is transferred to more number of persons. If information is communicated to only one person, it will also be termed as communication. But, the essential element of communication is that the communication information should be understood correctly and transferred in the right direction. So communication in its simplest form is conveying of information from one person to another.

¹ Mittal, R.L.: Library administration theory and practice, 2nd Rev. ed., Delhi, Metropolitan Book Co. 1969, p.18
² Ibid, p.18
³ Ibid, p.19
IMPORTANCE OF COMMUNICATION

1. An aid to managerial performance
2. Achieving co-ordination
3. Helps in smooth working
4. Increase managerial efficiency
5. Helps in decision-making
6. Maintaining industrial peace
7. Aid to Leadership
8. Aid to job satisfaction
9. Saving in time
10. Aid to public relation

USER EDUCATION

However great we may improve our networks and documents delivery facilities, it has been noticed that unless the users are educated about the facilities they can use and the documents they can refer to in the areas of their interests, we will not be able to achieve better results in resource sharing and resource utilization programme.¹ DELNET, for instance, has been trying to mail brochures to the members of the participating libraries and putting up posters in their libraries but there have been marginal improvement only. Unless the librarians and information

¹ Mangla, P.B. (ed.); Fifty years of Library & Information Services in India, Delhi, Shipra Pub., 1998, p.272
specialists provide SDI and CAS facilities to the users in a generalized form and to researchers in specialized and pin-pointed forms, it will not be possible to achieve desired results. Librarians will have to accept the need of user education and the importance of IT products and network services.\(^1\) They should build up bridges between users and documents at all possible levels. Then only networking of libraries will become more meaningful.

**DOCUMENTATION SERVICES**

Almost all the Libraries are providing bibliographical and documentation services. They are bringing out ‘List of New Additions’ under classified headings which mailed to other Libraries.\(^2\) Thus, all the users are well informed about the newly acquired material and the areas of specialization of each library. Many libraries are offering the following services:

1. Current Awareness Services (CSI)
2. Selective Dissemination of Information Service (SDI)
3. Retrospective Bibliographies
4. Indexing & Abstracting Service
5. Digest Service
6. Current Content Service
7. Article Alert Service

\(^1\) Ibid, p.272
\(^2\) Ibid, p.124
8. Press Clipping Service

A few large libraries are bringing out their regular publications in respect of the above services, which are given herewith i.e.

1. List of Additions (Quaterly), National Archives Library, Min. of Human Resource Development.¹

2. List of Selected Articles of Books and Periodicals (Bi-Monthly), Cabinet Secretariat.

REFERENCE SECTION

In the last 25 years the very concept of the Librarianship has changed. On one hand automation has played its role and on the other the attitude of readers towards librarian has totally changed. Previously on reference desk, Library Assistant used to sit as a watchman. But now the place of this watchman has been taken over by information Scientist. Now, most qualified scientist depend upon Reference Librarian for their academic and search queries. In today’s library set up Reference Librarian is most sought after person. Reference service is rendered by Librarian in aid of some sort of study to direct the reader to a proper source, a help to reader engaged in research is Ref-Service.

Reference Section Reference desk in any library should have following essential reference tools to provide Reference Service:

1. Encyclopedias, Dictionaries, Year Books, Directories, Handbooks.

¹. Ibid, p.130
Thus reference section guides the users of the library by its specialized services. In this area of information explosion, reference personnel of the library act as light house in dark sea. Circulation section allows a reader to take a book home for use. The coordinated efforts of the various sections of the library make it possible to obey the first law of library science- i.e. BOOKS ARE FOR USE.

REFERENCE LIBRARIAN

Activities of the Ref. Librarian may be grouped about the two major functions of the reference departments: 1. Making resources available, and

2. Instruction

Wilson and Tauber include the following operations:

1. Building up the reference collection
2. Assisting in selecting materials for the general collections
3. Maintaining a clipping and pamphlet file
4. Exhibiting material for publicity or public information
5. Preparing new books lists and bibliographies
6. Preserving University ephemera
7. Compiling lists of faculty publications
8. Providing materials through inter-library loan service or photographic reproduction


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9. Reviewing books; indexing and abstracting materials
10. Providing a translation service
11. Cooperating with bibliographical centres and union catalogues
12. Amassing information regarding library resources of the region, nation and foreign countries
13. Locating information required by research workers, scientists
14. Retrieving research information

In the second category, the reference librarian is concerned with helping students and faculty members to use the catalogue and reference tools, in providing information service to the users and the administration, in preparing special bibliographies, in supervising readers, and in teaching.

LIBRARY COORDINATION

After establishing various departments, it becomes very essential that proper co-ordination between departments is ensured. In this way, the work is done smoothly without any friction. This can be achieved by the chief Executive by holding regular meetings of the department heads. He should try to acquaint himself with the problems of various departments and the solution of the problems should be thrashed out in the meetings with the full concurrence of the department heads.

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BOOK SERVICE

A common service offered primarily at the undergraduate level, but involving also graduate and professional school libraries, is the reserve book service. Books become “reserved” when a faculty member asks the library to place them on shelves not open to students and to lend them for an hour or two at a time.1

The reserve book arrangement was developed to increase the mobility of a few copies of a book in which each student must read a prescribed portion.2 Students, librarians and faculty members alike have been critical of reserve book rooms. Dunlap has observed that the “segregation of books to meet the demands of a group of readers appears in its most unhappy form in the reserve book form”. But the provision of the service is still there and will continue till the faculty members retain the text book method of instruction.

LIBRARY COMMITTEE

A library committee means a body, consisting of certain persons, which is assigned a particular job. Such committees mostly supervise and advise the librarians in matters in which public participation is essential. (Admn. of College Libs in India: Sharma P.59) A library committee is responsible for policy

2. Ibid, p.284
making and the librarian is to implement this policy faithfully by working out details.¹

Every library has a committee which generally meets in the beginning of each month. It discusses various problems and difficulties of the library and tries to find out suitable solutions. The most important function of the library committee is to frame policy of library service and to approve of the annual budget-estimates.²

ROUTINE WORK

It is assumed that the Librarian has no routine work to do. A cursory search reveals that the Librarian has to take a personal part. Most of the jobs will have to go to him for consideration and solution, when they reach a breaking point due to one cause or another. Apart from these contingencies, my experience is that, in Research Libraries, regular, systematic, unavoidable routine of a definitely repetitive nature takes away more than twenty hours of the Librarian’s time in a week is consumed by committee work and liaison, whereas he/she should try to cut it down and himself up as long as possible for direct service to readers.

LIBRARY RECORDS

It is natural for an organization to record information about the various activities of its different organs so that it can judge its working with

¹. Mittal, R.L.; Library administration theory and practice, Delhi, Metropolitan, Bool Co. 1969, p.75
². Sharma; Administration of College Libraries in India, P.60
precision and ease. A library being a public institution must maintain records of its essential services and departments so that it can place before its patrons an authentic information when required. The traditional form of such material has been the bound register but now the shift towards card form is significant. Kinds of records:

i) Records of books and other non-book resources available in the library

ii) Cost records i.e. total cost and unit cost, etc.;

iii) Service records i.e. services rendered by the library; and

iv) Administrative records

i. Records of books and other non-book materials

ii. Records of Books- For this purpose as, it is customary with the libraries to maintain an Accession Register\(^3\), the specimen of which is given below:

<table>
<thead>
<tr>
<th>Date Accession No.</th>
<th>Author</th>
<th>Title</th>
<th>Publisher and Place of Publication</th>
<th>Price</th>
<th>Vol.</th>
<th>Collation</th>
<th>Binding</th>
<th>Source of Supply</th>
<th>Bill No. Date and Amt.</th>
<th>Call No.</th>
<th>Remarks</th>
</tr>
</thead>
</table>

ii. Records of Non-Book Materials

iii. Account Books

iv. Bill Files

v. Shelf List

vi. Book Catalogue

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1. Mittal, R.L.: Library administration theory and practice, Delhi, Metropolitan Book Co., 1969
2. Ibid, p.557
3. Ibid, p.557
vii. Technical Records

2. Cost Records

a) Service Records

b) Visitors Register

<table>
<thead>
<tr>
<th>Date</th>
<th>Sr. No.</th>
<th>Name of Visitor</th>
<th>Address</th>
<th>Occupation</th>
<th>Purpose of Visit</th>
<th>Remarks</th>
</tr>
</thead>
</table>

c) Issue Records

i) Readers’ Record – The names and addresses of the readers

ii) Time Records – The period for which the books are issued

iii) Book Record – The clue giving information as to which book is issued out.

3. Administrative Records

i. Daily Attendance Register

ii. Duties Allocation Chart

iii. Casual Leave Register

iv. Privilege and other Leave Register

v. Salary Register

PRESERVATION OF LIBRARY MATERIALS

The library documents, in a tropical or subtropical climate, the books have to be preserved against damage or destruction by insects, mildew, dampness, dust, rodents and sudden changes of temperature etc. these dangers can be minimized by using insecticides in the building, and humidity can be controlled by

\[1\] Ibid, p.558
air/conditioning, standard humidifiers or home-made units in the stacks. Traditionally, most Indian buildings had a verandah, which helped to keep the building cool and relatively dust free. Now air conditioning is the only answer. This will increase the efficiency of the staff and more readers will be attracted to the library and stay there for longer hours. There are a number of agencies whose advice can be sought for the arresting of further deterioration of books and other materials. For instance, the National Archives of India and the National Library Kolkatta, which have laboratories and experience in this field. There is also a vast amount of literature including a useful work by Wilfred J. Plumble\textsuperscript{1}, which may be consulted.

DIFFERENT SECTIONS OF THE LIBRARY

LIBRARY HOUSE-KEEPING OPERATIONS

For smooth working of any big library, it is organized into various sections. Each section is meant for providing specific service.

Here four sections of the Library has been discussed namely Acquisition, Periodical, Technical and Circulation section.

ACQUISITION SECTION

Acquisition section is concerned with various activities concerned with collection development. Its main objective is to build up information

\textsuperscript{1} Plumble, Wilfred J.; Preservation of Books in Tropical and Subtropical Countries, Kuala Lumpur, Oxford University Press, 2004, p.44
resources in conformity with the objectives of the parent institution on one hand, and to the readers, requirements, on other.

Selection: The acquisition process begins with the selection of materials. The materials are selected either by the library staff or by the designated selectors e.g. faculty in an academic institution. In order to avoid unwanted duplication, it becomes essential to verify every requisition against the catalogue and the outstanding order files maintained by the acquisition department.

Ordering: The receipt and verification of requisition is followed by the ordering of materials. Vendor assignment, order placement, claims and cancellations are the components of ordering process.

Accessioning: This segment of acquisitions system includes receipt of materials, stockentry and processing of bills. Consequent upon the receipt of shipment in the library the material is unpacked, sorted, matched to the correct order(s) and checked-in. The materials are entered into the Accession Register after proper price and discount verification. A budget control register is maintained in the acquisitions department. The invoices are posted against the appropriate budget heads in the budget control register before they are passed on to the Accounts Branch for payment.

Gifts and Exchange: Almost all the Libraries receive lot of reading materials in gratis and exchange. A part of this material may be trash, but quite a sizeable
chunk is worth keeping. The Librarians have to maintain some records of the gifts and exchange.

CIRCULATION SECTION

There was a time when in libraries books were chained, next step was that reader was allowed to sit in the library hall and consult the books, that too under a hunting eye of librarian, still later, it was felt that reader is a busy man. He or she may not have the time to sit in the library comfortable during reading, in the atmosphere of his home. May be reader wanted to share books, borrowed from library, with his family members. Keeping in view all this, a system of lending the books for home got started. All jobs related to a method of borrowing books and returning them after use, creation and maintenance of relevant records and titles, etc. is called circulation section.

i) Membership Registration: Anyone can be registered as members, differ from library to library. In public libraries, anyone of particular area/locality can become the member after payment of membership fee. However staff, students and faculty members in colleges, universities and special libraries are enrolled as members.

Each member is allotted a membership number. This is quoted on the membership form as well as membership card issued to the member.
ii) Charging and discharging system keeps maintaining permanent record of the books with respect of following (a) types of books issued; 2. Number of books issued to each borrower.

iii) **Due Date Slip:** Slip having information about call number and accession number of the book, is pasted on the fly leaf.

iv) **Book Pocket:** Slip of ordinary paper of the size 5”x 3” having information about call no., and accession no., of the book is pasted on the fly leaf. Other requisites for this system are following:

   a) Charging trays;
   
   b) Due Date Stamps and Stamp Pad
   
   c) Date and Month Guide Cards; and
   
   d) Reminders, reservation slips, etc.

**PERIODICAL SECTION**

Every one of us is conversant with the term Periodical. As the name or after a fixed period.

**Selection Procedure:** Every year subscription of periodicals is sent to publishers/agents in advance.

**Acquisition of Periodicals:** To acquire periodicals for the library is really a difficult and complex task. The very fact that periodicals are generally very costly


and are not locally available makes the job of their subscribing, still more complicated. Different ways to procure periodicals for the library are:


**Recording of Periodicals:** Generally the periodicals received its entry is made in the register or on Kardex.

**TECHNICAL SECTION**

Every well organized, large or medium library would be organized into a number of sections of departments one of the sections would be technical or processing section which would perform some of the important function of a library, such as classification and cataloguing of reading material, filing of catalogue cards, label pasting and label writing, maintaining staff manual etc.

The technical section would also work in close coordination with other sections of the library such as acquisition section, which after acquiring the reading material for the library would sent it to the technical section for processing. Maintenance section where the books would be sent after, processing for their placement in the stack area for circulation and reference section which would receive, queries regarding availability or arrival of new books in the library.

**Organization of Technical Section:** The Technical Section may be organized according to the type of functions performed such as:

1. Classification; 2. Cataloguing; 3. Filling of Catalogue Cards;
4. Filling of Shelflist Cards  
5. Label pasting and label writing; 
6. Maintaining the Staff Manual and Authority File; 
7. Maintaining classification schedule, cataloguing code and tools assigning class number and preparing catalogue cards and  
8. Preparing list of New Arrivals. 

**Library Finance:** “Money makes the mare go” is an age-old proverb. The finance plays a significant role in organization and administration of an Institution. A library has to purchase books and journals, get modern furniture and employ trained and qualified staff. All this requires funds for the collection of which a number of sources have to be tapped. The main sources of Income of a college library may be given as under: 

1. Library Fee 
2. Library Fine and Sale of Waste-Papers 
3. University Grants State/Central Govt. 
4. Grants from U.G.C. 
5. Public Donations/Endowments 

**LIBRARY RULES**

Proper library rules are framed for smooth functioning of the library work. 

1. Working Hours  
a) Summer  
b) Winter 
2. Library will be closed on gazetted holidays. 
3. Who can be a member
4. No. of books member is entitled to borrow

5. Each member will be issued a Pass Book

6. Loss of Passbook

7. The books will be issued for a period of days ............days and will be renewed only if not in demand.

8. Delay fine of Rs. ............per book, per day will be charged.

9. Book damaged or lost will have to be replaced by latest edition. If such a book is not available in market, member will have to pay the current cost of book plus handling charges @...

10. Librarian can recall any book without assigning any reason

11. If any member does not follow rules, the Librarian can cancel his/her membership.

DISPLAY METHOD

The Principle of novelty demands that in order to arouse curiosity amongst the existing and prospective scholars/readers some novelty is introduced in various publicity programmes, which should include the following programmes:

1. Recent Arrivals
   a) Book Displays
   b) Issue of Bulletins
   c) Lectures and Talks
2. Topical Sequences
   a) Book Festivals and Exhibitions
   b) Reading Lists
   c) Lectures

3. Novel Techniques
   a) Location of display boards in central places
   b) Use of Attractive and Conventional catchwords and captions for display boards

LIBRARY BUILDING AND EQUIPMENT

A library is a place where interaction between the reader, the book and the librarian takes place, resulting in Growth of knowledge. The reader seeks knowledge, books contain knowledge and the librarian brings the two together in the conductive environment of a library. To carry out this activity most efficiently and in a congenial atmosphere, the library must be planned well – the building must be so located that it is easily approachable by users, it is so designed that it is inviting, attractive and functional. A good library is one, which is able to grow externally and adapt internally. Theft, fire, water, smoke, risk threat to staff and reader, furniture should be durable, functional, aesthetically pleasing and standard.

Equipments: In addition to the above, a library needs some more equipments these days. These include:

MAN POWER TRAINING

The training of library professionals in IT applications is of vital importance for the networking of libraries in India.¹ All the leading Indian Institute of Services have been supporting the training of library professionals. But these training programmes have mostly been conducted for shorter duration, and a large number of library personnel who get trained through these short terms courses generally, due to lack of hardware and software facilities in their libraries were unable to utilize their learned skills fully. The net result has been that only the small number of libraries who received valuable inputs and further training and had adequate hardware/software facilities available with them are able to gain more expertise.²

L I S Schools The schools of Library and Information Science in the country are ill-equipped both in terms of teaching personnel as well as in terms of hardware, software and communication facilities. The faculty may be able to teach the concepts but are unable to provide practical training in library automation and networking to the students. While on one hand we are desperate to modernize the

¹ Mangla, P.B. (ed.); Fifty years of Library and information services in India, p.266
² Ibid, p.226

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libraries in India, on the contrary, University Grants Commission (UGC) is slow in modernizing training of library professionals.¹

There is a need to recognize the teaching techniques of the library and information schools in the country. Those schools that are not able to come up to particular standard in teaching new courses in information technology need to be reorganised or closed down. Also more technical courses related to library automation need to be started by the institutions that have IT facilities available with them for training library and information science professionals. These institutions should be recognized as regular IT teaching institutions.²

NEWSPAPER CLIPPINGS

Information in the most current form on any event, topic and matter is available in newspapers. In addition to the service given by the well-known news summaries, viz., “Keesing’s Archives,” “Facts on File”, Asian Recorder”, etc. collection of news-items exclusively related to the institution’s activities is indulged in by various special or academic libraries for reference use. Any news item relating to the activities of a University including its faculties and students and of general academic interest or in connection with the students’ extracurricular activities, may be worth keeping as clippings for ready reference.³ Some

¹. Ibid, p.266
². Ibid, p.267
³. Mukherjee, Ajit Kumar; Reference work and its tools, Calcutta, World Press Pvt. Ltd. 1964, p.153
public libraries maintain Necrology File by keeping cuttings from newspapers of the obituary notices.¹ They may be required for reader’s references.

The storage of these clippings in the Vertical File Cabinet with suitable subject headings on the folder tabs, would be the best way of handling them.

REPRINTS

Considerable quantities of re-prints, pre-prints, of materials from journals, are collected in research or scientific libraries.² Instead of acquiring them indiscriminately, a safe procedure of discarding those which are available in original periodical form should be adopted. If the library does not have the periodical, only then these reprints or the separates should be acquired, stored and organized for use.³

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¹ Ibid, p.153
² Ibid, p.152
³ Ibid, p.152