Chapter 7  Research Findings

The present work consisted of multiple stages. In the first stage an attempt was made to study the status of the libraries of Management Institutes under the jurisdiction of University of Pune with respect to their resources and services. During the second stage, the academic status of the librarians of Management Institutes under the jurisdiction of University of Pune as mentioned above in scope is discussed by highlighting the various issues of pay scale, qualifications, administrative power, status of the librarian in the organization. In the third stage of the study, users needs were traced out. The effort has been also done to collect information on resources and facilities, services provided by IIM Libraries for the purpose of benchmarking.

Therefore in study’s findings, the summery report presented as

A. The resources, collection and services including networking and consortia aspects among the management libraries under the jurisdiction of University of Pune and IIM libraries are presented.

B. Summary report on the status of librarians under the jurisdiction of University of Pune and IIM libraries.

C. Requirements of users of libraries of Management Institutes under the jurisdiction of University of Pune.

7.1 Status of the Libraries of Management Institutes under the jurisdiction of University of Pune regarding the resources, collection and services

7.1.1 Library resources

The libraries of respondent management institutes in University of Pune have printed and non-print media of information resources. The libraries mostly include the print media resources as books, periodicals, project and reports, whereas in IIM libraries, along with the above sources the other printed sources are case studies, working papers, government publications, technical reports, conference proceedings. The non print resources consisting - Videocassettes CDs, DVDs, online/offline databases. As
mentioned earlier, there is a wide gap between the collection of libraries of Management Institutes under the jurisdiction of UOP and comprehensive collection of IIM libraries.

7.1.1.1 Printed Collection

1. Books

The collection of books in 56.25% of libraries of Management Institutes under the jurisdiction of University of Pune is less than 10000. On the other hand the IIM libraries have comprehensive collection of books. The collection is nowhere comparable to the comprehensive collection of IIM libraries.

It is found that the 44.11% (15) respondent libraries have Book bank facility for the students. The facility is provided by the institutes by taking nominal deposit amount from the students.

2. Periodicals

81.37% of the libraries of Management Institutes under the jurisdiction of University of Pune subscribe less than 100 periodicals (including national and International). On the other hand the IIM libraries subscribe substantial number of periodicals (including national and International) which ranges between 400-700.

AICTE has already laid down the standards for the libraries of management institutes running MBA and MCA regarding area of library, number of books, and number of Indian and foreign journals to be subscribe. According to norm, every year 500 volumes and 100 titles (5 copies each) should be added per division of 60 students. The norm also mentions that the initial stock of books should be 2000(desirable 3000) in a Management Institute. It is found that there are no norms existed for adding the reference books as well as replacement of old editions in the libraries of Management Institutes.

3. Bound Volumes

It is found that 43.75% (14) respondent libraries preserve bound volumes. Remaining libraries have not answered the question. Whereas during the visit it is observed that these libraries are not preserving the bound volumes. All the IIM’s are preserving
maintaining bound volumes collection. It ranges from 3515 (IIM Kozhikode) – 42004 (IIM Ahmadabad).

4. Thesis

4 Libraries (12.50%) of the libraries of Management Insdtitutes recognized by UOP have collection of thesis. 13 Management Institutes (40.62%) have doctoral programs in management (Not full time). All the IIMs are running full time fellow (doctoral) program in management. Accordingly, the IIM libraries have voluminous number of thesis.

7.1.1.2 Non Print Collection

The non print collection also shows significant gap between the libraries of Management Institutes recognized by UOP and in IIM libraries.

1. CDs and DVDs

84.37% of the libraries of Management Insdtitutes recognized by UOP have CDs collection (27). The collection varies from 50-1873. The number varies from 1465- 4180 in IIM’s.

2. Online/offline Databases

The database number ranges from 1-3 in case of the libraries of Management Institutes recognized by UOP. Out of 32 libraries, 7 libraries (21.87%) have the full text databases. 2 libraries have INDST membership. Whereas IIM libraries have large number of databases available through IIM and INDEST Consortium ranging from 23-72.

3. E-journals:

Out of 32 libraries of Management Insdtitutes recognized by UOP, 6 libraries (18.75%) subscribe the e-journals such as Sage and IEEE. The range is from 10-1100. It is found that either the institutes subscribe on-line database or e-journals, whereas Electronic journals availability ranges from 1200-40,000 in IIM’s.

Further it is found that 15 libraries (46.87%) neither subscribe e-journals nor any on-line database.
1. Library Budget

It is found that the budget of 19 respondent libraries of Management Institutes recognized by UOP is increasing every year; it is fixed for 4 libraries. The total library budget has a wide range from Rs. 92,000 to 35Lacks. The average budget for the last three years of 32 libraries is 6, 22008.2 lacks. 6 libraries have the budget up to 3 lacks. In 11 libraries it ranges from 6-9 lacks whereas in 4 libraries it ranges between 6-12 lacks, and only in 2 libraries it is above 21 lacks. Majority of libraries 19(59.37%) are allocating the funds for books in the range of 1-7 Lacks. Out of the remaining libraries, 3 libraries (9.37%) are allocating budget ranging between from 9-11lacks. The average budget for the last three years for the books of 32 libraries is 384626.8 lacks.

In case of periodicals, the budget is fixed for 6 respondent libraries of Management Institutes recognized by UOP while it is revised and increasing for remaining 26 (81.25%) respondent libraries. Out of 23 respondent libraries, 21 libraries allocate the funds from 6000-3 lacks for the subscription of journals, only 2 libraries allocate above 11 lacks.

Only 37.5% libraries of Management Institutes recognized by UOP (12) mentioned that they have separate budget allocation for computerization.

The budget of IIMs is in crores (10-12 crores) and are spending in crores (2-3 crores) on the libraries for information sources as well as on other infrastructure every year. Further it is found from the given figures of IIMs that every year the IIMs are spending 15%-16% of the institutional budget on the library. IIM libraries are spending a significant amount on subscribing e-journals, on-line databases, and eBooks along with the printed collection.

The total library budget of IIMs ranges from 2-3 crores. IIMs budget for books is between the range of 45-50 lacks, 75-110 lacks for printed Periodicals, e-journals and databases, 5 lacks for e-books and videos.
7.1.2 Library Infrastructure

7.1.2.1 Library equipments

The library equipments mainly includes photocopiers, computers, printers, scanners, CD servers/Tower, Digital camera’s etc. The findings of the library equipments are consolidated bellow -

Computers:

All 100% respondent libraries of Management Institutes under the jurisdiction of UOP (32) have the computers in the libraries.

Photocopiers (Xerox machine):

It is found that majority of the libraries of Management Institutes (20) under the jurisdiction of UOP (62.50%) have photocopiers.

Bar Code Readers:

20 libraries (62.5%) have the bar code readers.

Scanners:

The scanners are available in 28.12% libraries of Management Institutes (9) recognized by UOP.

On the other hand the respondent IIM libraries are facilitated with all the required equipments in the adequate manner. Additional equipments mentioned by the IIM libraries are RFID systems, Smartcard based Access Control System, and CDDVD Tower.

Library Building

Most of the libraries of Management Institutes (90.63%) are located in the institutional building. 9.37% (3) institutes have a separate library building on campus. It is found that the 10 libraries have the area from 100-200 sq.mt and another 10 libraries have from 200-400sq.mt., further only 3 libraries have area above 400 sq.mt. The range of library area in Management Institutes is from 91 sq.mt. to 590 sq.mt. It is found that
the seating capacity in the libraries of Management Institutes ranges from 24-250. There are 3 libraries having the seating capacity below 60, 16 libraries in the range of 60-100 seats, 100-200 seating capacity is available in 6 libraries, only 3 libraries have the seating capacity above 200.

As per the AICTE norm, the required library area for an admission of 30-60 students per year will have a carpet area of 100sq.mt. These minimum norms are not sufficient for providing the good library services. It is required to give the realistic guidelines by AICTE regarding the library area of the management institute.

Whereas 100% respondent sample of libraries of IIMs have a separate building on campus ranges from 21,120-60,000 sq. ft. The seating capacity is between the 100-300.

2. Library Manpower/Staff

The staff strength range is from 1 to 8 members. About 31.25% of the libraries (10) have less than 3 members. 48.87% have 3 to 5 members. In 21.87% libraries the manpower is above 5. It is found that the librarian and Class IV categories are available in more in number as compared to remaining categories of the library staff. On the other hand, manpower in IIM libraries is in the range of 13-27. It is found that the libraries of Management Institutes are required for a whole day (12 hours) for the users, mainly by the students. It is observed that near about half of the libraries 14 (43.74%) of Management Institutes recognized by UOP are open for long hours (more than 10 hours) a day. In these libraries, the library staff is working in shifts as mentioned by respondent libraries.

AICTE has already laid down minimum staff requirements and scale of librarian for Engineering and Medical institutions. It is found that the norm for appointing a librarian in the management institute are laid down by the AICTE, but the staff norms are yet to lay down. Therefore in the libraries of these institutions have a demotivating effect.

Therefore AICTE should recommend the guidelines for the library staff also.
7.1.3 Technical processing

The management discipline is highly complex and various subjects are studied under it, even the computer science schedule is revised for 2 times in the last 10 years in DDC scheme. It is found that the respondent libraries of Management Institutes recognized by UOP are using DDC classification system. Out of 32, 3 libraries are using DDC 22nd edition, 6 libraries using DDC 19th edition whereas remaining libraries have not mentioned the edition. Therefore the latest editions of schemes of classifications are recommended for the proper arrangement of books on shelves.

The IIM’s are using AACR II for cataloging and DDC(IIMA, IIMC) as well as UDC(IIMK) for classification of documents.

As per new AICTE act the classification of documents using the renowned methodology is a must for the libraries of Management Institutes.

7.1.4 Library Services

All the libraries of management institutes are providing hall reading and home lending services. The SDI service is provided by 53.12% libraries (17), 62.50% libraries (20) claimed for providing ILL service, new arrivals display by 78.12%, photocopying by majority of sample libraries (81.25%), 65.62% libraries mentioned for providing indexing as well as book reservation respectively. Only 28.12% libraries (9) provide on-line database search service and 6 libraries provide access to e-journals (18.75%) to the users and 37.59% libraries (12) render CD Rom database Searching to the users. 46.87% libraries (15) providing book bank service and to the users. The on-line database search service is provided by 7 libraries of Management Institutes under the jurisdiction of UOP. These 7 libraries are mainly subscribing the databases such as CMIE (5), IEEE (4), EBSCO (3), ABI inform (1), and 2 libraries provide the access to on-line resources through the INDEST consortium membership. Further another 6 libraries provide access to the online journals such as IEEE and Sage.
On the other hand all the respondent IIM libraries provide all the above mentioned services with the provision of comprehensive e-resources collection and the use of advanced technology in the libraries.

7.1.5 Library Timings, User Membership, Public Relation Activities

1. Library Timings

A management library is utilized for long hours in a day. It is found that near about half of the libraries 14 (43.74%) are open for long hours (more than 10 hours) a day. In these libraries, the library staff is working in shifts as mentioned by respondent libraries. The normal working hours of remaining of libraries (46.87%) are 8-9 hours daily.

It is found that very few (3.12%) libraries work for more than 15 hours. Further, very few (18.75%) libraries (6) are open on Sundays, and 9.37% libraries (3) are open on holidays and one (3.12%) only in exam period.

As the library requirement is for the whole day, the library staff in these institutions working in shift system.

Whereas IIM libraries due to adequate staff strength, are open for long hours (more than 15 hours) daily as well as they are open on Sundays and holidays.

2. Membership facilities

Generally in any academic library, access to the library resources and services is provided to the users of the parent organization and access not given to outsiders. It has found that few libraries of Management institutes under the jurisdiction of University of Pune are providing Alumni membership also. As compare to academic libraries, being a national organization, libraries of IIMs serve the other academicians and corporate in Indian society too. As a library of a national institute, IIM libraries are offering services to the outsiders also such as corporate, academicians Alumni members researchers etc through the library membership facility.
3. **Discount on Publications**

As per the findings of the study, the discount rate on publications is not uniform for all the respondent libraries of the management institutes in University of Pune. Few are getting lesser discount will lose profit margin by few percent in overall budget of the library. Therefore the libraries will have to share the best practices followed in other libraries using benchmarking technique.

On the other hand the IIM libraries get the documents at uniform discount rate.

4. **User education**

Out of 32, 24 respondent libraries of Management Institutes under the jurisdiction of University of Pune (75%) conduct user education program. It is found that the respondent IIM libraries conduct library tours: a program for library orientation every year.

**7.1.6 Circulation, library access and document transaction scheme**

1. **Circulation system**

8 libraries (25%), are providing circulation service less than 8 hours. 8-9 hours service is provided by 31.25% (10) libraries, where as 9-11 hours service is provided by 15.62% libraries.

It is found that the range of circulation service is showing great variation from 4 hours-16 hours daily. The strength of the library staff is 1-2 in the libraries (25%) giving the circulation service less than 8 hours.

On the other hand the IIM libraries are providing the circulation service beyond 13 hours daily.

2. **Document transaction system**

It is found that 18 (56.25%) libraries use automatic system. Out of 18, 6 libraries use manual as well as automatic system for charging- discharging of documents. It means remaining 12 (37.50%) libraries are using only computerized systems for the circulation operations.
Remaining 14(43.75%) libraries are still using only manual systems for circulation operations. These libraries use Browne (3), one card (7), even register (3) systems respectively.

Therefore libraries are gradually shifting from traditional to automated circulation systems.

3. Daily transactions

It is found that the daily transactions of documents in the IIM’s ranging from 25-110 comparatively less than the libraries of Management Institutes recognized by UOP (ranges from 50-200), due to the availability of on-line resources and accessibility of the same on the overall campus of IIM’s.

4. Access system

It is found that 87.5% libraries use open access system where as all IIM libraries use open access system.

7.1.7 Library Automation

The library automation is the basic step in IT implementation in the Library. The library automation includes computerization of library functions and services as acquisition, cataloguing, circulation, serials control, Billing, Budgeting.

It is found that all the respondent libraries of Management Institutes under the jurisdiction of University of Pune(100%) have computers and are in various stages of computerization. 9 libraries (28.12%) libraries are fully computerized. Majority of libraries (14 (43.75%)) are partly computerized and 6 libraries (18.75%) have just started. 3 libraries (6.25%) libraries have not yet started using the computers.

Software Packages

28 libraries (87.50%) of the Management Institutes recognized by UOP are using the library software. Out of that 21 (65.63%) libraries use commercial library software and 7 (21.87%) libraries use in-house library software for automation purpose. A variety of readymade library softwares (9) used by the libraries of Management Institutes
recognized by UOP such as Slim, Libsuit, Autolib, Soul etc. Library softwares with more than single installation are Autolib(4) Libsuit(3), Easylib(2), Library Manager(2).

Slim is the dominant library software in the respondent management libraries among all with 6 installations.

1. Other softwares

71.87% libraries (23) are facilitated with the Internet Explorer, 40.62% libraries (13) have security software (AVG), and Adobe is available in 37.55% respondent libraries (12). Additional software mentioned by the libraries is MS-Office. It is found that all of them have MS Office software installed.

It is found that nobody is using the digital library software such as green stone or D-space.

The respondent IIM libraries (100%) are using LIBSYS software and are fully computerized.

2. Popular Library Functions

Circulation of documents 62.50% (20), using Bar Code System 59.37% (19), Accessioning 75% (24), cataloguing are the most popular modules among the respondent libraries. The less used modules are budgeting, serials control 50% (16), and purchase module 31.25% (10), Generation of Identity cards 31.25% (10). It may due to use of different practices in the respondent libraries of Management Institutes under the jurisdiction of University of Pune.

3. Accessibility of OPAC

23 libraries (82.14%) of Management Institutes under the jurisdiction of UOP have user OPAC module, out of that 20 (71.42%) libraries are providing library OPAC service to the users including search facilities in the library and only 7 (24.99%) respondent libraries are providing the facility on campus through Intranet /institutional LAN. It is found that all these libraries are using commercial library software. That means OPAC is not accessible on campus in 16 (50%) Management Institutes under the jurisdiction of UOP.
Use of SDI and Computerized Alert Service

Out of 28 computerized respondent libraries, 32.14% libraries (9) are providing computerized SDI.

Satisfaction Ratio

Libraries which are not satisfied for Serials module (2) are using in-house software, for Stock taking (3) are using In-house library software (2) and (1) is using commercial Library Software. Whereas (2) libraries for Library Budget Module are using (1) in-house library software and (1) readymade library software.

It is found that the number of libraries require changes in Library Budget Module is more (37.5%) as compared to the other modules as acquisition (28.12%), Libraries, Circulation (28.12%), Libraries, Serial Module (18.75%), Stock Taking (28.12%).

Libraries which are using In-house library software are facing the problems in using the Serials, Stock Taking and Library budget Module. Even it is found that the Libraries using reputed readymade Library software are also facing the problem in using the Stock Taking and Library Budget module. It indicates the requirement of proper training for the Library personnel in the full implementation of library software.

7.1.7.1 Problems faced by Librarians during Automation

The problems experienced by librarians during automation are requested to mention the same in the questionnaire. It is found that the libraries using in house software are facing more problems than the libraries using readymade software. Problems listed by the respondent libraries using in-house software are:

1. Report Generation is not in the required format.

2. Problems in getting Upgraded version of the software as it are developed in-house.

3. Problems in OPAC implementation.

4. It has been also found that the in house library software are developed partially which leads to partial implementation. The modules such as OPAC, CAS and SDI service are not developed in 30% libraries.

300
5. Other problems mentioned by the librarians are not availability of multi functioning facility, Non availability of automatic accessioning, maintenance of the in-house software.

Libraries which are using the commercial library software also face the problems which are listed as:

1. Staff Training: in the full implementation of library software due to its complicated nature.
2. After sale service problem if the software is not local.
3. Other problems mentioned by the respondent libraries are speed, backup, bugs.

Most common problems faced by the Libraries are Report Generation (7), Lack of Trained staff (3), back up problem(3), Lack of Technical Support(2).

7.1.8 Resource sharing and Networking

It has been also observed that the libraries of Management Institutes under the jurisdiction of UOP are sharing the resources among them by the use of ILL service (46.87%), membership of other libraries (37.5%) such as British Council Library (11), MCCIA, Pune(3), Jaykar Library University of Pune (2), Gokhale Institute, Pune(2).

It is also to be noted that the consortia membership (INDEST-AICTE) is indicated by a very meager number 6.25%(2). 11 libraries (34.37%) of Management Institutes under the jurisdiction of UOP have the DELNET membership for using the ILL facility.

7.1.8.1 Networking related Library Services

1. Availability of Internet

23 libraries (71.87%) of Management Institutes recognized by UOP have internet connection in the library. Even the internet is accessible in the 3.12% libraries (1) through Wi-Fi, as well as Leased line is also available on campus in 3.12% institutions (3.12%). Even though only 16 libraries (50%) are providing facility of accessing internet to the users. The number of accessing nodes for Internet from the library ranges from 1 to
34. In case of non availability of connection, the access is provided through the computer lab by 12 (37.58%) institutions, remaining 4(12.50%) not responded in this regard.

2. **Institutional Web page and access to library resources**

All the management institutes 32 (100%), have their institutional web pages. However the connectivity to library resources through the web page is available in only 1 (3.12%) institute.

3. **Networking related Library activities**

20 libraries (71.42%) of Management Institutes under the jurisdiction of UOP provide the OPAC to the users, out of that 7 libraries provide the OPAC through the Intranet on the institutional campus. Only 3.12% (1) institute is providing access to library resources (project reports) through the institutional website. On the other hand the IIM users do have access to library resources through their institutional web pages and campus wide network.

**Membership of Networks and Consortium**

It is found that only 34.37% (11) have membership of the Library networks. Out of that 7 are DELNET (21.87%) members, 4 are MANLIBNET members (12.50%) and 1 is INFLIBNET member. 6.25% libraries (2) are the members of INDEST-AICTE consortia.

It is found that either the institutes are subscribing to the on-line databases or accessing the e-journals through INDEST AICTE consortia or subscribing SAGE or IEEE e-journals. The reasons mentioned for not taking the membership by the remaining institutes are budget crunch; lack of management support.

It is found that the INDEST-AICTE membership is used for accessing the on-line resources by the 2 Management Institutes recognized by UOP. The INDEST-AICTE membership allows the members to subscribe to the on-line databases at discounted price. Similarly DELNET allows its members to access union catalogue of books, journals and few databases on its website; it is taken by 7 Management Institutes recognized by UOP.
AICTE and DELNET signed an MOU in 2000 to enable each library to have access to global resources and help them through DELNET in procuring necessary documents on loan for research and reference. Further, during accreditation process, AICTE also takes into consideration whether the Institution’s Library is part of a national or an international library network. Therefore the DELNET membership is taken in more number (07) by the Management Institutes recognized by UOP.

MANLIBNET network is not an on-line network like DELNET, INFLIBNET. Its basic objective of the network is to provide a forum for all the management libraries to share information and ideas for development of libraries and business librarianship. The network organizes annual conventions and publication of a quarterly newsletter. Only 3 Librarians have taken MANLIBNET membership.

All the IIM’s are the members of various library networks such as MANLIBNET, DELNET, and INFLIBNET and ADINET. The IIM’s have access to on-line resources through the individual subscription, as well as through INDEST Consortium as well as IIM consortium.

4. Accessibility to the resources and services through the Intranet (Services through the Institutional LAN/ Campus wide Network)

23 respondent libraries (71.87%) of the Management Institutes under the jurisdiction of UOP are connected to the institutional LAN. 7 libraries provide the services through the intranet on the institutional campus. It is observed that majority of management libraries have connectivity to the Institutional LAN(71.87%). In spite of that only 8 libraries (25%) providing the services through the institutional LAN.

7.1.9 Efforts for digitization

1. Digitization

Only 5 libraries (15.62%) have started the process of digitization. These libraries have digitized institutes own project reports (3), question papers (5), syllabi (5) and providing accessibility to the digitized material through the campus wide network to the users. Further, out of 32, only 9 libraries (28.12%) have the scanners. The researcher has not
observed digitization as a significant activity in the libraries of Management Institutes recognized by UOP.

2. Use of Open source Digital Library Software

Nobody has indicated the use of Open source Digital Library Software such as GSDL/dspace. Whereas IIMK is using GSDL and DSpace and created a Digital library centre for providing on-line access to the project reports, question papers, e-books to the users, as well as conducting regular short-term training program in this regard.

3. Database-online

Very few libraries of Management Institutes (7) under the jurisdiction of UOP are subscribing on-line databases. These libraries are mainly subscribing to the databases such as CMIE (5), IEEE (4), EBSCO (3), ABI inform (1), Pro Quest (1). (the range of databases is 1-3).

It is found that these libraries of Management Institutes under the jurisdiction of UOP are providing access to database on campus. Access to the resources through the institutional website is provided by one library.

The IIM libraries provided access to the resources to the users through campus wide network and website. They provide web OPAC and database access to the users through login and IP authentication.

4. Networking with other libraries and Consortia formation

There is wide scope for forming the consortia among the Management Institutes recognized by UOP as the 15 (46.87%) institutes are providing on-line resources.

7.2 Status of the Librarian in the Management Institutes under the jurisdiction of University of Pune

7.2.1 Status and Pay Scales

According to the survey, out of 30 librarians, 17 (56.65%) are appointed on regular pay scale. Out of that 11(36.66%) have been designated equivalent to the faculty means
are getting a salary equal to UGC scale, only 6.66% (2) are getting UGC Reader scale (Selection Grade). 6.66% are getting Sr. Scale.

Out of 30, only 36.66% have the status equivalent to faculty. 49.99% librarians (15) are getting the privileges of participation in faculty meetings. 14 librarians (41.17%) have the power to formulate the library budget.

The survey analysis showed that there is a wide variety in salary scales offered to librarians. The range is from UGC lecturer grade to Selection grade (Reader grade). Nobody is getting professor’s scale. 26.66% (8) is working on consolidated basis and 16.66% sample (5) have not answered in this regard.

On the other hand, IIM librarians are getting the scale of “UGC professor grade”.

7.2.2 Professional experience as a “Librarian”

The librarians’ experience range is from 1 to 13 years. Whereas 40% have below 8 years experience, 36.67% have 8-12 years experience and only 13.33% have more than 12 years’ experience. Further it has been found that the libraries do not have a very experienced professional at the level of librarian.

It is found that the IIMs have well experienced and senior Librarians. The librarians have rich professional as well as research experience as compare to the librarians of Management Institutes under the jurisdiction of UOP. Accordingly all of them are getting the Professor Grade Scale.

The librarians of only 19.99% Management Institutes (6) under the jurisdiction of UOP mentioned that they are deputed to the seminars or conferences. 24 librarians (49.99%) mentioned they are not deputed, as well as 29.99% librarians (9) have not answered the question. On the other hand, the IIM librarians are deputed not only at the national level but also at the International level. They are very well qualified and 100% respondent librarians of IIM’s have already done their doctorates.
7.2.3 Administrative and Financial Powers

66.66% respondent management librarians in University of Pune have total control over the library staff and authority for recommending the library matters. 26.66% librarians are the part of recruitment/selection process of the library staff. Whereas all the IIM librarians have all the mentioned administrative powers.

As far as financial powers are concerned, the management librarians (60%) are formulating the library budget and as well as have the authority to purchase the stationary items. Surprisingly 80% respondent librarians in University of Pune have utilization authority and 70% have authority of purchasing of books. Only 30% librarians are having staff allowances authority. In case of IIM’s 100% respondents have the authority to formulate the library budget.

7.2.4 Librarian’s immediate reporting officer and access to the Director

It is found that 43.33% respondent librarian’s reporting officer is the “Director”, 26.66% reporting to the “Director as well as Library committee and 9.99% respondent librarians reporting to the director and faculty in charge; another 3.33% reporting to the library committee”, “Faculty in charge” and “Office superintendent” respectively. There is a variety of reporting officers for the Management librarians in University of Pune.

On the other hand in case of IIM’s “Director” is the immediate reporting officer for the 2 respondents, where as in case of one, it is “Library Committee.”

The 43.33% librarians are reporting to the director, and have direct access to the director. Out of remaining 56.67% sample respondents, only 16.67% has direct access to the director.

It is observed that director is the authority person for approving library matters, approving books. That means the remaining members just have a forwarding authority.

It is found that Director and Chairman are the two different zones as immediate reporting officers for the librarians of IIM’s. The librarians give satisfactory report for the “Director” as an immediate reporting officer, whereas librarians mentioned that they are
not satisfied with the present channel in case one librarian (33.33%) where the reporting officer is “chairman of library committee.”.

7.2.5 Motivation and performance evaluation

It has been also observed that only 19.66% librarians (6) of Management Institutes recognized by UOP are deputed by the means of deputation.

Whereas in case of IIMs the entire library staff members are deputed by the means of deputation and promotion. Evaluation of the performance is done through the appraisal method in all respondent IIMs, where in Management institutes recognized by UOP, the appraisal method is used to evaluate the performance as mentioned by the 30% respondent librarians.

7.2.6 Assessment of User needs

6 libraries (20%) of Management Institutes mentioned the way of assessing user needs.

7.2.7 Use of quality techniques

12 (40%) librarians mentioned that they have used benchmarking while 19 (63.33%) mentioned that they have used TQM in the library, whereas all the respondent librarians of IIMs mentioned that they have used benchmarking in the library.

7.3 User needs and expectations from the Libraries of Management Institutes recognized by University of Pune

7.3.1 Library visiting pattern of Users

It is found that 46.89% of total respondent users visit the library daily and 23.11% visits three times in a week. Remaining 29.97% population of users visits twice in a week/ once in a week or occasionally.

It is also found that the students visit more frequently as compare to the faculty members. It is also observed that the extra facilities of borrowing number of documents, long duration of borrowing period may be the reasons for that.
It is found that the percentage of daily visitors in the libraries of Management Institutes recognized by UOP is more (46.16%) than IIM libraries (31.50%).

The percentage of physical visits is more in the libraries of Management Institutes recognized by UOP than the IIM libraries. It is mainly due to the on-line database and e-journals availability in IIMs as well as the availability of campus network facilities in these institutes. The users tend to visit less in the libraries due to the availability of comprehensive on-line data.

7.3.2 Preferences of visit

Users of management institutes recognized by UOP have given almost equal preferences to all the shifts as morning (26.06%), afternoon (36.64%), evening (20.71%). It has been observed that the library of a Management Institute is used all the times in a day. The library requirement is for long hours.

7.3.3 Purpose of Visit and Time spent in the Library

1. Purpose of Visit

42.63% respondents are visiting the management libraries for all purposes (Reading Hall, Borrowing books, Information gathering, General reading). The frequency of users visiting for all purpose is more among all other options.

It is found that the percentage of students which are using the library for the reading hall and borrowing of books is more as compared to the faculty. The faculty uses the library for information gathering and general reading is more than the students of the respondent management institutes recognized by UOP.

7.85% users visit only for borrowing the documents, 3.70% users visits only for information gathering.

It is found that the percentage of respondent faculty members using library reading hall is very meager as compare to the student members in Management institutes recognized by UOP.
Comparative analysis shows that in the technological era the need for borrowing books reading journals by giving physical visit to the library has reduced due to availability of e-books and e-journals at the user’s desk top in IIM’s.

2. Time spent in Library

It is found that total 30.31% sample of users spending less than 1 hour in the library, whereas 55.83% of users spends 1-2 hours in the library. The students spends more time as compared to the faculty members. In the Management Institutes recognized by UOP, the faculty members are getting the documents at their work place from the library. The faculty member’s responsibilities in the organizations are also impacting on the frequency of library visits and decreasing the need for spending hours in the library.

It has been observed that the frequency of the users spending 2 hours is more in IIMs (35.61%) than in the users of Management institutes recognized by UOP (20.50%). The comparative analysis of time spending habit of a reader shows that the frequency of spending hours in a visit is more in IIMs users than the users of Management Institutes recognized by UOP.

7.3.4 Suitability and Adequacy of library hours

Majority of the respondents (86.04%) of the libraries of Management Institutes recognized by UOP are reporting the suitability of library timings. Non-suitability of library timings is indicated by 13.95%.

In case of IIM libraries, the adequacy and suitability are indicated by 100% user respondents.

7.3.5 Users Preferred Sources of Information

It is found that out of 917 users of libraries of Management Institutes recognized by UOP, 99.12% are using books, 61.28% are using reference collection, 57.68% are using periodicals, 49.94% are using project reports and least used are non-print sources.
On the other hand, among the IIM users, 97.16% users are using books, 64.38% are using periodicals, 56.16% are using non-print sources, 50.68% are using books, and the least used resource is project report.

It is found that the users of IIM are using e-resources higher than their counterparts in University of Pune. The high percentage of use of e-resources indicates the comprehensive collection of e-resources in IIM’s.

**User preferences:** The researcher also has tried to locate the preference of users to the print/ non print media. It is found that the percentage of users preferring non-print media is more in IIMs (21.91%) as compared to the users in libraries of Management institutes recognized by UOP (6.65%).

It is also found that the percentage of faculty preferring non-print media is more than the students in IIMs, whereas it is less the counterparts in libraries of Management institutes recognized by UOP.

### 7.3.6 Overall Rating for Library Collection

The comparative analysis shows that majority of the users of IIMs (91.78%) indicated that the library collection is adequate. whereas in case of users in the libraries of Management institutes recognized by UOP, the adequacy is mentioned by 51.79% users.

### 7.3.7 Suggestions from users for strengthening the collection

The users were asked to give the recommendations for strengthening the collection in the resources of the Libraries of the Management Institutes recognized by UOP. It is found that the both the user categories (Faculty and Students) have recommended the requirement of strengthening the collection of books by equal percentage (37%).

The users of both the categories (51.19% faculty members) and (29.33% students) recommend the requirement of strengthen the e-resources collection. The highest percentage indicates the requirement of increasing the e-resources collection in the libraries of Management Institutes recognized by UOP.
7.3.8 Fulfillment of requirements

There is considerable difference in the percentage of fulfillment of needs between the respondent libraries (41.76%) of Management Institutes recognized by University of Pune and IIMs (67.12%).

33.69% users in the Management Institutes recognized by UOP are reasonably fulfilled while 8.21% users are fulfilled reasonably in IIMs. 13.84% users are partially fulfilled and 6.84% are fulfilled partially in IIMs.

It is found that the fully satisfied ratio is evidently more with IIMs.

7.3.8.1 Use of other sources

It is found that the users give preference to the other sources such as Internet, through friends, Purchase, and visiting other library for finding out the information which is not available in the institutional library.

7.3.9 Library Services

The researcher asked the question about the library services to the users to find out the awareness level of the users about the library. It is found that users in both the groups (Mgt. Inst., UOP and IIM) are aware about the services offered by their institutional libraries.

7.3.10 Library service report

The comparative analysis of the staff services shows the libraries are giving a good service to the users in the available library infrastructure.

7.3.10.1 Information about New addition

It is found that near about 60% sample in the libraries of Management Institutes mentioned that that they are getting the information about new additions, whereas remaining open for some times, rarely and never. In the information technology era, the expectations of users are extending day by day. Only along with the display of new
arrivals, sending of the list of new additions on e-mails to the users as well as on institutional repositories can be used for the same.

The conclusions of the research along with the recommendations are given in the next chapter.