Management of Libraries and Information Centres

DLIS104

Edited by:
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LOVELY PROFESSIONAL UNIVERSITY

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MANAGEMENT OF LIBRARIES AND INFORMATION CENTRES

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SYLLABUS

Management of Libraries and Information Centres

Objectives:

The main aim of the course is to introduce students to the management of libraries and information centres. By the end of this course, students should be able to:

- describe the term management as applied to libraries and information centre;
- identify the fundamental components of management, planning, organizing, staffing, directing and control;
- equip with the skills of managing resources, money, people and time; and
- Demonstrate management skill in libraries and information centres.

Sl. No.	Description
1.	**Concept of Management:** Principles of scientific management and their application to libraries, Functions of administration. Levels of management.
2.	**Library organization:** Policy making bodies of library: library authority and library committee. Organizational structure in libraries
3.	**Human Resource Management:** Policy and staffing (selection, recruitment, training and development, appraisal), classification of library personnel, staff manual, outsourcing.
4.	**Collection Development Section:** Need, purpose, Principles and factors.
5.	**Collection Development policy:** Procedure of ordering, appointing vendors. Book trade problems with special reference to India. Accessioning. Good Offices Committee (GOC). Acquisition of non- print/multimedia materials.
6.	**Library Finance:** Sources of finance, Budgeting procedure and accounts. Cost - effectiveness and Cost – benefit analysis.
7.	Technical Section; Classification, Cataloguing and filing routines. Periodical section: Acquisition, methods of recording with special reference to Kardex.
8.	**Circulation Section:** Membership/Registration, Charging and discharging systems, Library rules. Reference and Information Section: Organization of reference and Information section. User education.
9.	**Storage and Maintenance Section:** Planning and policies, Open vs Closed access, Stacking arrangement, stack maintenance, binding, stock rectification and stock verification,
10.	**Library building and equipments:** planning, responsibilities, Library building, Qualities, location and environment etc. Furniture and equipments

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Unit 1: Concept of Management

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Objectives

After studying this unit, you will be able to:

- Know the principles of scientific management
- Understand the functions of management
- Discuss the levels of management.

Introduction

Library Concepts is a new name, a new image for what has previously been known as Diakon Systems it is the same software, same focus, just a new name. Along with the name change there is a development in the company to be even more active in programme development, marketing, customer support and expanding services our customers will appreciate the changes. DIAKON Systems is responsible for the design and development of PC Card Catalog. It maintains the primary sales and support functions for the product, as well.

DIAKON Systems was established in the early 1983 as a custom software design company. Early products included PC-based software supporting banking, city government, printing, office supply sales and inventory tracking activities. DIAKON Systems' early library management development began in 1984 with a shareware product called CASSY, designed to print catalog cards and Accession / Shelf lists. This product had its initial impetus because of a personal involvement with church library work. At the time, there were no inexpensive PC software packages that could manage catalog cards. In 1987 DIAKON Systems developed a more advanced system called LIBRARY MANAGER for marketing mostly to church libraries by another firm.

1.1 Principles of Scientific Management

The Principles of Scientific Management is a monograph published by Frederick Winslow Taylor in 1911. This influential monograph, which laid out the principles of scientific management, is a seminal text of modern organization and decision theory and has motivated administrators and students of managerial technique. Taylor was an American mechanical engineer and a management consultant in his later years. He is often called "The Father of Scientific Management." His approach is also often referred to, as Taylor's Principles, or Taylorism.

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Taylor started this paper by quoting then President of the United States, Theodore Roosevelt. The President, in his address to the Governors at the White House, prophetically remarked that "The conservation of our national resources is only preliminary to the larger question of national efficiency." Taylor pointed out that the whole country (USA) is suffering through inefficiency in almost all of daily acts of Americans. He pointed this out through a series of simple illustrations. He tried to convince the reader that the remedy for this inefficiency lays in systematic management, rather than in searching for extraordinary people. Taylor tried to prove that the best management is achieved through science and rests upon a foundation of clearly defined laws, rules, and principles. He showed that the fundamental principles of scientific management are applicable to all kinds of human activities, from simple individual acts to the work of huge corporations, and calls for the most elaborate cooperation. Through a series of illustrations, Taylor tried to convince readers that when these principles are correctly applied, astounding results are achieved. The paper was originally prepared for presentation to The American Society of Mechanical Engineers. The illustrations in the paper were designed to appeal to people within industrial and manufacturing establishments.

Notes Taylor showed that his principles could be applied to the management of any social enterprise, such as homes, farms, small businesses, churches, philanthropic institutions, universities, and government.

The Principles of Scientific Management

In this section, Taylor explained his principles of scientific management. Taylor's scientific management consisted of four principles:

1. Replace rule of thumb work methods with methods based on a scientific study of the tasks.
2. Scientifically select and then train, teach, and develop the workman, whereas in the past the employee chose his own work and trained himself as best he could.
3. Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task".
4. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

According to F. W. Taylor, the above combination of the initiative of the employee, coupled with the new types of work done by the management that makes scientific management so much more efficient than the old plans. Under the management of "initiative and incentive", the first three elements exist in many cases, but their importance is minor. However, under the scientific management, they form the very essence of the whole system. According to Taylor, the summary of the fourth element is: Under the management of "initiative and incentive" practically the whole problem is "up to the workman," while under scientific management fully one-half of the problem is "up to the management."

Fundamentals of Scientific Management

Taylor argued that the principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. He also showed that maximum prosperity can exist only as the result of maximum productivity. He argued that the most important object of both the employee and the management should be in the training and development of each individual in the establishment, so that he can do the highest class of work for which his natural abilities fit for him.

Taylor was writing at a time when factories were creating big problems for the management. Workmen were quite inefficient. According to Taylor, there were three reasons for the inefficiency. They were the:

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1. Deceptive belief that a material increase in the output of each man or each machine in the trade would throw people out of work.
2. Defective management systems, which made it necessary for each workman to soldier, or work slowly to protect his own best interests.
3. Inefficient rule of thumb methods, which were almost universal in all trades, which cost much wasted effort.

The paper tried to show that enormous gains would result from substituting scientific methods for rule-of-thumb. Taylor argued that the cheapening of any article in common use almost immediately results in a largely increased demand for that article. This view contradicts the belief that a material increase in the output of each man or each machine in the trade would result in the end in throwing a large number of men out of work. As to the second cause for soldiering, Taylor pointed to many quotes from 'Shop Management' and hoped that it would explain fully the cause for soldiering. Some quotes illustrating his views are:

- "This loafing or soldiering proceeds from two causes. First, from the natural instinct and tendency of men to take it easy, this may be called natural soldiering. Second, from more intricate second thought and reasoning caused by their relations with other men, who may be called systematic soldiering".
- "This common tendency to 'take it easy' is greatly increased by bringing a number of men together on similar work and at a uniform standard rate of pay by the day".
- "To illustrate: The writer has timed a naturally energetic workman who, while going and coming from work, would walk at a speed of from three to four miles per hour, and not infrequently trot home after a day's work. On arriving at his work he would immediately slow down to a speed of about one mile an hour. When, for example, wheeling a loaded wheelbarrow, he would go at a good fast pace even up hill, to in order to be as short a time as possible under load, and immediately on the return walk slow down to a mile an hour, improving every opportunity for delay short of actually sitting down. In order to be sure not to do more than his lazy neighbour, he would actually tire himself in his effort to go slow".
- "The feeling of antagonism under the ordinary piece-work system becomes in many cases so marked on the part of the men that any proposition made by their employers, however reasonable, is looked upon with suspicion, and soldiering becomes such a fixed habit that men will frequently take pains to restrict the product of machines which they are running when even a large increase in output would involve no more work on their part".

Did u know? Taylor argued that the substitution of scientific method for rule of thumb methods would be benefiting both employers and employees.

Self Assessment

Fill in the blanks:

1. ..... systems is responsible for the design and development of PC card catalog.
2. DIAKON system was established in the early ..... as a custom software design company.
3. ..... is the father of scientific management.
4. Taylor was an ..... Engineer.

1.2 Scientific Application to Libraries

In computing, the Scientific Library is a software library written in the C programming language for numerical calculations in applied mathematics and science. The GSL is part of the GNU Project and is distributed under the GNU General Public License.

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Features

The software library provides facilities for:

- Basic mathematical functions
- Complex numbers
- Polynomials
- Special functions
- Vectors and matrices
- Permutations
- Combinations
- Multisets
- Sorting
- BLAS
- Linear algebra
- Eigen systems
- Fast Fourier transforms
- Numerical integration
- Random number generation
- Quasi-random sequences
- Random number distributions
- Statistics
- Histograms
- N-tuples
- Monte Carlo integration
- Simulated annealing
- Ordinary differential equations
- Interpolation
- Numerical differentiation
- Chebyshev approximations
- Series acceleration
- Discrete Hankel transform
- Root-finding in one and multiple dimensions
- Minimization in one and multiple dimensions
- Least-squares fitting
- Nonlinear least-squares fitting
- Physical constants
- IEEE floating-point arithmetic
- Discrete wavelet transform.

C++ support

The GSL can be used in C++ classes, but not using pointers to member functions, because the type of pointer to member function is different from pointer to function. Instead, pointers to static functions have to be used. Another common work around is using a factor. C++ wrappers for GSL are available, although many are not regularly maintained.

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Task Explain the scientific Application to Libraries.

1.3 Functions of Administration

A library function is a function that can be called by a programme to perform some task, but it is not part of the programme itself. Typically library functions are collected together into libraries, which comprise suites of functions that are loosely related in some way. An example might be a collection of functions that deal with dates and times and how they can be formatted or represented. Libraries save programmers the bother of writing code to do the same tasks time and time again; in short, libraries encourage code reuse.

The code the library comprises is usually in the form of "machine code" that the computer can understand rather than human-readable source code, although this is not always the case, especially with "open source" libraries like those from the GNU project.

There are two main types of libraries: static libraries are read by the compiler at compile-time and bound into the final version of the executable code; and dynamic libraries are referred to by name to the compiler but the code is not actually incorporated into the executable until the programme is run. One advantage of dynamic library is that it can be updated without updating the programme.

When programmers want to use a function from a library they call it by name and make sure that the compiler or the run-time environment can see the precompiled code or "library file." In **C** and **C++** the programmers also need a "header file" that describes how the library functions should be called so the compiler can carry out its type-checking as it compiles the programme. Most compilers also support options or "switches" to allow programmers to create their own libraries from their own code.

Function libraries extend the native language they are written in by providing easily accessible commonly used functionality that the language itself does not directly support. A good example is the C programming language. C by itself has very little functionality other than the raw operators the language supports; however, some functions are so useful and needed so often that they have been packaged into libraries and now form part of the standard distribution of the language. That is, ANSI C comes with "standard libraries" for manipulating character strings and for performing input from the keyboard and output to the monitor, even though these things are not part of the strict definition of the language. Currently nearly all computer-programming languages have a vast array of libraries, both free and commercial packages that are available to carry out almost every conceivable function from manipulating socket connections between computers to performing complex and military-grade cryptographic transformations.

1.4 Levels of Management

The term "Levels of Management' refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority and status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executor
3. Low level / Supervisory / Operative / First-line managers

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:

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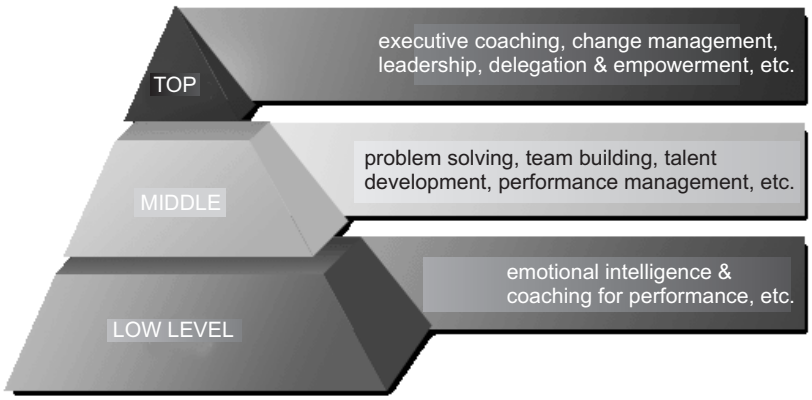

1.4.1 Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows:

- Top management lays down the objectives and broad policies of the enterprise.
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- It prepares strategic plans and policies for the enterprise.
- It appoints the executive for middle level i.e. departmental managers.
- It controls and coordinates the activities of all the departments.
- It is also responsible for maintaining a contact with the outside world.
- It provides guidance and direction.
- The top management is also responsible towards the shareholders for the performance of the enterprise.

1.4.2 Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management. Their role can be emphasized as:

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They make plans for the sub-units of the organization.
- They participate in employment and training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

1.4.3 Lower Level of Management

Lower level is also known as supervisory / Operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, “Supervisory management

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refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management. Their activities include:

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are responsible for the quality as well as quantity of production.
- They are also entrusted with the responsibility of maintaining good relation in the organization.
- They communicate workers problems, suggestions, and recommendatory appeals, etc. to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.
- They supervise and guide the sub-ordinates.
- They are responsible for providing training to the workers.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.
- They ensure discipline in the enterprise.
- They motivate workers.
- They are the image builders of the enterprise because they are in direct contact with the workers.

Self Assessment

Multiple Choice Questions:

5. How many types of libraries?
   (*a*) One (*b*) Two (*c*) Three (*d*) Four.
6. The levels of management can be classified in ……. broad categories.
   (*a*) One (*b*) Two (*c*) Three (*d*) Four.

1.5 Summary

- In computing, the Scientific Library is a software library written in the C programming language for numerical calculations in applied mathematics and science.
- A library function is a function that can be called by a program to perform some task, but it is not part of the program itself.
- The term "Levels of Management' refers to a line of demarcation between various managerial positions in an organization.

1.6 Keywords

GSL : The GSL is a part of GNU project and is distributed under the GNU General public license.

Level of Management : A line of demarcation between various managerial positions in an organizations.

1.7 Review Questions

1. Define the DIAKON system.
2. Discuss the principles of scientific management.
3. Explain the fundamentals of scientific management.

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4. Write briefly on the functions of administration.
5. Examine the levels of management.
6. Write a short note on middle level of management.
7. Write a short note on lower level of management.

Answers: Self Assessment

1. DIAKON	2. 1983	3. Taylor
4. American mechanical	5. (b)	6. (c)

1.8 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice*. Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.kalyan-city.blogspot.com/2011/05/levels-of-management-top-middle-and.html

www.marxists.org/reference/subject/economics/taylor/index.htm

www.en.wikipedia.org/wiki/Scientific_management

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Unit 2: Library Organization

CONTENTS

Objectives

After studying this unit, you will be able to:

- Know the policy-making bodies of library
- Discuss the library committee
- Know the organizational structure in libraries.

Introduction

A library is a collection of sources, resources, and services, and the structure in which it is housed; it is organized for use and maintained by a public body, an institution, or a private individual. In the more traditional sense, a library is a collection of books. It can mean the collection itself, the building or room that houses such a collection, or both. The term **"**library**"** has itself acquired a secondary meaning: "a collection of useful material for common use." This sense is used in fields such as computer science, statistics and biology. It can also be used by publishers in naming series of related books, e.g. The Library of Anglo-Catholic Theology.

Public and institutional collections and services may be intended for use by people who choose not to or cannot afford to purchase an extensive collection themselves, who need material no individual can reasonably be expected to have, or who require professional assistance with their research. In addition to providing materials, libraries also provide the services of librarians who are experts at finding and organizing information and at interpreting information needs. Libraries often provide a place of silence for studying.

Today's libraries are repositories and access points for print, audio, and visual materials in numerous formats, including maps, prints documents, microform, CDs, cassettes, videotapes, DVDS, video games audio books and many other electronic resources. Libraries often provide public facilities to access to their electronic resources and the Internet. Modern libraries are increasingly being redefined as places to get unrestricted access to information in many formats and from many sources. They are extending services beyond the physical walls of a building, by providing material accessible by electronic means, and by providing the assistance of librarians in navigating and analyzing tremendous amounts of information with a variety of digital tools.

2.1 Policy Making Bodies of Library

Models for Library Management, Decision-Making, and Planning are authored by Robert Hayes, professor emeritus and dean (1974-89), Graduate School of Library and Information Science,

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University of California, Los Angeles. The purpose of the book is to provide library managers with quantitative, qualitative, and descriptive models for effective planning and decision-making. The emphasis, however, is largely on quantitative models that consist of mathematical equations that measure the workloads that drive library operations. Hayes incorporates most of these quantitative models into his Library Planning Model (LPM), an Excel spreadsheet on CD-ROM that accompanies the book.

Hayes sets the tone for the book with an introductory chapter that discusses the nature of scientific management, operations research, and systems analysis and the application of game theory to decision-making. The next chapter lays the groundwork for how scientific management may be applicable in library decision-making contexts. Hayes focuses on tactical operations such as assessing "what-if" situations, setting fee structures, making outsourcing decisions, assigning staff, and managing collection growth as well as strategic planning for institutional and national information policy effects.

The Hayes's LPM, its conceptual and operational structure as the tool for bringing together several of the scientific management models to use on the decision problems. LPM is an Excel spreadsheet that provides a means for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in an academic library. The purpose of LPM is to provide a means for assessing alternatives and "what-if" situations represented by changes in some elements of data while keeping others unchanged. It is a menu-driven tool that allows library managers to enter data about their user population, holdings, acquisitions and cataloging activity, and use of library services. The model also allows for the input of data associated with publishing, an increasing activity among academic libraries. Results are then presented that may be used to generate estimates of staff and associated costs, determine distributions of staff among various operations and services, and determine needs for facilities to serve users, store materials, and accommodate staff. It is possible to modify any of the factors by which LPM determines staff, facilities, or costs. The program also offers the ability to load data from the Association of Research Libraries (ARL) or Association of Academic Health Sciences Libraries (AAHSL) annual statistics as a means for calibrating the values used in LPM or as the basis for comparing one's library with similar values.

The study material deals with operational and tactical issues in library internal management including a framework for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in a library. Attention is given to models for representing data about users and their uses of libraries in a form that permits generation of estimates of workloads on user services and the impact on facilities. Similarly, Hayes presents models for representing the acquisition of materials and the related technical processing, for estimating the associated staffing, and for determining storage requirements. Finally it focuses on strategic issues that are external to the library. Hayes presents models of institutional requirements as determined by the institution's own objectives and discusses models for representing the past, present, and future status of means for information production and distribution. He touches on the role of libraries as publishers and the impact of information economics on libraries. The book includes a thorough index and detailed bibliographies with each chapter.

Formally trained as a mathematician, Hayes brings considerable expertise in systems analysis to his examination of library management. He presents a thorough introduction to the potential of operations research and quantitative management techniques in library decision-making and a well-documented explanation of the rationale behind his LPM. Readers must, however, digest a dense concentration of scientific management theory and statistical analysis to benefit the students. Library managers with minimal knowledge of statistics may find it a challenge to grasp some of the material.

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Notes The LPM could clearly be helpful in assessing some "what-if" situations in academic libraries and applying standard library workload factors to estimating staffing requirements. It is unclear, however, whether the model and spreadsheet will be helpful in grappling with the increasingly complex decisions driven by digital collections and electronic publishing.

Self Assessment

Fill in the blanks:

1. A library is a collection of sources, resources and ..... .
2. Models for Library Management, Decision-making and planning are authored by ..... .
3. LPM stands for ..... .
4. ARL stands for ..... .

2.2 Library Authority

Authority control is the practice of creating and maintaining index terms for bibliographic material in a catalog in library and information science. Authority control fulfills two important functions. First, it enables catalogers to disambiguate items with similar or identical headings. For example, two authors who happen to have published under the same name can be distinguished from each other by adding middle initials, birth and/or death dates, or a descriptive epithet to the heading of one author. Second, authority control is used by catalogers to collocate materials that logically belong together, although they present themselves differently. For example, authority records are used to establish uniform titles, which can collocate all versions of a given work together even when they are issued under different titles. Although theoretically, any piece of information on a given book is amenable to authority control, catalogers typically focus on authors and titles. Subject headings fulfill a function similar to authority records, although they are usually considered separately.

Authority Records

The most common way of enforcing authority control in a bibliographic catalouge is to set up a separate index of authority records, which relates to and governs the headings used in the main catalog. This separate index is often referred to as an "authority file." It contains an index able record of all decisions made by catalogers in a given library, which catalogers consult when making, or revising, decisions about headings. It is to be remembered that the function of authority files is essentially organizational, rather than informational. That is to say, they contain a sufficient amount of information to establish a given author or title as unique, while excluding information that, while perhaps interesting to a reader, does not contribute to this goal.

Although practices certainly vary internationally, in the English-speaking world, it is generally the case that a valid authority record must contain:

- A heading
- Any cross references
- Statement of justification.

Heading refers to the form of name that the cataloguer has chosen as the authorized form.

Cross references are other forms of the name that might appear in the catalog. There are two types of cross-references: which reference forms of the name that have been deprecated in favor of the authorized form; which points to other forms of the name that are authorized.

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Statement of justification: In addition to providing a heading and applicable references, a valid authority record should also contain a reference to whatever sources of information the cataloguer used to determine both the authorized and any deprecated forms of the name. This is usually done by citing the title and publication date of the source, the location of the name on that source, and the form in which it appears on that source.

Authority Control and Cooperative Cataloging

Before the advent of digital OPACs and the Internet, the work of creating and maintaining a library's authority files was generally carried out by individual cataloguing departments. This meant that there could be a fair amount of disagreement among libraries over which form of a given name was considered authoritative; so long as a library's catalog was internally consistent, differences between catalogs didn't much matter.

However, even before the Internet revolutionized the way libraries go about cataloguing their materials, catalogers began moving toward the establishment of cooperative consortia, such as OCLC and RLIN in the United States, in which cataloguing departments from libraries all over the world contributed their records to, and took their records from, a shared database. This development gave rise to the need for national standards for authority work.

Did u know? In the United States, the primary organization for maintaining cataloguing standards with respect to authority work operates under the aegis of the Library of Congress, and is known as the Name Authority Cooperative Program, or NACO.

2.3 Library Committee

Executive Committee

Meeting Time: Every two weeks (approximately)

Purpose: The Executive Committee will serve as the main governing body for the library's development. Its agenda and a brief account of its discussions will be routinely sent to all library staff via the listserv.

The main functions and responsibilities of the Executive Committee include:

- Accountability for the ongoing development of library services, programs, and procedures
- Adjudication of the library's $16M budget, including preparation of annual capital and operational requests
- Steering the Planning Council, helping to set its agenda and following through with its recommendations
- Oversight of the forthcoming library fund raising initiative
- Fostering communication with the rest of campus regarding the library's goals and objectives, as well as communication internal to Fondren Library.

Accessibility Committee

Meeting Time: As needed

Purpose: The committee stays abreast of accessibility issues affecting the library and trains library staff members to be aware of and sensitive to the accessibility needs of our workers and patrons.

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Budget Council

Meeting Time: Second Friday of every other month.

Purpose: This committee will meet regularly, monitor the library's budget (with the exception of full-time personnel / staff funds), make recommendations as to the most effective budgeting process, meet when necessary with library staff and others at Rice who are involved with the budget or who may help focus discussions, and serve as the internal committee with the most detailed knowledge of Fondren's expenditures. This standing committee has been convened to promote greater financial flexibility within Fondren and to facilitate increased departmental responsibility for fund management.

Collection Development and Management Council

Meeting Time: Second Tuesday of every month.

Purpose: To discuss collection development and management issues.

Collection Development Projects Subcommittee

Meeting Time: As necessary.

Purpose: To plan discussion topics for the CMDC and make decisions regarding special project purchases. Note, this committee is inactive as of 12 / 2008 due to a period of severe budget restrictions. The committee will be reformed and activated once budgets stabilize.

Collections Management Group, Ad-hoc

Purpose: Works to bring the to the University community access to the resources needed to further its scholarly activity, and heighten awareness and support for Fondren Library's special collections in the Woodson Research Center.

Customer Services Group, Ad-hoc

Purpose: To address customer service issues raised in the liquid survey, including quiet study areas, cell phone use, and other related issues.

Digital Resources Steering Committee

Meeting time: Third Wednesday of the month

Purpose

- Clearinghouse The committee will serve as a gathering point for information about new digital resources, emerging technologies, and news and updates about other libraries and information services in the U.S. and abroad that has relevance to Fondren.
- Strategic Development The committee will explore ways to enhance and evolve current electronic text, image, and related services in Fondren. The committee will be responsible for knowing the needs of faculty and students at Rice and make recommendations as to how best to meet those needs, current and predicted. How these services and resources can best integrate into the evolving idea of an academic library approaching the turn of the century is also part of the committee's charge. Educational programs outreach, and training programs are also an integral part of Fondren's evolution, and the committee will take a leading role in determining what programmes are needed.
- Budget The committee will undertake a detailed and ongoing analysis of costs associated with digital resources, and the relationship of these resources to the more traditional

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printed materials. Recommendations for purchases great and small will be submitted to the VP / AUL routinely. These costs may include datasets, staff, additional space, networking capabilities, and other related items.

- Library Committee Liaison The steering committee will endeavor to work closely with the University Committee on the Library and to serve in a leadership role to help that committee understand current issues and predicted needs and inform the committee annually of developments in these areas.
- Information Technology The committee will establish close working relationships with the Rice IT group and integrate its planning and recommendations into the strategic development of IT on campus.
- Public Relations the committee will serve as a means to make public and promulgate new digital resources, educational programmes, and services. The committee can also recommend lecturers, lecture series, workshops, and seminars that might be held at Rice to further the local understanding of these issues as well as to foster the national role Fondren should begin to take in these areas.

Disaster Recovery Team

Meeting Time: As needed

Purpose: The Team is charged to 1) engage in a periodic review of the existing disaster plan, 2) recommend a modest budget for disaster recovery supplies, and 3) recommend programs to heighten staff awareness of disaster recovery routines.

Discovery Tools Group, Ad-hoc

Purpose: The Resource Discovery Tools Working Group has been convened to research, analyze, and make recommendations about all issues involved in providing that improved access. The group should study our present local situation, including access to RDSA and relevant Liquid survey results. The group should also review emerging best practices at other libraries as well as ongoing research efforts in such organizations as the Library of Congress, ALA, OCLC, the DLF, and IFLA.

Electronic Theses and Dissertations Committee (ETDC)

Purpose: Rice University makes its graduate student theses and dissertations available online through the Rice Institutional Repository. While many schools have already moved in this direction, there are very few definitive policies and procedures that clearly guide how this should be done at each school. Each university has unique needs, requiring the establishment of some local guidelines for archiving theses and dissertations electronically. The ETDC works closely with the office of graduate studies, the general counsel's office, and the academic departments to define guidelines and address issues for supporting the digital archiving and preservation of Rice theses and dissertations.

Library Council

Meeting time: First Tuesday of alternating month

Purpose: To discuss operational issues and share information

Library Services Centre Advisory Team

Meeting: biannual (or as needed)

Purpose: This standing group will advise library and Library Service Centre (LSC) management on issues affecting user services, and stewardship of the Fondren Library collections housed at the

Notes

LSC. The group is authorized to form ad hoc sub-teams, including membership of other Library or Rice community staff members as needed, to develop fully developed implementation proposals relating to either user services or collection stewardship. Membership will be reviewed annually to allow for the evolving needs of the LSC and Team. The group will meet regularly and record minutes, which will be made available to the Library staff and Rice community.

Marketing and Services Team

Purpose: The Marketing and Services Team will be responsible for discovering and maintaining the identity of Fondren Library. The Team will develop a logo and related marketing materials for use in promoting the library. The Team will utilize survey and communications tools to enable the library to develop and maintain a service philosophy and departmental customer service standards. Subgroups of MAST are the Collections Management Group and the Customer Service Group.

Research on the Emerging Library, Committee

Meeting: monthly

Purpose: The Committee on Leadership will help the Fondren community to envision the future: with a greater knowledge of the influences and changes likely to occur, the library will be able to plan and make strategic decisions to more effectively benefit and serve the University.

The Committee will operate as, in part, a research component for Fondren. Key issues will be identified and explored, with recommendations made to the library routinely. Areas of interest and exploration will most likely arise by asking difficult questions and then following through with thoughtful investigations. How will the next generation of librarians be trained? Where might this generation come from? What are some important contemporary changes to library schools and their curricula? What are some key transformations in the way scholarship, research, and teaching are conducted at Rice and elsewhere? What are the implications for library support? What are some interesting examples of changes and new practices at other institutions? How is the success of these changes measured? What are some of the most important, emerging technology applications pertinent to libraries? What are some of the more ground breaking projects on the horizon? How will we define a library at the end of the decade? What are new means of communication within and external to the university that can facilitate this process of understanding more deeply what lies ahead? How do we recognize leadership? There are of course many other questions, and many other ideas to confront. The Committee will have the freedom to identify and investigate a wide spectrum of issues.

Student Assistants, Ad Hoc Committee on Library

Purpose: This committee will serve in an advisory capacity to the Executive Committee. The primary duties of this committee will be:

- Student budget the committee will be responsible for making recommendations to the Executive Committee regarding the allocation of the student assistant budget.
- Training the committee will sponsor an annual library training session in the Fall, providing students with an overview of how the library works, how to fill out time sheets, providing a list of rules for employment, etc.
- Reviewing student job classifications and pay scales the committee will periodically evaluate pay scales within the library and compare them with campus rates.
- Manual the committee should develop a training manual for students. This manual could contain general information about working in the library, a sample time sheet with instructions, a copy of the building and departmental hours, a list of rules for employment, and a calendar of time sheet due dates.
- Bring other student work related issues to the attention of the Executive Committee.

Notes

Functions of Library Committee

1. To guide the Librarian in formulating general library policies and regulations which govern the functions of the library?
2. To provide for proper documentation services and updating the Library collection.
3. To work towards modernization and improvement of Library and documentation Services.
4. To formulate policies and procedures for efficient use of Library resources.
5. To review Library readership dept-wise.
6. To adopt measures to enhance readership.
7. To prepare budget and proposals for the development of the Library.
8. To recommend to the authorities the fees and other charges for the use of the Library.
9. To seek feedback on Library functions from readers.
10. To submit the annual report on the functioning of the library.
11. To take measures to increase the membership of the Library beyond the boundaries of the College.

Task Discuss about the functions of Library committee.

2.4 Organizational Structure in Libraries

An organizational structure is a way of describing the relationships among groups and individuals in an organization. At the heart of an organizational structure there are two things: roles/responsibilities and communications/accountability. Roles and responsibilities refer to what a person or group does, and communications/accountability involves the relationships that a person or group needs to hold in order to perform their job. It is important to note that even egalitarian or "flat" structures require some kind of relationship in order to perform effectively.

These roles and responsibilities often fall under the three "Ps": "purpose," "people," and "process." A purpose role would describe a group or division through some kind of function. For instance, a "circulation" department is a functional group because people are expected to ensure the effective circulation of materials. A people role focuses on a specific group. "Youth services" would be a good example of a people-oriented role. A process role focuses on coordinating among the different function and people roles. Human Resources are probably the most recognizable "process" role.

Self Assessment

State whether the following statements are true or false:

5. Authority control fulfills two important functions.
6. Youth services, would be a good example of a people-oriented rol.

2.5 Summary

- Models for Library Management, Decision-Making, and Planning are authored by Robert Hayes, professor emeritus and dean (1974-89), Graduate School of Library and Information Science, University of California, Los Angeles.
- Authority control is the practice of creating and maintaining index terms for bibliographic material in a catalog in library and information science.
- An organizational structure is a way of describing the relationships among groups and individuals in an organization.

Notes

2.6 Keywords

Authority Records : The most common way of enforcing authority control in a bibliographic catalogue is to set up a separate index of authority records which relates to and governs the heading used in the main catalogue.

Cross Reference : These are other forms of the name that might appear in the catalog.

Organizational Structure : It is a way of describing the relationships among groups and individuals in an organization.

2.7 Review Questions

1. Discuss in detail policy making of library.
2. Describe the library committee and its purpose.
3. Write briefly on the organizational structure in libraries.
4. Write a paragraph library authority.
5. What are the features of LPM?
6. Write a short note on AAHSL.
7. Write the functions of library.

Answers: Self Assessment

1. Services
2. Robert Hayes
3. Library Planning Model
4. Association of Research Libraries
5. True
6. True

2.8 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.fvrl.org / aboutus / policies_default.htm

www.catalogingfutures.com / catalogingfutures / authority-control /

www.nla.gov.au / policy-and-planning / authority-control

Notes

Unit 3: Human Resource Management

CONTENTS

Objectives

After studying this unit, you will be able to:

- Know the HRM policy and staffing
- Discuss the role of HRD professionals in training.

Introduction

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value.

3.1 Policy and Staffing

Human Resource Management (HRM, HR) is the management of an organization's employees. This includes employment and arbitration in accord with the law, and with a company's directives.

Features

- Organizational Management
- Personnel Administration
- Manpower Management
- Industrial Management

Notes

But these traditional expressions are becoming less common for the theoretical discipline. Sometimes even employee and industrial relations are confusingly listed as synonyms, although these normally refer to the relationship between management and workers and the behavior of workers in companies. The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets.

Human Resource Management (HRM) is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organisations.

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, Torrington and Hall (1987) define personnel management as being:

"A series of activities which: first enable working people and their employing organisations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled".

Academic theory

Research in the area of HRM has much to contribute to the organizational practice of HRM. For the last 20 years, empirical work has paid particular attention to the link between the practice of HRM and organizational performance, evident in improved employee commitment, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity, enhanced quality and efficiency. This area of work is sometimes referred to as 'Strategic HRM' or SHRM. Within SHRM three strands of work can be observed: Best practice, Best Fit and the Resource Based View (RBV).

The notion of best practice — sometimes called 'high commitment' HRM - proposes that the adoption of certain best practices in HRM will result in better organizational performance. Perhaps the most popular work in this area is that of Pfeiffer who argued that there were seven best practices for achieving competitive advantage through people and 'building profits by putting people first'. These practices included: providing employment security, selective hiring, extensive training, sharing information, self-managed teams, and high pay based on company performance and the reduction of status differentials. However, there is a huge number of studies which provide evidence of best practices, usually implemented in coherent bundles, and therefore it is difficult to draw generalized conclusions about which is the 'best' way (For a comparison of different sets of best practices see Becker and Gerhart, 1996.

Best fit, or the contingency approach to HRM, argues that HRM improves performance where there is a close vertical fit between the HRM practices and the company's strategy. This link ensures close coherence between the HR people processes and policies and the external market or business strategy. There are a range of theories about the nature of this vertical integration. For example, a set of 'life cycle' models argue that HR policies and practices can be mapped onto the stage of an organization's development or life cycle. Competitive advantage models take Porter's (1985) ideas about strategic choice and map a range of HR practices onto the organization's choice of competitive strategy. Finally 'configuration models' provide a more sophisticated approach which advocates a close examination of the organisation's strategy in order to determine the appropriate HR policies and practices. However, this approach assumes that the strategy of the organisation can be identified - many organisations exist in a state of flux and development.

The Resource Based View (RBV), argued by some to be at the foundation of modern HRM, focuses on the internal resources of the organisation and how they contribute to competitive advantage.

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The uniqueness of these resources is preferred to homogeneity and HRM has a central role in developing human resources that are valuable, rare, and difficult to copy or substitute and that are effectively organized. Overall, the theory of HRM argues that the goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company (Miller, 1989).

The basic premise of the academic theory of HRM is that humans are not machines; therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role. Many colleges and universities offer bachelor and master degrees in Human Resources Management or in Human Resources and Industrial Relations.

Notes One widely used scheme to describe the role of HRM, developed by Dave Ulrich, defines 4 fields for the HRM function:

- Strategic business partner
- Change Agent
- Employee champion
- Administration Expert

Business practice

Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction orientation and on boarding
- Skills management
- Training and development
- Personnel administration
- Compensation in wage
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

HRM strategy

An HRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies; however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas.

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An HRM strategy typically consists of the following factors:

- "Best fit" and "best practice" meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals / objectives of the organization. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five-year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward / recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.
- Close co-operation between HR and the top / senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organization.
- Continual monitoring of the strategy, via employee feedback, surveys, etc.

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm. An HRM strategy can be divided, in general, into two facets the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies / actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met.

Functions

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding the staffing needs of an organization and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Did u know? The HRM function and HRD profession have undergone major changes over the past 20-30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing an important role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

3.1.1 Selection

Selection is the process of evaluating the qualifications, experience, skill, knowledge, etc, of an applicant in relation to the requirements of the job to determine his suitability for the job. The selection procedure is concerned with securing relevant information from applicants and selecting the most suitable among them, based on an assessment of how successful the employee would be in the job, if he were placed in the vacant position. The selection process has two basic objectives:

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(*a*) To predict which applicant would be the most successful if selected for the job, and (*b*) To sell the organization and the job to the right candidate. The selection process is based on the organizational objectives, the job specification and the recruitment policy of the organization. The various selection processes are initial screening, application forms, selection tests, group discussions, interviews and reference checks.

To facilitate a near accurate prediction of an applicant's success on the job, the selection methods should meet several generic standards of reliability, validity, generalizability, utility and legality. The application form is a formal record of an individual's application for employment. It is usually used in the preliminary screening of job applicants. The filled-in application forms provide pertinent information about the individual and are used in the job interview and for reference checks to determine the applicant's suitability for employment. There are two methods of evaluating these forms the clinical method and the weighted method. Selection tests, which are widely used, include intelligence tests, aptitude tests, achievement tests, situational tests, interest tests, and personality tests.

Interviews help managers to fill the gaps in the information obtained through the application blanks and tests. Interviews also enable the management to make an impact on the job applicant's view of the organization, apart from assessing his job-related behavior and attitude. Interviews may be classified as preliminary, selection and decision-making, based on their timing and purpose. The process of interviewing consists of several steps such as preparation for the interview, ensuring a setting, and conducting, closing and evaluating. The selection process also uses background investigation or reference checks to check the authenticity of the information provided by the applicant. Finally, after an applicant is selected, the offer is made to him and on acceptance, the placement process starts.

3.1.2 Recruitment

Recruitment is the process of seeking and attracting the right kind of people to apply for a job in an organization. Recruitment in any organization is effected by various internal and external factors. Internal factors include the recruitment policy, time and cost constraints etc. External factors include the situation in the economy, the job market, the industry etc. The recruitment policy of an organization effectively defines and determines the pattern, the sources and the methods of recruitment of the firm. A good recruitment policy is based on the organization's objectives, complies with the government policy, and results in successful placements in the organization at the minimum cost and time. It provides the basic framework in the form of guidelines, procedures and sources for recruitment. A good recruitment policy has to be flexible and proactively respond to the changing market situations. There are various sources of recruitment available for an organization. The organization has to choose the most suitable ones depending on its recruitment needs and its recruitment policy. The different sources are internal sources and external sources like campus recruitments, advertisements, employment agencies, etc.

The organization has to take into consideration the relevance and effectiveness of each source before selecting the sources for its recruitment program. Recruitment strategies, objectives, policies and the sources and methods need to be evaluated continuously to ensure their alignment with corporate strategies, objectives, and policies. The effectiveness and efficiency of the recruitment tools and sources can also be evaluated from time to time and changes made, to match the current and future recruitment needs of the organization.

3.1.3 Training and Development

The HR functioning is changing with time and with this change, the relationship between the training function and other management activity is also changing. The training and development activities are now equally important with that of other HR functions. Now a day, training is an investment because the departments such as, marketing and sales, HR, production, finance, etc. depends on training for its survival. If training is not considered as a priority or not seen as a vital part in the organization, then it is difficult to accept that such a company has effectively carried out HRM. Training actually provides the opportunity to raise the profile development activities in the organization.

To increase the commitment level of employees and growth in quality movement, senior management team is now increasing the role of training. Such concepts of HRM require careful

planning as well as greater emphasis on employee development and long term education. Training is now the important tool of Human Resource Management to control the attrition rate because it helps in motivating employees, achieving their professional and personal goals, increasing the level of job satisfaction, etc. As a result training is given on a variety of skill development and covers a multitude of courses.

Task Write the characteristics of HRM training and development.

Role of HRD Professionals in Training

This is the era of cut-throat competition and with this changing scenario of business; the role of HR professionals in training has been widened. HR role now is:

- Active involvement in employee education
- Rewards for improvement in performance
- Rewards to be associated with self esteem and self worth
- Providing pre-employment market oriented skill development education and post employment support for advanced education and training
- Flexible access i.e. anytime, anywhere training.

3.1.4 Appraisal

Managing employee performance is an integral part of the work that all managers and rating officials perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof, has a profound effect on both the financial and program components of any organization. The Department of the Interior's performance management policy is designed to document the expectations of individual and organizational performance, provide a meaningful process by which employees can be rewarded for noteworthy contributions to the organization, and provide a mechanism to improve individual / organizational performance as necessary.

To accomplish these objectives, managers need to identify organizational goals to be accomplished, communicate individual and organizational goals to employees that support the overall strategic mission and Government Performance and Results Act (GPRA) goals of the Department, monitor and evaluate employee performance, and use performance as a basis for appropriate personnel actions, including rewarding noteworthy performance and taking action to improve less than successful performance.

The Office of Personnel Management defines performance management as the systematic process of:

- planning work and setting expectations
- continually monitoring performance
- developing the capacity to perform
- periodically rating performance in a summary fashion; and
- rewarding good performance

Self Assessment

Fill in the blanks:

1. RBV stands for..... .
2. Recruitment is the process of seeking and attracting the right kind of people to apply for a job in an ..... .
3. GPRA stands for ..... .
4. The selection process has ..... basic objectives.

State whether the following statements are true or false:

5. Human resource management is the management of an organization's employee.

Notes

6. Selection is the process of evaluating qualifications, experience, skill, knowledge, etc, of an applicant in relation to the requirements of the job to determine his suitability for job.
7. Recruitment is the process of seeking and attracting the right kind of people to apply for the job in an organization.

3.2 Summary

- Human Resource Management is the management of an organization's employees.
- Selection is the process of evaluating the qualifications, experience, skill, knowledge, etc, of an applicant in relation to the requirements of the job to determine his suitability for the job.
- Recruitment is the process of seeking and attracting the right kind of people to apply for a job in an organization.
- The HR functioning is changing with time and with this change, the relationship between the training function and other management activity is also changing.
- Managing employee performance is an integral part of the work that all managers and rating officials perform throughout the year.

3.3 Keywords

HRM : HRM is the management of an organization's employees.

RBV : RBV argued by some to be at the foundation of modern HRM.

HRM Strategy : An HRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management.

3.4 Review Questions

1. Write a short note on HRM.
2. What is HRM selection?
3. Explain the functions of HRM.
4. Write briefly the recruitment of HRM.
5. Examine the HRM policy and staffing.

Answers: Self Assessment

1. Resource Based View
2. Organization
3. Government performance and Results Act
4. Two
5. True
6. True
7. True

3.5 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice*. Latest Ed.
Ranganathan(SR): *Library Administration*. Latest Ed.
Evans, (GE): *Management Techniques for Librarians*.
Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.shrinsight.com/
www.oaktraining.com/recruitment.html
www.accel-team.com/human_resources/hrm_02.html

Notes

Unit 4: Classification of Library Personnel

CONTENTS

Objectives

After studying this unit, you will be able to:

- Know the library classification
- Discuss about the staff manual
- Understand about outsourcing.

Introduction

A library classification is a system of coding and organizing library materials according to their subject and allocating a call number to that information resource. Similar to classification systems used in biology, bibliographic classification systems group entities together that are similar, typically arranged in a hierarchical tree structure. A different kind of classification system, called a faceted classification system, is also widely used which allows the assignment of multiple classifications to an object, enabling the classifications to be ordered in multiple ways.

4.1 Classification of Library

Library classification forms part of the field of library and information science. It is a form of bibliographic classification. It goes hand in hand with library cataloging under the rubric of cataloging and classification, sometimes grouped together as technical services. The library professional who engages in the process of cataloging and classifying library materials is called a cataloguer or catalog librarian. Library classification systems are one of the two tools used to facilitate subject access. The other consists of alphabetical indexing languages such as Thesauri and Subject Headings systems.

Library classification of a piece of work consists of two steps. Firstly, the “aboutness” of the material is ascertained. Next, a call number based on the classification system in use at the particular library will be assigned to the work using the notation of the system. It is important to note that unlike subject heading or thesauri where multiple terms can be assigned to the same work, in library classification systems, each work can only be placed in one class. This is due to shelving purposes: A book can have only one physical place. However in classified catalogs one may have main entries as well as added entries. Most classification systems like the Dewey Decimal Classification (DDC) and Library of Congress classification also add a cutter number to each work which adds a code for the author of the work.

Notes

Classification systems in libraries generally play two roles. Firstly, they facilitate subject access by allowing the user to find out what works or documents the library has on a certain subject. Secondly, they provide a known location for the information source to be located. Until the 19th century, most libraries had closed stacks, so the library classification only served to organize the subject catalog. In the 20th century, libraries opened their stacks to the public and started to shelve the library material itself according to some library classification to simplify subject browsing. Some classification systems are more suitable for aiding subject access, rather than for shelf location. For example, UDC which uses a complicated notation including plus, colons are more difficult to use for the purpose of shelf arrangement but are more expressive compared to DDC in terms of showing relationships between subjects. Similarly faceted classification schemes are more difficult to use for shelf arrangement, unless the user has knowledge of the citation order.

Depending on the size of the library collection, some libraries might use classification systems solely for one purpose or the other. In extreme cases a public library with a small collection might just use a classification system for location of resources but might not use a complicated subject classification system. Instead all resources might just be put into a couple of wide classes. This is known as a "mark and park" classification method, more formally called reader interest classification.

Types

There are many standard systems of library classification in use, and many more have been proposed over the years. However in general, Classification systems can be divided into three types depending on how they are used.

- Universal schemes covering all subjects. Examples include Dewey Decimal Classification, Universal Decimal Classification and Library of Congress Classification.
- Specific classification schemes for particular subjects or types of materials. Examples include Icon class, British Catalogue of Music Classification, and Dickinson classification, or the NLM Classification for medicine.
- National schemes specially created for certain countries. An example is the Swedish library classification system, SAB.

Task Define the different types of classification system.

In terms of functionality, classification systems are often described as

- Enumerative: produce an alphabetical list of subject headings, assign numbers to each heading in alphabetical order

Library classification is the technical process

- Hierarchical: divides subjects hierarchically, from most general to most specific
- Faceted or analytic-synthetic: divides subjects into mutually exclusive orthogonal facets.

There are few completely enumerative systems or faceted systems, most systems are a blend but favoring one type or the other. The most common classification systems, LCC and DDC, are essentially enumerative, though with some hierarchical and faceted elements (more so for DDC), especially at the broadest and most general level. The first true faceted system was the Colon classification of S. R. Ranganathan.

Universal classification systems used in the English-speaking world

- Dewey Decimal Classification (DDC)

- Library of Congress Classification (LCC)
- Bliss bibliographic classification (BC)

The above systems are the most common in the English-speaking world

- BISAC Subject Headings: The publishing industry standard for classification that is being adopted by some libraries.
- Harvard-Yenching Classification: An English classification system for Chinese language materials.
- V-LIB 1.2 (2008 Vartavan Library Classification for over 700 fields of knowledge, currently sold under license in the UK by Rose castle Ltd.

Universal classification systems in other languages

- A system of book classification for Chinese libraries (Liu's Classification) library classification for user.
- New Classification Scheme for Chinese Libraries.
- Nippon Decimal Classification (NDC)
- Chinese Library Classification (CLC)
- Korean Decimal Classification (KDC)
- Library-Bibliographic Classification (BBK) from Russia.

Universal classification systems that rely on synthesis (faceted systems)

- Bliss bibliographic classification
- Colon classification
- Cutter Expansive Classification
- Universal Decimal Classification

Notes Newer classification systems tend to use the principle of synthesis (combining codes from different lists to represent the different attributes of a work) heavily, which is comparatively lacking in LC or DDC.

Self Assessment

Fill in the blanks:

1. Library classification of a piece of work consists of ..... Steps.
2. DCC stands for ..... .
3. Classification systems can be divided into ..... types depending on how they are used.

4.2 Staff Manual

An employee handbook, sometimes also known as an employee manual or staff handbook, is a book given to employees by an employer. Usually, the employee handbook contains information about company policies and procedures. In the UK it may also form part of an employee's terms and conditions of employment. The employee handbook is an excellent place to bring together employment and job-related information which employees need to know, such as holiday arrangements, company rules and disciplinary and grievance procedures. It can also provide useful source of information to new staff as part of the induction process. A written employee

Notes

handbook gives clear advice to employees and creates a culture where issues are dealt with fairly and consistently.

While it often varies from business to business, specific areas that an employee handbook may address include:

- A welcome statement, which may also briefly describe the company's history, reasons for its success and how the employee can contribute to future successes. It may also include a mission statement, or a statement about a business' goals and objectives.
- Orientation procedures. This usually involves providing a human resources manager or other designated employee completed income tax withholding forms, providing proof of identity and eligibility for employment (in accordance with the Immigration Reform and Control Act of 1986), proof of a completed drug test and other required forms.
- Definitions of full- and part-time employment, and benefits each classification receives. In addition, this area also describes timekeeping procedures. This area may also include information about daily breaks.
- Information about employee pay and benefits. Usually, new employees are awarded some benefits, plus additional rewards after having worked for a company for a certain period of time. These are spelled out in this section.
- Expectations about conduct and discipline policies. These sections include conduct policies for such areas as sexual harassment, alcohol and drug use, and attendance; plus, grounds for dismissal and due process. This area may also include information about filing grievances with supervisors and/or co-workers, and communicating work-related issues with supervisors and/or company managers.
- Guidelines for employee performance reviews.
- Policies for promotion or demotion to a certain position.
- Rules concerning mail; use of the telephone, company equipment, Internet and e-mail; and employee use of motor vehicles for job assignments.
- Procedures on handling on-the-job accidents, such as those that result in injury.
- How an employee may voluntarily terminate his job, and exit interviews.
- A requirement that employees keep certain business information confidential. This area usually includes information about releasing employee records and information, as well as who may retrieve and inspect the information.

4.3 Outsourcing

Human resource management is the one process that makes sure that the passion and zeal of the employees stays put throughout their tenure in the organization. It may seem very easy to keep the motivation and performance up at all times as well as make sure that the cost per employee is maintained at the lowest. Hence, many organizations, as per current trends, outsource certain HR processes just to make sure that a certain degree of decentralization of work is maintained.

Compensation Packages

Considering that the firm takes care of the recruitment for the organization, they also work out the compensation packages. One has to admit, money is the most obvious and basic motivation for any employee, whether they admit it or not. So the package has to be crafted well. Ordinarily, the organization provides the firm with the general per employee budget. In accordance to that budget, the firms works out the basic salary, incentives, health benefits, conveyance allowances, dearness allowance and probation policies. It is not a very simple task considering that there are several central and state policies to adhere by whilst each of these are decided.

Notes

Motivation and Morale Strategies

During the employees tenure, there are many times when there is a requirement to egg them on a little bit, to push their performance toward the better. As such every organization, big or small, follows strategies that govern the general motivation and morale boosting activities. These activities cannot be conducted in any organization by outside entities.

Did u know? As such the strategic are sculpted by the firm and the implementation is done by the in house HR executives. In case, it is a very exuberant event, like a conference, then the firm joins hands with the in house executives and manager for the implementation as well. But, this differs from deal to deal.

Exit Interviews

During the tenure of the employee, a record of their performance and behavior is maintained. This record, under most circumstances, is also kept with the firm. During the end of tenure for any reason, like retirement, resignation or termination, these details are referred to. The firm conducts the exit interview, which, is mandatory for any corporate. This is the last phase in the cycle of the association between the firm and the organization regarding that employee.

Self Assessment

State whether the following statements are true or false:

4. An employee handbook, sometime also known as an employee manual or staff handbook.
5. Exit interview is the last phase in the cycle of the association between the firm and the organization regarding the employee.

4.4 Summary

- The library professional who engages in the process of cataloging and classifying library materials is called a cataloguer or catalog librarian.
- An employee handbook, sometimes also known as an employee manual or staff handbook, is a book given to employees by an employer.
- Human resource management is the one process that makes sure that the passion and zeal of the employees stays put throughout their tenure in the organization.

4.5 Keywords

Catalog Librarian : The library professional who engages in process of cataloging and classifying library materials is called a catalog librarian.

Staff Manual : An employee handbook, sometimes also known as an employee manual or staff handbook is a book given to employees by an employer.

4.6 Review Questions

1. Describe the classification of library.
2. What do you mean by staff manual? Explain.
3. Define the HRM outsourcing.
4. Write short notes on motivation and morale strategies.

Notes

Answers: Self Assessment

1. Two
2. Dewey Decimal Classification
3. Three
4. True
5. True

4.7 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.skuastkashmir.ac.in/index.php?option=com_content&view=article&id=198

www.lib.umich.edu/library-human-resources/staff-manual

Notes

Unit 5: Collection Development Section

CONTENTS

Objectives

After studying this unit, you will be able to:

- Know the collection development section
- Discuss the need and purpose of the section
- Understand the principles and factors of the section.

Introduction

The Section on Acquisition and Collection Development focuses on methodological and topical themes pertaining to acquisition of print and other analogue library materials, and the licensing and purchase of electronic information resources. Specialized interests include de-acquisition and weeding of library materials, collection development policies, collection development methods, techniques and practices for collection assessment, usage statistics, materials pricing issues, ownership vs. access issues, the "Open Access" movement, and librarians' relations with publishers and vendors.

As access to materials becomes an increasingly viable alternative to ownership, the Section finds itself working more closely with the Sections on Serials and Other Continuing Resources, Document Delivery and Resource Sharing, and any advisory committees within IFLA that facilitate discussions between libraries and publishers and / or producers of electronic resources. Also, of concern to the Section are the impact and application of technological developments that underlie many of the changes observed in departmental work flow, and partnering arrangements when acquiring materials. In formulating its Goals the Section strives to be flexible and responsive to changing conditions in the professional environment.

Notes The Section is especially cognizant of the need to integrate its Goals with IFLA's thematic focus and professional priorities.

5.1 Collection Development Section

The library's primary task is to select, maintain, and provide access to relevant and representative information resources. Due to technological developments, libraries are, in the main, moving from holdings ('just in case') to access ('just in time') strategies. This implies that collecting policies are significantly changing and that libraries need to disseminate widely information on their collecting policies.

Notes

5.2 Need and Purpose

A policy statement is a kind of framework and set of parameters within which staff and users work. It serves many functions beyond being merely a tool for selection of materials. In addition to describing current collections, it forces the staff involved to consider the aims and objectives of the organization, both long and short term, and the priorities to be attached to different activities. It assists with budgeting, serves as communication channel within a library and between the library and outside constituents, supports cooperative collection development, prevents censorship, and assists in overall collection management activities, including the handling of gifts, deselection of materials and serial cancellations.

The main reasons for having a written collection development policy can be put under four broad headings:

1. **Selection:** The primary function of a written collection development policy is to provide guidance to staff when selecting and deselecting resources for the local collection. The document serves as a guideline for each stage of materials handling. It might cover the selection, acquisition, processing, housing, weeding, retention, preservation, relegation and discard of all types of library material in the relevant subjects, with reference to specified levels of collection depth and breadth. This reduces personal bias by setting individual selection decisions in the context of the aims of collection building practice, and identifies gaps in collection development responsibilities. It ensures continuity and consistency in selection and revision. Moreover, it clarifies the purpose and scope of local collections, and allows selection decisions to be evaluated by, for example, identifying what proportion of in-scope published material has been acquired. Such a reference guide reduces the need of selectors to raise recurrent questions, and assists in the training of new staff. It also provides useful information to other library staff whose work is collection based.
2. **Planning:** A policy document provides a sound foundation for future planning, thereby assisting in determining priorities, especially when financial resources are limited. This provides a basis for the fair allocation of resources, and helps to protect library funds by explaining the rationale behind acquisitions bids. Having a formal publication to refer to ensures continuity and avoids confusion. Compilation of a formal document is beneficial in itself, in that it involves acquiring knowledge of existing collection strengths, and obliges staff to reflect on the library's goals. The stated aims help other collection-related activities such as cataloguing, preservation and storage to form a coherent strategy, and support reader services, for example by identifying areas that are ripe for deselection, or more suitable for inter-library loan, document delivery or Internet access than for acquisition.
3. **Public relations:** Formal policy statements can be useful in making the case for the library when dealing with both its users, administrators and funding bodies. They support the stated objectives of the organization, demonstrating accountability and commitment to agreed goals. Ideally, the compilation of the document requires the active participation of both users and administrators, thereby improving communication between the library and its clientele. The policy statement serves as a contract with the library's users; it has the function to demonstrate to individuals within an institution what they can expect of the library both in form of collections and of services. It enables individual selection decisions to be justified on a standardized basis. By referring to the official statement, library staff can deflect criticism or censorship arising from special interest groups, and politely but firmly refuse unwanted gifts, sectarian materials or potentially offensive items.
4. **The wider context:** As individual libraries are increasingly unable to provide all their services by themselves, they are banding together into cooperatives, alliances and consortia. For these ventures to work, there must be mutual knowledge and agreement on which library is collecting what. A written collection development policy therefore often serves as a basis for wider cooperation and resource sharing, whether in a locality, region, country, or even internationally.

Notes

5.3 Principles and Factors

The theoretical foundation for the process of corporate reputation management within the scope of reputiology represents a single set of special guidelines that have not yet been developed, versus broad principles of production management and setup. The principles of corporate reputation management should be scientifically well-founded basic assumptions which serve as the basis for good management.

With the aim of determining the principles of corporate reputation management, broad principles of management are worth investigating. There are two approaches while defining the role of principles touching upon any matter. Some scientists argue that all, but not less than all principles must be metal. The system is out of operation or the principles defined incorrectly. Others take up the position that observance of all the principles is unessential. James Smith being related to the latest observed the following principles of taxation by Adam Smith: "This is the perfect distribution, in common with the other principles of perfection is impossible to put exactly into practice, but any empirical research prima facie should rely upon knowing the ideal".

From our point of view, it is required to support the contemplation that all principles of management need to be met. In the literature it is often overlooked. Sometimes the term "principle" is replaced by the notion of "opportunity", "condition", etc.

Did u know? If any of management principles fails to be met, from a theoretical point of view, on our end it is reasonable to suppose that management is whatsoever absent. That is how come determination of the principles of corporate reputation management represents an important theoretical problem.

The principles in question should be objective and not depend on the subjective desires.

Principles are used to identify objectives, formulate a strategy and arrange conditions of running organizations effectively. They must be supported by the laws of the dialectic generalizing the global economic experience. Significant alterations in economic climate of any country, switch to a further reach fill theory and practice with an updated content. Evolution perfects the language of science, its terminology p. the principles which different AA interpret differently. To create a positive corporate reputation, we should base ourselves upon broad and domain principles.

Methods

The authors used the logical method and assumptions in the pursuance of the research. The fundamentals of economic and finance development, formulated and investigated by science and proven as a practical matter includes:

- the principle of capacity to pay means that it is required to ensure ability to pay debts at any time;
- the principle of maintenance the initiative, determines the course of developments, and represents a response to external circumstances;
- the principle of profitableness for the enterprise;
- the principle of concentration ensures that all efforts of the enterprise will be aimed at obtaining the desired result and concentrated in the desired point in the right place;
- the flexibility principle indicates an adequate structural strength of the strategy with a view to ensuring the headroom. With a flexible and intent policy this permits the use of one and the same resources in the strategy to win the desired positions without undue delay;
- the coordinated management responsibility. The managers should be selected and motivated in such a way as to make their own interests and values respond to the role they are to signify. To realize the strategy successfully there is more to carry out commitments than entering into them.

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- the principle of suddenness allows modifying strategic positions;
- the principle of balanced risk provides financing the most risky investments at its own cost and expense.

E.V. Minaeva suggested the following guidelines of economic development of companies

- practicality (the determination of the primary objective of long-term development);
- renewal (renovation of production, technology, enterprise infrastructure);
- in-depth raw material processing;
- social significance;
- knowledge updating;
- continuity (constant ratio of capital turnover acceleration, business solvency in economic capacity development);
- neutrality (registration and use of market environment in productive activity);
- consistency;
- competitiveness;
- controlling.

Corporate reputation is managed by corporate employees. There are several generally recognized principles backing HCM. Prominent inter section is the democratization of management, on what cooperative attitude depends; awareness of individuals and their needs; justice, respect for social equity and coherence. There are two groups of HRMS building principles in an organization.

1. The principles, characterizing requirements as to HRMS establishing.
2. The principles that guide HRMS development.

All the principles of HRMS creating are implemented in the combination, depending on particular HRMS business environment.

Corporate reputation management is of clearly defined strategic character. LS Blyakhman identified the following broad principles of strategic management:

- the separation of assets and liabilities (ownership function) and production management (director's or manager's functions);
- income and expenditure planning ahead;
- sharing the tasks of strategic and operations management;
- the division of profit receiving tasks into long-range objectives and present-day problems;
- a variety of management strategies;

Corporate reputation creation can be considered as an investment. Et. LS Blyakhman identified the principles that provide the preparation and making of strategic investment decisions:

- consideration of an enterprise as an open economic and social self-coordinating system;
- record keeping on baseline business strategies;
- preferred alignment with an entrepreneurial style of strategic investment management;
- combining of long-term and day-to-day investment management;
- adaptable investment strategy subject to the change of the investment environment factors;
- alternative strategic investment choices;
- the usage of innovation activity results;
- investment risk level assessment;
- alignment with the professional model of investment managers;
- development of the business investment strategy with the appropriate organizational structures of Administration / Management.

The determination of corporate reputation level comprises an element of assessment there are principles of enterprise value (business worth) assessment:

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A set of principles founded on user folkways

- the benefit principle is founded on the fact that the appraisal object has value only if it is useful to anyone;
- the principle of surrogating is founded on the fact that the subject properties being appraised are comparable to one another in the context of an ability to cater needs;
- the principle of expectation is founded on the fact that potential benefits have greater importance rather than the prior ones.

A set of principles related to the market environment

- the principle of dependence is subject to the site location;
- supply and demand matching principle;
- the principle of competitiveness;
- the cost variation principle is subject to the changes in market conditions.

  A principle of the best and most effective use. The principles of establishing the system of an enterprise security are articulated clearly.

They are the principles of

- complexity,
- continuity,
- legality,
- planning,
- parsimony,
- mutual interaction,
- confidence and transparency combination,
- functional authority.

Task Make a chart on-A set of principles related to the market environment.

Self Assessment

Fill in the blanks:

1. A ..... is a kind of framework and set of parameters within which staff and user works.
2. A ..... provides a sound foundation for future planning, thereby assisting in determining priorities.

State whether the following statements are true or false:

3. Libraries primary task is to select, maintain, and provide access to relevent and representative information resources.
4. A policy statement is a kind of a framework and set of parameters within which staff and user works.

5.4 Summary

- The library's primary task is to select, maintain, and provide access to relevant and representative information resources. Due to technological developments, libraries are, in the main, moving from holdings ('just in case') to access ('just in time') strategies. This implies that collecting policies are significantly changing and that libraries need to disseminate widely information on their collecting policies.

Notes

- The theoretical foundation for the process of corporate reputation management within the scope of reputiology represents a single set of special guidelines that have not yet been developed, versus broad principles of production management and setup. The principles of corporate reputation management should be scientifically well-founded basic assumptions which serve as the basis for good management.
- The authors used the logical method and assumptions in the pursuance of the research.

5.5 Keywords

Acquisition and Collection Development : Focuses on methods logical and topical themes pertaining to acquisition of print and other analogue library materials, and the licensing and purchase of electronic information resources.

Policy Statement : Serves many functions beyond being merely a tool for selection of materials.

Policy Document : Provides a basis for the fair allocation of resources and helps to protect library funds by explaining the rational behind acquisition bids.

5.6 Review Questions

1. Describe the need and purpose of collection development section.
2. Explain the principles and factors of collection development section.
3. Write a short note on HRMS.
4. State principles of strategic management by L.S. Blyakhaman.

Answers : Self Assessment

1. Policy statement
2. Policy document
3. True
4. True

5.7 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice*. Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.lib.cam.ac.uk / CSL / coldevpol.htm#purp

www.bibalex.org / libraries / presentation / static / 15611.aspx

www.lib.siu.edu / footer-portlets / about-the-library / collection-development-policy

Notes

Unit 6: Collection Development Policy

CONTENTS

Objectives

After studying this unit, you will be able to:

- Know the collection development policy
- Understand the preparation of collection development policy
- Explain the procedure of ordering.

Introduction

A collection development policy is a written statement of your library's intentions for building its collection. It describes the collection's strengths and weaknesses and provides guidelines for your staff. Producing one is a commitment; it takes time and careful consideration to develop a useful and relevant document. Once you have completed the document and your Library Board has approved it, it is a good idea to put your collection development policy on the World Wide Web as a resource for your own patrons and as an example for other librarians beyond your local community.

A collection development policy should be a living document, adaptable to change and growth. It provides guidelines that can be modified as your library's collection needs change. This section discusses the importance of collection development policies, outlines the basic elements of these policies, and identifies the steps involved in writing a policy for your library. It should be noted, that as libraries put important policy and other documents on their websites, it is possible to link from one document to another without the need to duplicate information that once had to be included in more than one document.

Caution: Use your common sense to determine when a section of the collection development policy might be excluded by linking to the same information in another official document also on the Web.

6.1 Importance of Collection Development Policies

Every library, no matter how small, should have a collection development policy. Such a policy is really an expanded version of the mission or purpose of the library. The policy can be useful in several ways. First, a policy provides a point of reference for staff to consult when deciding on whether to acquire, discard, or reject an item. By following the guidelines established in your policy,

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you can make more consistent and informed decisions about the collection and provide continuity during times of staff turnover or funding changes. In addition, your policy serves as a source of reinforcement when an item is challenged by a patron.

Five Major Types of Elements in a Collection Development Policy

A collection development policy is comprised of several elements, although the specific arrangement of these elements may vary somewhat from library to library. This section discusses the basic policy components and provides excerpts from actual collection development policies of public libraries to demonstrate how each section might be worded. We have quoted some policies when appropriate but have not included many links to the Web versions of public library collection development policies because libraries revise, reorganize and rewrite both their websites and their policies often enough that the links are unstable for any appreciable length of time. With a few exceptions we have left it to your judgment and initiative to find policies of interest to you.

With the ability of libraries to post important policies and other documents on their websites, it is now possible to streamline a collection development policy if a library has already engaged in strategic planning and creating a vision for the library for approximately the next five years. Such planning documents will have lengthy pieces that address many of the issues formerly reported only within a collection policy.

Notes By merely cross referencing the documents one can eliminate the need to put such elements as a description of the community and its information needs as well as a description of the library, its services, facilities, and other resources.

The five main components of a collection development or information resources policy are:

1. description of the community and the library
2. practical elements of collection development
3. description of format and special collections
4. description and goals for nonfiction classified collections
5. official adoption and revision information

The details for the contents of components I and II will be included in the next training section with the remaining components addressed in the final policy training section.

6.2 Preparing a Collection Development Policy

Preparing a collection development policy is a major project. As such, one needs to recognize that it will be time-consuming and require a lot of consultation and referrals with Board members, staff and perhaps other librarians and citizens. There are many resources that you can draw upon to assist you with the process. These include librarians and staff members in other libraries both those libraries that are similar and those very much unlike your library policy examples posted on the Web by other libraries, and a wealth of professional writing and materials on the Web and in traditional print. Here are some guidelines found useful to help you get started writing a policy for your library if your library does not already have one or to revise a policy that has become outdated or inadequate.

1. **Establish the procedure:** Before you begin to revise or initially prepare a policy, your governing board or other entity should be informed. A discussion with them should help determine what the process will be, who will be involved initially, what is to be included, and what the timeline for the project is to be. Collection development policies may be written by a committee that includes perhaps the library director, an informed staff member, and a

Notes

Board member, or by an individual. In most instances, the task of actually putting the pieces together, editing the final version, informing the Library Board about the implications of various policy options, and even educating them about collection development policies will fall to the library director. No matter how the pieces of the policy are written or who drafts them, the Library Board and the staff will need to review and provide input on each segment. A library policy of any type by definition is an official document and as such must be officially adopted by the Board at a regularly scheduled public meeting. At this point it is useful for you to provide your board and/or committee with an outline of the policy elements.

2. **Gather data:** Pull together all of the pieces of the puzzle you will need before you begin. Create a file folder or box to contain all of the following types of information:
   - Basic data about your community (population, size, age distribution, educational levels, and other library and educational opportunities available to the citizens) are likely already in place if you have recently engaged in developing a strategic plan. If a planning process is not likely soon but you need a collection development policy now, then you will need to gather this information. In particular you want to recognize and focus upon changes or issues that are now or might soon affect the informational and recreational needs of particular community segments.
   - The library's current long-range or strategic plan provides large segments of what is initially needed for the policy.
   - Data gleamed from doing a collection assessment as well as data about how much the collection is used, and what its strengths and weaknesses appear to be.
   - Existing policy statements. Sometimes you will find these buried away in files and not being used at all to make daily decisions.
   - Written procedures about the work within the library, especially those related to gifts, acquisitions, processing, and circulation. All of these might impact what the policy will ultimately reflect and you are likely to want to refer to these as the details of the policy are sorted out.
3. **Write the policy:** The discussion about the collection development policy elements includes advice about which pieces of the policy might be drafted first by an individual such as the librarian and those pieces that will need prior discussion by the Board before any general decisions are formalized into a draft statement. Sometimes it is helpful to draft a few of the easy components first and bring these pieces to the Board for discussion and general approval as a starting point for the policy process. This gets the project off to a good start and helps to energize everyone. The policy outline you have already shared with them provides an easy way to check off topics as they are finished. Then you can move on to another piece to resolve. Like list-making, this gives individuals a sense of making progress on a big task.

   After identifying pieces such as a summary description of the community served by the library and any other sections that might already exist in another official document to which you could create a link from the CD policy, proceed to the preparation of some of the generally easy sections to draft and discuss such as the purpose of the policy itself and the policy on gifts.. In order for the Board to understand the issues it is essential that they be given a sense of the range of options that might be selected. In the case of gifts, there are many options. The policy can range from accepting everything to accepting only unencumbered money. One might bring a worksheet to the staff and later to the Board with a number of options identified. Then discuss the advantages and disadvantages of each option. Let the Board determine what the policy is ultimately to be and then you or whoever is writing the policy statements can incorporate the decision in a draft gift statement to come before the Board for general approval at their next meeting. One might wish to take some of the "touchy" issues to the Board for discussion prior to even drafting any of the words or options.

   In the course of writing the policy one must think carefully about the statements presented in the policy and how your library constituents will perceive them.

Notes

Notes The collection development policy can be a public relations tool for your library, as well as your protection against questions about library's collection practices and a guide for staff members involved in making collection decisions.

4. **Get the policy approved:** Once you have general approval of all of the components of the policy and it has been thoroughly revised and edited (get someone other than the main writer to do the editing), it is time to get it officially adopted as the policy of the library. This should be done at a Board meeting or other meeting of the officials responsible for setting policy. Ideally you would like the entire policy to be adopted through a single vote at this point. The official copy of the policy should be signed and dated by the appropriate person, its adoption and the record of the vote should appear in the recorded minutes of the meeting. This final and formal approval as well as your work with the board during the process of writing the policy helps to ensure that they understand the importance of the policy and that you can be more certain of their backing in times of controversy.
5. **Use your policy:** The purpose of the policy is to use it. Therefore, be certain that it is posted on the library's website, that every staff member is given a copy, and that a nice copy is always available at the circulation desk for an interested citizen to read and for staff to consult if need be. In order to be prepared to revise the policy when the time comes, it is a good idea to keep a copy of the policy easily available at all times and to use it to make notes. The notes might reflect situations that arise for which there appears to be little guidance or for instances when lack of clarity becomes apparent in deciding about the inclusion or exclusion, the specific location, or the level of access for a particular title, type of material, or format. If you find the policy does not help you make consistent decisions then you might wish to make a note in the margins regarding the type of revision or the question that needs to be addressed next time the policy is revised.
6. **Revise your policy:** It is critical to review your policy according to the schedule you will have included in the final sec tion of the policy. This should be at least every three years. The good news is that revising a policy, if done in a timely fashion, requires only minor changes. Once you have worked through the details regarding the components of the complete policy that you will find in the next sections of this site, you will want to return to this information to review the advice about actually putting the policy together.

6.3 Procedure of Ordering

Authorized staff should obtain quotations and place orders online for computer hardware and services where the supplier provides an online purchasing portal. Staff must purchase approved makes and models from a Designated PC Supplier assigned by hardware category. Staff should normally only purchase a "Standard System Bundle" which ensures the University receives maximum product discount and promotes standardization of hardware across the University.

Staff requiring access to a Designated PC Supplier's purchasing portal should contact the IT Help Desk stating the type of access required:

- Quotation; or
- Purchaser

Purchase Procedures

Online Procedures

Staff purchasing equipment online should ensure they have the relevant approval from the Cost Centre Manager for the expenditure. No FS2 or purchase orders are necessary.

Manual Procedures

Where a written quotation has been provided by a Designated PC Supplier you should submit the quotation and completed FS2 Requisition to your Cost Centre Manager for approval. Raise a Purchase Order and send it to the appropriate supplier.

Notes

FS2 Requisition and Purchase Order must include the following information:

- quantity
- equipment description
- end user name
- end user location
- delivery address
- Org2 code (necessary to generate the default workstation name)

Staff wishing to purchase IT equipment should consult their local IT support staff before placing an order.

Desktop PC Systems

Authorized staffs are able to purchase "Standard Desktop Systems Bundles" from UniSA Designated PC Suppliers. Purchase of "Standard Desktop System Bundles" ensures the University receives maximum product discount. Quotations and purchasing for desktop systems can only be made online by authorised UniSA staff via the relevant supplier purchasing portal. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement. Quotations and purchases of other approved models can only be obtained from local IT support staff that is contactable via the IT Help Desk.

Notebook, Net book and Tablet Systems

Authorised staffs are able to purchase "Standard Notebook, Netbook & Tablet Systems Bundles" from UniSA Designated PC Suppliers. Purchase of "Standard Notebook, Netbook and Tablet System Bundles" ensures the University receives maximum product discount. Quotations and purchasing for notebook, netbook and tablet systems can only be made by authorised UniSA staff. Quotations and purchasing should be performed online where a supplier has a purchasing portal available, alternatively suppliers will provide a monthly published quotation that authorised staff can place purchase orders against. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement. Quotations and purchases of other approved models can only be obtained from local IT support staff that is contactable via the IT Help Desk.

Server Systems

Authorised staffs are able to purchase "Standard Server Systems Bundles" from UniSA Designated PC Suppliers. Purchase of "Standard Server System Bundles" ensures the University receives maximum product discount. Quotations and purchasing for server systems can be made by authorised UniSA staff via the relevant supplier purchasing portal. Quotations and purchasing should be performed online where a supplier has available an appropriate "Standard Server Systems Bundle". Where this is not practical alternative server system quotations can be obtained from each supplier and purchase orders can be placed. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement.

Notes Quotations and purchases of other approved models can only be obtained by authorised local IT support staff.

Task Compare online and manual procedures.

Self Assessment

Fill in the blanks:

1. A ..... is a written statement of your library's intentions for building its collections.
2. Purchase of ..... ensures the university receives maximum product discount

Notes

State whether the following statements are true or false:

3. A collection development policy is a written statement of your library's intentions for building its collection.
4. Description of the community and the library is a components of collection development and information resources policy.

6.4 Summary

- A collection development policy is a written statement of your library's intentions for building its collection.
- A collection development policy should be a living document, adaptable to change and growth. It provides guidelines that can be modified as your library's collection needs change.
- The policy can be useful in several ways. First, a policy provides a point of reference for staff to consult when deciding on whether to acquire, discard, or reject an item.
- Authorized staffs are able to purchase "Standard Desktop Systems Bundles" from UniSA Designated PC Suppliers. Purchase of "Standard Desktop System Bundles" ensures the University receives maximum product discount.

6.5 Keywords

Collection Development Policy : It is a written statement of library's intention for building its collection.

Server Systems : Quotations and purchasing for server systems can be made by authorized Uni SA staff via the relevant supplier purchasing portal.

6.6 Review Questions

1. Explain the importance of collection development polices.
2. What are the major component of a collection development or information resources?
3. Describe online procedures.
4. What do you mean by server systems?

Answers : Self Assessment

1. Collection and development policy
2. Standard desktop system bundles
3. True
4. True

6.7 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries.* Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.lib.cam.ac.uk / CSL / coldevpol.htm#purp

www.bibalex.org / libraries / presentation / static / 15611.aspx

www.lib.siu.edu / footer-portlets / about-the-library / collection-development-policy

Notes

Unit 7: Development of Libraries in India

CONTENTS

Objectives

After studying this unit, you will be able to:

- Understand the development of libraries in India
- Know about accessioning
- Explain good offices committee.

Introduction

It was just about a decade after independence and the nation was going through the arduous process of building itself anew. Foundations were being laid in all areas so that the edifice of prosperity could be built with confidence. The industry of organized publishing, as we know it today, was only in its infancy and books had not percolated to the bottom rungs of the society. It was at this time, Shri Pandit Jawaharlal Nehru, India's first Prime Minister, realized that alongwith scientific, technological and industrial advancement, equal emphasis should also be given to the social and culture development of the nation and for which he felt that book reading must be widely propagated to develop in people an abiding interest to understand and appreciate the various cultural and traditional heritage of the country. He himself a great writer and lover of books, Nehru conceived the idea of setting up institutions which without bureaucratic controls and direction could work towards this cause. Thus institutions like Sahitya Akademy, Lalit Kala Akademi and NBT came into being as autonomous organizations funded by the Government but with functional autonomy.

Thus National Book Trust, India, came to be established. National Book Trust was inaugurated in August 1957 by the president of India, the great philosopher and teacher Dr. S. Radhakrishnan. Speaking on the occasion Pandit Jawaharlal Nehru shared with the select audience his views on the importance of books, the habit of reading and his dream of a book reading society and the role to be played by National Book Trust, India in realizing the dream. The function was also graced by Dr.Maulana Abul Kalam Azad and Shri John Mathai, the first chairman of the Trust. The Trust was formally constituted as an autonomous organization under the Ministry of Education, Govt. of India, with its corporate office in New Delhi. Fully financed by the Govt. of India the NBT has a Board of Trustees and Executive Committee.

Notes

7.1 The Working of the Trust

The activities ad programmes of the Trust are initiated, implemented, monitored and controlled by the EC. Its objectives, activities and the achievements are reviewed from time to time and designed to meet new challenges which arise in the field of promoting reading habit. The concept of reading habit or book mindedness as Nehru envisaged was not confined to text books or professional books or career development books but the emphasis was on general reading, thus shaping its major aims and objectives.

In the formative years these objectives were:

- to produce and to encourage the production of good literature and to make such literature available at moderate prices to the public:
- in furtherance of the above objective, to publish, more particularly books of the following types in English, Hindi and other languages recognised in the Constitution of India:
- the classical literature of India:
- outstanding works of Indian authors in Indian languages and their translation from one Indian language to another:
- translation of outstanding books from foreign languages:
- outstanding books of modern knowledge for popular diffusion:
- to bring out book lists, arrange exhibitions and seminars and take all necessary steps to make the people book minded:
- to establish or promote the formation of regional book trusts in different parts of the country with objectives similar to those of the Trust.

As of today the main objectives of the Trust are:

- Publishing good reading material for all segments of society and for all age groups.
- Promoting books and the habit of reading by organizing book fairs and exhibitions throughout the country and putting up language-wise and genrewise exhibitions of select, moderately priced books brought out by publishers from the private and public sectors.
- Promoting Indian publications abroad, through participation in international book fairs and putting up exhibition to display select titles brought out by various Indian Publishers.
- Promoting the publication of reasonably priced books for higher education. NBT gives financial assistance to authors and publishers of university level text-books and reference books.
- Promoting of children's literature. the Trust also works as nodal agency to monitor, coordinate, plan and aid the publication of children's literature in various Indian languages.

It has established the National Centre for children's Literature in 1993, to popularize books and reading habit amongst children. It has been accepted that the most effective measure for promoting books is book fairs and exhibitions and the NBT has been playing a pioneering role in organizing book fairs and exhibitions at the international, national, regional and at the rural levels. The book fairs and exhibitions organised by the NBT have been greatly appreciated by the book lovers and the book trade because they not only enable the book lovers to witness a large array of books in one single place but it also provides the opportunity for meeting and interaction between various segments of the book trade. During these book fairs the NBT also organizes seminars, symposia, workshops, etc. simultaneously it provides the much needed infrastructural facilities to the book trade, federations and allied organizations to hold their programmes of similar nature. In order to promote the interest of the publishers of Indian languages books the NBT offers space and stands on lower rents. During World Book Fairs, it also offers local hospitality to representatives of developing countries as also free stands/stalls to enable them to participate in this international event.

The NBT has so far organized 22 National Book Fairs and 14 World Book Fairs. In addition, the NBT also organizes many book exhibitions at the regional and semi urban levels. Besides it also organizes special mobile book exhibition in various states. The states covered are Andhra Pradesh,

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Assam, Bihar, Delhi, Goa, Haryana, Himachal Pradesh, Kerala, Madhya Pradesh, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal. From a mere handful of books in a year to about 800 titles a year now, the publishing profile of NBT has grown by leaps and bounds. In its formative years the Trust did not have its own editorial and production units. Manuscripts in different languages were got ready and assigned for printing and marketing to other agencies, like the Publication Division and other publishers in the respective of language regions. In late 60's the Trust stated its own editorial and printing activities. In the year 1969-70, the number of books published was 106. Ten years later, In 79-80 it was 188 and in 1989-90 the number was 851. From then on an average of about 600 to 700 titles are brought out every year which include originals, translations and reprints and cover 18 languages.

During the last few years the Trust got into publishing useful books for the benefit of neo literates. There was a large segment of society that had just begun to read and providing books for them was a challenging task. With a lot of research and cooperation from experts, the Trust has been able to sustain their interest in reading by reaching out to them. Many of these books were prepared in workshops and field tested before the intended readers before publishing. While this was a unique effort to bring a marginalized segment of readership to main stream reading the Trust continued to look at other similar such segments. Books for visually handicapped and mentally challenged were its other priority areas.

The rendering of some of the Trust's finest publications into Braille has met with tremendous success and popularity among the visually handicapped. the success of the initial attempt in this the direction has encouraged the Trust to render many more titles into Braille. Activity based books for children with disabilities is another prime area which the Trust in now exploring. Not only is some of existing NBT's titles for children being adopted but also new titles are being developed to cater to them. In a few years from now, the Trust will be fully equipped to fulfill their special needs. Constantly endeavoring in identifying newer areas of publishing the Trust could not ignore the rapid strides that technology has made in all spheres of our life, particularly the World of books. The Trust is exploring the possibilities of electronic publishing, has already brought out a few titles on CD-Rom in English and Hindi.

7.2 Accessioning

Accessioning is the process of officially accepting items into National Park Service (NPS) museum collections. Accessioning establishes legal custody and ownership and provides information on how the NPS acquired the items. This chapter discusses the various ways to acquire collections and explains the basic procedures for documenting accessions. The staff person responsible for the museum collection must follow this chapter to accession museum objects and archival collections. You must accession all items that are part of the park's permanent museum collection and all incoming loans.

An accession is the acquisition of a single item or a group of items:

- from one source
- under one type of transaction (for example, gift)
- on one date.

For example, an individual may sell a rifle to the park, and at the same time donate twenty Civil War documents. You would record this as two accession transactions: a purchase and a gift. If the same individual donates additional material one month later, this would be a third transaction. An accession can have one object or thousands of objects. Accession records document the legal transaction that establishes ownership (title) and custody of museum objects. Accession records also document general information about the accession. They consist of the accession book, the accession file, and the Automated National Catalog System (ANCS) accession database. The accession file contains all pertinent documentation about the accession. It's important to keep records of all the steps you take in the acquisition process.

Notes

7.3 Good Offices Committee (GOC)

The Good Office Committee is a voluntary organization formed to establish uniform terms of book supplies to libraries, and to ensure a fair working margin to booksellers and an efficient service to the libraries. The Committee meets at regular intervals and after taking into consideration the fluctuations in the currency rates decides on the rates of conversion governing sale of books and periodicals. These rates are widely circulated amongst the libraries all over India either directly or through booksellers. This helped to dispense with the need for the cumbersome procedure of inviting tenders for a diverse product like Books. Is has not only facilitated procurement of books by libraries but has also helped book lovers and others to meet their requirement of books smoothly. The Good Office Committee has been in existence for more than 30 years and a pattern for fixing exchange rates of currencies from time to time has been in existence all through. However, there has been a crisis in the Good Office Committees since a new team of office bearers of Indian Library Association (ILA) took over from April 2000. Since then, the Federation has been making all possible efforts to sort out the problem faced.

The Federation continued to pursue the matter with the Govt. of India as it has been felt all along that there should be nominee from the Government on GOC to impart sanctity to the committee and give it much needed credibility. As a result of our efforts, the Department of Culture, Govt. of India, convened a meeting on 30th April, 2003 on the issues relating to GOC which was attended by several important librarians including three former Presidents of ILA. All of them said that GOC is necessary; it has relevance, and that it should continue. Shri Jayakumar, Joint Secretary, Department of Culture, who chaired the meeting agreed to give a nominee in the committee. In the minutes of the aforesaid meeting a clear directive had been given to the Federation to go ahead with the reconstruction of the GOC and ask for the Government nominee in the committee. In pursuance of this, the Federation convened a meeting (13th June, 2003), AT New Delhi, which was attended by a number of librarians and several members of the book industry. To make further progress in the matter, it was postponed to have another meeting as soon as possible at which the then President, ILA should also be present. However, as he regretted his inability to attend the meeting because of personal problems and advised that we should involve, for our support, one or two office bearers of the ILA at Delhi who were stated to be well aware of GOC. However, there was no response from the other side to the efforts made by us accordingly.

7.3.1 Acquisition of Non Print

Acquisition is a Gnutella-based peer-to-peer client that is also capable of supporting Bit Torrent designed specifically for Mac OS X. It is based on Lime Wire and is a shareware product, priced from $25. Acquisition is more noted for its focus on user interface and integration with Mac OS X than for its originality in features, making full use of Apple's Cocoa APIs, and has integration with iTunes. Acquisition uses parts of the Lime Wire core libraries, licensed under the GNU General Public License (GPL). The graphical user interface and the open source, modified Lime Wire core run as separate processes, communicating via Unix pipes, which allows parts of the software to be relicensed. This follows in the footsteps of the precedent set by Apple's proprietary X code suite, which relies on open source components such as gcc and gdb.

Although Acquisition uses parts of Lime Wire code, it was not affected by Lime Wire's decision to disable its client. Recent versions of Lime Wire contained blocking code which could be called upon by its parent company to disable the software in case of legal problems; Acquisition, like its sister programs Cabos and Frost Wire among others, contains no such code, and thus remains running.

7.3.2 Multimedia Materials

Many nations are increasing their investments in education and education technology to support the transformation of teaching and learning. Yet, not enough attention is given to the development and availability of instructional content ware that makes the investments in hardware economically useful and educationally meaningful. One possible reason is that equipping schools with radios,

televisions, and computers and connecting them to the Internet is simple compared to developing corresponding instructional materials. For a visual artist about to create a new work, the choice of medium is a question of supreme importance. Each medium carries within it a certain relationship to the gesture, a demand for restraint, limitations of texture, hue, value, plasticity. For the educationist, the term, "multimedia," has become much more definite. It signals high cost, a simplistic blend of visual and aural information, and low return. Today multimedia as a means of learning is equated with tightly structured content built by a commercial vendor a developer. It is a product, not a possibility. The excitement of choice, of trial, of process is absent.

Yet, multimedia in its broadest sense is among the most effective and egalitarian of computer-based resources available. By establishing the potential for the artful interaction between learners and content intertwining information, skills, and even the synthesizing vision that is so important to comprehension multimedia "content ware" is effective across the wide range of circumstances. Multimedia can be designed to:

- enhance learning in different locations and in schools of diverse quality;
- present opportunities for students working at different rates and levels;
- provide (tirelessly, without holding up other students) repetition when repetition is warranted to reinforce skills and learning; and
- compensate, in the short term, for high student populations and limited numbers of trained and experienced teachers in combination with robust teacher development initiatives and improvements in teachers' working conditions.

In dynamic fields, such as astrophysics, genetics, or political geography, updates to content ware can ensure that teachers and students encounter and have the chance to work with current and even cutting-edge knowledge. Such encounters tie learning to the most important events of our time and underscore the general idea that knowledge itself is not fixed and finalized, that there is a universe of discoveries and a library of analyses that can be available to students. Finally, computer-based and Web-based multimedia content ware is itself dynamic, built of bits and bytes, using software development tools that combine, in some cases, the power to create with the simplicity of use. Unlike textbooks or library based resources, content ware has the potential to engage all stakeholders in the education system from software developers to ministry personnel to education researchers to teachers and students in the development of multimedia learning resources.

In this chapter we present multimedia as a tapestry of possibilities for creation, experimentation, and communication that is woven by students, teachers, researchers, and professionals, working with different tools across the range of media. We address:

- the context for multimedia development;
- the nature and modalities of multimedia;
- the authors of multimedia resources;
- environments and tools for multimedia development; and
- ensuring quality in multimedia.

Self Assessment

Fill in the blanks:

1. ..... established a library system in India.
2. ..... is the process of officially accepting items into National park service (NPS) museum collections?
3. ..... is a voluntary organization formed to establish uniform terms of book supplies to libraries and to ensure a fire working margin to book sellers and an efficient service to the libraries.

State whether the following statements are true or false:

4. The activities ad programmes of the Trust are initiated, implimented, monitored and controlled by the EC.
5. Accessioning is the process of officially accepting items into National park service museum collections.

Notes

7.4 Summary

- National Book Trust was inaugurated in August 1957 by the president of India, the great philosopher and teacher Dr. S. Radhakrishnan.
- The activities ad programmes of the Trust are initiated, implemented, monitored and controlled by the EC. Its objectives, activities and the achievements are reviewed from time to time and designed to meet new challenges which arise in the field of promoting reading habit.
- Accessioning is the process of officially accepting items into National Park Service (NPS) museum collections. Accessioning establishes legal custody and ownership and provides information on how the NPS acquired the items.
- The Good Office Committee is a voluntary organization formed to establish uniform terms of book supplies to libraries, and to ensure a fair working margin to booksellers and an efficient service to the libraries.

7.5 Keywords

National Book Trust India : It was established in August 1957
ANCS : Automated National catalogue system.
ILA : Indian Library Association
GOC : Good Offices Committee

7.6 Review Questions

1. Explain the establishment of NBT.
2. Describe the main objectives of NBT at present.
3. What do you mean by accessioning?
4. Explain GOC.

Answers: Self Assessment

1. Pandit Jawaharlal Nehru
2. Accessioning
3. Good Committee Office
4. True
5. True

7.7 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice*. Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.hindu.com / 2001 / 08 / 21 / stories / 1321017a.htm

www.white-clouds.com / iclc / cliej / c126WBJ.htm

Notes

Unit 8: Library Finance

CONTENTS

Objectives

After studying this unit, you will be able to:

- Understand the sources of library finance
- Know the budgeting procedure and accounts
- Discuss the cost effectiveness and cost beneficial analysis.

Introduction

During the last twenty years there was a growing trend to align library and information service management to business models of management. In the late 1970s business conditions were rapidly evolving in response to changes in economic thinking. Monetarism and its political children Reaganomics (in the U.S.) and Thatcherism (in the UK) reinvigorated the debates about taxation, investment, and public spending. Market forces, the role of markets, and competition were given new prominence and interpretations. The roles of the consumer and customer in society and in commerce were highlighted. Efficiency, the elimination of waste, and quality delivery were new watchwords. The role of central government, economic intervention, and balances between public and private sector activities were analyzed, criticized, and redefined.

Notes In short, the deregulation of economic activity was to be the favored means of ensuring growth and wealth creation. This cycle of change would inevitably come to affect every sector of economic activity including library and information services.

8.1 Sources of Finance

Sourcing money may be done for a variety of reasons. Traditional areas of need may be for capital asset acquirement new machinery or the construction of a new building or depot. The development of new products can be enormously costly and here again capital may be required. Normally, such developments are financed internally, whereas capital for the acquisition of machinery may come from external sources. In this day and age of tight liquidity, many organisations have to look for short term capital in the way of overdraft or loans in order to provide a cash flow cushion.

Notes

Did u know? Interest rates can vary from organisation to organisation and also according to purpose.

Sources of funds

A company might raise new funds from the following sources:

The capital markets:

1. new share issues, for example, by companies acquiring a stock market listing for the first time
2. rights issues:
    - Loan stock
    - Retained earnings
    - Bank borrowing
    - Government sources
    - Business expansion scheme funds
    - Venture capital
    - Franchising.

Ordinary (equity) shares

Ordinary shares are issued to the owners of a company. They have a nominal or 'face' value, typically of $1 or 50 cents. The market value of a quoted company's shares bears no relationship to their nominal value, except that when ordinary shares are issued for cash, the issue price must be equal to or be more than the nominal value of the shares. Deferred ordinary shares are a form of ordinary shares, which are entitled to a dividend only after a certain date or if profits rise above a certain amount. Voting rights might also differ from those attached to other ordinary shares.

Ordinary shareholders put funds into their company:

- by paying for a new issue of shares
- through retained profits.

Simply retaining profits, instead of paying them out in the form of dividends, offers an important, simple low-cost source of finance, although this method may not provide enough funds, for example, if the firm is seeking to grow.

A new issue of shares might be made in a variety of different circumstances:

- The company might want to raise more cash. If it issues ordinary shares for cash, should the shares be issued pro rata to existing shareholders, so that control or ownership of the company is not affected. If, for example, a company with 200,000 ordinary shares in issue decides to issue 50,000 new shares to raise cash, should it offer the new shares to existing shareholders, or should it sell them to new shareholders instead?
- If a company sells the new shares to existing shareholders in proportion to their existing shareholding in the company, we have a rights issue. In the example above, the 50,000 shares would be issued as a one-in-four rights issue, by offering shareholders one new share for every four shares they currently hold.
- If the number of new shares being issued is small compared to the number of shares already in issue, it might be decided instead to sell them to new shareholders, since ownership of the company would only be minimally affected.
- The company might want to issue shares partly to raise cash, but more importantly to float' its shares on a stick exchange.
- The company might issue new shares to the shareholders of another company, in order to take it over.

Notes

New shares issues

A company seeking to obtain additional equity funds may be:

- an unquoted company wishing to obtain a Stock Exchange quotation
- an unquoted company wishing to issue new shares, but without obtaining a Stock Exchange quotation
- a company which is already listed on the Stock Exchange wishing to issue additional new shares.

The methods by which an unquoted company can obtain a quotation on the stock market are:

- an offer for sale
- a prospectus issue
- a placing
- an introduction.

Offers for sale

- An offer for sale is a means of selling the shares of a company to the public.
- An unquoted company may issue shares, and then sell them on the Stock Exchange, to raise cash for the company. All the shares in the company, not just the new ones, would then become marketable.
- Shareholders in an unquoted company may sell some of their existing shares to the general public. When this occurs, the company is not raising any new funds, but just providing a wider market for its existing shares (all of which would become marketable), and giving existing shareholders the chance to cash in some or all of their investment in their company.

Caution When companies 'go public' for the first time, a 'large' issue will probably take the form of an offer for sale. A smaller issue is more likely to be a placing, since the amount to be raised can be obtained more cheaply if the issuing house or other sponsoring firm approaches selected institutional investors privately.

Rights issues

A rights issue provides a way of raising new share capital by means of an offer to existing shareholders, inviting them to subscribe cash for new shares in proportion to their existing holdings. For example, a rights issue on a one-for-four basis at 280c per share would mean that a company is inviting its existing shareholders to subscribe for one new share for every four shares they hold, at a price of 280c per new share. A company making a rights issue must set a price which is low enough to secure the acceptance of shareholders, who are being asked to provide extra funds, but not too low, so as to avoid excessive dilution of the earnings per share.

Preference shares

Preference shares have a fixed percentage dividend before any dividend is paid to the ordinary shareholders. As with ordinary shares a preference dividend can only be paid if sufficient distributable profits are available, although with 'cumulative' preference shares the right to an unpaid dividend is carried forward to later years. The arrears of dividend on cumulative preference shares must be paid before any dividend is paid to the ordinary shareholders.

From the company's point of view, preference shares are advantageous in that:

- Dividends do not have to be paid in a year in which profits are poor, while this is not the case with interest payments on long term debt (loans or debentures).

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- Since they do not carry voting rights, preference shares avoid diluting the control of existing shareholders while an issue of equity shares would not.
- Unless they are redeemable, issuing preference shares will lower the company's gearing. Redeemable preference shares are normally treated as debt when gearing is calculated.
- The issue of preference shares does not restrict the company's borrowing power, at least in the sense that preference share capital is not secured against assets in the business.
- The non-payment of dividend does not give the preference shareholders the right to appoint a receiver, a right which is normally given to debenture holders.

However, dividend payments on preference shares are not tax deductible in the way that interest payments on debt are. Furthermore, for preference shares to be attractive to investors, the level of payment needs to be higher than for interest on debt to compensate for the additional risks.

Notes For the investor, preference shares are less attractive than loan stock because:

- they cannot be secured on the company's assets
- the dividend yield traditionally offered on preference dividends has been much too low to provide an attractive investment compared with the interest yields on loan stock in view of the additional risk involved.

Self Assessment

Fill in the blanks:

1. ..... are issued to the owners of a company.
2. ..... provides a way of raising new share capital by means of an offer to existing shareholders inviting them to subscribe cash for new shares in proportion of their existing holdings.
3. ..... have a fixed percentage dividend before any dividend is paid to the ordinary share holders.

8.2 Budgeting Procedure and Accounts

While budgeting is truly a year-round activity, its development can be broken down into various stages. The process begins with individual program review. Each department within the University reviews and evaluates the effectiveness of their program with respect to the mission and strategic plan of the University. During this planning stage, meetings are held between the Budget Committee of the University and some program directors to discuss these reviews and identify opportunities for program enhancements. Budget requests are then submitted to respective Vice Presidents for approval and then forwarded to the Vice President of Business Affairs for inclusion in the first draft of the budget. The Budget Committee meets several times to project revenues for the ensuing year and to determine departmental funding levels in balancing the budget. The budget is adopted by the governing board at its May meeting, as a preliminary annual budget, effective July 1. This preliminary budget is revised when enrollment figures for the fall semester have been confirmed and is approved by the board in October as the final budget. After spring enrollment numbers are determined, if needed, the budget is revised to accommodate any variance in projected enrollment numbers.

Administration

Each program administered by the University is divided into various departments, each headed by a department chair responsible for budget compliance. All expenses incurred by the University are requested at the departmental level and approved by the respective Department Chair and / or Vice President (depending on spending limits) for whom they report, before payment is processed. Payments are recorded in the general ledger at the departmental level, providing comparison

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with budgeted amounts. Each department is tasked to operate within its individual budget. If during the budget year, a determination is made that budgeted funds within a department are not sufficient to fulfill the mission / program of the department, a request can be made for additional budget funds through the completion of a "Request for Additional Budget Funds".

Did u know? If approved by the President, the controller's office will make the necessary budget adjustments.

Reporting

The following monthly reports are distributed to department chairs by the 15th day of the month following the month for which reports are generated. These reports are also available on-line to authorized viewers as well:

- Summary Expenditure Budget Report: This report presents actual expenditures for the current month, and compares total expenditures for the year with annual budgeted amounts along with any encumbered expenses. A percentage of the remaining budget is also provided.
- General Ledger Report: This report reflects actual expenses incurred by general ledger code for each department.
- Monthly Departmental Budget Review: This report is circulated to any and all departments who have exceeded their departmental budgets. Department chairs are responsible for documenting explanations for overall departmental deficits, as well as, detailed explanations for individual line items exceeding $100.00 over budget. The explanations are discussed with and approved by the appropriate Vice Presidents and forwarded to the President for his review. The reports are then kept on file in the Controller's office for use with the next year's budget planning.

8.3 Cost Effectiveness Analysis

Cost-effectiveness analysis (CEA) is a form of economic analysis that compares the relative costs and outcomes (effects) of two or more courses of action. Cost-effectiveness analysis is distinct from cost-benefit analysis, which assigns a monetary value to the measure of effect. Cost-effectiveness analysis is often used in the field of health services, where it may be inappropriate to monetize health effect. Typically the CEA is expressed in terms of a ratio where the denominator is a gain in health from a measure and the numerator is the cost associated with the health gain. The most commonly used outcome measure is quality-adjusted life years (QALY). Cost-utility analysis is similar to cost-effectiveness analysis.

General application

The concept of cost effectiveness is applied to the planning and management of many types of organized activity. In the acquisition of military tanks, for example, competing designs are compared not only for purchase price, but also for such factors as their operating radius, top speed, rate of fire, armor protection, and caliber and armor penetration of their guns. If a tank's performance in these areas is equal or even slightly inferior to its competitor, but substantially less expensive and easier to produce, military planners may select it as more cost effective than the competitor. Conversely, if the difference in price is near zero, but the more costly competitor would convey an enormous battlefield advantage through special ammunition, radar fire control and laser range finding, enabling it to destroy enemy tanks accurately at extreme ranges, military planners may choose it instead based on the same cost effectiveness principle. Cost effectiveness analysis is also applied to many other areas of human activity, including the economics of automobile usage.

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CEA in pharmacoeconomics

In the context of pharmacoeconomics, the cost-effectiveness of a therapeutic or preventive intervention is the ratio of the cost of the intervention to a relevant measure of its effect. Cost refers to the resource expended for the intervention, usually measured in monetary terms such as dollars or pounds. The measure of effects depends on the intervention being considered. Examples include the number of people cured of a disease, the mm Hg reduction in diastolic blood pressure and the number of symptom-free days experienced by a patient. The selection of the appropriate effect measure should be based on clinical judgement in the context of the intervention being considered. A special case of CEA is costutility analysis, where the effects are measured in terms of years of full health lived, using a measure such as quality-adjusted life years or disability-adjusted life years.

Cost-effectiveness is typically expressed as an incremental cost-effectiveness ratio (ICER), the ratio of change in costs to the change in effects. A complete compilation of cost-utility analyses in the peer reviewed medical literature is available from the Cost-Effectiveness Analysis Registry website. A 1995 study of the cost-effectiveness of over 500 life-saving medical interventions found that the median cost per intervention was $42,000 per life-year saved. A 2006 systematic review found that industry-funded studies often concluded with cost effective ratios below $20,000 per QALY and low quality studies and those conducted outside the US and EU were less likely to be below this threshold. While the two conclusions indicates that industry-funded ICER measures are lower methodological quality than those published by non-industry sources, there is also a possibility that, due to the nature of retrospective or other non-public work, publication bias may exist rather than methodology biases. There may be incentive for an organisation not to develop or publish an analysis that does not demonstrate the value of their product.

Self Assessment

State whether the following statements are true or false:

4. Economic analysis that compares the relative costs and outcomes (effects) of two or more courses of action.
5. CEA is expressed in terms of a ratio where the denominator is a gain in health from a measure and the numerator is the cost associated with the health gain.

8.4 Cost Benefit Analysis

Cost-benefit analysis (CBA), sometimes called benefit-cost analysis (BCA), is an economic decision-making approach, used particularly in government and business. CBA is used in the assessment of whether a proposed project, programme or policy is worth doing, or to choose between several alternative ones. It involves comparing the total expected costs of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much.

In CBA, benefits and costs are expressed in money terms, and are adjusted for the time value of money, so that all flows of benefits and flows of project costs over time (which tend to occur at different points in time) are expressed on a common basis in terms of their "present value".

Notes Cost-benefit analysis is often used by governments and others, e.g. businesses, to evaluate the desirability of a given intervention. It is an analysis of the cost effectiveness of different alternatives in order to see whether the benefits outweigh the costs (i.e. whether it is worth intervening at all), and by how much (i.e. which intervention to choose). The aim is to gauge the efficiency of the interventions relative to each other and the status quo.

Notes

Valuation

The costs of an intervention are usually financial. The overall benefits of a government intervention are often evaluated in terms of the public's willingness to pay for them, minus their willingness to pay to avoid any adverse effects. The guiding principle of evaluating benefits is to list all parties affected by an intervention and place a value, usually monetary, on the effect it has on their welfare as it would be valued by them. Putting actual values on these is often difficult; surveys or inferences from market behavior are often used.

One source of controversy is placing a monetary value of human life, e.g. when assessing road safety measures or life-saving medicines. However, this can sometimes be avoided by using the related technique of cost-utility analysis, in which benefits are expressed in non-monetary units such as quality-adjusted life years. For example, road safety can be measured in terms of 'cost per life saved', without placing a financial value on the life itself. Another controversy is the value of the environment, which in the 21st century is sometimes assessed by valuing it as a provider of services to humans, such as water and pollination. Monetary values may also be assigned to other intangible effects such as loss of business reputation, market penetration, or long-term enterprise strategy alignments.

Time

CBA usually tries to put all relevant costs and benefits on a common temporal footing using time value of money formulas. This is often done by converting the future expected streams of costs and benefits into a present value amount using a suitable discount rate. Empirical studies suggest that in reality, people do discount the future like this. There is often no consensus on the appropriate discount rate to use - *e.g.* whether it should be small or larger. The rate chosen usually makes a large difference in the assessment of interventions with long-term effects, such as those affecting climate change, and thus is a source of controversy. One of the issues arising is the equity premium puzzle, that actual long-term financial returns on equities may be rather higher than they should be; if so then arguably these rates of return should not be used to determine a discount rate, as doing so would have the effect of largely ignoring the distant future.

Risk and uncertainty

Risk associated with the outcome of projects is also usually taken into account using probability theory. This can be factored into the discount rate, but is usually considered separately. Particular consideration is often given to risk aversion- that is, people usually consider a loss to have a larger impact than an equal gain, so a simple expected return may not take into account the detrimental effect of uncertainty. Uncertainty in the CBA parameters is often evaluated using a sensitivity analysis, which shows how the results are affected by changes in the parameters.

Application and history

The practice of cost benefit analysis differs between countries and between sectors within countries. Some of the main differences include the types of impacts that are included as costs and benefits within appraisals, the extent to which impacts are expressed in monetary terms, and differences in the discount rate between countries. Agencies across the world rely on a basic set of key cost-benefit indicators, including the following:

- NPV (net present value)
- PVB (present value of benefits)
- PVC (present value of costs)
- BCR (benefit cost ratio = PVB / PVC)
- Net benefit (= PVB - PVC)
- NPV/k (where k is the level of funds available).

Notes

The concept of CBA dates back to an 1848 article by Jules Dupuit and was formalized in subsequent works by Alfred Marshall. The practical application of CBA was initiated in the US by the Corps of Engineers, after the Federal Navigation Act of 1936 effectively required cost benefit analysis for proposed federal waterway infrastructure. The Flood Control Act of 1939 was instrumental in establishing CBA as federal policy. It specified the standard that "the benefits to whomever they accrue in excess of the estimated costs. Subsequently, cost benefit techniques were applied to the development of highway and motorway investments in the US and UK in the 1950s and 1960s. An early and often-quoted, more developed application of the technique was made to London Underground's Victoria Line. Over the last 40 years, cost-benefit techniques have gradually developed to the extent that substantial guidance now exists on how transport projects should be appraised in many countries around the world.

In the UK, the New Approach to Appraisal (NATA) was introduced by the then Department for Transport, Environment and the Regions. This brought together cost benefit results with those from detailed environmental impact assessments and presented them in a balanced way. NATA was first applied to national road schemes in the 1998 Roads Review but subsequently rolled out to all modes of transport. It is now a cornerstone of transport appraisal in the UK and is maintained and developed by the Department for Transport. The EU's 'Developing Harmonized European Approaches for Transport Costing and Project Assessment' (HEATCO) project, part of its Sixth Framework Programme, has reviewed transport appraisal guidance across EU member states and found that significant differences exist between countries. HEATCO's aim is to develop guidelines to harmonies transport appraisal practice across the EU.

Transport Canada has also promoted the use of CBA for major transport investments since the issuance of its Guidebook in 1994. More recent guidance has been provided by the United States Department of Transportation and several state transportation departments, with discussion of available software tools for application of CBA in transportation, including HERS, BCA.Net, Stat Ben Cost, Cal-BC, and TREDIS. Available guides are provided by the Federal Highway Administration, Federal Aviation Administration, Minnesota Department of Transportation, California Department of Transportation (Caltrans), and the Transportation Research Board Transportation Economics Committee. In the early 1960s, CBA was also extended to assessment of the relative benefits and costs of healthcare and education in works by Burton Weisbrod. Later, the United States Department of Health and Human Services issued its CBA Guidebook.

Task Compare Cost Effectiveness Analysis and Cost Beneficial Analysis.

Accuracy problems

The accuracy of the outcome of a cost benefit analysis depends on how accurately costs and benefits have been estimated. A peer-reviewed study of the accuracy of cost estimates in transportation infrastructure planning found that for rail projects actual costs turned out to be on average 44.7 percent higher than estimated costs, and for roads 20.4 percent higher. For benefits, another peer-reviewed study found that actual rail ridership was on average 51.4 percent lower than estimated ridership; for roads it was found that for half of all projects estimated traffic was wrong by more than 20 percent. Comparative studies indicate that similar inaccuracies apply to fields other than transportation. These studies indicate that the outcomes of cost benefit analyses should be treated with caution because they may be highly inaccurate. Inaccurate cost benefit analyses likely to lead to inefficient decisions, as defined by Pareto and Kaldor-Hicks efficiency. These outcomes are to be expected because such estimates:

1. Rely heavily on past like projects.
2. Rely heavily on the project's members to identify the significant cost drivers.
3. Rely on very crude heuristics to estimate the money cost of the intangible elements.
4. Are unable to completely dispel the usually unconscious biases of the team members and the natural psychological tendency to "think positive".

Notes

Reference class forecasting was developed to increase accuracy in estimates of costs and benefits. Another challenge to cost benefit analysis comes from determining which costs should be included in an analysis. This is often controversial because organizations or interest groups may think that some costs should be included or excluded from a study. In the case of the Ford Pinto, the Ford company's decision was not to issue a recall. Ford's cost-benefit analysis had estimated that based on the number of cars in use and the probable accident rate, deaths due to the design flaw would run about $49.5 million. This was estimated to be less than the cost of issuing a recall. In the event, Ford overlooked the costs of the negative publicity so engendered, which turned out to be quite significant.

In the field of health economics, some analysts think cost-benefit analysis can be an inadequate measure because willingness-to-pay methods of determining the value of human life can be subject to bias according to income inequity. They support use of variants such as cost-utility analysis and quality-adjusted life year to analyze the effects of health policies. In the case of environmental and occupational health regulation, it has been argued that if modern cost-benefit analyses had been applied prospectively to proposed regulations such as removing lead from gasoline, not turning the Grand Canyon into a hydroelectric dam, and regulating workers' exposure to vinyl chloride, these regulations would not have been implemented even though they are considered to be highly successful in retrospect. The Clean Air Act has been cited in retrospective studies as a case where benefits exceeded costs, but the knowledge of the benefits was not available until many years later.

Self Assessment

Multiple choice questions:

6. The New Approach to Appraisal (NATA) was introduced in:
   (*a*) U.K (*b*) Canada (*c*) U.S.A (*d*) None of these
7. PVB stands for
   (*a*) Present value of benefits (*b*) Present value of balance

8.5 Summary

- Budgeting is truly a year-round activity; its development can be broken down into various stages.
- The process begins with individual program review.
- Cost-effectiveness analysis is a form of economic analysis that compares the relative costs and outcomes of two or more courses of action.
- Cost-effectiveness analysis is distinct from cost-benefit analysis, which assigns a monetary value to the measure of effect. Cost-benefit analysis, sometimes called benefit-cost analysis, is an economic decision-making approach, used particularly in government and business.
- Deferred ordinary shares are a form of ordinary shares, which are entitled to a dividend only after a certain date or if profits rise above a certain amount.
- A rights issue provides a way of raising new share capital by means of an offer to existing shareholders, inviting them to subscribe cash for new shares in proportion to their existing holdings.
- Preference shares have a fixed percentage dividend before any dividend is paid to the ordinary shareholders.
- However, dividend payments on preference shares are not tax deductible in the way that interest payments on debt are.
- Cost-effectiveness analysis (CEA) is a form of economic analysis that compares the relative costs and outcomes (effects) of two or more courses of action.
- Cost-effectiveness analysis is often used in the field of health services, where it may be inappropriate to monetize health effect.
- Cost-effectiveness is typically expressed as an incremental cost-effectiveness ratio (ICER), the ratio of change in costs to the change in effects.
- There may be incentive for an organization not to develop or publish an analysis that does not demonstrate the value of their product.

Notes

8.6 Keywords

Ordinary Shares : Are issued to the owners of a company.

Offer for Sale : Is a means of selling the shares of a company to the public.

Divident : The amount should be paid to the share holders if sufficient distributable profits are available.

Summary Expenditure Budget Report : This report presents actual expenditure for the current month and compares total expenditures for the year with annual budgeted amounts along with any encumbered expenses.

General Ledger Report : This report reflects actual expenses incurrent by general ledger code for each department.

Monthly Departmental : This report is circulated to any and all departments who have exceeded their departmental budgets.

8.7 Review Questions

1. Write on equity shares.
2. Write a short note on CEA.
3. Define library budget.
4. Explain the cost benefit analysis.
5. Write a paragraph on cost effectiveness.
6. Discuss in detail the sources of library finance.
7. Examine on the Budgeting procedure and its accounts.

Answers: Self Assessment

1. Ordinary shares
2. Rights issue
3. Preference shares
4. True
5. True
6. (*a*)
7. (*a*)

8.8 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners.* London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.ysuarchive.wordpress.com / archives-policies-2 / accessioning /

www.acountingtools.com / procedure-budgeting

www.cdc.gov / owcd / eet / CostEffect2 / fixed / 1.html

www.sjsu.edu / faculty / watkins / cba.htm

Notes

Unit 9: Technical Section

CONTENTS

Objectives

After studying this unit, you will be able to:

- Discuss the cataloguing
- Understand the filling routines.

Introduction

Technical analysis is a financial term used to denote a security analysis discipline for forecasting the direction of prices through the study of past market data, primarily price and volume. Behavioral economics and quantitative analysis incorporate technical analysis, which being an aspect of active management stands in contradiction to much of modern portfolio theory.

Notes The efficacy of both technical and fundamental analysis is disputed by efficient-market hypothesis which states that stock market prices are essentially unpredictable.

9.1 Classification

Structure the workload with the comprehensive guide to the role and responsibilities of library technicians. More than basic instructions on how to do library classification, this classic work is a how-to hand book covering all aspects of a library technician's job. Cataloguing and Classification for Library Technicians, Second Edition, gives step-by-step instructions for all aspects of cataloguing and classification of library materials, emphasizing copy cataloguing but also discussing original cataloguing. Because much has changed in the library field since the first edition of the valuable resource was published in 1995, each chapter has been revised and updated, and an entire new chapter has been added to discuss computer cataloguing in the MARC format and cataloguing of Internet materials. Cataloguing and Classification for Library Technicians, Second Edition, interprets and explains cataloguing rules and how they should be applied.

Kao describes library organization and personnel patterns to illustrate the relationship between library technicians and other library staff. Library technicians will find many helpful features in Cataloguing and Classification for Library Technicians, Second Edition, including: definitions of relevant terminology review questions to focus learning a list of suggested readings routines and responsibilities of library technicians issues and trends in library cataloging and classification detailed tables and figures to enable easier learning many convenient Web addresses for up-to-date

Notes

information Cataloguing and Classification for Library Technicians, Second Edition, is an ideal text to use in programs for library technical assistants and a handy reference for practicing library technicians.

9.2 Cataloguing and Filling Routines

A library catalogue is a register of all bibliographic items found in a library or group of libraries, such as a network of libraries at several locations. A bibliographic item can be any information entity that is considered library material, or a group of library materials, or linked from the catalogue as far as it is relevant to the catalogue and to the users (patrons) of the library. The card catalogue was a familiar sight to library users for generations, but it has been effectively replaced by the Online Public Access Catalog (OPAC). Some still refer to the online catalogue as a "card catalogue". Some libraries with OPAC access still have card catalogs on site, but these are now strictly a secondary resource and are seldom updated. Many of the libraries that have retained their physical card catalogue post a sign advising the last year that the card catalogue was updated.

Did u know? Some libraries have eliminated their card catalogue in favour of the OPAC for the purpose of saving space for other use, such as additional shelving.

Goal

Charles Ammi Cutter made the first explicit statement regarding the objectives of a bibliographic system in his Rules for a Printed Dictionary Catalogue in 1876. According to Cutter, those objectives were:

1. to enable a person to find a book of which either (Identifying objective)
    - the author
    - the title
    - the subject
    - the category
2. to show what the library has (Collocating objective)
    - by a given author
    - on a given subject
    - in a given kind of literature
3. to assist in the choice of a book (Evaluating objective)
    - as to its edition (bibliographically)
    - as to its character (literary or topical)

These objectives can still be recognized in more modern definitions formulated throughout the 20th century. 1960/61 Cutter's objectives were revised by Lubetzky and the Conference on Cataloguing Principles (CCP) in Paris. The latest attempt to describe a library catalogue's goals and functions was made in 1998 with Functional Requirements for Bibliographic Records (FRBR) which defines four user tasks: find, identify, select, and obtain.

Catalogue card

Arif, Abdul Majid.

Political structure in a changing Pakistani

villages / by Abdul Majid and Basharat Hafeez

Andaleeb. 2nd ed. Lahore: ABC Press, 1985.

xvi, 367p. : ill. ; 22 cm.

Includes index.

ISBN 969-8612-02-8 (hbk.)

Notes

Types

Traditionally, there are the following types of catalog:

- Author card: a formal catalogue, sorted alphabetically according to the authors' or editors' names of the entries.
- Title catalog: a formal catalogue, sorted alphabetically according to the title of the entries.
- Dictionary catalog: a catalogue in which all entries (author, title, subject, series) are interfiled in a single alphabetical order. This was the primary form of card catalog in North American libraries just prior to the introduction of the computer-based catalog.
- Keyword catalogue: a subject catalog, sorted alphabetically according to some system of keywords.
- Mixed alphabetic catalogue forms: sometimes, one finds a mixed author / title, or an author / title / keyword catalogue.
- Systematic catalog: a subject catalogue, sorted according to some systematic subdivision of subjects. Also called a Classified catalogue.
- Shelf list catalogue: a formal catalogue with entries sorted in the same order as bibliographic items are shelved. This catalog may also serve as the primary inventory for the library.

Task Make a chart – Types of catalogue card.

History

Library catalogue originated as manuscript lists, arranged by format or in a rough alphabetical arrangement by author. Printed catalogs, sometimes called dictionary catalogue enabled scholars outside a library to gain an idea of its contents. These would sometimes be interleaved with blank leaves on which additions could be recorded, or bound as guard books in which slips of paper were bound in for new entries. Slips could also be kept loose in cardboard or tin boxes, stored on shelves. The first card catalogue appeared in the nineteenth century, enabling much more flexibility, and towards the end of the twentieth century the OPAC was developed.

- Callimachus is considered the first bibliographer and is the one that organized the library by authors and subjects.

Did u know? The Pinakes was the first ever library catalogue Variations on this system were used in libraries until the late 1800s when Melvil Dewey developed the Dewey Decimal Classification in 1876, which is still in use today.

- Library catalogues are introduced in the House of Wisdom and other medieval Islamic libraries where books are organized into specific genres and categories.
- Nomenclature of Leiden University Library appears the first printed catalogue of an institutional library.
- Thomas Hyde's catalogue for the Bodleian Library.

9.3 Cataloguing Rules

Cataloguing rules have been defined to allow for consistent cataloguing of various library materials across several persons of a cataloguing team and across time. Users can use them to clarify how to find an entry and how to interpret the data in an entry. Cataloguing rules prescribe which information from a bibliographic item is included in the entry; how this information is presented on a catalogue card or in a cataloguing record; how the entries should be sorted in the catalogue.

Notes

The larger a collection, the more elaborate cataloging rules are needed. Users cannot and do not want to examine hundreds of catalog entries or even dozens of library items to find the one item they need.

Currently, most cataloguing rules are similar to, or even based on, the International Standard Bibliographic Description (ISBD), a set of rules produced by the International Federation of Library Associations and Institutions (IFLA) to describe a wide range of library materials. These rules organize the bibliographic description of an item in the following areas: title and statement of responsibility (author or editor), edition, material specific details, publication and distribution, physical description (for example, number of pages), series, notes, and standard number (ISBN).

Notes The most commonly used set of cataloguing rules in the English speaking world are the Anglo-American Cataloguing Rules, 2nd Edition, or AACR2 for short.

Self Assessment

Fill in the blanks:

1. A ..... is a register of all bibliographic items found in a library or group of libraries, such as a network of libraries at several locations.
2. ISBD is ..... .
3. IFLA is ..... .
4. AACR 2 is ..... .

State whether the following statements are true or false:

5. Cataloguing card is a register of all bibliographic items found in a library or group of libraries.
6. Author card is a formal catalogue, sorted alphabetically according to the authors' or editors.

9.4 Summary

- A library catalogue is a register of all bibliographic items found in a library or group of libraries, such as a network of libraries at several locations.
- Library catalogues originated as manuscript lists, arranged by format or in a rough alphabetical arrangement by author.
- Cataloguing rules have been defined to allow for consisted cataloguing of various library materials across several persons of a cataloguing team and a cross time.

9.5 Keywords

Technical Analysis : Is a financial term used to denote a security analysis discipline for forecasting the direction of prices through the study of past market data, primarily price and volume.

Library Catalogue : Is a register of all bibliographic items found in a library or group of libraries at several locations.

OPAC : Online Public Access Catalogue

CCP : Conference on Cataloguing Principles

FRBR : Functional Requirement for Bibliographic Records.

ISBD : International Standard Bibliographic Description

IFLA : International Federation of Library Associations and Institutions.

AACR2 : Anglo-American Cataloguing Rules, 2nd Edition.

Notes

9.6 Review Questions

1. Write a short note on catalogue card.
2. Explain the cataloguing rules.
3. Write briefly the methods of recording.
4. Describe the cataloguing and filling routines.
5. Explain different types of catalogue cards.

Answers: Self Assessment

1. Library catalogue
2. International standard Bibliographic Description.
3. International Federation of Library Associations and Institutions
4. Anglo - American Cataloguing Rules, 2nd Edition.
5. False
6. True

9.7 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice.* Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.wisegeek.com / what-is-a-card-catalog.htm

www.ineradicablestain.com / interstitiallibrary / cataloguing.html

Notes

Unit 10: Periodical Section

CONTENTS

Objectives

After studying this unit, you will be able to:

- Understand periodical section
- Explain arrangement of collection and acquisition.
- Describe methods of recording with special reference to kardex.

Introduction

The Periodical Area is the "Information Powerhouse" through which current information found in journals, newspapers, government publications and other serial literature are organized and made available for use. The area aims to provide the users with the various indexing tools available at the Periodical Area and to teach them the fundamental searching techniques in locating information from periodical sources.

Size of the Collection

There are 155 current titles of both local and foreign journals, magazines, newspapers and organs of societies, associations and corporations.

10.1 Arrangement of Collection

A "closed" stacks policy for periodicals has been adapted. Bound and unbound issues of periodicals / journals are arranged alphabetically, by titles in the stack area. Current issues are on the display shelves for easier access.

Notes The collection of back issues of both local and national newspapers is from 2001 up to the present.

Services

1. Current Awareness Services
2. Table of Contents (TOC) Service
3. Stack Service
4. Document Delivery Service

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5. Indexing
6. Resource Service
7. Searching
8. Information Assistance
9. Instructional Service such as Hands-on Demonstration; Library Tours.
10. Library Exhibits
11. Library Publication: Guide
12. Photocopy for TOC free of charge
13. Selection of Periodical Transcription/Researches.

Acquisition

An acquisition is the purchase of one business or company by another company or other business entity. Consolidation occurs when two companies combine together to form a new enterprise altogether, and neither of the previous companies survives independently. Acquisitions are divided into "private" and "public" acquisitions, depending on whether the acquire or merging company is or is not listed on public stock markets. An additional dimension or categorization consists of whether an acquisition is friendly or hostile. Achieving acquisition success has proven to be very difficult, while various studies have shown that 50% of acquisitions were unsuccessful.

Caution The acquisition process is very complex, with many dimensions influencing its outcome.

Whether a purchase is perceived as being a "friendly" one or a "hostile" depends significantly on how the proposed acquisition is communicated to and perceived by the target company's board of directors, employees and shareholders. It is normal for M&A deal communications to take place in a so-called 'confidentiality bubble' wherein the flow of information is restricted pursuant to confidentiality agreements. In the case of a friendly transaction, the companies cooperate in negotiations; in the case of a hostile deal, the board and/or management of the target is unwilling to be bought or the target's board has no prior knowledge of the offer. Hostile acquisitions can, and often do, ultimately become "friendly", as the acquirer secures endorsement of the transaction from the board of the acquire company. This usually requires an improvement in the terms of the offer and/or through negotiation.

Did u know? "Acquisition" usually refers to a purchase of a smaller firm by a larger one.

Sometimes, however, a smaller firm will acquire management control of a larger and/or longer-established company and retain the name of the latter for the post-acquisition combined entity. This is known as a reverse takeover. Another type of acquisition is the reverse merger, a form of transaction that enables a private company to be publicly listed in a relatively short time frame. A reverse merger occurs when a privately held company buys a publicly listed shell company, usually one with no business and limited assets.

- The buyer buys the shares, and therefore control, of the target company being purchased. Ownership control of the company in turn conveys effective control over the assets of the company, but since the company is acquired intact as a going concern, this form of transaction carries with it all of the liabilities accrued by that business over its past and all of the risks that company faces in its commercial environment.
- The buyer buys the assets of the target company. The cash the target receives from the sell-off is paid back to its shareholders by dividend or through liquidation. This type of transaction leaves the target company as an empty shell, if the buyer buys out the entire assets. A buyer often structures the transaction as an asset purchase to "cherry-pick" the assets that

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it wants and leave out the assets and liabilities that it does not. This can be particularly important where foreseeable liabilities may include future; un quantified damage awards such as those that could arise from litigation over defective products, employee benefits or terminations, or environmental damage. A disadvantage of this structure is the tax that many jurisdictions, particularly outside the United States, impose on transfers of the individual assets, whereas stock transactions can frequently be structured as like-kind exchanges or other arrangements that are tax-free or tax-neutral, both to the buyer and to the seller's shareholders.

Notes The terms "demerger", "spin-off " and "spin-out" are sometimes used to indicate a situation where one company splits into two, generating a second company separately listed on a stock exchange.

As per the knowledge based views, firms can generate greater values through the retention of knowledge-based resources which they generate and integrate. Extracting technological benefits during and after acquisition is ever challenging issue because of organizational differences. Based on the content analysis of seven interviews authors concluded five following components for their grounded model of acquisition:

1. Improper documentation and changing implicit knowledge makes it difficult to share information during acquisition.
2. For acquired firm symbolic and cultural independence which is the base of technology and capabilities are more important than administrative independence.
3. Detailed knowledge exchange and integrations are difficult when the acquired firm is large and high performing.
4. Management of executives from acquired firm is critical in terms of promotions and pay incentives to utilize their talent and value their expertise.
5. Transfer of technologies and capabilities are most difficult task to manage because of complications of acquisition implementation. The risk of losing implicit knowledge is always associated with the fast pace acquisition.

Preservation of tacit knowledge, employees and literature are always delicate during and after acquisition. Strategic management of all these resources is a very important factor for a successful acquisition. Increase in acquisitions in our global business environment has pushed us to evaluate the key stake holders of acquisition very carefully before implementation. It is imperative for the acquirer to understand this relationship and apply it to its advantage. Retention is only possible when resources are exchanged and managed without affecting their independence.

Task Periodical Area is the Information power House - Classify.

10.2 Methods of Recording with Special Reference to Kardex

The two advanced digital formats, DVD-audio or super audio CD (SACD), will win the hearts and ears of the listening public. Oddly, in many ways we're in the same position that we were 100 years ago. Back in the 1800's people invented all kinds of new things. In 1877 Thomas Edison built the first working recorder / player. Originally this was a strip of wax-coated paper as recording medium and a needle stuck in a telephone diaphragm as both microphone and loudspeaker, depending on whether you were recording or playing. Later in the same year this device was upgraded, substituting a cylinder wrapped in tinfoil for the waxed strip, and the first "phonograph" was born.

About 10 years later after a number of nasty legal battles over who owned the patent to the phonograph a German immigrant to the United States named Emile Berliner developed a similar

Notes

but slightly different system. His idea was to use a flat circular disk rather than a cylinder. The advantage was that the discs could be stamped out one after another using a metal plate pressed into hard rubber. Unlike the higher-quality cylinder-based system, mass production was now possible. Fast forward another 10 years or so. It's 1900 and Berliner has moved his company from Philadelphia to Montreal. Although the rubber in his discs has been replaced by shellac, he is still in a format war with the higher-quality cylinders produced in the United States. There, the biggest cylinder company makes most of its money through leasing players to fairgrounds for use as jukeboxes. The mass market is yet to be born.

Then the Berliner company makes two smart marketing decisions and changes the history of recorded music. Up until now, its disks have been 7" in diameter with a playing time of about 2 minutes too short to use for use in people's homes. In addition, the discs are noisy and not good at reproducing low or high frequencies just the mid-range. This limitation is minimized by choosing the right program material. Since the human voice consists primarily of mid-range frequencies, and since opera singers are used to drowning out noise audiences, orchestras and other opera singers the young gramophone company set out to Italy to look for opera singers.

Although an immediate sensation, this arrangement does not work equally well for all artists. Soprano voices sound thin and pipe like when shorn of their harmonics; bases sound weak and disembodied without their bottom tones. Dramatic singers have to give up their use of tone colour, dynamic range, and artistic freedom. Reaching the climax of a line, they pull back from the recording horn to avoid a "blast," in a similar manner to microphone techniques used by pop and jazz singers today. Many operatic arias are recorded audibly faster than on stage to achieve a finished time of four minutes.

Self Assessment

Fill in the blanks:

1. An ..... is the purchase of one business or company by another company or other business entity.
2. Acquisitions are divided into ..... and ..... .
3. ..... usually refers to a purchase of a smaller firm by a large one.

State whether the following statements are true or false:

4. An acquisition is the purchase of one business or company by another company or other business entity.
5. The terms "demerger" "spin-off" and "spinout" are sometimes used to indicate situation where company splits into two.

10.3 Summary

- The Periodical Area is the "Information Powerhouse" through which current information found in journals, newspapers, government publications and other serial literature are organized and made available for use.
- An acquisition is the purchase of one business or company by another company or other business entity.

10.4 Keywords

Periodical Area : It is the information power house through which current information found through various methods are organized and made a variable for use.

Acquisition : It is the purchase of one business or company by another company or other business entity.

Notes

10.5 Review Questions

1. What is meant by Kardex?
2. Write the features of Acquisition.
3. Examine the Periodical section and its services.

Answers: Self Assessment

1. Acquisition
2. Private and public
3. Acquisition
4. True
5. True

10.6 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.investopedia.com / terms / a / acquisition.asp#axzz1g6dTM6tf

www.nl.gov.jo / EN / NL / LibServicesDirectorate / Pages / SerialsSection.aspx

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Unit 11: Circulation Section

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Objectives

After studying this unit, you will be able to:

- Discuss the circulation section
- Understand the library rules and user education.

Introduction

Library circulation or library lending comprises the activities around the lending of library books and other material to users of a lending library. A circulation or lending department is one of the key departments of a library. The main public service point is the circulation desk or loans desk, usually found near the main entrance of a library. It provides lending services and facilities for return of loaned items. Renewal of materials and payment of fines are also handled at the circulation desk. Circulation staff may provide basic search and reference services, though more in-depth questions are usually referred to reference librarians at the library reference desk.

Notes The circulation desk is in most cases staffed by library aides instead of professional librarians.

11.1 Membership/Registration

The Circulation Section is the backbone of the Library. Thousands of teachers/students from University of the Punjab come here every year for enlightenment. It can be said that this section has a unique role for providing the latest information to readers. Furthermore, Circulation Section has introduced computerized system for proper record keeping. Now that computer facility is available, hence it has been easy to send defaulter lists/miscellaneous correspondence well in time which providentially will improve in the long run.

Did u know? Keeping in view the books security issues, library has installed an RF based book security system integrated with smart card based entrance with time and management control system.

The Circulation Section performs the following functions:

- Registers new members, issues borrower's cards and renews membership cards etc.

Notes

- Issue and receipt of reading material, to and from the members only.
- Collects delay fines for over due books.
- Sends reminders for over due books.
- Informs the members about the reading material reservation.
- Settles cases regarding the books lost or damaged by the members.
- Prepares defaulter lists and sends them to the Heads of the concerned teaching departments to detain their roll numbers till they clear their accounts with the library.
- Issues the Library Clearance Certificate.
- Checks incoming and outgoing materials thoroughly.
- Helps the library users in finding the required material and guides them in the use of library catalogue.
- Shelves the reading material on the racks that had been returned by the borrowers and taken from the shelves for reading.
- Keeps statistics of daily transactions.
- Carries out annual stock taking and finalizes missing lists.

A Deputy Chief Librarian is In charge of the section. The readers may contact him regarding the matters relating to library membership, services, books, fine and clearance. A senior librarian is also available in the circulation hall near the library issue/return counter to solve the readers' problems relating to the circulation section. The new arrivals have been placed in front of the entrance. To provide on line public access catalogue (OPACs) facilities to users four terminals have been installed parallel with the card catalogue which is placed with the wall at a little distance to computers.

11.2 Library Rules

The Library is primarily meant for bonafide students, faculty and members of the staff of Indian Institute of Science Education and Research Bhopal. The outsiders from other university/institution may be allowed only with the written prior permission of the Librarian for a limited period. They shall, however, have to consult the documents within the premises of the library.

Library timings

Monday - Friday 8.00 am to 11.00 pm

Saturdays, and Sundays 9.30 am to 6.00 pm

& Holidays

Library will remain CLOSED on: 26th January (Republic Day),
15th August (Independence Day),
02nd October (Mahatma Gandhi's Birthday),
Holi, Dussehra, Diwali (Deepawali) and
25th December (Christmas Day)

Circulation Timings (Issue/Return) 9.30 am to 5.30 pm
(Monday - Friday)

The timings and days of operation shall undergo changes.

Membership

- Permanent Member: All permanent staff members of IISER Bhopal.
- Temporary Member: All temporary/contractual staff member of IISER Bhopal, Research scholars and Students, external faculty like visiting faculty, Adjunct Faculty etc.

Filled in application in prescribed form duly forwarded by the head of the respective unit along with two recent photographs (passport size) shall be submitted to the Library. Membership is granted on the express understanding that they legally bind themselves to return all documents issued to them on their own and obtain a 'No-dues Certificate' at the time of termination of their membership. Borrower's card issued to the members shall be maintained in the Library.

Notes

Caution The member has to fill the entry on every transaction.

Task Visit a library and make a report an "how registration has been done in that library"

Document issue

1. An over-due charge of Rs.2 per day shall be charged against each book/document not returned within the due date.
2. A document issued may be renewed up to 2 times provided there is no reservation against it.
3. A document may be recalled before the due date if required urgently in the Library. Failure to respond promptly may lead to suspension of library privileges.
4. Members proceeding on long leave or on deputation etc. exceeding three months should return the documents that are borrowed.
5. Certain documents are intended to be used only in the library premises. These include reference books, textbooks, rare books, current and bound periodicals etc.
6. Borrowers are requested to check if the documents being borrowed are complete and no pages are missing in it. In case of defect or damage in the book, should be brought to the notice of the library staff.
7. Borrowers are responsible for the documents they borrow. Documents lost, torn or damaged shall attract serious action including suspension of membership and/or replacement of documents concern. The lost/damaged document shall be replaced by the borrower with latest edition else equivalent amount plus an additional charge of 20% of the price for the documents published abroad and 10% for the documents published in India. If the damaged document belongs to a set, then the user is responsible for the entire set.
8. In special cases the librarian may authorize the issue of any document, mentioned under the rule 6 above, to a library member.
9. If a document is not returned within 30 days of its due date, it shall be treated as lost and action shall be initiated to recover the cost of the document as per the prevailing rules. No lost document shall be accepted once the recovery is made.
10. Newly arrived documents shall be displayed. Documents on display shall be issued only after a specified period. However, advance booking for such documents are entertained.
11. No document shall be returned on the day of issue.
12. While leaving the library, user should ensure that they carry only those books that are duly issued on their names, otherwise disciplinary action will be taken against them.
13. During power/system failure the circulation counter services will be suspended.

General rules

1. Readers and visitors are requested not to bring their belongings in the library.
2. Users are requested to leave the books/documents on the reading table after consultation.
3. No document issued brought to the library unless for returning.
4. Photocopying services shall be available for the IISER Bhopal Library materials against payment.
5. Users are responsible for complying with copyright act while photocopying library documents.
6. Improper use of library facilities by a member will lead to the suspension/termination of his/her membership.
7. Silence and strict discipline should be maintained in the library by all users and the library staff. Every one shall ensure that no reader should feel disturbed in their study by any act of his/her.
8. Smoking and use of mobile phones are strictly prohibited inside library premises. If found, the membership as well the use of library facilities may be suspended.

Notes

9. Use of eatables in the Library is strictly prohibited. Utmost care shall be taken by all to keep the library clean.
10. The library rules and regulations shall be modified from time to time and shall be binding on all concerned.

Self Assessment

Fill in the blanks:

1. …….. provides lending services and facilities for return of loaned items.
2. The ……. is the back bone of the library.

State whether the following statements are true or false:

3. Readers and visitors are requested not to bring their belongings in the library.
4. An overdue charge of Rs. 2 per day shall be charged against each book/document not returned within the due date.

11.3 Summary

- Library circulation or library lending comprises the activities around the lending of library books and other material to users of a lending library.
- The circulation section is the backbone of the library.
- The main public service point is the circulation desk or loans desk which provides lending services and facilities for return of loaned items.

11.4 Keywords

Circulation Department/Lending Department : One of the key departments of a library.

Circulation Desk/Loan Desk : Provides lending services and facilities for return of loaned items.

Circulation Section : Is the back bone of the library.

11.5 Review Questions

1. Comment on circulation section registration.
2. Explain importance of library.
3. Discuss in detail/library rules and regulations.
4. What are the functions of circulation section?

Answers: Self Assessment

1. Circulation/ Loans Desk
2. Circulation section
3. True
4. True

11.6 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice*. Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.cslchd.nic.in/cir.htm

www.gmch.gov.in/library/LIBRARY%20RULES.pdf

Notes

Unit 12: Organization of Reference and Information Section

CONTENTS

Objectives

After studying this unit, you will be able to:

- Understand organization of reference
- Know about information section
- Explain user education.

Introduction

The Reference and Information Services Section will address all aspects of reference work, in all types of libraries, in all regions of the world. Current interests encompass the new electronic environment and the resulting changes in reference work, the future role of reference work, and the quality of reference services.

Future investigation, discussion, and programming will focus on:

- User-centered reference services
- Organization and staffing of reference services
- Ethics and the provision of high quality service
- The impact of the digital environment on reference services
- Reference collections in a digital world
- Continuing education of reference librarians
- Marketing / Visibility of library reference services
- Providing a forum for information on the nature of reference work in different parts of the world

12.1 User Education

Dramatic changes in technology and society are having a considerable impact on libraries and their instruction programs. These changes have created an urgency to teach users how to become more effective, efficient, and independent in their information searching. In response to this, the goals of library user education have expanded from teaching tools to teaching concepts and from library instruction to information literacy and lifelong learning. The Gateway to Information, developed by the Ohio State University (OSU) Library, is one response to the current issues and problems and those foreseen in the future of libraries and information. The Gateway to Information was designed to help undergraduate and graduate students identify, find, evaluate, and select the most useful information for their needs without help screens or handouts.

Notes

Notes The Gateway guides users in applying search strategy concepts and critical thinking to their information seeking.

Under development since 1987, The Gateway to Information has been continuously evaluated by users; revisions have been made based on the results of more than 7,000 evaluations. The Gateway is available on most public terminals in the OSU library system. It will soon be accessible via the Internet and will integrate the sources of the Internet into its narrative. The information explosion has hastened the need for development of expert systems like this. The unthinkable has become a reality. Libraries are being challenged as not relevant or necessary to the future of information. Current news and library literature specifically are replete with information and questions about the future of libraries.

Did u know? There has even been some speculation that the physical library may continue to exist but only as a sort of dinosaur museum.

If libraries do have a future, in what direction does it lie? Does library user education have a place in that future? Technology, economic factors, and changes in the educational system are major factors in what is being termed a "revolution" in libraries. One prediction about the future of libraries is that budget cuts will force the elimination of such "new" programs as library user education. In reality, the direction of information and libraries points to more emphasis on library user education. Also, when examined in the light of history, library user education is not a new service but a very old service predating even reference service.

How the libraries and librarians responded to the prediction of the death of libraries? In many ways their response has been impressive. In a steady stream of progress, libraries have developed and expanded programs to meet the changing needs of library users. Prominent among these is the library user education program. This is an examination of that steady progress and the move by librarians to prepare users for the continuing expansion of information. The Gateway to Information, developed at The Ohio State University Libraries, is described as one example of how libraries and librarians are responding to the demands of the future.

Task To put library user education in perspective requires a look at its past and present status. Is library user education an important activity? What programs and problems can be traced through its history? What are the content, teaching methods, evaluation studies, and problems of current programs? What has been the impact of these programs? What does the future hold for library user education? How are the factors of change affecting libraries and library user education? How can librarians respond to these changes?

Caution To explore these issues, a definition and outline of the objectives of library user education is needed.

Definition of Library User Education

Broadly defined, library user education teaches users how to make the most effective use of the library system. At OSU, user education encompasses all activity undertaken to help students become efficient users of information *i.e.*, how to identify the information need and then how to find, evaluate, and select the best information to meet that need. Activities to achieve that goal include orientation sessions, workshops, handouts, and course-related and course-integrated instruction.

Notes

Did u know? The term "library user education" has more recently been broadened to include the concept of information literacy, which will be defined later.

Objectives of Library User Education

Objectives for library instruction were established as early as 1881 when Otis Hall Robinson called for clarification of instructional goals at the American Library Association conference. He wanted purposeful instruction. As relevant today as they were a hundred years ago, three important objectives were cited:

- Students need to "develop the art of discrimination" to be able to judge the value of books to develop critical judgment;
- Students need to become independent learners to teach themselves;
- Students need to continue to read and study to become lifelong learners. From these objectives has recently come the idea of information literacy.

Importance of library user education

Having defined library user education and some of its objectives, the next issue is the importance of library user education. Does it make any difference in how people use information? Does effective use of information make a difference in people's lives? While debatable, there is a strong belief that effective use of information is important. It has been said that you will be mentally more powerful if you concentrate on how to find knowledge rather than try to remember everything you have learned. It is widely recognized that the ability to use information is extremely important in today's society and will continue to become more so.

Self Assessement

Fill in the blanks:

1. OSU is ..... .
2. ..... are having a considerable impact on libraries and their instruction programs.

State whether the following statements are true or false:

3. Library user education teaches users how to make the most effective use of the library system.
4. The gateway to information developed by the OSU.

12.2 Summary

- The Reference and Information Services Section will address all aspects of reference work, in all types of libraries, in all regions of the world.
- Dramatic changes in technology and society are having a considerable impact on libraries and their instruction programs.

12.3 Keywords

Library User Education : teaches users how to make the most effective use of the library system.

OSU : Ohio State University

12.4 Review Questions

1. Describe the library user education.
2. What is the definition of library user education?

Notes

3. What are the objectives of library user education?
4. What is the importance of library user education?

Answers: Self Assessment

1. Ohio state university
2. Dramatic changes in technology and society.
3. True
4. True

12.5 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.njla.org / resources / refincomp.html

www.etd-library.ku.ac.ke / etd / bitstream / handle / 123456789 / 686 / Ngacaku.pdf?sequence=1

Notes

Unit 13: Storage and Maintenance Section

CONTENTS

Objectives

After studying this unit, you will be able to:

- Discuss the library planning and policies
- Understand the library stack maintenance.

Introduction

When you have a need for help in maintaining library tasks and functions such as serials and technical processing, cataloging, or online searching, etc., AIM Library and Information Staffing offers a new approach that does not affect your temporary or permanent staff headcount. Our Library Maintenance Service provides trained professional and Para-professional contract employees to handle many of these functions on a subscription basis. You select tasks and functions to be performed on a weekly basis according to your overall needs and budget. An AIM contract employee will be selected to handle the service and, after an initial orientation to your system, will perform the tasks as outlined. An AIM representative will be in regular contact with employee to ensure the satisfaction with the quality of our services.

Notes The Library Maintenance Service is billed as a subscription, much like loose leaf filing services are handled for law and accounting firms.

You may account for this service in your budget under any number of account codes such as books and subscriptions, service agreements, or other non-personnel categories. You will receive an invoice for services performed on either a monthly, quarterly, or annual basis.

13.1 Planning and Policies

When traditional library shelves run out of space, when compact shelving no longer provides enough relief, and when library expansion is not possible, academic and research libraries of all types and sizes have invested in high-density library storage facilities.

Notes

Did u know? As of summer 2007, 68 high-density library storage facilities in North America hold over 70 million library volumes, or approximately 7% of the one billion volumes owned by academic libraries in the region.

High-density library storage facilities share these characteristics:

- They are designed for efficient storage of very large quantities of library materials with no direct patron access. For purposes of this paper, high-density facilities are those which were designed to hold at least several hundred thousand volumes. Many such facilities hold several million volumes.
- They are usually separate from the traditional library stacks and often are located off-campus.
- In most cases, holdings are organized by size rather than by call number order, to maximize storage density.
- Most offer preservation-quality environmental conditions with reduced and stable temperature (around 50°Fahrenheit) and relative humidity (35%).

13.1.1 Open vs Closed Access

The primary function of the Georgia State University Library is to serve the teaching, research and scholarly activities of faculty, students and staff. To best fulfill this mission, access controls and restrictions are in effect. Use of the library is intended for access to those resources unavailable at Atlanta-Fulton or other regional public libraries to which a visitor has access.

Access to the University Library outside of regular business hours is limited to currently enrolled Georgia State University students, faculty and staff, visitors from University System of Georgia schools and ARCHE schools with a valid institutional ID card, Georgia State Alumni Association members with a valid Alumni Association card, holders of a valid Special Borrowers card, employees of the State of Georgia with valid employee ID cards, and visitors to Special Collections and Federal Depository Library Program (FDLP) materials who have arranged access in advance. Visitors that do not belong to one of these groups will be required to exit the library at the close of regular business hours.

13.1.2 Stacking Arrangement

Dewey Decimal System, invented by librarian Melvil Dewey, is widely used in small libraries. It is basically used to classify only non-fiction books; however, poetry and classic literature are included. The Dewey System uses numbers from 000 to 999 to describe major categories. Subdivisions are then made using a system of decimals. Librarians have a complete listing of the divisions of sub-classification, but they usually rely upon the publisher or distributor to assign the actual number. The same number can be assigned to more than one book; these books are sorted according to the author's last name. Below the Dewey number is placed the letter of the author's last name and sometimes a "cutter" number and the first letter of the title of the book.

Dewey Categories

- **000 - 099 General Works** includes encyclopedias, handbooks, and almanacs
- **100 - 199 Philosophy/Psychology** includes ethics.
- **200 - 299 Religion** includes The Bible, theology, and mythology
- **300 - 399 Social Science** includes sociology, economics, government, education, law, and folklore.
- **400 - 499 Language** includes languages, grammars, and dictionaries.

Notes

- **500 - 599 Science** includes mathematics, chemistry, physics, and biology.
- **600 - 699 Useful Arts/Technology** includes farming, cooking, sewing, nursing, engineering, radio, television, gardening, industries, and inventions.
- **700 - 799 Fine Arts/Arts** includes music, painting, drawing, acting, photography, games, sports, and amusements.

800 - 899 Literature

- 810 American literature
- 811 poetry
- 812 drama
- 813 fiction
- 814 essays
- 815 speeches
- 816 letters
- 817 satire and humor
- 818 miscellany
- 819 Canadian-English literature
- 820 English literature
- 830 German literature
- 840 French literature
- 850 Italian literature
- 860 Spanish literature
- 870 Latin literature (classical)
- 880 Greek literature (classical)
- 890 other literatures
- **900 - 999 History** includes travel, geography, and biography.

13.2 Stack Maintenance

- The stacks maintenance unit is responsible for shelving newly received material in the Perkins stacks collection; re-shelving material after it has been returned by borrowers or used in-house; re-shelving materials returned from repair or the bindery; shifting books and journals within the stacks to make the best use of shelf space, and keeping items in call number order.
- In addition to items returned from Circulation, each day the Stacks Maintenance unit picks up materials that have been taken from the shelves and left around the library. Staff and student assistants return these items to their proper shelf locations.
- On average arrange 4700 items in shelve each week. Any item removed from the shelf and used for whatever reason inside the library is also returned to our sorting area.

To help us keep books in order, are not in use, but instead return them to the Perkins Circulation Desk, the Bo stock Help Desk or place them on the shelves in the stacks designated for re-shelving. Our goal is a 24 hour turnaround time for shelving anything that comes to the sorting area. Since we spend a lot of time in the stacks, we are a good resource to help you locate something you're looking for but can't find.

Locating Materials in the Stacks

Book Location Chart to determine where call number ranges are shelved. At various locations throughout the library, and at every elevator, are signs that show a breakdown of call numbers for each floor. Staffs are available to help you if you need assistance in finding an item you are looking

Notes

for. Please ask at the Circulation Desk if you are having difficulty locating any item which should be on the shelf.

If you think you're at the right spot on the right floor but your item isn't there, try these steps:

- Double-check the catalog for the item's call number, location, and status. If under "Collection" it does not say "Stacks", the item could be in another collection, such as LSC, Oversize, and New & Noteworthy, owned by Special Collections, or owned by a branch library. If an item is not checked out, in the Due Date column it will say "On Shelf". If you're still sure you're where the book should be shelved and the item is not checked out, try these spots next:
- Check adjacent areas on the shelf in case someone has put the item back on the shelf, but in the wrong spot. Play a bit with the call number in case it was inadvertently missed helved.
- Ask at the Circulation Desk. Staff can check to see whether an item has been recently returned, recently re-classed to Library of Congress, in the bindery, or elsewhere. They can also help you place a search on the book, so that staff that is familiar with the shelves and the dynamics of the changing locations can look for your book.
- Check the Sorting Shelves. If you haven't found your item where it should be shelved, it may be on the sorting shelves just behind the Circulation Desk on the first floor of Perkins (Level A). It may also be on one of the book trucks in this area that are in call number order and awaiting a library worker to take it to the stacks for shelving.
- Other Spots to Check: Items may also be left on a table next to one of the many photocopiers around the library, or it may be sitting on one of the desks or tables around the Perkins or Bo stock buildings. These items are picked up daily, but you might make it there first. Finally, the item may have been shelved incorrectly.

13.2.1 Binding

Library binding is the term used to describe the method of binding serials, and re-binding paperback or hardcover books, for use within libraries. Library binding increases the durability of books, as well as making the materials easier to use. The stiffening process is a low-cost, in-house alternative to library binding of paperbacks.

Library binding is done at a commercial library binding company. Sending books to the library binder is a mass production process. The library will gather and set aside their volumes which they want library bound, and then box and ship off these books to a library binding company.

Notes The binding company handles each volume one at a time, and then places all the items from the shipment back into boxes and sends them back to the library.

- Commercial library binding factories were first established in America and England in the early twentieth century. Since then, there have emerged several prominent library binding companies. Although they are commercial enterprises, library binders act as partners to the library world. The operations they perform on books and serials help extend the life of these materials, making them more accessible to library users. The goal should always be to do as little damage to the volume as possible. A volume should not be sent to a commercial library binder if the papers in the volume are brittle, if the volume appears to have value as an artifact, if the item can be repaired or treated in-house, or if the item needs preparatory conservation treatment.
- Library binders and libraries must agree on the conditions of the services provided and the prices rendered, and then must sign a contract confirming these. The library binder should ensure against the loss of volumes and should correct any mistakes.
- The Library Binding Institute is the main source of information and standards on library binding. In conjunction with the National Information Standards Organization, the Library Binding Institute has published standards of library binding that should be used by all binding companies. These include technical specifications and material specifications.

Notes

13.2.2 Stock Rectification and Stock Verification

Stock verification or physical verification is to periodically check and account for the documents acquired by a library. Stock verification is an insignificant aspect of librarianship as far as teachers, researchers and library experts are concerned. But in practice stock verification is considered as a sensitive, controversial and unwanted evil activity. Practicing librarians are often perturbed and worried over the process of library stock verification and its results and implications. The spirit and philosophy of librarianship towards books as emotion filled animate beings dissipates when books are subjected to stock verification. As such some consider stock verification as one of the occupational hazards. The other hazards include mutilation of documents and loss in transit of supplies. Stock verification is often done like a ritual without clear identification of aims and objectives and hence a host of confusion surrounds stock verification. If the objectives and procedures of physical verification and responsibilities about loss of documents are clearly enumerated, the process becomes plain and simple.

Advantages of stock verification

A library should also take note of some advantages in carrying out stock verification. Firstly, periodic stock verification and write off of resultant loss helps to reduce unnecessary escalation in book value of assets. Secondly, physical verification also helps in replacing relevant, useful and on demand documents with new copies wherever lost or mutilated. Thirdly, stock verification is the time to introduce new ways of arrangement of stack, modified or new lending system and other procedures. Fourthly, if a library calls back all issued out documents for stock verification purpose, it can provide an opportunity for its users to browse the entire collection after verification. This very much counters the otherwise bias of less useful books lying on shelves all through the year. Fifthly, stock verification helps to review the precautionary measures already taken in preventing loss and mutilation as well as to identify any deficiencies in the existing procedure of maintenance of library and vigilance. Above all, stock verification helps as a way of identifying and discarding obsolete volumes. Normally in an active collection of a well organised library, loss of on-demand books are only noticed in day to day working. Other incidental benefits of stock verification include identification of damaged and worn-out documents for repair or rebinding, keeping shelf list and other records up-to-date, rearrangement and cleaning of stack, better acquaintance of collection and popular documents by library staff, etc.

Methods of stock verification

As far as methods of carrying out stock verification are concerned the parent organization may involve or may not involve external persons in the team of stock verification and may decide to exclude certain types of material in the library. The rest of the methodology of verification depends on the provisions already made in the design and organization of library records. There are a number of methods followed for stock verification. The crudest method is to numerically count the number of documents and it practically does not serve any purpose except to know the number of documents lost. The old and fairly crude method is to physically check and tally documents on shelves with accession register. This method is not only cumbersome and time consuming but also require the entire register to be kept while checking. It may also lead to spoiling the register with tick marks. However, with the advent of new ways of reproduction of accession register now the original register can still be saved.

Another accession number based scheme which also has the disadvantage of keeping the entire register is to have prewriting/typed/printed cards carrying accession numbers in blocks of 100 numbers while physically checking the documents on shelves. In both these methods the simultaneous working of number of batches depends on availability of number of copies of accession register or its surrogate and if more than one copy of accession register is used the results of checking needs to be consolidated from different copies/batches. All these not only make it cumbersome but also lead to waste of time and efforts. It is also possible now with the proliferation of personal computers to just key-in all accession numbers as and when checked to consolidate the loss in terms of missing accession numbers.

Notes

The most economical and fast way of entering accession number is to use a mobile bar code / wand reader to scan accession numbers of books from the bar code stickers in the books. But bar code system is yet to pickup in this country. The most popular and fairly reliable and quick manual method is to verify stock based on shelf list. This method requires an up-to-date shelf list. All these methods presuppose closing library for verification purpose. Yet another shelf list based method which does not require closing down the library but ensures reasonably economical, quick and dependable stock checking is to have two card systems. In this method two different color book cards are prepared for each document and one of them is maintained as shelf list card and the other kept in book. At the time of stock verification these two book cards are exchanged. This method allows for simultaneous working of many batches as both shelf list and documents are arranged in the same sequence and also allows for rectifying errors of stock verification at a later date.

Task Make a chart for Methods of stock verification.

Self Assessment

Fill in the blanks:

1. Dewey Decimal system is invented by ..... .
2. ..... increases the durability of books as well as making the materials easier to use.
3. ..... used to periodically check and account for the documents acquired by a library.

State whether the following statements are true or false:

4. Dewey Decimal system invented by Melvil Dewey.
5. Library binding is the term used to describe the method of binding serials and rebinding paperback or hardcover books within libraries.

13.3 Summary

- Dewey Decimal System, invented by librarian Melvil Dewey, is widely used in small libraries. Library binding is the term used to describe the method of binding serials, and re-binding paperback or hardcover books, for use within libraries.
- Stock verification or physical verification is to periodically check and account for the documents acquired by a library.
- Cultivating the public's awareness of the need to treat library materials with careful handling may be one of the most difficult tasks faced by library personnel.

13.4 Keywords

Stack Maintenance : This unit is responsible for shelving newly received materials and re-shelving from various sources.

Library Binding : It is the term used to describe the method of binding serials and rebinding paperback or hardcover books, for use within libraries.

13.5 Review Questions

1. Write a short note on planning and polices.
2. Explain the steps for stack maintenance.
3. Define Library Binding.
4. What is stock rectification?
5. Explain stock verification.
6. What are the advantages of stock verification?
7. Explain the methods of stock verification.

Notes

Answers: Self Assessment

1. Melvil Dewey
2. Library Binding
3. Stock verification
4. True
5. True

13.6 Further Readings

Books

Mittal (RL): *Library Administration*: *Theory and Practice.* Latest Ed.

Ranganathan(SR): *Library Administration*. Latest Ed.

Evans, (GE): *Management Techniques for Librarians*.

Lock (RN): *Brown's Manual of Library Economy*. Latest Ed.

Online links

www.dartmouth.edu / ~library / bakerberry / circ / stacksmaintenance.htmlstock

www.lbibinders.org / assets / documents / LibraryBindingStandard.pdf

Notes

Unit 14: Library Building and Equipments

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Objectives

After studying this unit, you will be able to:

- Discuss about library buildings and equipments
- Understand about library furniture.

Introduction

The Indian Institute of Technology Madras, (IIT Madras) is one among the foremost of the institutes of national importance in higher technological education and in basic and applied research. The Institute was formally inaugurated in 1959 by Prof. Humayun Kabir, Union Minister for Scientific Research and Cultural Affairs.

Did u know? The IIT Madras is a residential institute with nearly 460 faculty, 4500 students and 1250 administrative and supporting staff. IIT Madras is a self-contained campus located in a beautiful forest land of about 256 hectares.

It has established itself as a premier centre for teaching, research and industrial consultancy in the country. The Institute has fifteen academic departments and a few advanced research centers in various disciplines of engineering and pure sciences, with nearly 100 laboratories. The United Kingdom-based Times Higher Education Supplement has ranked the Indian Institutes of Technology as the third best technology universities in the world for 2005.

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14.1 Planning

The Central Library is one of the central support services of IIT Madras which caters to the information needs of over 6200 members comprising faculty, students, staff, industrial associates, self financial colleges, corporate, alumni, retired faculty and research scholars from different parts of the country. It is the first major library of India which has implemented ISO-9001:2000 standard in the library system, services, procedures and measuring the customer's satisfaction. The Central Library is well equipped with all modern facilities, international library management software and rich information resources in the forms of CD-ROMs, on-line databases, e-journals, e-books, e-standards, e-patents and various other printed information materials on Applied Science, Engineering, Technology, Humanities, Management, Social Science and other new emerging areas. The Central Library holds 4,04,446 collections, 1208 current journals, catering to the information needs of 6,242 members through providing various value added services with the help of modern information handling tools and techniques.

14.2 Responsibilities

Cultivating the public's awareness of the need to treat library materials with careful handling may be one of the most difficult tasks faced by library personnel. Everyone approaches the library with a personal need and usually behaves in a way that satisfies that need. So if that need is the photocopying of several pages, for example, that person is probably not concerned with possible damage that might be done to the binding. Similarly, if highlighting aids the student in reviewing or summarizing content, or if earing takes less effort than using a bookmark, or if a patron finds it easier to tear a recipe out of the magazine than to copy it, that person will often follow the course that is easiest and most personally beneficial. It is a tough problem for the librarian to solve because it is an attitudinal problem.

14.3 Education of Library Staff

Respect for community property needs to begin with library staff members who see the places where they work as public trusts, not as library. They teach both directly and by example, how to use and how to handle materials with respect. A library administration and staff member is the key to successful preservation education for library staff and users. The administration must actively support the importance of preservation education for the staff, such as allowing release time for training, funding for proper book repair materials, and improved containers for interlibrary loans or branch-to-branch transport. Library staff must learn new ways of working and must be educated to the extent that they buy into the library's preservation effort and choose to participate.

Caution When considering preservation education, one must think of the entire library environment, from its physical appearance and comfort level to its public services and collections.

Explaining to users from a preservation standpoint, why the temperature is set cooler, why the air circulation is strong, why the blinds are pulled down on sunny windows shows in a visible way that the library staff and administration take action to care for the collections. Likewise, instructional graphics over photocopy machines can visually show the kindest and gentlest way to copy books. "No food / drink" posters can depict the damage done by spills on library materials and the lure of food in the building for insects and rodents. The community of customers can relate to all of these examples when they are presented positively and supported by further explanation by informed staff members.

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14.4 Education for Behavior Change

To elicit a positive response to preservation education, it is more effective to use preservation-related messages in the library rather than to display a list of do's and don'ts.

Fit these little preservation bites of information into all sorts of library encounters such as:

- Assistance at public service desks
- Bibliographic instruction sessions
- Story hours and library tours
- Point-of-use instructions for reference sources

The teachable moment is everywhere and should not be overlooked for its impact. And when you combine preservation bites of information with related posters, exhibits, handouts, and bookmarks, the preservation message will come across loud and clear.

14.4.1 Library Building

The library building is the tallest building in the Baranagore area. It was constructed in three phases. The last phase was completed in 1988. Apart from the library, which is located in the first, second and third floors of the building, the library building houses many classrooms in the fifth and seventh floors. Various academic and service units are also located here. A floor wise list of these units is given below.

Ground Floor

- Reprography and Photography Unit
- Audio-Visual Unit
- Medical Reimbursement Unit
- ISI Cooperative Credit Society

First, Second and Third Floors

- Library

Fourth Floor

- Computer and Statistical Service Centre (CSSC)
- Sankhya Office

Fifth Floor

- Dean's Office
- International Statistical Education Centre (ISEC)
- Placement Office

Sixth Floor

- Social Sciences Division Office
- Economic Research Unit (ERU) <http://www.isical.ac.in/~eru>

Seventh Floor

- External Examinations Office

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Eighth Floor

- Applied Statistics Division Office
- Applied Statistics Unit (ASU)
- Computer Vision and Pattern Recognition Unit (CVPRU)

Ninth Floor

- Applied Statistics Unit (ASU)
- Electronics and Communication Sciences Unit (ECSU)

14.4.2 Location and Environment

The library resource centre should provide a dynamic, stimulating and motivational environment for students and teachers. To ensure the library resource center supports the learning environment for students, consideration should be given to:

- Resources
- Furniture
- Signposting
- Access policies (for staff and students)
- Accessories (e.g. plants, cushions, soft toys)
- Information technology (including cabling, wiring, etc)
- Space for resources, users, work area and service provision

Effective use of each of these aspects will enhance the quality of the library service provided.

Displays

Displays are an integral part of any school activity or situation and are well suited to the library resource centre environment due to the availability of both space and resources. A good display is the result of careful thought and planning.

- Why have displays?
- Who can help with displays?
- Display Formats
- Display Strategies
- Display Photo Gallery
- Display Planner

Displays can

- develop understandings of curriculum or learning area content
- inform and explain
- enhance the appearance of the LRC and create an atmosphere conducive to learning
- publicize resources
- motivate users
- highlight school and community activities
- provide a showplace for students work; and
- direct users.

Who can help with displays?

- class teachers (and / or class roster)
- Library Officer
- students

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- parent helpers
- community members
- children with special interests
- community agencies/groups
- commercial providers
- movie theatres
- other resource teachers

Student Involvement

- Whole Class roster
- Voluntary
- Coordinated by resource teacher with class input.
- Every class or class member contributes a piece of work
- Assignments completed

14.4.3 Furniture and Equipment

Bureau of Indian Standards provides that a library should have a stack room, a Librarian's room and a Reading Room having seating capacity of 40 to 120 chairs. The stack room should be big enough to accommodate between 6,000 and 10,000 books. A Sample Layout of Library is given as a suggestion in the Appendix A. The library-in-charge would need to plan actual library size and seating capacity of 'reading room' keeping in view the optimum number of members in an adult education set- up, the variety of library services it is planning to offer, and the members of the adult community who would be coming to visit the library for social interactions.

The library equipments and tools like furniture, fittings and accessories should of standard pattern and design, so that users feel comfortable in using them. The following is the list of essential furniture and fittings for an adult education set up.

1. Reading tables
2. Chairs for pupils
3. Librarian's table
4. Circulation or charging desk and chair
5. Librarian's shelf list trays
6. Card catalogue trays
7. Card catalogue cabinet
8. Bulletin board and notice board
9. Book supporters
10. New arrivals display case
11. Dictionary stands
12. Periodicals display stand
13. Newspaper display stand
14. Storage cabinet for work room
15. Filing cabinets
16. Atlas stand
17. Wall clock

Notes Besides, the library may acquire radio and television set, taperecorder/player, VCR and VCP, slide and film projector, overhead projectors, computers with internet connection, Xerox machine, etc.

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14.5 Procedures for Maintenance of Library Collections

The following procedures help in maintenance of library collections.

Preservation of library material: Proper care of library collections is necessary with a view to prolong its life. This requires preserving and protecting books against decay and deterioration. As preventive measures, dusting and cleaning of books and shelves must be carried out on regular basis. Books must be exposed to adequate air and sunlight for a short time in case the library room does not get sufficient sunlight. Avoid keeping books is in damp places. Pest control treatment may be got done on periodic basis. Books and other reading material may be got bound from time to time. Besides, book supporters may be used to keep books upright on the shelves.

Reference books such as dictionaries, encyclopedias, directories and picture books are costly and heavy in weight. They must be handled with care. Organizing reading materials on shelves and their rectification: Normally, books and other reading materials in a library are organized into different collections such as book collection, rare book collection, periodical collection, and reference collection, etc. Books are arranged according to classified order. Besides, when some books are more in demand than others in such cases the library may consider creating a separate sequence of books in great demand. Reference books are also arranged in classified order. Periodicals are arranged by journal title. Shelving and shelf rectification of reading material in different collections must be done preferably every day to ensure that shelf arrangement of books and other reading material is as per prescribed order. Shelf rectification is undertaken to ensure that books and other reading are kept on the shelves as per prescribed order. In case they are not, necessary rectification is done to restore their order on the shelves. This is important so that one could trace books on shelves from their prescribed locations on the shelves when required. Other activities of library maintenance are: taking out worn out books and other material for repair or binding, sending new books and journals for binding, display of new books and other reading material received in the library, preparing stack room guides, and shelving volumes returned after use, etc. Library may also perform stock verification on periodical basis, with a view to weed out books, as per its policy, and writing off books, etc.

14.6 Library Furniture and Equipments

Library furniture such as Library stacks, shelving systems, trolleys and workstations are used in public libraries, universities and schools.

14.6.1 Library Stacks

Library stacks are the most ubiquitous piece of furniture found in a library. It is used to store books, bound volumes of periodicals, and sometimes pamphlet boxes. Each unit stack, made usually of steel, are 180 ‘cm wide, 195 cm in height and 25 or 50 cm in depth depending on whether it is single sided or double sided (*i.e.* 71/2" X 22" X 3"). A number of unit racks can be joined together to make a long row. Each shelf or panel has two brackets on right and left side, inserted strongly to the shelf ends. The sliding book stopper and back rest fitted to the grooves of the individual shelf ensure upright positioning of books. Normally shelves are not packed more than 75% of the capacity. Stack can be fixed or movable, wooden or metal, modular or space determined angle or skeleton.

A cheaper version of the book stack is the skeleton book rack, usually made of steel. The basic structure is four slotted angle iron stands assembled with a shelf at the top and one at the bottom. There can be any number of shelves in. between depending on the height of the rack and the need. The bottom shelf is usually placed at a height at 15 cm, Width of the shelf is generally 90 cm and the depth can vary from 15 cm to 45 6m. Racks can be of any height as needed. Besides economy, skeleton racks have the advantage of versatility. Skeleton rack can also be used for lateral filing, the intermediate shelves being replaced by channel rails in the grooves of which folders are suspended. But skeleton racks are both aesthetically and functionally poorer than regular steel library stacks.

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14.6.2 Card Catalogue Cabinet

This is perhaps the most important piece of equipment in a library used frequently by both the library staff and the library users. It is a unit of card-filing drawers designed specifically to hold library cards (7.5 × 122.5 cm) and equipped with holding rods. This cabinet (and drawers) may be of wood, steel or the newer plastic material which is finding increased acceptance. The units come in a range of sizes from four drawers upto as many as sixty. Although readymade metal cabinets, having drawers right from the floor level are available, for convenience and ease of use, the cabinets should be placed on stands (60 cm height), and the overall height of the cabinet should not be more than 1.5 m (eye level). This will accommodate six vertical rows of drawers of 12.8 (W) × 7.8 (H) × 40 (L) cm dimension. Each tray can hold about 1,000 cards of medium thickness. It is better to have modular cabinets, each having 24 or 30 drawers, than a monolithic unwieldy piece of furniture.

14.6.3 Bookshelves

Shelving units for libraries are available in wood or metal and need to provide functionality and flexibility to meet the demands of a busy library.

14.6.4 Charging Desk

The charging desk or the issue counter is the main service desk and should be so designed that all functions centering in its area can be executed properly. Very seldom this central control desk is bought from ready stock. Most often it is specially designed keeping in view its special location, specific function, and the size of the library operations in view. A multiplicity of activities has to be conducted here. The height of the counter facing the reader is lm. The width at the top is about 70 cm. Enough drawer space is provided to keep all the books and use issue counter records. The counter should also have adequate shelving space to keep the books which are returned. Normally the counter is designed for two persons to work at a time. Adequate knee space is provided at places where the library staff sits and work. Since high chairs are necessary to work at high counter, foot-rest is provided to make sitting comfortable. Alternatively, counter can be elevated with wooden or permanent platform. The length and design of the counter vary considerably to suit the specific need of the library. Some of the common designs are: rectangular, L-shaped, U-shaped, etc. Whatever design is selected for flexibility, it is better to have small units of 90 cm length each, which can be bolted together or just placed side by side to give the illusion of one piece. The counter is invariably made of wood, and usually have hard wearing top made of declaim or similar material.

14.6.5 Mobile Library Furniture

Book trolleys and mobile library shelving are used to transporting books from one place to another and are commonly used in multiple usage areas. Trolleys are available in wood and metal and in standard, ergonomic and slim-line models. A bookcase on wheels, book displays, drawers and cabinets are other forms of mobile library furniture for flexible use.

Workstations

Workstations for the use of computer and internet access are widely used in universities, schools and libraries.

Notes All kinds of workstations are available in various designs.

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Task Visit a library and list the furniture and equipment variable there. If it is inadequate for an ideal library suggest the needed items to make it an ideal library

Self Assessment

Fill in the blanks:

1. ..... are the most ubiquitous piece of furniture funnels in a library.
2. A cheaper version of the book stack is the ..... usually made up of …….. .

State whether the following statements are true or false:

3. IIT Madras was formally inaugurated in 1960.
4. Times Higher Education Supplement has ranked the Indian Institute of Technology as the third best technology universities in the world for 2005.

14.7 Summary

- The library equipments and tools like furniture, fittings and accessories should of standard pattern and design, so that users feel comfortable in using them.
- Bureau of Indian Standards provides that a library should have a stack room, a Librarian's room and a Reading Room having seating capacity of 40 to 120 chairs. The stack room should be big enough to accommodate between 6,000 and 10,000 books.
- Preservation of library material: Proper care of library collections is necessary with a view to prolong its life. This requires preserving and protecting books against decay and deterioration.
- Library stacks are the most ubiquitous piece of furniture found in a library. It is used to store books, bound volumes of periodicals, and sometimes pamphlet boxes.
- A cheaper version of the book stack is the skeleton book rack, usually made of steel.
- This is perhaps the most important piece of equipment in a library used frequently by both the library staff and the library users.
- Shelving units for libraries are available in wood or metal and need to provide functionality and flexibility to meet the demands of a busy library.
- The charging desk or the issue counter is the main service desk and should be so designed that all functions centering in its area can be executed properly.

14.8 Keywords

Display : It is the result of careful thought and planning.

Library Stacks : These are the most ubiquitous piece of furniture found in a library.

Skeleton Book Rack : A cheaper version of the book stack, made up of steel.

Charging Desk : This is the main service desk.

Card Catalogue Cabinet : Most important piece of equipment in a library used frequently by both the library staff and the library users.

14.9 Review Questions

1. Write a short note on library building.

2. Examine the library building and equipment.

3. Write short notes on:

(*a*) Library stacks

(*b*) Card Catalogue Cabinet

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(*c*) Bookshelves

(*d*) Charging desk

(*e*) Mobile Library furniture

Answers: Self Assessment

1. Library stacks
2. Skeleton book rack, steel
3. False
4. True

14.10 Further Readings

Books

Lock (RN),Ed.: *Manual of Library Economy*: *Conspectus of Professional Librarianship for Students and Practitioners*. London: Clive Bingley. Latest Ed.

Narayana (GJ): *Library and Information Management*

Wheeler (JL) and Goldhar: *Practical Administration of Public Libraries*. Latest Ed.

Wilson (LR) and Tauber, MF: *University Library*. Latest Ed.

Online links

www.ala.org/llama/committees/bes

www.nandoperettifound.org/en/page.php?project=329

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