MANAGEMENT

What is Management?

- What is Management?
- Why today so much emphasis is being given to management in almost every type of organization? The reason is obvious.
- Every organization has its some objectives or goals.
- It needs some system or tool, which can utilize its resources (men, material and money) effectively to achieve these objectives.
- This system, which leads, guides and directs the organization to achieve its predetermined objectives is called Management.

Definitions

- Management is a distinct process consisting of planning, organizing, actuating, and controlling, utilizing in each both science and art, and followed in order to accomplish pre-determined objectives - **George R. Terry.**

- Management is the art of getting things done through and with informally organized group - **Harold Koontz.**

- Management is the accomplishment of result through the efforts of other people - **Lawrence Appley.**

- A multipurpose organ that manages a business and manages managers and manages workers and work - **Peter F. Drucker**.

- To manage is to forecast and to plan, to organize to command, to coordinate and to control - **Henri Fayol.**

- Management is the process by which managers create, direct, maintain and operate purposive organization through systematic, coordinated, cooperative human effort - **Dalton E. McFarland.**

Nature and Purpose

- **Management** is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. This basic definition needs to be expanded.

1. As managers, people carry out the managerial functions of planning, organizing, staffing, leading and controlling.

2. Management applies to any kind of organization.

3. It applies to managers at all organizational levels.

4. The aim of all mangers is the same' to create a surplus.

5. Managing is concerned with productivity; this implies effectiveness and efficiency.

Characteristics

- It is an art as well as science - It is an art because managerial skill is a personal possession and intuitive. It is a science because, it has developed certain principles, laws, generalizations which to a great extent universally applicable.

- It is a process - The executive or mangers who utilize the resources to the optimum benefit is the process of management. It involves, the course of action to be taken, securing necessary physical means, recruiting for the performance of requisite tasks, the process involves to see that the job is properly accomplished.

- It is a group effort - Management to be successful requires the effort of a group of persons and not any particular individual.

- Achievement of the objectives - Management presupposes some goals to be achieved. There must be predetermined objectives and the group involved should strive to fulfill these objectives.

- Management is a system of authority - authority is considered as a basic managerial function. It is a rule-making and rule-enforcing body and is bound with a web of relationship between superiors and subordinates.

- Management is an entity by itself - Management is a separate and distinct entity. The function of management is how to get the work done, and not necessary for the manager to do himself.

- Management is needed at all levels - Management is not restricted at the top level' only. Even the lowest level supervisor has to perform the same type of function of decision - making as at the top level.

Managerial Roles

The ten managerial roles identified by **Mintzberg** are:

- **Interpersonal Roles**
- The figurehead role (performing ceremonial particularly with outsiders).
- The leader role.
- The liaison role (communicating particularly with outsiders).

Informational Roles

- The recipient role (receiving information about the operation of an enterprise).

- The disseminator role (passing information to subordinates).

- The spokesperson role (transmitting information to those outside the organization).

Decision Roles

- The entrepreneurial role.

- The disturbance - handler role.

Management Skills

- Robert L. Katz identified three kinds of skills for administrators. To these may be added a fourth - the ability to design solutions.

- *Technical skill* is knowledge of and proficiency in activities involving methods, processes, and procedures. Thus, it involves working with tools and specific techniques. For example, mechanics work with tools, and their supervisors should have the ability to teach them how to use these tools. Similarly, accountants apply specific techniques in doing their job.

- *Human skill* is the ability to work with people; it is cooperative effort; it is teamwork; it is the creation of an environment in which people feel secure and free to express their opinions.

- *Conceptual skill* is the ability to see the "big picture", to recognize significant elements in a situation, and to understood the relationships among the elements.

- *Design skill* is the ability to solve problems in ways that will benefit the enterprise. To be effective, particularly at upper organizational levels, managers must be able to do more than see a problem.

- They must have, in addition, the skill of a good design engineer in working out a practical solution to a problem. If managers merely see the problem and become "problem watchers", they will fail.

- Managers must also have that valuable skill of being able to design a workable solution to the problem in the light of the realities they face.

PRINCIPLES OF MANAGEMENT: APPLICATION TO LIC'S MANAGEMENT

Management: Meaning and Scope

□ **Henry Fayol**, Father of **'Management Theory'** has divided the activities that take place within every organization of any size including Library / Information Center's into six fundamental groups;

1. **Technical or Production Aspects;**
2. **Commercial Aspects** : Buying, Selling and Exchanging Goods;

3. Financial Aspect: The search for, Securing of and Efficient use of Money;

4. **Security Activities** concerned with Protecting the Safety of Employees as well as Property;

5. **Accounting** : Including Statistics and Record Keeping; and

6. **Management Activities**, such as Planning, Organization, Co-ordination and Control.

DEFINITION

- According to **B.L Robert** the most comprehensive definition views management as "an integrating process by which authorized individuals create, maintain, and operate an organization in the selection and accomplishment of its aims".

□ The General Characteristics of Management are:

According to **G. R. Theory**

□ Management is Purposeful;

□ Management makes thing happen;

□ Management is accomplished by, with, and through the efforts of others;

- Management Effectiveness requires the use of certain
- Knowledge, Skill and Practice;
- Management is an activity, not a person or group of persons;
- Management is aided, not replaced by the Computers; and
- Management is intangible.

LIBRARY MANAGEMENT

- Library Management in fact is concerned with the managing all the activities of the library with purpose rather than running a library in accordance with time honored and unexamined procedures.

- Understanding the management process in context of the library is essential for the students of Library and Information Science.

- Development of management knowledge and its skills facilitates to realize the managerial responsibilities and initiates them to examine the process in order to cope up with the changes taking place in the environment.

- In fact library management is an area of mutuality between library scientists and management scientists.

FUNCTIONS OF LIBRARY MANAGEMENT

- Management is gaining more and more importance in the better organization of the library in the later part of 20 century,

- It is very well known fact that without sound management the actions remain incomplete.

- Therefore, efforts are greatly concentrated to co-ordinate human energy as well as the material energy to yield better results.

- As it is library is non profit-oriented institution rather, it is service-oriented institution and its place in the society is judged by the degree of service rendered.

- *Henri Fayol*, a noted French Industrialist, has formulated Five distinguished functions of administration.

They are;
  - To Plan
  - To organize
  - To co-ordinate
  - To command, and
  - To control

These very functions are neatly adopted and restated by Luther Gulic, under the catchword "POSDCORB". Each letter under the catch word stands for;

- **P** = Planning
- **O** = Organizing
- **S** = Staffing
- **D** = Directing
- **Co** = Coordinating
- **R** = Reporting
- **B** = Budgeting
  - The successful implementation of these functions in the context of the library achieves the desired objectives.

GENERAL PRINCIPLES OF MANAGEMENT

Need for General Principles

- It is generally stated that the major cause of failure in the progress of an institute and production of a finn or service oriented organization is due to the ignorance on the part of the managers as far as systematic and organized approach towards management is concerned.

□ ***Frederick W Taylor*** has listed the necessity of set of principles of systematic management as Follows:

- ◘ The widely spread inefficiency of daily jobs which incurred heavy loss and the remedy of which may be provided by the systematic management.

- ◘ Scientific Management based on adequately developed laws, principles and rules will greatly help in the systematic management.

- ◘ The principles are applicable to all kinds of human activities and result is very encouraging output.

□ Added to the value of Management rests in the hands of those who practice it with high amount of precision. Further some of the other benefits of Principles Oriented Management can be listed as follows;

  ▪ It helps in increasing efficiency and productivity
  ▪ It provides scientific base for the productivity for an enterprise
  ▪ It provides valuable information for adopting rationalization in an enterprise.

General Principles

The experts of Management Science have endeavoured much to develop a set of sound principles for the purpose of successful management. These principles are as follows:

- ☐ Job Analysis
- ☐ Division of Labour
- ☐ Work Methodology
- ☐ Maximum Profit
- ☐ Incentive Wage System
- ☐ Complete Harmony

FAYOL'S GENERAL PRINCIPLES OF MANAGEMENI

1. Division of Work or Specialization:
2. Authority and Responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. The Subordination of Individual to General Interest
7. Remuneration

8. Centralization

9. Lines of Command or Scalar Chain

10. Order

11. Equity

12. Stability of Tenure

13. Initiative

14. Esprit de Corps.

APPLICATION OF PRINCIPLES OF MANAGEMENT TO LIBRARY MANAGEMENT

□ There are several studies that are made from time to time regarding the application of principles of management to libraries. The outcome of these studies is listed below;

1. Frequently performed jobs such as typing of cards, book ordering, classifying, book numbering, card reproduction, card filing, duplicate checking, charging and discharging of documents in the issue counter and document shelving, are all the situations where in these principles are applicable.

- Some of the repetitive jobs where in the same steps are re-occurring, these principles can be applied.
- There are certain jobs in the library which require frequent movement of people and equipments, are also amenable to these principles.
- Few Jobs with bottleneck which cause some confusion, viz., Labeling, Decoding Call Numbers etc. can also be taken care of by these principles.
- There are quite a few jobs which involve huge amount of finance require job costing and cost benefit analysis. In such cases the application of management principles are very much useful.

CONCLUSION

- Efficient Management underlines the soundness in forming the objectives, creation of an appropriate structure of organization, recruitment of right personnel for right categories, co-ordination, budgetary and leadership of the entire organization.

- In the study of Library Management essential factors are not the objects, events or activities in the library, but the relationships between them.

- In other words it is not the duty of the library manager to catalogue or to render reference service but however he or she is concerned with relation of these activities within the library in such a way that they should result in efficient processing and effective Services.

- This approach to library management adds for value oriented type of management and in term stimulate the efforts to library managers to direct and evaluate library processes and services.

PRINCIPLES OF LIBRARY MANAGEMENT

LIBRARY ORGANIZATIONAL STRUCTURE - FRAMEWORK OF LIBRARIES / INFORMATION CENTERS

INTRODUCTION

- Modern Society is a Society of organizations. Every man is one way or the other concerned with one or the other organizations.

- Generally speaking organizations in the world have attracted a wide range of professionals such as, Sociologists, Psychologists, Politicians, Economists, and Librarians etc., organizing is viewed as the process by which the structure and allocation of jobs is determined.

- This requires consideration of structure and design of environmental impact and of course that affect the organizational change.

- Like other organizations Library also a social establishment charged with the duty of care of collection and making the collection available to the readers with the minimum possible time and economy.

- Library is such an organization where both people and work is organized.

CONCEPT:

- It is known that the business and industrial organizations are based on the metric concept.

- The teamwork in any activity produces better results and at the same time helps, to overcome the barriers in different levels of management. Similarly the library management process would not be smooth without organizational framework.

- This helps to demarcate the duties and responsibilities and relationship between the different units of the library.

- Further it helps in locating the decision-making authority.

PURPOSE

- The organizational pattern in the context of the library is always examined from the point of its efficiency.

- Different patterns to suit different environments of the library are designed from time to time.

- The knowledge of such patterns, both for administrators and librarians become essential for controlling and directing the management process.

PATTERNS OF ORGANISATIONAL STRUCTURE

☐ The important factors, considered for designing organizational structure:

i. Objectives of the library.

ii. Type of users.

iii. Nature of document collection.

iv.   Library building.

v.   Competence of the personnel.

vi.   Use of modern gadgets, and

vii. Financial availability.

Keeping these very factors in mind library management experts have suggested the following patterns of organization.

LINE TYPE

- Line type of organizational structure is that all the workers in the library are directed and controlled by one person i.e., the Librarian.

- In case of big libraries it goes difficult for the librarian to physically supervise the operations and activities, hence he delegates some powers to his subordinates such as Deputy Librarians and Assistant Librarians.

- Here the Assistant librarian is supposed to report for the Deputy librarian concerned and certain cases assistant librarian can directly be under the control of the librarian.

- The following chart 1 and 2 is giving the line type organizational structure of libraries.
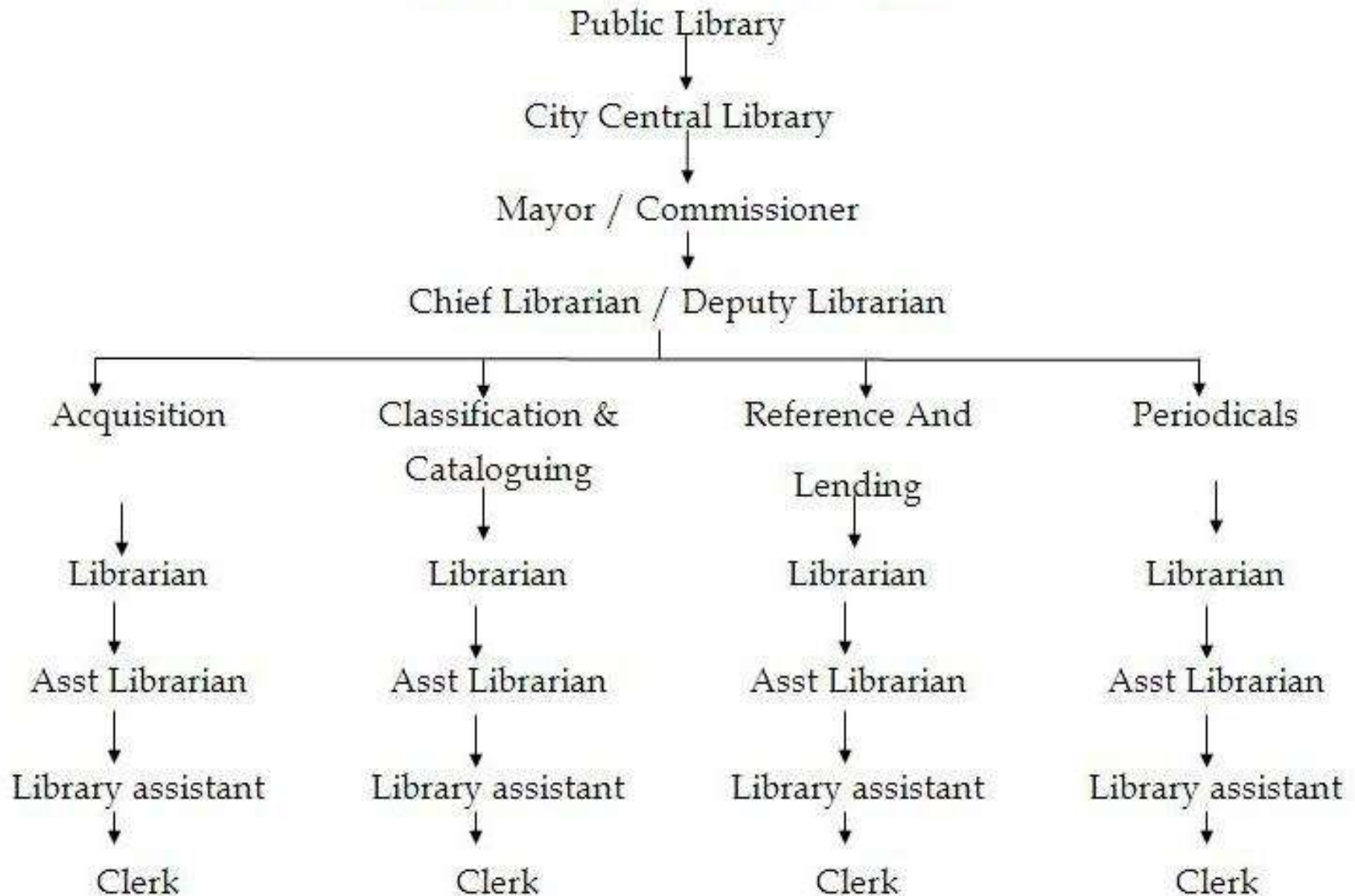
Chart – 1
LINE TYPE OF ORGANISATION

Public Library

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City Central Library

↓

Mayor / Commissioner

↓

Chief Librarian / Deputy Librarian

Acquisition	Classification & Cataloguing	Reference And Lending	Periodicals
↓	↓	↓	↓
Librarian	Librarian	Librarian	Librarian
↓	↓	↓	↓
Asst Librarian	Asst Librarian	Asst Librarian	Asst Librarian
↓	↓	↓	↓
Library assistant	Library assistant	Library assistant	Library assistant
↓	↓	↓	↓
Clerk	Clerk	Clerk	Clerk

Chart – 2
<u>LINE TYPE OF ORGANISATION</u>
University Library

Syndicate/Executive Council/ Court

Library Committee

Vice Chancellor

<u>University Librarian</u>

Deputy Librarian	Deputy Librarian
Technical Services	Administration & Public Services

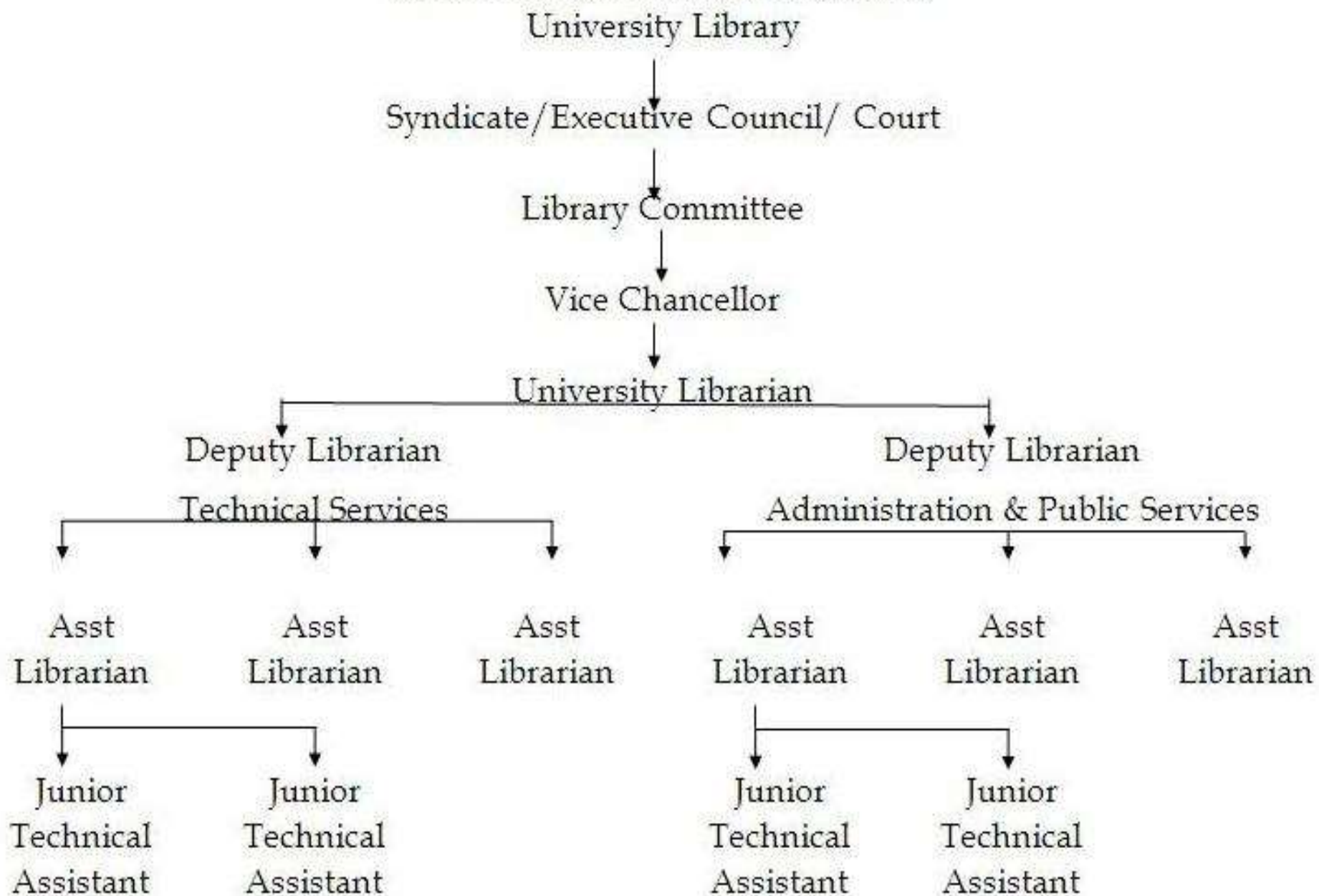| Asst Librarian	Asst Librarian	Asst Librarian	Asst Librarian	Asst Librarian	Asst Librarian
Junior Technical Assistant	Junior Technical Assistant		Junior Technical Assistant	Junior Technical Assistant	

LINE AND STAFF TYPE

- Earlier paragraph the line type is discussed and here the staff type indicates the advice and counsel which in turn supplements the line type organizational structure.

- Keeping the authority with the Chief Librarian the suggestions and advice of staff members with specialized knowledge is sought to promote the use of the library.

- At different levels, though staff members are not in direct contact with readers, even then they become instrumental in improving the library services.
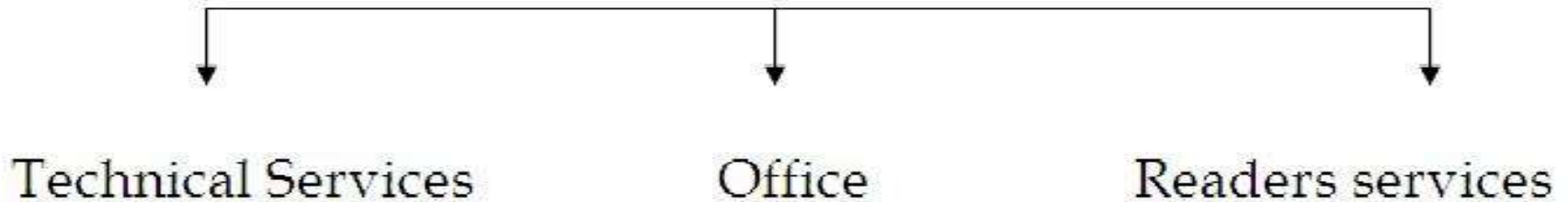
- In this type of organizational structure cooperation and coordination is effectively brought together and certain non executive but professional powers and functions are delegated by the Chief/ Librarian to the concerned or suitable staff.

- The following charts indicates the Line and Staff type of organizations.

Chart – 1

University Library

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        ┌──────────────────┼──────────────────┐
        ↓                  ↓                  ↓
Technical Services       Office         Readers services
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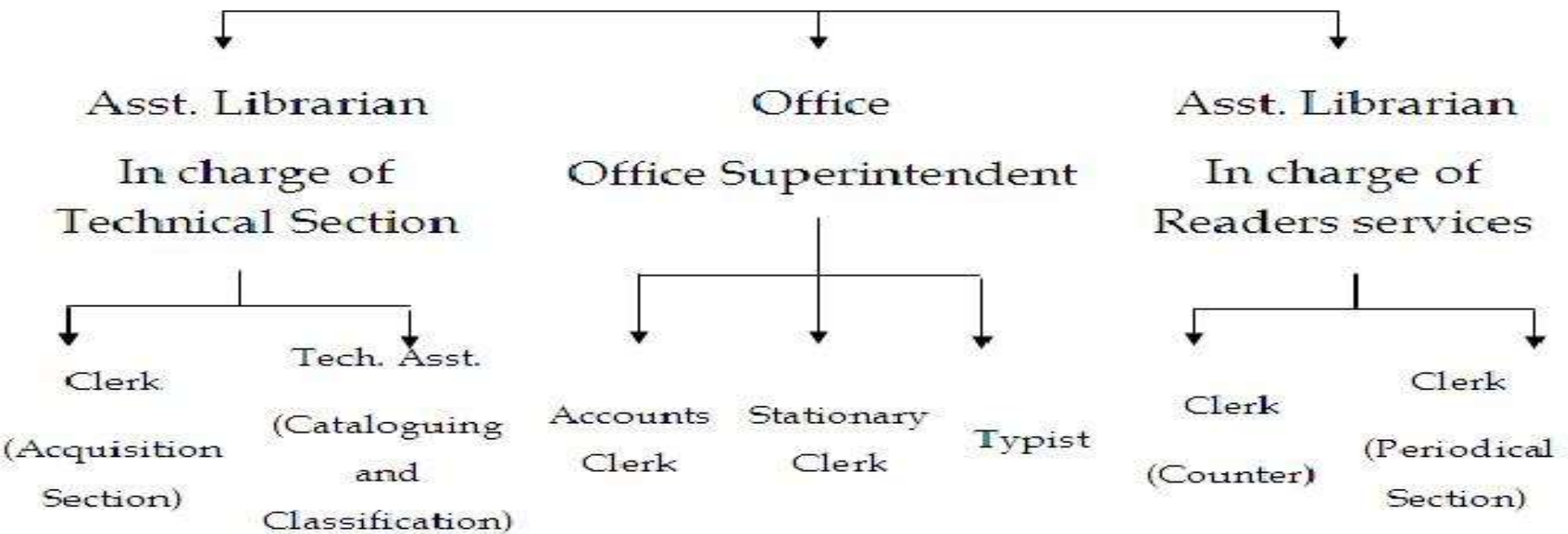
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University Library where in minimum staff is appointed. In the formative stages the library is just concerned with the processing of documents and making them available to its readers.

Chart – 2
University Librarian

```
University Librarian
├── Asst. Librarian
│   In charge of
│   Technical Section
│   ├── Clerk (Acquisition Section)
│   └── Tech. Asst. (Cataloguing and Classification)
├── Office
│   Office Superintendent
│   ├── Accounts Clerk
│   ├── Stationary Clerk
│   └── Typist
└── Asst. Librarian
    In charge of
    Readers services
    ├── Clerk (Counter)
    └── Clerk (Periodical Section)
```

- After delegation of the respective duties and responsibilities, the limited staff allocation is made in the chart 2.

- In case of extra work due to some unforeseen situations are usually adjusted among the existing staff only.

FUNCTIONAL ARRANGEMENTS

- This is a popular and extensively practiced pattern where the library is organized in different sections such as
  - Acquisition,
  - Classification and Cataloguing,
  - Circulation,
  - Maintenance and
  - Reference sections.
- Some other sections, such as accounts, office administration, special collection etc., are also included.

- In this arrangement each section cannot work independently, but under the direct control of the librarian and in collaboration with sectional heads the work arrangement can be executed.

Chart – 1

University Library

Technical Services

- Acquisition
- Clsn & Catg
- Processing

Readers Service

- Reference
- Circulation
- Periodicals

Administration

- Accounts
- Stationary
- Personnel

Chart – 2

Library

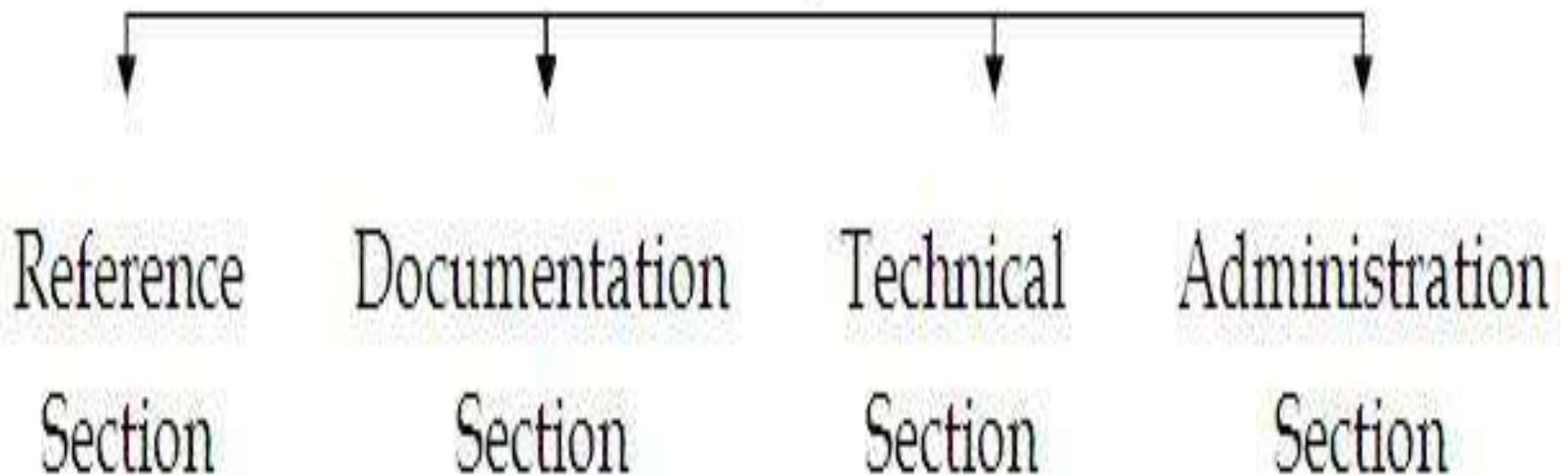| Reference Section | Documentation Section | Technical Section | Administration Section |

SUBJECT ARRANGEMENT

- In this arrangement the organization of library is based on subjects. In a University setup it may be according to subject pattern grouping several subjects together.

  - For Ex. Humanities, Social Science, Science etc. Here ordering, preparation and servicing has to be done independently so as to maintain the adequacy and efficiency of the library service.
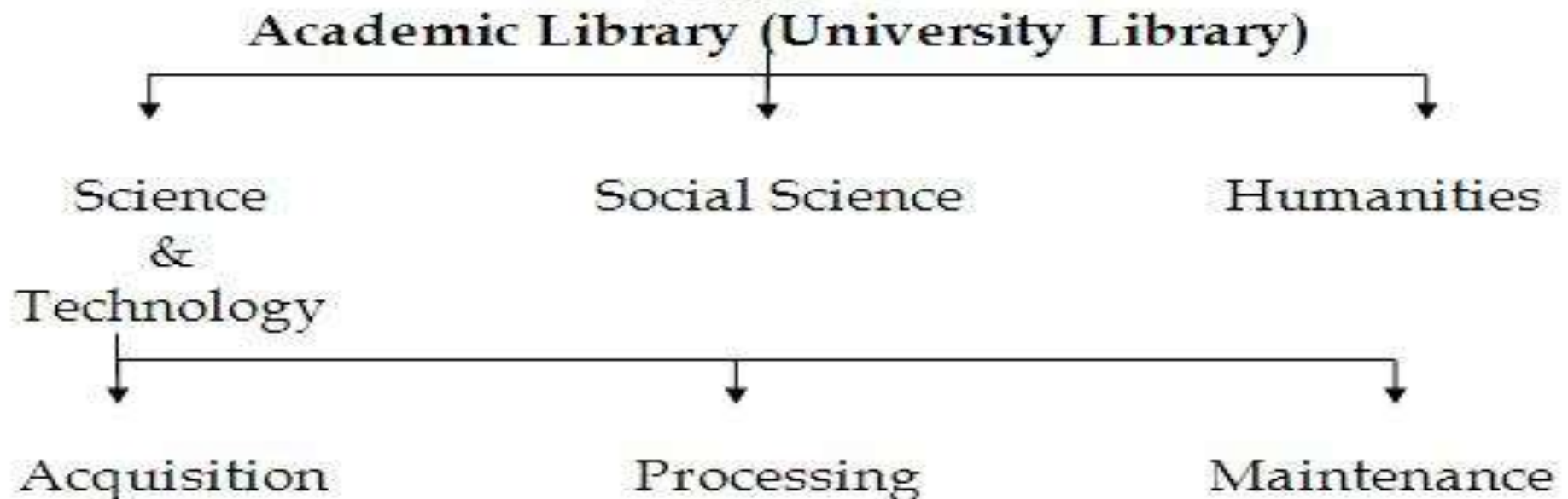
- It is advantageous in respect of better service, availability of the material of all types in one place and the tools and techniques can be very well exploited for the greater use of the library.

- On the other hand this arrangement suffers with certain disadvantages like, more staff, multiplicity of library catalogue, duplication of bibliographical tools and restriction on the abilities of the personnel to the narrow subjects.

Chart – 1
Public Library

- Local History Collection
- Music Collection
- Audio-Visual collection

Chart – 2
Academic Library (University Library)

- Science & Technology
- Social Science
- Humanities

- Acquisition
- Processing
- Maintenance

ARRANGEMENT BY AREA

- In this arrangement libraries are organized by the location to serve suitably the community.

- Public libraries established the branch libraries in the different parts of the city or the district.

- So also University Libraries establishing the departmental libraries in the subjects like Physics, Chemistry and Geology etc.
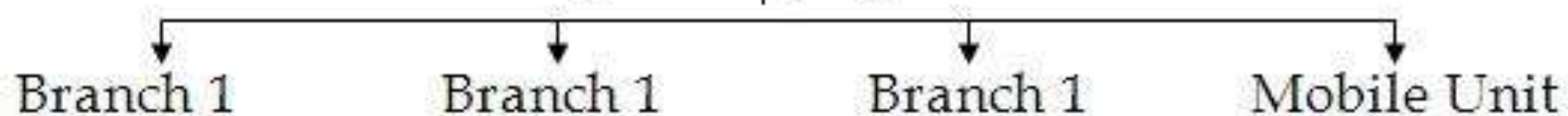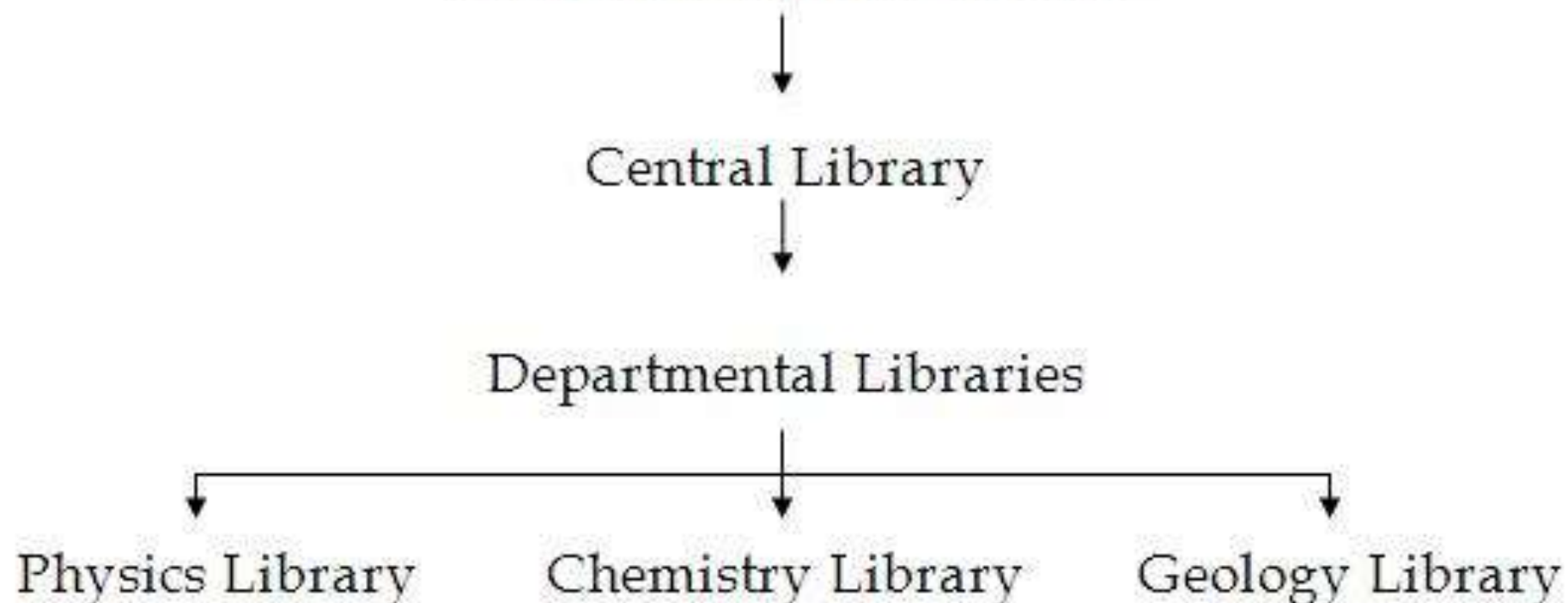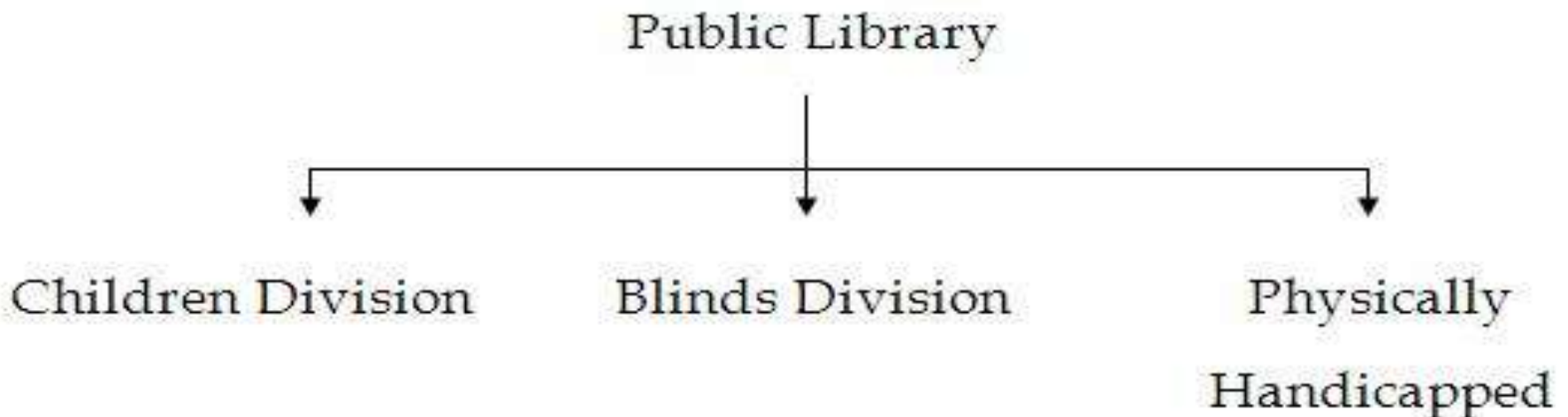
Chart – 1
City Library System

- Branch 1
- Branch 1
- Branch 1
- Mobile Unit

Chart – 2
University Library system

Central Library

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Departmental Libraries

- Physics Library
- Chemistry Library
- Geology Library

ARRANGEMENT BY PERSONS SERVED

- In few set up libraries are organized to serve the different types of community of readers, such as children, blinds etc. in an academic set up the school libraries, under graduate Libraries etc. are established for the use of different category of readers.

Chart – 1

Public Library

Children Division   Blinds Division   Physically Handicapped
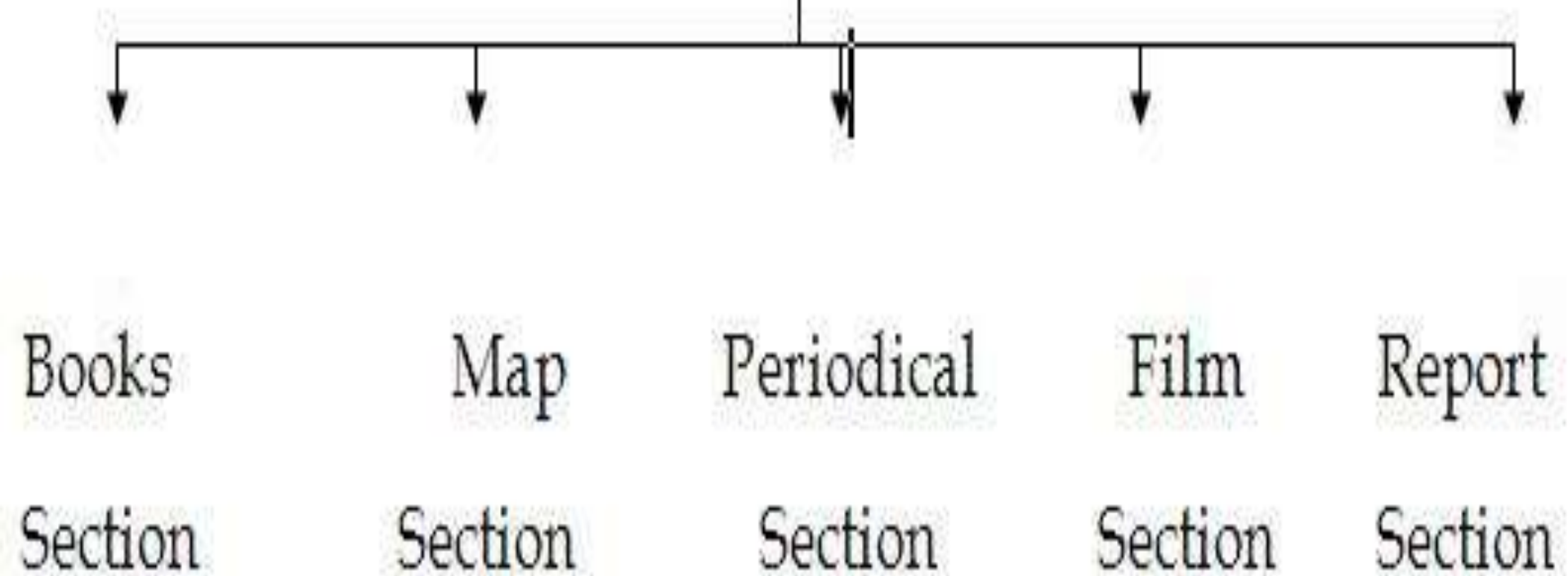
ARRANGEMENT BY MATERIALS

- In these days of multimedia communication facilities, greater facilities and arrangements can be achieved if the libraries are organized on the basis of the materials.
  - Public Libraries have
  - Book section,
  - Map section,
  - Periodical section etc.,

- Where as University Libraries can have
  - Govt. publications,
  - Reports and
  - Non-Book materials.

- This will facilitate more in the depositary libraries at the national level. Where in technical services and information retrieval is found more helpful.

Chart – 1

University Library

| Books Section | Map Section | Periodical Section | Film Section | Report Section |

CONCLUSION

- There are number of patterns of organizational structure have been developed by the experts in the field of LIS.

- It is also seen that there is a continuing pressure to adopt a more convenient approach to structure to reduce the professional bureaucratic tension.

- Consequent to these libraries of the present day are embarking on new ventures and facing challenges which make structural alterations desirable.

- As said elsewhere the matrix structure allows a level of adoptability and flexibility which suites to constantly changing set of organizational and service requirements in the library setting.