Bachelor of Library & Information Science  
II - Semester  
109 22  

MANAGEMENT OF LIBRARIES AND INFORMATION CENTRES
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Management of Libraries and Information Centres

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Rapid globalization coupled with the growth of the Internet and information technology has led to a complete transformation in the way businesses or organizations function today. It has not only affected the management culture, but has also led to an increase in competition in terms of market and resources. Library science is an interdisciplinary field that applies the practices, perspectives, and tools of management, information technology, education, and other areas to libraries. The issues taken up in the field encompass the collection, organization, preservation, and dissemination of information resources; and the political economy of information. Library is an agency through which sources of information of accumulated knowledge and experience are selected, acquired, organized, preserved and disseminated. Libraries and information centres provide a much wider range of information services from local, state and federal organizations within and outside the country among others for the people. With the provision of a variety of information sources, users of libraries and information centres are exposed to different kinds of informations with their respective values.

The importance of management in libraries cannot be understated. Its introduction in libraries, as well as the development of management techniques, collection development policy, infrastructure, human resourcing and budgeting, has brought about tremendous changes in the management of libraries. This book, Management of Libraries and Information Centres, will take up the above-mentioned issues and discuss them in detail.

The book is divided into fourteen units that follow the self-instruction mode with each unit beginning with an Introduction, followed by an outline of the Objectives. The detailed content is then presented in a simple but structured manner interspersed with Check Your Progress questions to test the student's understanding of the topic. A Summary along with a list of Key Words and a set of Self Assessment Questions and Exercises is also provided at the end of each unit for recapitulation.
Management is essential for an organized life and is necessary to run all types of organizations. Good management is the backbone of successful organizations. Managing life means getting things done to achieve life’s objectives, and managing an organization means getting things done with and through other people to achieve its objectives. Whether management is an art or a science will continue to be a subject of debate. However, most management thinkers agree that some form of formal academic management background helps in managing successfully. Practically, all of the chief executive officers (CEOs) are university graduates. Hence, the reason for including business degree programmes in all academic institutions.

Management is a set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals. In this unit, we will discuss the above-mentioned concept vis-à-vis library system.
1.1 OBJECTIVES

After going through this unit, you will be able to:

- Understand the principles of management
- Analyse the application of principles of management in library
- Discuss library as a system

1.2 PRINCIPLES OF MANAGEMENT

Management has evolved and changed considerably over a period of time. Even though the formal scientific management began and established itself in the early twentieth century, the recorded use of organized management goes back to 5000 BC when the agricultural revolution had taken shape. These agricultural civilizations existed in India, Egypt and China. According to well-known management consultant Peter Drucker, these agricultural civilizations ‘were not only one of the great ages of technology, but it represented also mankind’s most productive age of social and political innovation.’ As early as 4000 BC, the Egyptians were aware of the importance of planning, organizing and controlling. Perhaps, the great pyramids of Egypt built in 2900 BC are a classic example of management and coordination. One pyramid required 1,00,000 men, working for twenty years, covering 13 acres, using 2.3 million blocks, each weighing an average of 2.5 tonnes. To produce such a monument required proper planning, work allocation, organizing, directing, controlling and decision-making. In addition to these pyramids, some of the examples of early management skills are the highly sophisticated cities of Mohan-jo-daro in India and the places of Assur and Babylon. The writings of Socrates and Plato discuss the universality of management and specialization. Alexander used a staff organization extensively in his military conquests during 336 BC to 323 BC. The Roman Empire showed an outstanding expertise in general administration, political, military and judicial judgement issues, using communications and centralized control.

Some of the other historical benchmarks in the evolution of management thought are as follows:

- Eminent philosopher Al-Farabi listed and discussed the traits of a successful leader in AD 900.
- Notable philosopher Ghuaer discussed the characteristics of a successful manager in AD 1100.
- Medieval Italy in the 1400s used the double-entry book-keeping system and assembly line techniques.
Industrial revolution

The mid-1700s saw the movement from the cottage (where production of items were limited to family living and working quarters) to the factory system (where products are produced in a centralized location), and this gave birth to the Industrial Revolution in Europe and especially in the United Kingdom. The Industrial Revolution changed the entire behaviour of the civilized world. Renowned moral philosopher Adam Smith is known to have established the management principles in the area of division of labour and specialization in 1776. American inventor Eli Whitney, in 1800, introduced the idea of interchangeability of parts which led to standardization of parts resulting in mass production. These principles were highly utilized by American Industrialist Henry Ford in mass production of automobiles.

There are a number of characteristics associated with the Industrial Revolution. Some of these are as follows:

1. **Specialization**: Specialization comes with the division of labour, where each worker is assigned to a small unit of a job in which he becomes a specialist. This gives rise to assembly line production.

2. **Standardization**: Standardization means the production identical goods in millions of units. This results in the interchangeability of parts, making specialization less complicated. This results in simplification of quality control, and helps the consumer in trusting the quality of the product and being able to acquire the product anywhere and from any competitor.

3. **Synchronization**: It means the coordination and blending of all elements at one place. It helps in assembly line fittings and operations.

4. **Concentration**: The concentration of people and products were associated with the Industrial Revolution. People were taken from farms and isolated places, and concentrated at the location of factories. The location of auxiliary support systems to these factories gave rise to urban inhabitation, resulting in industrial complexes and cities.

5. **Maximization**: This characteristic of the Industrial Revolution had emphasized efficiency and optimum returns on investment of capital, time and labour. This resulted in the ‘survival of the fittest’ philosophy, giving rise to mergers and acquisitions resulting in huge industrial complexes.

6. **Centralization**: Centralization requires that control and policy decisions should be made at the top, while operational decisions should be made in a decentralized form at the operational level. However, as the industrial conglomerates become more diversified and divisional, some of the central decision-making powers are passed on to the divisions.
Some early contributors

A large number of scholars have contributed towards the development of modern management. Some of the early contributors, according to management consultants D. A. Wren and R. D. Hay are as follows:

1. Robert Owen (1771–1858): Robert Owen can be considered as a pioneer in the field of management of human resources. He believed that the returns from investment in human resources would be far superior to the investment in machinery and equipment. He believed that the workers should work because they want to work and not because they have to work. He believed that the manager should take the worker into his confidence. The manager should not only tell him what is expected of him but also why because an enlightened worker is a better worker. His ideas and philosophy could be considered as a prelude to the development of the behavioural approach to management.

2. Charles Babbage (1792–1871): While English polymath Babbage believed in the importance of human factor and suggested that the interests of employees and management are closely linked, and advocated the idea of profit sharing and participative decision-making, his major contribution is the introduction of science and mathematics in the manufacturing operations. He was the proponent of the division of labour and intelligent organization of workers. He was perhaps the first to propose that the decisions should be based upon investigation and accurate knowledge, rather than opinions and intuition. He is also credited with anticipating the mechanism of time and motion study, where an operation is performed with minimum number of motions and minimum time, in order to simplify the operations and reduce costs. According to management consultant D. Garbut, Babbage was a pioneer of operations research and use of quantitative methods and industrial engineering techniques in improving manufacturing operations. According to his own book, *On the Economy of Machinery and Manufacturers*, he laid considerable emphasis on specialization, work measurement, optimum utilization of machines and tools, wage incentive, and discovery of improved methods for the purpose of cost reduction.

1.2.1 Leader and Management Theories

Leadership can be defined as the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically to achieve the desired organizational goals. A dictatorship under which the subordinates have to perform would not be considered as leadership. A true leader motivates the followers and induces a belief that the followers will gain by the policies of the leader.
Generally speaking, leaders are known to possess energy, intelligence, self-confidence, patience, maturity, and a charismatic appearance and attitude. Whether these characteristics are inherited or learned is still a subject of debate. Many of these traits are also exhibited by followers and it is not explained as to why followers could not become leaders.

Leaders are also judged by their behaviours as leaders irrespective of the characteristics. If a manager has high consideration for the welfare of his subordinates and his policies, procedures and work assignments are all acceptable to the subordinates, then such a manager would be considered as a good leader.

Contingency theories of leadership propose that leadership can also be a function of the situation, so that the effectiveness of the leader’s behaviour is contingent upon the demands imposed by the given situation. This approach defines leadership in terms of the leader’s ability to handle a given situation and is based upon his skill in that particular area. This means that a successful leader under one set of circumstances may be a failure under a different set of circumstances. For example, British statesman Winston Churchill was an effective leader of Britain during war time but failed to sustain such leadership during peace time.

It is also possible to become a leader if you know what the followers want and you have the resources or the know-how to satisfy these needs and wants, irrespective of the traits of the leader himself. This approach is known as the path-goal theory. The leader sets up clear paths and clear guidelines through which the subordinates can achieve both personal as well as work-related goals and assists them in achieving these goals. The job of the leader becomes even easier when the subordinates are sufficiently mature, where the maturity of the subordinates can be defined as their ability and willingness to take responsibility for direction of their own behaviour in relation to a given task.

The practice of management is as old as human civilization. In fact, much of the progress of mankind over the centuries may be attributed to the effective management of resources. Examples of effective management of resources are the irrigation systems, existence of public utilities and the construction of various monuments like the Taj Mahal and Egyptian pyramids. These examples amply demonstrate the practice of management in the olden days. The ancient civilizations of Mesopotamia, Greece, Rome and the Indus Valley display the spectacular results of good management practices. However, the study of management in a systematic way as a distinct body of knowledge is only of recent origin. That is why, management is often described as the ‘oldest of the arts and youngest of the sciences’. Therefore, the practice of management cannot be considered as a new venture. Management has been practiced for thousands of years. But the science of it, which refers to the systematic body of knowledge, is no doubt a phenomenon of the past few centuries.

Principles of Management
The traditional management practices remained quite stable until the Industrial Revolution in the mid-eighteenth century. The industrial revolution brought about the substitution of machine power in place of manpower through several scientific inventions. As a result, within a few decades, the picture of industrial activity went through a metamorphic change. Man’s quest for finding new ways of doing things while adopting the scientific and technological inventions in the production of various goods and services, resulted in the following:

- Mass production due to anticipation of demand
- The advent of a corporate form of organization which led to large-scale production
- Spectacular improvements in transport and communication facilities
- Increase in competition for markets
- The establishment of new employer-employee relationships
- The evolution of modern management

Early contributions

The development of a systematic management thought can be attributed to the twentieth century. However, this should not create the impression that this was developed in this century alone. Attempts at solving management problems date back to ancient times. For example, the importance of organization and administration in the ancient times is evident from the interpretation of the early Egyptian papyri dating back as early as 1300 BC. The parables of Confucius gave practical suggestions for adequate public administration and advice on the selection of unselfish, honest and capable officers.

There are many examples in Greek, Roman and other civilizations, which used the scientific principles of management and administration. There are quite a few known military leaders who also used many such principles. The Roman Catholic Church had the most formal organization in the history of western civilization. Striking examples of these techniques are the development of the hierarchy of authority with its scalar territorial organization, specialization of activities along functional lines, and the early and intelligent use of staff.

The classical approach to management is also known as functional approach, empirical approach and management process approach. The main features of this approach are as follows:

- Management is viewed as a systematic network of various functions, such as planning, organizing, directing, staffing and controlling.
- On the basis of experiences of practising managers, management principles are developed and used as guidelines for the practising managers and form the basis for management training.
Functions, principles and skills of management are universal. They can always be applied in any situation.

Formal education and training are emphasized for developing managerial skills in upcoming managers.

Emphasis is placed on economic efficiency and the formal organization structure.

People are motivated by economic gains. Therefore, the organization controls economic incentives.

The advantages of the classical approach are as follows:
1. It focuses on what managers actually do.
2. It highlights the universal nature of management.
3. It provides a scientific basis for managerial practice.
4. It provides a starting point for researchers to verify the validity and to improve the applicability of management thought.

The disadvantages of classical approach are as follows:
1. It ignores the environmental changes and their effect on management.
2. It relies too much on the past experience. The technique or principle found effective in the past may not be effective in the future.
3. It is based on oversimplified assumptions. Its principles are ambiguous and contradictory.
4. It offers a mechanistic framework that undermines the role of the human factor.

This approach is based on three main pillars:
1. Scientific management
2. Bureaucracy
3. Administrative theory

These pillars are discussed in the following sections:

1.2.2 Major Schools of Management Thought

The various approaches to the study of management propounded by specialists from different disciplines have come to be known as the schools of management thought. The major schools of management theory are discussed in this section.

Management process school or the operational approach

This school regards management as a process of getting things done with people operating in organized groups. Henri Fayol is known as the father of this school. According to this school, management can best be studied in terms of the process
that it involves. Those subscribing to this school are of the view that management principles are of universal application. This approach is also designated as the traditional approach, the universal approach or the classical approach. The contributors and thinkers who belong to this school are William Newman, Summers, McFarland, Henry, J. D. Mooney, A. C. Railey, Lyndall Urwick and Harold Koontz.

The empirical school or the management by customs school

This approach to management is taken by scholars who identify management as the study of experience, followed by efforts to learn from the experience, and then transfer the knowledge to practitioners and students. Typically, this is done through a case study approach or through the study of decision-making. This school of thought believes that by analysing the experience of successful managers or the mistakes of poor managers, we somehow can learn about applying the most effective management techniques. The main contributors of this approach are Earnest Dale, Mooney and Railey, Urwick, and many other management practitioners and associations like the American Management Association.

Human relations approach

This school takes note of the psychological factors causing a change in the human behaviour in organized groups under a given situation. It is based upon the fact that management involves getting things done through people and, therefore, management must be centred on interpersonal relations. This approach has been called the human relations, leadership or behavioural science approach. Exponents of this school of thought seek to apply existing and newly developed theories, methods and techniques of the relevant social science to the study of intra and interpersonal relations, which varies from personality dynamics to relations of cultures. This school stresses on the people part of management and the understanding aspects. The motivation of the individual and adherents of this school is heavily oriented towards psychology and sociology. The range of thought in this school are as follows:

- The study of human relations and how managers can understand and use these relations
- The role of manager as a leader and how he should lead others
- The study of group dynamics and interpersonal relationships

From the early 1930s and the Hawthorne experiments, there has been a great generation of interest in the human behaviour school. Human behaviour must be recognized as one of the most important factors in the development of employees. There is a strong agreement on the point that human beings have goals and values for certain needs. We do find people exercising their material instincts,
such as valuing job security, striving for organizational and social acceptance, and working for monetary rewards, which, of course, can be used to satisfy several needs.

**Behavioural approach**

The behavioural approach or the human relations approach is based upon the premise of increase in production and managerial efficiency through an understanding of the people. The growth and popularity of this approach is attributable to well-known psychologist, industrial researcher and organizational theorist Elton Mayo (1880–1949) and his Hawthorne experiments. Hawthorne studies (1924–1932) were conducted to determine the effect of better physical facilities on workers’ output. These studies showed that better physical environment or increased economic benefits in itself were not sufficient motivators in increasing productivity. In effect, the emphasis shifted to psychological and social forces in addition to economic forces. Mayo discovered that when workers are given special attention by management, the productivity is likely to increase, irrespective of actual changes in the working conditions.

Even though Mayo’s conclusions are not necessarily accepted today, the Hawthorne studies were primarily responsible for consideration of non-financial incentives in improving productivity.

In support of Mayo’s contention and findings, American psychologist Abraham Maslow presented a theory of individual needs. The basic aim of this approach is to increase the organizational effectiveness of its human resources, which could be achieved by properly taking care of human needs. The human needs could be physiological or psychological.

According to Maslow, these needs fall into a hierarchy. At the bottom of the hierarchy are the lower-level needs, such as physiological and safety needs. At the top are higher-level needs, such as need for respect and self-fulfilment. In general, the lower-level needs must be satisfied before the higher-level needs arise. Being aware of these needs enables a manager to use different methods to motivate workers. This is important and significant because of the complexity of man’s nature. Different people will react differently to the same situation. Or, their reaction may be similar to different situation. Hence, the management must be aware of these differences and react accordingly.

Right through the 1970s, the behavioural approach had a major impact on management thinkers and indeed changed the structure of the organization from bureaucratic to participative in which the workers have more freedom to participate in the affairs of the organization. However, lately, some serious questions have been asked, whether man is entirely a ‘social man’ and not an ‘economic man’. Not all employees seek self-actualization as their ultimate goal. Some professionals
may be motivated by recognition and a feeling of self-fulfilment. Since human behaviour is highly complex, a number of factors may affect the worker’s productivity and indeed the feelings of belonging, recognition and participation are important for optimum worker productivity.

System approach

This school is of recent origin having developed in the later 1960s. It is an integrated approach which considers management in its totality based on empirical data. According to this approach, attention must be paid to the overall effectiveness of a subsystem in isolation from the other subsystems. The main emphasis is on the interdependence and inter-relatedness of the various subsystems from the point of view of the effectiveness of a large system. Its essential features are as follows:

- A system has a number of subsystems, parts and subparts.
- All the subsystems, parts and subparts are mutually related to each other. A change in one part will affect the changes in other parts.
- The system approach emphasizes on the study of the various parts in their interrelationships rather than in isolation from each other.
- The system approach to management brings out the complexity of a real life management problem much more sharply than any of the other approaches.
- It can be utilized by any other school of management thought.

The main contributors to this school of thought are eminent philosophical thinkers including Kenneth, Boulding, Johnson, Cast, Rosen Zweig and C. W. Churchman. Another important contributor is Martin, particularly in the area of management audit system.

The Social systems school

This school of thought is closely related to the human behaviour or the human relations school of thought. It looks upon management as a social system, which refers to a system of cultural inter-relationships. These can be formal organizational relationships or any kind of human relationships. This approach to management being heavily sociological in nature does what the study of sociology does. It identifies the nature of the cultural relationships of various social groups and attempts to show them as an integrated system. The spiritual father of this school was American business executive and public administrator Chester Barnard who developed the theory of cooperation. The focus of this school of thought is on the study of the organization as a cooperative or collaborative system. A social system is a unit or entity consisting of various social subsystems called groups.
Decision theory school

The decision theory approach concentrates on the rational decisions theory, which refers to the selection of a suitable course of action from various possible alternatives. This approach may deal with the decisions itself, with the person or organizational group who makes the decision or with an analysis of the decision process. By expanding the viewpoint well beyond the process of evaluating alternatives, many people use the theory to examine the nature of organizational structure, the psychological and social reactions of individuals and groups, and analysis of value considerations with respect to goals, communication networks and incentives.

The mathematical school

Some theorists see management as a system of mathematical models and processes. According to the approach of the mathematical school, decision-making is a logical process that can be expressed in terms of mathematical symbols and relationships. This approach forces the analyst to define a problem and allows for the insertion of symbols through logical methodology, which provides a powerful tool for solving complex phenomena.

In the United States, executives have turned increasingly to using computer applications to solve complex problems. Some of these computer applications include airline reservation systems, census reports, compiling technical information into data banks, banking operations, machine-processed accounting organization, issuance of payroll checks to large numbers of employees, and so on. Computer applications can make the work more manageable in fields where a large volume of paper reports or data is involved.

The contingency approach

The contingency approach to management emphasizes on the fact that management is a highly practice-oriented and action-packed discipline.

Managerial decisions and action initiatives are known to be matters of pragmatism and not of principles. The environment of organizations and managers is very complex, uncertain, ever changing and diverse. It is the basic function of managers to analyse and understand the environments in which they function before adopting their techniques, processes and practices. The choice of approaches and their effectiveness is contingent on the behaviour and dynamics of situational variables. However, there is not one universally valid best way of doing things. Management theory and principles tend to be deterministic, while the pace, pattern and behaviour of events defy the deterministic or dogmatic approaches. What is valid and good in a particular situation need not be the same in some other situation.

Contingent thinking helps managers in several ways in performing their function of planning, organizing, direction and control. It widens their horizons
beyond the theory of management and its concepts, principles, techniques and methods. It helps them to broaden their approach from mere technique orientation to problem-situation orientation. It leads them to be sensitive, alert and adaptive to situation behavioural variables, while tailoring their approaches and styles. It guides them to adopt open system viewpoints and to look at things and situations in an integrated and multi-dimensional manner.

1.2.3 Early Management Thoughts

The industrial revolution was brought about an unprecedented growth in productivity. This gave rise to three types of contemporary management theories, which are collectively known as ‘classical approach’ to management. These are as follows:

1. Scientific management theory
2. Administrative management theory
3. Bureaucratic management theory

The major contributors to these theories are shown in Figure 1.1:

![Fig. 1.1 Major Contributors to Management Theories](image)

The classical approach to management is based upon the ideas similarly generated in the late 1800s and early 1900s, and is primarily based upon the economic rationality of all employees. This evolved around the classical assumption of Adam Smith that people are motivated by economic incentives and that they will rationally consider opportunities that provide for them the greatest economic gain. The three branches of classical approach to management which feed on similar underlying principles are explained as follows:

Scientific management

Scientific management which focuses on production efficiency is primarily attributed to the ideas and works of Fredrick W. Taylor (1856–1915) who is known as the ‘father of scientific management’. He criticized the methods of traditional management which were composed of the following elements:

- Managerial decisions were made on the basis of intuition, feelings, opinions and traditional past experience, rather than scientific investigation.
- Jobs were performed by rule of thumb rather than standard times, methods or motions.
• The prevalent practices were assumed to be correct and no efforts were made to introduce new and novel techniques of management or operations.

• Training was generally under an apprentice system, and no formal techniques for skills and professional development existed.

• Management was considered as a group of overall supervisors rather than a group performing unique duties.

Taylor was interested in replacing traditional management by scientific management by developing the most scientific and rational principles for handling people, machines, materials and money, and to secure maximum benefits for the employers as well as employees. He offered four principles as the basis for scientific management:

1. Every job should be broken into its elements and a scientific method to perform each element should be established.

2. Workers should be scientifically selected with right attitudes for the job and ability, and then properly trained to perform the work.

3. Management should cooperate with the workers to ensure that all work is done in accordance with the scientific principles.

4. The work and responsibilities are to be so divided between management and workers that such work assignments result in interdependence between management and the workers. The management should design the work, set up and supervise the work, and the workers should be free to perform the work.

Scientific management became the accepted management philosophy about the relationship between people and work. It was a complete mental revolution for both management and employees towards their respective duties and towards each other.

Scientific management experts Frank Gilbreth (1868–1924) and Lillian Gilbreth (1878–1972), as husband and wife team, contributed extensively towards scientific management. They were primarily responsible for analysis and study of time and motion of work performance of workers, thus, improving upon time and motion elements of operations by eliminating unnecessary motions.

Frank Gilbreth conducted a motion study of bricklayers. He identified eighteen individual motions that a bricklayer used in placing a brick with cement on the wall. By thoroughly studying these motions and changing the task structure, he was able to reduce the eighteen motions to five, which increased the productivity by over 200 per cent. This also promoted the individual worker’s welfare in the sense that every motion that was eliminated reduced fatigue. By using motion picture cameras, they tried to find the most economical motion for each task in order to upgrade performance and reduce fatigue.
In this area of motion study, the Gilbreths identified eighteen basic hand motions by breaking down the task into its fundamental elements. They called these motions ‘therbligs’ (‘Gilbreth’ spelled backward, with ‘t’ and ‘h’ reversed). These therbligs included such motions as search, select, grasp, hold, position, and so on.

Lilian Gilbreth emphasized that the scientific study of management should include both analysis and synthesis. Analysis involves breaking down a task into its essential elements and with synthesis, the task is reconstituted to include only those elements that are necessary for efficient work and eliminate the other elements. This would help workers to reach their maximum potential by developing their skills and abilities, and by improving efficiency.

American mechanical engineer and management consultant Henry Gantt worked with Fredrick Taylor on several projects. He differed with Taylor’s approach to scientific management. Taylor supported a much more mechanistic view of workers which meant driving workers to increase their output. On the other hand, Gantt supported a more humanistic approach where the workers are to be trained to become more skilled, and that it is the management’s responsibility to help workers learn and acquire these skills.

Gantt was responsible for introducing ‘Task and Bonus Plan’, which was aimed to provide extra wages for extra work in addition to a guaranteed minimum wage. This differed from Taylor’s ‘piece-rate’ pay system where wages were directly related to output. In Gantt’s plan, workers received a bonus for completing all their daily tasks. Bonuses were also awarded to supervisors who were successful in getting their workers to meet the output goal.

Gantt also developed and introduced the ‘Gantt Chart’ which served as a simple visual device for comparing actual performance to planned work performance. It is a kind of a progress report in visual form that identifies stages of work. It aids in planning, scheduling and control of work operations. The Gantt chart is still commonly used today and has been adopted for computerized scheduling applications.

**Bureaucratic management**

Based on the writings of German sociologist Max Weber (1864–1920), a bureaucratic form of an organization refers to a management approach which is based on a rigid formal organizational structure with set rules and regulations. Weber looked for rules to eliminate managerial inconsistencies that contribute to ineffectiveness. He further believed that every deviation from the formal structure interferes with efficient management. He believed in strict adherence to rules which would make bureaucracy a very efficient form of organization founded on principles of logic, order and legitimate authority.
The various requirements for an effective and efficient bureaucracy, according to Weber are as follows:

- Division of labour by functional specialization
- A well-defined hierarchy of authority
- A system of rules covering the duties and rights of employees
- Certain obedience to a superior’s command
- Appointments and promotions purely on the basis of merit
- Separation of personal lives from organizational positions
- A system of procedures dealing with work situations
- Implementation of an adequate control system

Bureaucracy, even though necessary for large organizations, has come to be associated with red tape, and excessive rules and regulations and, hence, delay in getting changes done or proposals approved. In the competitive global market of 1990s, organizations are moving towards participative management, team work, and employee innovation and creativity.

Administrative management

This approach to management, also known as functional or process approach, is primarily based on the ideas of management theory expert Henri Fayol (1841–1925). He observed the organizational functions from managerial point of view. He believed in universality of management and reasoned that those who acquire general knowledge of managerial functions and principles can manage all types of organizations. He proposed the breaking of the complex management process into separate interdependent areas of responsibility. He divided the administrative activities into six groups, all of which are closely dependent on one another. These six areas of operations are as follows:

(i) Technical: This area is concerned with manufacturing products.
(ii) Commercial: It involves purchasing of raw materials for the products and selling the finished products.
(iii) Financial: This area involves searching for and acquiring capital, and allocating it to various functions in an optimal manner, and keeping an overview control of the flow of capital.
(iv) Security: Security operations are designed to take the necessary and adequate steps for the production and safety of goods and people.
(v) Accounting: This area covers all accounting aspects of the organization including recording and taking stock of costs, profits, liabilities, assets, preparing balance sheets and compiling accounting statistics.
Managerial: Fayol’s primary concern was with the managerial functions of planning, organizing, command, coordination and control.

In addition to these areas of operations, Fayol proposed fourteen principles of administration which he believed would be most often applied for more efficient managerial behaviour and more logical organizations. These fourteen principles are as follows:

(i) Division of labour: This means that a worker is given only a small element of work in which he becomes a specialist, and the more people specialize, the more efficiently they can perform their work. Division of labour improves productivity by simplifying the tasks required of each worker. This can be applied to all kinds of work, technical as well as managerial.

(ii) Authority and responsibility: Authority is the right to command and the power to exact obedience in order to get the work done. Responsibility is the accountability of authority so that the official authority is not misused.

(iii) Discipline: Fayol considered discipline as ‘outward marks of respect’ observed in accordance with the employment agreements and organizational rules. These rules and agreements should be clearly specified and understood by all. Also, these rules and regulations should be enforced fairly and judiciously.

(iv) Unity of command: Each organizational member should receive orders from only one superior; otherwise, conflict and confusion in authority and instructions would result.

(v) Unity of direction: This principle states that ‘there should be one head and one plan’ for a group of activities having the same objective. For example, the personnel department should have only one personnel manager with a specified plan for personnel policies, feeding personnel to all departments.

(vi) Subordination of individual interest to organizational interest: While the individual interests should be integrated with the organizational interests as much as possible, the interests of the organization must take priority over the interest of an individual or a particular group, whenever there is a conflict between the two.

(vii) Remuneration of staff: All employees should be fairly paid with appropriate additional incentives for additional efforts.

(viii) Centralization: Fayol believed that while some authority should be given to the subordinates to make operational decisions, all major policy decisions should be made at the top management level.

(ix) Scalar chain: There should be a clear chain of command from the top to the bottom of the organization and the line of authority should run in the
order of rank from the top management downwards. This helps to ensure the orderly flow of information and communication.

(x) **Order**: A place for everything and everything in its place. Materials and people should be in the right place at the right time for maximum efficiency. People, in particular, should be in the jobs they are most suited for.

(xi) **Equity**: Managers should be both fair and friendly to the subordinates. Equity results when friendliness is coupled with justice. This will help in soliciting loyalty and devotion from subordinates.

(xii) **Stability of staff**: Employee turnover should be minimized. Tenure and long-term commitment should be encouraged. It results in a sense of belonging to the organization.

(xiii) **Initiative**: Employees should be given the freedom to be innovative. They should be encouraged to initiate new ideas and carry out their plans, even when some acceptable mistakes result.

(xiv) **Esprit de corps**: Employees should work as a team because there is strength in unity and the management should promote this team spirit.

### 1.2.4 Modern Management Thoughts

It is important to recognize that the three schools of management, namely classical, behavioural and quantitative, are not necessarily mutually exclusive. Each school or approach complements the other in some way in spite of difference in underlying assumptions. These approaches are applied today in one form or another. However, in recent years, management scholars and practitioners have recognized that the environment can also influence organizational management. Some of the modern approaches in studying organizational management are as follows:

**I. The Systems Approach**

Systems approach to management views organizations as systems functioning in relation to their environment. A system is defined as ‘a group of interrelated parts that function as a whole to achieve a common purpose’. All organizational systems operate on the basis of four elements. These are as follows:

(i) **Inputs**

(ii) **Transformation process**

(iii) **Output**

(iv) **Feedback**

These elements are shown in Figure 1.2.
Open and closed systems

Systems may be categorized as open or closed. A closed system is a set of interacting elements without any interaction with the outside environment. It has no input from outside in any form. As an example, a battery-operated digital watch can be considered as a relatively closed system because once the battery is inserted in it, it does not require any element from outside to operate.

An open system, on the other hand, is the one that is dependent on the outside environment for survival. As an example, a human body as a system, composed of many sub-systems, is an open system since it must depend upon outside input and energy for survival.

All organizations are open systems as they always depend upon the outside environment for feedback and resources, and for disposal of the finished product. In the process of transformation of inputs into outputs, the organizations must take into consideration the dynamics of outside environment and must continuously interact with outside variables. For example, when producing and selling a product, the management must analyse, in addition to internal operations, the external factors of resource availability, current technological trends, market trends and social changes.

Main characteristics of a system

- Every system is made of many sub-systems which are continuously interacting with each other.
- Every system is a part of a larger one. For example, an organization is a system in itself but also is a part of a larger industrial system, which in turn, is a part of a social system.
- Its subsystems are interrelated in such a manner that a change in one variable will affect a change in others.
• Every system has a specific purpose to which all its parts and subsystems contribute for achieving that purpose.

• Each entity of the system receives information or energy from the other parts within the system and from the system’s environment.

• Each entity processes this information or energy in its own way and sends its output to the rest of the system and to the external world.

• A system has a tendency to remain in equilibrium by maintaining a balance among the various forces operating within and upon it.

• A system cannot exist in isolation. It must get its inputs from some other system and its outputs become inputs to other systems.

These characteristics clearly indicate the interdependence of systems and sub-systems with other systems and subsystems in the environment. For example, one of the most useful products DDT (dichloro diphenyl trichloroethane), a pesticide which had been widely used to protect crops, was banned in America because of its harmful effects on fish and birds, and eventually on human beings. DDT production in itself, as a system, could not survive because of its interaction with other systems. Similarly, the Harley-Davidson motorcycle company, which dominated the American motor cycle market, almost went bankrupt when it did not recognize its relationship with Honda motorcycle that was introduced in America in the late 1950s. American Motors Company did go out of business because it solely relied on the success of Rambler automobiles and failed to interact with the competition. Accordingly, the management must recognize not only the need for harmony and synchronization among the sub-systems within the system, such as production, marketing, quality control, personnel and so on, but also the need for adequate interaction with other systems outside, such as governmental regulations, customers, suppliers, competitors, and so on.

Three other concepts of systems theory are useful to understand. First is the concept of ‘synergy’. Synergy simply means that the whole is greater than the sum of its parts. This means that when one company acquires another company, then the resulting output is expected to be higher than the sum of the individual outputs of these two companies. There is a saying in India that, ‘while one is just a one, two ones make it an eleven’. That is the concept of synergy.

The second aspect is that of ‘entropy’. Entropy is the amount of disorder present in any system. Systems survive when they behave orderly. A system which is open, such as an organization, but remains closed would have no interaction with other systems and would eventually fail. Living systems, if totally isolated, would eventually achieve maximum entropy and die. Accordingly, organizations must always be in tune with the environment and keep on interacting with other systems in order to survive and remain vital.
The third aspect, known as ‘equifinality’, suggests that there may be more than one path leading to the same destination. In closed systems, a direct cause-and-effect relationship can be found between the initial condition and the final state. For example, in the case of a watch, which is a closed system, there is direct and only relationship between the insertion of the battery and the operation of the watch. The watch will not work any other way. In open systems, however, final states can be reached from different starting points and in different ways. The inflexible cause-and-effect relationships found in physical sciences do not apply to social sciences. Thus, there may not be just ‘one’ best solution to managerial problems but there may be many good solutions. For example, the goal of expansion may be achieved by introducing new products or by mergers and acquisitions, or simply by greater market penetration by promotion and advertising. Similarly, for example, Dow Chemical and Union Carbide can pursue different strategies, and be equally successful chemical industries.

II. The Contingency Approach

The contingency approach to management, also known as situational approach, suggests that there is no ‘one best way’ to manage and organize; rather, it says that successful managerial decisions depend upon the situations and circumstances in which such decisions are made. Early management contributors like Taylor, Fayol and Weber proposed a set of rules and techniques that were assumed to be universally applicable. Later, research showed this premise to be too simplistic. While many of these principles are applicable to most situations, none could be applied to ‘all’ situations. More recently, management scholars and researchers determined that virtually a management activity is contingent upon the elements of the situation. This approach requires that managers diagnose a given situation and make decisions relative to the conditions present. For example, it would not be correct to state definitely that students ‘always’ learn more and better in small classes than in large ones. The teaching and learning effectiveness would certainly depend upon such ‘contingency’ factors as course content and the teaching style of the instructor. Similarly, ‘division of labour’ may result in the job being too specialized and may hinder efficiency and productivity. Accordingly, overspecialization of a job may not be desirable in all situations. Accordingly, contingency theory proposes that there are no universal principles applicable to management in general and in all situations but that the nature of these principles and techniques would be contingent upon the situation within which a management decision has to be made.

Some of the contingencies affecting the managerial decisions, according to management experts Thomas S. Bateman and Carl P. Zeithaml, are as follows:

- The rate of change and degree of complexity in the organization’s external environment.
• The internal strengths and weaknesses of the organization.
• The values, goals, skills and attitudes of managers and workers in the organization.
• The types of tasks, resources and technology used by the organization.

Depending on the type of situation and contingency, the management would devise appropriate strategies to adequately handle the situation.

1.3 APPLICATIONS OF PRINCIPLES OF MANAGEMENT IN LIBRARY

Management in itself has no independent identity; basically it is a process applied to any organization including library for an effective and efficient utilization of all concerned resources to achieve the objectives. Management scholars observed, studied, and experimented with different management processes at different organizations and formulated some general principles, which are universally applicable. These principles provide general guidelines and flexibility, so that it can be applied in any type of organizations including library.

1.3.1 Library as a System

Library is one of the most complex systems, where services are rendered to different types of users. The complexity of library is growing day by day due to advanced technology and society. In order to manage this complexity library professionals need to apply principles of management to achieve their desired objectives. F.W. Taylor (1856-1915) developed the principles of scientific management in his book, *The Principles of Scientific Management* (1911), to maximize the performance of the workers in an organization. The main principles are:

I. Science not rule of thumb: According to Taylor, each activity or job must be designed in the scientific way, so that the old practice of ‘Rule of Thumb’ can be replaced. For example, use of the techniques time and motion study in a library for the arrangement of reference books.

II. Scientifically select and train workers: The second principle emphasizes on selection, proper training, and development of the employee for better performance in an organization. Library staff should be recruited according to professional qualifications and job requirements. They should also provide proper professional training to library staff such as computer training, digitization works, etc.

III. Co-operation between workers and management: According to this principle, co-operation and co-ordination between workers and management are considered as the basic foundation and motivating factor for maximum output.
Principles of Management

NOTES

IV. **Equal division of work and the responsibility**: According to fourth principle, there should be equal division of work and the responsibility between the management and the staff in any organization including a library.

Henry Fayol (1841-1925) propounded fourteen principles of management and firmly believed that these principles have universal applicability in the administration of all types of organizations. Fayol’s fourteen principles are:

I. **Division of work**: It means that to ensure the maximum output with the same effort, it is necessary to divide the work into small units and assign them according to the specialization and expertise of the staff. Library works and services can also be divided and subdivided into small units, such as acquisition, technical, circulation section, etc.

II. **Authority**: Authority and responsibility are two sides of a same coin. One cannot exist without the other. A librarian is responsible for all actions and its consequences in a library, which authorize them to take action.

III. **Discipline**: Discipline (obedience, application, energy, and outward marks of respect) is the base of an organization.

IV. **Unity of Command**: It means that command should flow from top to bottom or subordinates are accountable to their immediate supervisors. In university library system, the deputy librarian answers to the librarian while the Assistant Librarian answers to the deputy librarian.

V. **Unity in direction**: It emphasizes on ‘one head and one plan’ policy, meaning, in an organization although different activities are going on, the goals, which are to be achieved remain same. Similarly, in a library group of activities are going on simultaneously, but the goal of all activities is user satisfaction.

VI. **Subordination of individual interest to general interest**: Interest of organization should be on priority or should always supersede a person’s interest. For instance, in an academic library, staff should avoid taking leave during preparation leave of the students.

VII. **Remuneration**: It is the issue of survival as well as a motivational factor for the staff, so salaries of the staff should be justifiable and fixed according to work, performance, qualification, and responsibilities.

VIII. **Centralization**: It concerns the decision-making policy, which should be centralized and flow from top to bottom level. Decisions should always be taken at top level, but its implementation should be at middle and bottom level, which should be decentralized. Recommendation of books for purchase in the library comes from different departments, but ultimate decision lies with central authority.
IX. **Scalar Chain**: The principle of scalar chain emphasizes the concept of ‘chain of superiors’, meaning, in an organization the communication as well as authority and responsibility should move from top to bottom level. The organizational structure of the library also follow the hierarchy or vertical chain of authority, such as from Librarian to Deputy-Librarians and from Deputy-Librarians to Assistant Librarians, and further towards subordinates.

X. **Order**: In an organization, everything should be in the systematic order to designate the right staff in right place at right time to right users, which is well acceptable principle of the library.

XI. **Equity**: Equity in the sense of fairness and kindness in dealing with subordinates. Library in-charge should treat all subordinates as equals and avoid bias towards any specific subordinates.

XII. **Stability of tenure of personnel**: All staff need time to learn the work assigned to them in an organization. Every organization including library, should avoid frequent change of the staff because instability of the tenure of staff makes the whole organization unstable.

XIII. **Initiative**: Subordinates should take initiatives. With generation of new ideas, innovation, and creativity, improvement of an organization is ensured. A librarian should encourage and build confidence among subordinate professionals to generate new ideas for effective and efficient library services.

XIV. **Esprit De Corps**: It is concerned with the development of group or team spirit in the staff. Library staff should have team spirit and believe in unity, while a librarian should ensure harmony among staff.

Library system is a functioning social institution, whose basic purpose is to support life-long learning process of the library users. Libraries always try to provide library services by keeping in view the fundamental laws of library science. Therefore, application of principles of management in the library is the only way for the librarian to ensure maximum utilization of the library resources to achieve maximum output in the most effective and efficient manner.

### Check Your Progress

1. State Robert Owen’s contribution in the field of management of human resources.
2. Who is the father of the management process school?
3. Name the three types of contemporary management theories.
4. Mention an example of a closed system.
1.4 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. Robert Owen can be considered as a pioneer in the field of management of human resources. He believed that the returns from investment in human resources would be far superior to the investment in machinery and equipment. He believed that the workers should work because they want to work and not because they have to work.

2. Henri Fayol is the father of the management process school.

3. The three types of contemporary management theories are as follows:
   (a) Scientific management theory
   (b) Administrative management theory
   (c) Bureaucratic management theory

4. An example of a closed system can be a battery-operated digital watch, which can be considered as a relatively closed system because once the battery is inserted in it, it does not require any element from outside to operate.

1.5 SUMMARY

- Management is essential for an organized life and is necessary to run all types of organizations. Good management is the backbone of successful organizations.

- Management has evolved and changed considerably over a period of time. Even though the formal scientific management began and established itself in the early twentieth century, the recorded use of organized management goes back to 5000 BC.

- Leadership can be defined as the art of influencing and inspiring subordinates to perform their duties willingly, competently, and enthusiastically to achieve the desired organizational goals.

- The various approaches to the study of management propounded by specialists from different disciplines have come to be known as the schools of management thought.

- The industrial revolution was brought about an unprecedented growth in productivity. This gave rise to three types of contemporary management theories, which are collectively known as ‘classical approach’ to management.
In recent years, management scholars and practitioners have recognized that the environment can also influence organizational management, giving rise to modern management theories.

Management in itself has no independent identity; basically it is a process applied to any organization including library for an effective and efficient utilization of all concerned resources to achieve the objectives.

Library is one of the most complex systems, where services are rendered to different types of users. The complexity of library is growing day by day due to advanced technology and society. In order to manage this complexity library professionals need to apply principles of management to achieve their desired objectives.

1.6 KEY WORDS

- **Division of labour**: The assignment of different parts of a manufacturing process or task to different people in order to improve efficiency.

- **Participative management**: A management style in which leaders place emphasis on employees’ involvement in the management process.

- **Managerial decisions**: The decisions concerning the operation of the firm, such as the choice of firm size, firm growth rates and employee compensation.

1.7 SELF ASSESSMENT QUESTIONS AND EXERCISES

**Short-Answer Questions**

1. List the characteristics of industrial revolution
2. Write a short note on the contribution of Gilbreths.
3. What is the difference between open and closed system?
4. What are the main principles of scientific management propounded by F.W. Taylor?

**Long-Answer Questions**

1. Discuss the major schools of management thought.
2. Tabulate the advantages and disadvantages of classical approach.
3. Discuss modern management thoughts in detail.
4. Explain the fourteen principles of management by Henri Fayol.
1.8 FURTHER READINGS


UNIT 2 ORGANIZATIONAL STRUCTURE

Structure
2.0 Introduction
2.1 Objectives
2.2 Aspects of Organizing
2.3 Types of Organizational Structures in a Library
2.4 Scientific Management Character
2.5 Open Access System
   2.5.1 Advantages of Open Access System
   2.5.2 Disadvantages of Open Access System
2.6 Answers to Check Your Progress Questions
2.7 Summary
2.8 Key Words
2.9 Self Assessment Questions and Exercises
2.10 Further Readings

2.0 INTRODUCTION

An organization, basically is an intentional arrangement of people to work towards a predefined goal. The organization is the framework with which a person associates for the achievement of common objectives. It is also considered as a system, in which, all elements are interdependent and interrelated. Many scholars define organization in different ways; mostly it is defined in two ways: first, organization as a structure and the second one is organization as a process. According to Haynes, ‘“Organization” implies a formalized intentional structure of role or positions.’ Massie defines organization ‘as the structure and process by which a cooperative group of human beings allocates its task among its members, identifies relationships, and integrates its activities towards common objectives’. The organization structure should be framed in such a way that its component, departments, sections, division, and other subunits are interrelated and interdependent. In short, an organization is a system of formalized structure in which system of communication, problem-solving and decision making and process of organizing take place for the achievement of common objectives. According to Weirich and Koontz, ‘Organizing is the identification and classification of required activities, the grouping of activities necessary to attain objectives, the assignment of each grouping to a manager with the authority necessary to supervise it, and the provision for coordination horizontally and vertically in the organizational structure.’ In this unit, we will discuss the concept of organization vis-à-vis library system.
2.1 OBJECTIVES

After going through this unit, you will be able to:

- Understand the organizational structure of libraries
- Analyse the scientific management character along with its advantages and disadvantages
- Discuss the Open Access system

2.2 ASPECTS OF ORGANIZING

The different characteristics are used for designing the organizational structure of the library, which are:

- Organizing with the view of being objective-oriented
- Organizing through the division of labor to simplify jobs
- Organized team efforts to achieve objectives
- Organizing to establish authority relationship
- Establishing a systematic communication system
- Organizing on the basis of rules and regulations to regulate the work within an organization
- Organizing functions as a continuous process

Process of organizing

Different steps should be followed in the process of organizing or framing library structure. The steps are:

- Identification of activities in the library;
- Division of activities in the library;
- Grouping of activities in the library;
- Assigning of jobs in the library, and finally
- Delegation of the authority in the library;

Principles of organizing

For a systematic and sound organizational structure of a library, it is necessary to follow certain principles of organizing. Principles of organizing are:

(a) **Principles of objectives**: Objectives are one of the most important parts for the organizational structure of the library and it involves each department
of the library. Objectives should be clearly stated, so that they are easily understandable by library staff.

(b) **Division of works:** All works of the library should be divided into different parts and then should be assigned to individuals as per their qualifications and specialization.

(c) **Principle of functional definition:** This principle emphasizes that the functional area of the library such as acquisition, cataloging, circulation, and other activities should be interrelated and clearly defined. The objectives of one function must be consistent with the objectives of other function because it is essential for the achievement of common objectives of the organization.

(d) **Principle of scalar chain:** In organization structure of the library, the chain of authority and command should be clearly defined. It emphasizes that communication must flow from top to bottom and bottom to top, meaning, it should pass through a line of authority. It is most effective for performance and communication with a library.

(e) **Principle of the span of management:** According to this principle, a limited number of subordinates should be supervised by a single manager. The span of control should neither be less nor more, but be at optimum level. It should be based on the nature of activities.

(f) **Principle of unity of command:** This principle suggested that there should only be one immediate boss from whom a subordinate should receive order. Double or multiple head systems must be avoided in an organizational structure of the library.

(g) **Principle of parity of authority and responsibility:** This principle advocates that in an organization, there should be a balance between the task of individual and authority given to him. The delegation of the authority must consist of assigned jobs, the accomplishment of expected results, and fixation of responsibility equal to authority.

(h) **Principle of balance:** The proper balance should be maintained between centralization and decentralization, a delegation of authority in departments, a span of control, etc., in the formal structure of the library.

(i) **Principle of flexibility:** The organization structure of the library should be flexible so that it can adopt any changes easily such as the implementation of technology, acceptance regarding expansion, and redesigning.

(j) **Principle of coordination:** According to this principle, coordination is a key factor for achieving the organizational goals. Strong coordination between individuals, groups, and department should be established and motivate
team works for effective and efficient performance in the library. Strong coordination and integration also depend on authority delegation in a hierarchical relationship, administrative procedures, and systems and strong communication network in the library.

(k) **Principle of efficiency:** The organizational structure of the library should be framed in such a way that the objectives of the library can be achieved in an efficient manner with maximum utilization of library resources at minimum cost.

(l) **Principle of communication:** According to this principle, establishing strong communication channels within an organization structure framework is necessary. It is very supportive and essential for fulfilling the purpose of the organizational structure of the library.

(m) **Principle of continuity:** This principle advocates that for the growth and development of the library, it is necessary to design organization’s structure in such a way that performance and functioning maintain the continuity.

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**Check Your Progress**

1. How does Joseph L. Massie define organization?
2. Mention any three characteristics of organizing.

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**2.3 TYPES OF ORGANIZATIONAL STRUCTURES IN A LIBRARY**

Organizational structures are basically divided into two forms; formal and informal. In the library, organization structure involves the identification and analysis of the library activities or departmentalization and the administrative pattern of flow of authority and communication channels. The organizational structure in the library may be categorized as functional form, subject form, area-wise, organizing by persons, and organizing by materials. Library structure according to the administrative pattern of flow of the authority can be divided into two forms: first is a pattern of vertical flow of authority that is called 'level', and another one is 'span' of an organization meaning the area over which the authority works. Different forms of organizational structure are:

1. **Line organizational structure:** In the line organizational structure, the authority relationship works in vertical form that is, authority flows from top to bottom. Authority to take a decision is in the hands of top level professionals, while its implementation is done by the subordinates. In a
vertical relationship, the authority reduces at each successive level towards the bottom. This type of structure is used by small libraries such as a small public library, school library, etc.

II. **Line and staff organizational structure:** In line and staff organizational structure, the authority works in the same way as in line organizational structure. The basic job of staff is to support the line authority for better performance and increased efficiency. Basically, this position of staff does not come under the structure of a hierarchy or vertical flow of authority. They are generally considered as an assistant, advisory, and guiding staff. Large University library and Public Libraries use this type of organizational structure.

III. **Functional form of structure:** It is a most common form of the structure in a library, where all library activities are divided into different departments or sections like Acquisition, Technical section, a processing section, circulation section, a reference section, documentation section, etc. It depends upon the type and size of the library.

IV. **Subject form of structure of library:** This form is set up in large library, particularly in the academic libraries such as University libraries and college libraries.

V. **Area-wise arrangement of library structure:** Arrangement of library structure according to area, particularly in public libraries and university libraries such as branch libraries, local libraries, city libraries, campus libraries, etc.

VI. **Organizing according to people:** Some libraries are organized according to the people such as children section, visually impaired section, economic weak section, etc. Public libraries and in some extent academic libraries use this type of structure.

VII. **Organizing according to materials:** Organizational structure for some libraries depends on the types of materials such as book section, maps section, audio-visual section, etc. Special libraries, depository libraries, public libraries, etc. follow this type of structure.

The diagram of the formal organization structure is called an organization chart. An organizational chart basically depicts the formal authority structure and the relationship between subordinates and superior. Haynes claimed that ‘organization chart is one of the simplest ways of presenting a picture of an organization’. It is considered very useful for illustrating the line of authority and responsibility, work flow, and span of control. Organization chart can be categorized
into the form of a pattern of structure and construction of the structure. The pattern of the structure may be in the form of the functional organization chart, Personnel organization chart, and master organization chart, while the construction of the structure can be categorized in the form of vertical charts, horizontal chart, and circular charts. Some examples of organization charts of the organization structure of different types of the library are depicted in Figure 2.1 and 2.2.

Fig. 2.1 The Line Type of Organization Structure of Public Library

Source: Mittal, R. L. Library administration theory and practice
Check Your Progress

3. How can an organization chart be categorized?
4. What does organization structure in a library involve?

2.4 SCIENTIFIC MANAGEMENT CHARACTER

The development of the systematic study of management science is considered as a recent growth, as late as in 19th century. However, many ancient events and buildings such as Pyramid, The Great China wall, Athenian Commonwealth, etc. show that application of traditional management approach is as old as the human civilization. Scientific management is categorized under the Classical thought of Management School (period from the 1880s to 1920s). The economic rationality is the common feature of the classical management theories, meaning economic incentive is considered as the main motivating factor for the employees to work hard and produce maximum output. The main contribution of the classical management theory are:
- Development of inter-related management functions i.e. planning, organizing, staffing, directing, and controlling
- Development of universal and flexible principles of management, which are more or less applicable to all types of an organization.
- Development of bureaucratic structure within an organization

As already discussed in the previous unit, scientific management is an approach that uses scientific methods and techniques to work in the best manner. The characteristics of scientific management are:

- Scientific management advocates team spirit to work for the achievement of common objectives.
- Application of scientific principles after careful and systematic investigation and analysis of tasks in an organization
- Scientific management emphasizes that a combination of multiple elements must be involved instead of a single element.
- Scientific management advocates that system should be dynamic.
- Efforts and performance should be based on eliminating waste
- Efforts and performance should be based on designating workers specific tasks and providing proper training
- Standards of performance must be established for average and maximum output
- An organization should involve implementation of time and motion techniques, design, and evaluation of jobs
- Proper incentives and compensation should be awarded for maximum output

Advantages of scientific management

Advantages of scientific management can be categorized according to a different points of views. Scientific management benefits more or less all levels of an organization. The main advantages of scientific management are:

(a) **Identification and analysis of tasks:** The main advantage of scientific management is the ascertainment of task and analysis of those tasks in the form of quantity and quality. Supervisor or manager should know in advance that which task will be performed by whom.

(b) **Application of experimentation methods:** Scientific management for performing the task is based on experimentation method. Taylor has conducted the studies and has provided with ‘Time and motion study method’.

(c) **Scientific selection and training of employees and workers:** Scientific management advocates the scientific selection in the form of interview, physical, and mental fitness. The basic purpose behind the scientific selection is to increase the efficiency of the workers. On the other side, workers also get a chance to increase their skills and knowledge.
(d) **Scientifically assignment of the jobs:** Scientific management emphasizes that scientific selected workers should be assigned to jobs according to their specialization, which increases the performance of the workers.

(e) **Advantage of Incentive wages system:** Incentives are linked to the performance of workers and production output.

(f) **Advantages of standardization in an organization:** Scientific management advocates application of scientific standardization regarding tools and equipment, materials, techniques. It increases efficiency and reduces the wastage.

(g) **Maximum utilization of resources:** Standardization, scientific selection of employees, and application of techniques and methods result in the increased efficiency and performance, which leads to maximum utilization and minimum wastage of resources in an organization.

(h) **Advantages of scientific management for society:** Application of scientific management gives many advantages to society. The changes not only take place in the organizational setup, but also drastically change the society. It changes the working conditions and environment of the workers and due to the increase in the wages of workers, it changes the living standard of workers as well. Good quality products at a low price become available in society.

**Disadvantages of scientific management**

The disadvantages of scientific management theory are:

(a) **Employee’s exploitation:** Taylor’s scientific management emphasizes the productivity and profitability of an organization and is linked to the incentive for the employees. Incentive motivates workers to work faster, harder, and work overtime to increase the productivity and profitability of an organization, which leads to the exploitation of the workers. Workers try to increase their efficiency to maximize the output but ultimately, they feel exploited because due share or credit is not given to them.

(b) **Machine-driven approach:** Taylor thinks that workers should work in a machine-driven approach to increase efficiency. He neglected the human element in workforce and thought that workers should be able to increase the efficiency at any cost. He ignored the psychological and social factors of the workers.

(c) **Multi-supervisory approach:** With regards to the principle of unity of command, Taylor’s ‘In functional foremanship’ concept provides multiple supervisory approaches, which create some confusion among workers in passing the command and report to their supervisors.

(d) **Ignorance of human needs:** The needs of humans are not limited to the economic needs, but also related to social needs, security needs, and esteem needs.
(e) **Routine jobs**: Scientific management emphasizes the standardized duties of workers, which became the routine jobs. These routine jobs lead to the boredom and monotony. The interest of workers decreases towards work, which affects their performance.

(f) **Separation of planning from doing**: Taylor emphasized that planning should be separated from doing. However, in practical approach, it is difficult and unrealistic to separate the planning from doing because involvement of the planner in doing activities is the best way to plan.

(g) **Expensive**: Sometimes, scientific management can become a costly system for small scale organization because the planning of department, standardization, analysis of work condition, and training of workers need more investment and time.

(h) **Limited approach**: Scientific management has not given any attention to the organization as a whole, but mainly emphasized on how to maximize productivity. Scientific management is mostly applicable to measure performance as well as productivity quantitatively.

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**Check Your Progress**

5. What is the common feature of the classical management theories?

6. Name any three advantages of scientific management approach.

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### 2.5 OPEN ACCESS SYSTEM

Open access system, basically means to make the peer-reviewed scholarly research, literature, and other content, freely available in the open market for everybody. There are two types of this system. The first, Gratis open access provide users free content without the privilege of making copies, modifying it, and distributing it. While the second one, Libre open access system also provides the users with the right to modify, distribute, and copy content.

In the present scenario, most of the libraries are functioning in the democratic environment that is, open access system, which has spread all over the world. The Open access system hasn’t been achieved in one day, but this stage has been reached after passing through different developmental and societal changes. Even the thought that ‘Library is by the people, for the people, and to the people’ is a modern thought, because previously, library was not for the common people but was accessed and used by the selective few of the society. It is a fact that library system developed as a supportive device for the education system of the society and in early decades, education was not open for all people.

According to a traditional concept, the librarian was considered as a custodian or storekeeper and library as a storehouse. In that particular environment, books did not interact with its users, meaning library functioned as a closed access system. In the pre-scientific period, when most of the libraries were functioning as
a closed access system, the books and other reading materials were kept under locked cupboards. The users did not have the liberty to access the bookshelves and browse the books. Even today many research centers, archives, museum, and many important libraries fully or partially function as closed access system, because there are many valuable, precious, and rare important collections whose safety and security is of paramount importance.

After the industrial revolution, particularly, with the invention of the printing press, there were drastic changes taking place in every aspect of the society. The education system and its supportive tool, library, developed into a new democratic framework, where space is open for all people, who wish to learn and educate themselves. The development of public libraries and application of scientific management and principles in organizing and administration of the library considered the library as a system, which functions as an integrated system, meaning input, processing, output, and then interaction with the environment. This provided a new thought and ideology, to develop a system, which is open for all. Additionally, library scholars such as Dr. Ranganathan, provided five fundamental principles, which basically advocated the open access system in the library, removing hurdle between books and its reader.

The open Access system of the library is that system in which books are kept on open racks or shelves instead of cupboards under lock and key system. As Ranganathan said that ‘The democratic spirit of modern libraries gives the pupil the same freedom and privilege as his teacher gets to walk amidst the book stacks, browse around, pull out books at will, dip into them and select what he wants by actually testing them even in the stack room.’

2.5.1 Advantages of Open Access System

Open access system have many advantages, which may vary according to the purpose of the users and purpose of the library. Some of the common advantages are:

(a) **Free access for all**: Free access for all support the democratic process, where library not only gives the liberty to the users but also treat them as equal. In open access system, discrimination does not prevail on any ground with users. It is a developmental phase from the concept that the library is a storehouse where the main priority is to preserve and store the books for the users.

(b) **Broaden the concepts of the user**: Open access system broadens the services to the users through facilities to walk in and see more titles, which basically extends their pre-defined enlisted books. In academic libraries, users in search of referred books, also get in touch with other books, which concern their topics.

(c) **Development of multifaceted personality**: In open access system, users not only interact with books concerned with their subject, but also interact with other books, which helps users to build interest, knowledge, and apply other subjects in their topics.
Organizational Structure

NOTES

(d) **Save the time of user and staff:** Open access plays an important role in saving time at both user’s end as well as library staff’s end. In open access, users feel more independent than in close access system and there is less demand of the library staff regarding searching for books in the library. In a closed access system, there is more chances of repetitive activities such as a user consulting the library catalogue and then, giving a requisition slip to the library staff and then getting the books. A lot of times a user finds those acquired books to be useless. Consequently, they have to repeat the same process for another book, which leads to waste of time. In open access, this type of problem does not arise, as a user is able to search for the books themselves and evaluate the usefulness of those books.

(e) **Increased readership:** In open access, the library gets more readership. The utilization of library collections increased in comparison to closed access system, because in closed access many books are left unused due to difficulty in finding them.

2.5.2 Disadvantages of Open Access System

Every system has limitation and carries positive as well as negative aspects. It is also true for the open access system. Open access system also has some disadvantages, which needs to be considered. Some disadvantages of the open access system are:

(a) **Chances of loss of books:** In open access, chances of losing books are more. It is said that all users are not honest and sincere and are habitual of stealing the books.

(b) **Disarrangement of the books:** It is said that in the open access, users disarrange the books because they don’t know the systematic arrangement of books.

(c) **Hiding books:** Hiding of the books is another main problem in the open access, particularly in an academic library, where users intentionally hide the books for future reference. In a library, there is a limitation for a number of books to be issued to users. In such cases, selfish users don’t want the books to be issued to any other users. That’s why users hide the books or dislocate the books.

Check Your Progress

7. Who is a librarian, according to the traditional concept?
8. Define gratis open access system.
### 2.6 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. Joseph L. Massie defines organization "as the structure and process by which a cooperative group of human beings allocates its task among its members, identifies relationships, and integrates its activities towards common objectives."

2. The characteristics of organizing are:
   - (a) Organized team efforts to achieve objectives
   - (b) Organizing to establish authority relationship
   - (c) Establishing a systematic communication system

3. An organization chart can be categorized into the form of a pattern of structure and construction of the structure.

4. In the library, organization structure involves the identification and analysis of the library activities or departmentalization and the administrative pattern of flow of authority and communication channels.

5. The economic rationality is the common feature of the classical management theories, meaning economic incentive is considered as the main motivating factor for the employees to work hard and produce maximum output.

6. The advantages of scientific management approach are identification and analysis of tasks, scientific selection and training of employees and workers, and maximum utilization of resources.

7. According to the traditional concept, a librarian was considered as a custodian or storekeeper and library as a storehouse.

8. Gratis open access system is a type of open access system, which provides users free content, without the privilege of making copies, modifying, and distributing that content.

### 2.7 SUMMARY

- An organization, basically is an intentional arrangement of people to work towards a predefined goal. The organization is the framework with which a person associates for the achievement of common objectives. It is also considered as a system, in which, all elements are interdependent and interrelated.
- For a systematic and sound organizational structure of a library, it is necessary to follow certain principles of organizing.
- In the library, organization structure involves the identification and analysis of the library activities or departmentalization and the administrative pattern of flow of authority and communication channels.
- The organizational structure in the library may be categorized as functional form, subject form, area-wise, organizing by persons, and organizing by materials.
Scientific management is categorized under the Classical thought of Management School (period from the 1880s to 1920s). Scientific management is an approach that uses scientific methods and techniques to work in the best manner.

Open access system, basically means to make the peer-reviewed scholarly research, literature, and other content, freely available in the open market for everybody.

2.8 KEY WORDS

- Time and Motion Study Method: Systematic observation, analysis, and measurement of the separate steps in the performance of a specific job for the purpose of establishing a standard time for each performance, improving procedures, and increasing productivity.
- Peer-Reviewed: The evaluation of work by one or more people with similar competences as the producers of the work.

2.9 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions
1. State the steps in the process of organizing or framing a library structure.
2. What are the different forms of organizational structure?
3. How did the open access system develop?

Long-Answer Questions
1. Describe the principles of organizing.
2. Discuss the disadvantages of scientific management approach.
3. Explain the advantages and disadvantages of an open access system.

2.10 FURTHER READINGS

UNIT 3 HOUSEKEEPING OPERATIONS

Structure
3.0 Introduction
3.1 Objectives
3.2 Housekeeping Functions
   3.2.1 Book/Information Resource Selection and Acquisition Section
   3.2.2 Licensing Negotiation and Relevant Rights Issue
3.3 Answers to Check Your Progress Questions
3.4 Summary
3.5 Key Words
3.6 Self Assessment Questions and Exercises
3.7 Further Readings

3.0 INTRODUCTION
The basic housekeeping functions common to all types of libraries are acquisitions including serials control, cataloguing, circulation and maintenance. Their operations are highly labour intensive routine clerical activities performed by human beings. Contemporary libraries are multifaceted organizations which are run on the basis of numerous processes and functions. Libraries came to be run on Integrated Library Systems (ILS) some years ago. There has not been much change in the fundamental way and procedure of functioning of the traditional ILS. In this unit, we will discuss the activities performed under housekeeping operations.

3.1 OBJECTIVES
After going through this unit, you will be able to:
- Understand the housekeeping operations in libraries
- Analyse the information resource selection and acquisition section in libraries
- Discuss the licence negotiation and rights issues in libraries

3.2 HOUSEKEEPING FUNCTIONS
Traditionally, the following are the housekeeping functions which have been carried out by libraries and are still in vogue:
- Materials acquisition
- Classification and cataloguing
Housekeeping Operations

- Interlibrary loan and circulation
- Serials management
- Reference services

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All the above mentioned functions performed in a library can be together grouped as the housekeeping functions of a library. Let us now understand in brief as to how these functions are carried out in order to run a library on a day to day basis. Every procedure encompasses numerous automatic functions which have been touched upon briefly in the following pages. These explanations convey the significance and meaning of the functions involved in each of these operations. Mostly all libraries perform these functions, however, there may be some variations depending upon regional requirements or specific needs of the people patronizing the library.

3.2.1 Book/Information Resource Selection and Acquisition Section

Out of the numerous housekeeping functions performed by use of integrated library software the first and foremost is the acquisition of library materials for which there is a perfect module in place in the software. This module allows the employees of the library to take care of the following main functions concerning library material acquisition:

- Managing suggestions of the patrons and staff
- Placing or cancelling orders and giving reminders
- Accepting the ordered library material and accessioning it
- Processing bills of lading and issuing payments
- Managing and processing fund control
- Master file controlling like money, financial planning, sellers and publishers

With the help of this module, library staff is able to search the complete database of library materials in order to rule out any duplicate holdings. The acquisitions department of the library is responsible for buying books, documents, and all other collections for the library. All procedures of physical acquisition process are computerized. Other than this, other facilities are also provided and reports made out of the date once endorsed. The acquisition process contains mainly of repetitive work because basically the same information is repeated at different stages beginning from the process of selection of material to the procurement processes. The process of acquisitions entails a huge amount of record keeping along with overcoming normal problems related to tracking of orders and finding out the time of settlement of claims. The system of manual acquisition includes lot of labour comprising extensive documentation, which ordinarily produces just a
restricted amount of management information. Computerized system of acquisition, on the other hand, reduces the amount of paper work and makes a wide variety of reports, which are helpful in good decision-making at different stages of acquisition operation. Acquisition includes all features of the procuring all kinds of library materials by various means. Contemporary library procedures prefer automated acquisition systems due to the following reasons:

- To cut down on manual labour- and paper-demanding work, an integral part of manual acquisitions.
- To maintain and renew info regarding all acquisitions activities.
- To control ordering, claiming and cancellation activities in an effective and efficient manner.
- To give precise and appropriate information related to finances.
- To make available essential management information reports, based on their requirement.

3.2.2 Licensing Negotiation and Relevant Rights Issue

There is a simple technique following which reproductions of original material, available under copyright, can be made available for use in public libraries. There is a legal method following which, without taking direct permission from the owner of the copyright this material can be used commercially for the benefit of library users.

Functioning of a library license

A license may be purchased for a prescribed fee, which can vary based on the geographical location of the library and its type. Based on the permission granted by the license a single copy of an extract forming a part of the work published may be made for using it commercially. There is however a need to complete all prescribed paper work before actually making the copy. Copies may be made from any book, periodical, magazine or other monthly publication, it should however, be included in the list of the license rights holders. Some licenses allow making single copies whereas some have the provision of multiple copy authorization. There are various types of licenses which apply to different kinds of library materials, for example, print materials, DVDs, CDs, e-journals etc. These licenses generally do not cover those materials which are available on the internet, by means of digital subscriptions or on electronic media. This license does not permit the making of a digital copy by scanning or photographing a published work.
Making multiple copies

Making multiple copies of the library material, whether print or electronic media is allowed only with the prior permission of the owner of the copyright, or on purchase of additional license under which a person or an organization is authorized to make further copies.

Indemnity

If the seeker/holder of the license agrees to comply with all terms and conditions laid out in the license they will be indemnified against any claim for copyright violation. However, there are certain conditions laid out in each license which need to be fulfilled in case seeking indemnity and an advance notice also needs to be given to the licensing authority in order to take requisite action. The indemnity may fail if the prerequisite conditions specified in the license are not met.

Library licenses are generally governed by local laws of the land and all parties must agree to submit to the particular jurisdiction of the concerned court in respect of any assertion or concern related to the License.

Check Your Progress

1. What is the first housekeeping function performed by the use of integrated library software?
2. What is the benefit of computerized system of acquisition?

3.3 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. The first and foremost housekeeping function performed by the use of integrated library software is the acquisition of library materials for which there is a perfect module in place in the software.
2. Computerized system of acquisition reduces the amount of paper work and makes a wide variety of reports, which are helpful in good decision making at different stages of acquisition operation.

3.4 SUMMARY

- Contemporary libraries are multifaceted organizations which are run on the basis of numerous processes and functions. Out of the numerous housekeeping functions performed by use of integrated library software the first and foremost is the acquisition of library materials for which there is a perfect module in place in the software.
• The acquisitions department of the library is responsible for buying books, documents, and all other collections for the library. All procedures of physical acquisition process are computerized.
• There is a legal method following which, without taking direct permission from the owner of the copyright this material can be used commercially for the benefit of library users.
• Making multiple copies of the library material, whether print or electronic media is allowed only with the prior permission of the owner of the copyright, or on purchase of additional license under which a person or an organization is authorized to make further copies.
• If the seeker/holder of the license agrees to comply with all terms and conditions laid out in the license they will be indemnified against any claim for copyright violation.

3.5 KEY WORDS

• Integrated Library Systems: An enterprise resource planning system for a library, used to track items owned, orders made, bills paid and patrons who have borrowed.
• License: An official permission or permit to do, use, or own something.
• Indemnity: A contractual obligation of one party to compensate the loss occurred to the other party due to the act of the indemnitor or any other party.

3.6 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions
1. What are the housekeeping functions carried out by the libraries?
2. What is indemnity with respect to library license?

Long-Answer Questions
1. Discuss the functioning of a library license.
2. Describe the acquisition section of a library.

3.7 FURTHER READINGS


UNIT 4  TECHNICAL PROCESSING SECTION

Structure
4.0 Introduction
4.1 Objectives
4.2 Technical Processing
4.3 Serial Control
4.4 Circulation Control
  4.4.1 Circulation Functions
  4.4.2 Stock Verification: Policy, Procedures and Methods
  4.4.3 Precautionary Measure against Loss
4.5 Weeding Out
  4.5.1 Discouraging Factors
4.6 Collection Evaluation
  4.6.1 Arrangement
  4.6.2 Classification
  4.6.3 Cataloguing
4.7 Answers to Check Your Progress Questions
4.8 Summary
4.9 Key Words
4.10 Self Assessment Questions and Exercises
4.11 Further Readings

4.0 INTRODUCTION

The processing of documents for the use of library users and authentication by the concerned library is called technical processing section. The technical staff of the library is responsible for preparation of the documents. The processing of documents consist of mechanical processing as well as mental processing. The mechanical processing or physical processing involves inspection of documents, accession of the documents, stamping property mark and labelling of the documents, due date slips, plastic covers, lamination, etc. While the mental processing or scientific processing requires the skill of classification and cataloguing, which are specialised jobs, requiring a person with the specialised training. The technical processing section is one of the most important sections of the library.

4.1 OBJECTIVES

After going through this unit, you will be able to:

- Understand the operation of technical processing section in libraries
- Analyse the serial and circulation control in libraries
- Discuss the collection evaluation and weeding out in libraries
4.2 TECHNICAL PROCESSING

The preparation of the library documents for the use of the library users is basically known as processing of books, while the section of the library, which performs this job is called processing section. In technical processing following steps are followed:

- Accessioning (i.e., Record maintenance)
- Classification of documents
- Assigning Call Number
- Cataloguing
- Physical Processing

Accession

Addition of books clearly leads to the registration of the documents in the library. Each of the documents in a library has its own number, which is called accession number. It also acts as a stock register; the only difference is that it provides some of the bibliographical detail of the book. The numbers are assigned to the documents in sequential order, according to date. In normal practice, every library has only one accession number, some libraries are practicing different register for different kind of books. But it is always advisable that a library should follow only one accession register for each document. Maintenance of an accession register is also a requirement by law, according to the Government of India decision vide Rule 113 of General Financial Rules.

Classification Scheme

The classification is the process of translating natural language into artificial ordinal number. It assigns a book, its very own unique number. This process is completely, a mental process. There are a number of tools being used for this process. This job is normally performed by a classifier. The classifier takes help of various classification schemes. Some of the most widely used general classification schemes are:

- Dewey decimal classification (DDC)
- Library of Congress Classification (LCC)
- Colon classification (CC)
- Universal Decimal Classification (UDC)
- Bliss bibliographic classification
- Cutter Expansive Classification
• Nippon Decimal Classification (NDC)
• Chinese Library Classification (CLC)
• Korean Decimal Classification (KDC)
• Russian Library-Bibliographical Classification (BBK)
• Bibliographic Classification (BC)
• Broad System of Ordering (BSO)

Cataloguing
Cataloguing is the most important job in the library; it is a kind of exposure to a document. In the first instance, the users interact with the cataloguing card only. The cataloguing is a systematic mental process, which takes help from the different cataloguing codes. It represents the rule of rendering data of the library document. This job is normally done by the cataloguer. Some important cataloguing codes are given below:

• Cutter’s Rules for a Dictionary Catalog (1876)
• Anglo-American Code (1908)
• ALA Code (1949)
• Library of Congress Rules (1949)
• AACR (1967) Lubetsky’s revision
• AACR II (1978 revised 1988 and 1998)
• CCC (Classified Catalogue Code, 1933)

Inner or internal form of cataloguing generally has to do with the sequence of entries arranged in the catalogue. On the basis of the arrangement, inner forms are divided into three types:

I. Alphabetical catalogue: Alphabetical catalogues are again of following types:
   (a) Author catalogue
   (b) Title catalogue
   (c) Name catalogue
   (d) Subject catalogue

II. Classified catalogue: This method is based on the classification scheme, which renders subject entries with the help of chain procedure.

III. Alphabetico-classed catalogue: It is a form of subject catalogue, which combines the qualities of both alphabetical catalogue and classified catalogue. Alphabetical catalogue is appreciated for its easy
arrangement of entries, while classified catalogue is known for bringing similar subjects together and arranging it in filiatory sequence.

### Check Your Progress

1. What does the mechanical processing or physical processing consist of?
2. List the steps in technical processing.

### 4.3 SERIAL CONTROL

Serials are the primary sources of information, and extensively used in the academic and special libraries. The libraries are maintaining these sources very exclusively. The serials are published periodically, each of the publication has its number; the collective number of serials published in a year are called volume of the periodical. Each year the volume number is increased. Serial publication usually includes periodicals, annuals and memoirs, proceedings, and transactions. The procedure involving serials are described in this section.

The selection of serials are based on the users’ demand and subject concerning the parent institutions. The selection can also be made through different tools like bibliographies, directories, etc. The serial procurement is based on the vendor selection or by approaching the publishers directly. Before preparing order form, it is necessary to check bibliographical details of each title, for accuracy and completeness of information. Majority of serials publication have their own order form. Normally, after an order is placed, an invoice is sent to the library for the payment. Following the payment confirmation, the suppliers send the serial to the library. Libraries are recommended to settle suppliers’ invoice as soon as possible for the following reasons:

- It helps to foster good relations with the supplier.
- It ensures continuity of the supply of serials.
- Advantage of special discount may be available under early payment system.

The renewal of journal depends upon the usability. After procurement, if the serials are not useful, then it becomes important for library staff to bring this information to higher authority. If the serials are found to be useful, they are renewed. Sometimes, the back issue of the serials are important sources of information. Some libraries requires the back issue in the absence of the regular issue of a journal. It is just to remind the vendor or the publishers that the issue of the serials are not received by the library. The mail is checked for address and opened on daily basis. Issues are verified for any enclosures such as credit note, supplementary bill for revised subscription rate. The issues are also checked and verified. After verification, the issue registers in the library as a periodical register.
For the smooth management of periodicals in the library, Dr. S.R. Ranganathan has introduced three card system, which helps in the recording of periodicals in the library. These three cards are:

(a) **Check card:** Each registration card has a corresponding check card. The check card contains the following information: Title, periodicity, volume and issue number, date of reminder, and initials of the dealing staff.

(b) **Classified index card:** The arrangement of this card is based on the class number of the periodicals. The classified index card include information like Class number, annual subscription and periodicity, title, vendor, publisher, volumes available, index, etc.

(c) **Register card:** This card contains the detailed records of periodical, including payment details and correspondence information of the periodicals.

Kardex card system is another system, which was supplied by Remington Rand Co. It comprises two cards, bottom card, and top card. The cards are kept in a steel cabinet. Each unit consists of 10 trays, holding 504 card holders possessing sliding dust cover and locking device. For each serial publication there are two cards, namely bottom card and top card.

Finally, every serial has its publication number. This publication number gets accumulated, within the year of subscription, which is called a volume.

### Check Your Progress

3. Why are libraries recommended to settle suppliers’ invoice as soon as possible?

4. Who introduced the three card system?

### 4.4 CIRCULATION CONTROL

The circulation is one of the major library services as it helps user to carry the books outside the library. This method is very much democratic in nature as it allows every user to access the library collection. The popularity of the library, sometimes, depends upon the number of books circulated within a day. In this system, a library needs to take many precautions with respect to library documents and users. There are many methods for library to control circulation. The following methods are the most common methods of library circulation:

1. **Register systems:** This is one of the simplest methods of book circulation, in which, a register maintains a detail record of book transaction.

2. **Card Systems:** In this system, a reader ticket or card is issued to every reader of the library, and a book card with book details is inserted in the
book pocket. When a reader gets a book issued, the book card is kept along with a reader ticket. The due date is marked in the due date slip.

III. Dummy System: In this system, a dummy of the book is kept in the place of the real one, at the time of issuing the book. The dummy contains detail of the books and the signature of the users. When the book is returned, the dummy gets replaced by the book.

IV. Browne charging systems: Nine E. Browne devised Browne System. In this system, when a book was issued, the circulation staff took one of the reader’s cards and removed the book’s own card. The two cards are filed together, the date is stamped in the book, and the cards are arranged according to the due dates. At the time of return, the book card is taken out from the book and kept along with the book; the reader ticket is returned to the reader.

V. Newark charging systems: This system was started in 1900 at the Public Library of Newark, New Jersey, United States. In this system, when a book is issued, the date of issue is stamped on the book card, on a plate in the book, and on the borrower’s card and the borrower’s name or number are written on the book card. At the time of the return, the details are deleted and the returns is recorded in the borrower’s card.

VI. Automated circulation system: The automated circulation is done by the help of computer software and hardware. Every book is issued as per its accession number or a unique identification number. The library users are also given unique identification number. The circulation is done by the aid of keyboard input, barcode level, RFID sticker, or NFC sticker. Some libraries have facilitated the self-circulation system, where there will be no need of circulation staff, the users can issue books by themselves. It is only possible either through RFID or NFC.

4.4.1 Circulation Functions

The circulation system is the back bone of modern library system, therefore, a circulation system should be clear and authenticated. The circulation statistics are very much important for the library goal setting and other decision making. The record keeping in the circulation system should be well-documented. The speedy circulation method helps users to get book issued quickly without any loss of time. It improves the user’s service of the library. Below are the basic components of library circulation:

(a) Borrowers:
- Borrower categories
- Photographs of the borrower
• Detailed history held for each borrower and item
• Information for borrowers

(b) Issuing and returning:
• Accession Number or bar-coded number
• Due date stamps
• Assigned loan period for each item
• Lock the reference item for circulation
• Follow up reserve items
• Check for over dues/fines
• ‘Lost on loan’ status for items

(c) Renewals:
• Renewal policies of the library
• Option to bar renewal of reserved items

(d) Reservations:
• List of reserved items
• Recall reserved items

(e) Overdue:
• Different overdue letters for different borrowers
• Multiple overdue per item
• Review list of borrowers with overdue items

(f) Fines
• Different rates of fine for different types of borrowers
• Full charging and payment history for each patron

User registration
Registration of users is the primary task of any library. In public library, the users are heterogeneous in nature, thus a library should know the subject specialisation of the patron. In academic and special library, the users are known and homogeneous in nature. However, they still need to know the detail of the library users. In circulation, exact details of the library users are needed. Every library thus, maintains a separate borrower register.

Charging system
The charging and discharging transactions involve routine procedures, which need to be systematically followed. Any steps in the circulation, if skipped, will create
problem in the circulation system, which will lead to confusion among the users as well as in library statistics.

Library statistic

Circulation statistics is an important tool of the library, which consist of number of books issued in a day, week, month, and in a year, fine collected from the library fine, number of books borrowed by an individual reader, maximum usability of a book, subject in which, there are maximum number of users, etc. All those statistics are helpful in decision making process regarding any aspect of a library. It leads to the betterment of the library and users’ satisfaction.

Stack Maintenance

The documents after processing are to be properly shelved and displayed; this is called stack maintenance. The arrangement on the shelves should ensure that the most used books are in prominent places and strictly follow the classification scheme. The points, which are to be considered:

- Call numbers are in order
- Support to new services and projects are planned and implemented on a timely basis.

4.4.2 Stock Verification: Policy, Procedures and Methods

The systematic verification of library stock is called stock verification. This process is mandatory for all libraries. It keeps the library stock up to date, reduces the cluttering of documents, and make the irregular placement of the library stock materialize. It is also called ‘stock taking’, ‘physical verification or checking’, ‘stock inspections’, etc. It also finds the missing documents in the library. However, the main objective of stock verification process in a library is to find ‘what has been lost in a given period of time from the acquired library collection’.

Stock verification or physical verification of library materials is performed periodically, for the accountability of the documents acquired by a library. Stock verification is an insignificant aspect of library staff, but is mandatory by law. The stock verification activity is undertaken by a library according to guidelines provided in the General Financial Rules (GFR), Government of India. Rule 194 of GFR 2005 provides the guidelines regarding the stock verification of library books.

Methods of stock verification

As far as methods of carrying out stock verification are concerned, the parent organisation may or may not involve external people in the team of stock verification and may decide to exclude certain types of material in the library. The methods are:
• Numerical methods
• Physically check and tally with accession register
• Colour book cards
• Barcode scan
• RFID scan

Advantages of stock verification

Some of the advantages of stock verification are:
• It helps to clean the documents
• It also helps to provide statistics of loss in each subject
• It helps in acquisition decision making
• Periodic stock verification and write-off of library materials help to reduce the loss and set accountability of the library staff.
• Physical verification also helps to rearrange the cluttered materials of the library.
• Stock verification is the time to introduce new ways of arrangement of stack, modified or new lending system and other procedures.

Disadvantages of stock verification

Some of the disadvantages of stock verification are:
• Regular routine of library work gets disturbed
• Inconvenience to readers
• Considered to be a waste of time, energy, and money by some

Stack guides are to be put up at different places in the library in order to enable a user to find his/her way into different parts of the library, with minimum assistance from library staff.

A stack room is provided with following guides:
• Tier Guide
• Gangway Guide
• Bay Guide
• Shelf Guide

Presently, there are three techniques for library stock verification:
(a) Manual: Done without the help of computers by the staff
(b) Semi-automated: Partial use of computers
(c) Automated: Completely with the help of a library management software
Given below are some methods of stock verification to be carried out manually:

- Shelf list method
- Accession register method
- Numerical counting

On the basis of approaches, stock verification process can be categorized as below:

- Accession number approach
- Accession register
- Using separate register with accession numbers
- Preparing separate sheets, which contain accession numbers consecutively
- Through portable Barcode reader
- Through Portable RFID scanner/PDA (Portable Data Adopter)

4.4.3 Precautionary Measure against Loss

With regards to the missing books, the GFR in its Rule 194 says that loss of five volumes per one thousand volumes of books issued/consulted in a year, may be considered reasonable, provided, such losses are not attributable to dishonesty or negligence. However, loss of a book of a value exceeding Rs. 1,000/- (Rupees one thousand only) and rare books, irrespective of value, shall invariably be investigated and appropriate action will be taken.

Withdrawal and weeding

In order to maintain a strong and efficient book stock, both withdrawal and weeding are essential in a library. According to ALA Minimum standard for public library system, “Out dated, seldom used and shabby items remaining in the collection can weaken a library as surely as insufficient acquisition.”

A book may be withdrawn from a collection/stock register and shelf list if:

- Outdated library materials
- Worn out beyond repair
- Found lost in stock verification
- Damaged to the extent that it is unusable.

In course of time, some books in the library become outdated. New research and subject development carry new knowledge in an old subject, thus, the books written in the old theory may not be suitable for the new generation. Library need to set rules for weeding out its old material in regular intervals. The process of weeding out needs to be settled down by the higher authority and library committee.
## Check Your Progress

5. What does circulation statistics consist of?

6. Mention the guides available in a stack room.

7. Which rule provides the guidelines regarding the stock verification of library books?

### 4.5 WEEDING OUT

In this section, we will study the weeding out policy in detail.

As we discussed in previous section, a key aspect of a collection development policy is the weeding out policy. This uses the outcomes of the evaluation policy where documents that are found to be of no use or not serviceable are thrown out. Weeding out is the activity that removes these unwanted documents from the library.

Documents that are not serviceable are totally discarded. Documents that are perceived to have some use or value are donated to some other library which may have a requirement for them. Removed documents that are perceived to be useful but do not have any beneficiary are kept in a reserve place known as a dormitory library. A weeding out policy has answers to the following questions:

- What materials are to be weeded out?
- When to weed out?
- Who should weed out?
- How to weed out?
- What to do with weeded out materials?

The importance of knowledge is growing from day to day. Massive number of documents is being published in the present time. Included in this explosion are new areas that are coming up as well as some older ideas and beliefs are becoming archaic. This growth has a direct impact on the fund and space requirements of a library for it to be able to acquire all the documents that are relevant and useful. The major problem for university libraries is availability of space to store new documents. Some solutions were worked out but a suitable and fool proof solution is yet to be developed although attempts are being made to find better solutions.

Other than saving space, weeding out documents has several critical purposes. Documents that are worn out due to incessant use need to be removed or replaced. Likewise, documents that become brittle and unusable due to age need to be removed or replaced. Most significantly, documents become useless when the thought content in the document has been modified and an updated
version has been published in subsequently. Finally, obsolete documents are weeded out. With the advancement of technology, the thought content of a document may be transferred to microforms and computer tapes and disks before the document is weeded out.

The Library Committee of the University Grants Commission came out with a report on the need for weeding out. An excerpt from the report is given below:

‘Many works lose their value within one generation; say in twenty-five years. By that time, their thought-content of same may even turn out to be wrong. In a service library no useful purpose is served by retaining such pedestrian books and providing shelf space for them after they have become obsolete. The proper course is to weed out periodically. They should give place to current variations of them’.

4.5.1 Discouraging Factors

Many librarians hesitate to put into practice the implementation of the weeding out policy, despite the several advantages it provides. You will find this reluctance more in India. Here are some of the reasons for this type of behaviour:

- **Love for numbers:** Quantity of documents overrides quality of service. In numbers rest a sense of pride. In addition, there is an emphasis on numbers in official reports that need to be generated. Even though, modern librarians recognize the fact that quality is more important than quantity, they are reluctant to weed out documents that are no longer useful.

- **Sanctity of collection:** Some librarians feel that all books, even if they are old, have a value. As a matter of fact, the perception is that the older the book the greater the value, notwithstanding the availability in the market of an exact reprint that is in a physically superior condition. An established fact is that in a service library, the worth and importance of a document is lost when it is mixed up with numerous outdated and useless documents.

- **Pressure of work:** Weeding out is an effort-intensive activity requiring meticulous, sensible and justifiable action. Library professionals are always under tremendous time pressures, hence hesitate to get into weeding out activities. Routine duties suffer due to time taken up by weeding out work, which ultimately affects the satisfaction levels of users.

- **Fear of audit and clientele comments:** Librarians need to have a solid justification when audits raise objections for documents that were paid for but are not available in the library. Very often users also claim that some very useful documents were discarded during the weeding out process. However, these factors should not be a deterrent for the librarian. The librarian should guide the complainant to the weeding out policy. The weeding out policy should be detailed and show that there is no bias in the weeding
out exercise. In addition, the policy gains more authenticity and acceptance if it is approved by a committee appointed either for this purpose or the committee set up to look after the library affairs. Katz advocates weeding as one of the best techniques available to ensure long-range usefulness of any collection.

4.5.2 Weeding Out Policy Statement

A list on the type of materials to be weeded out from a library was created by eminent author J. S. Sharma (1978). H. R. Chopra, a well-known writer, reiterated the same list in 1994. The list below mentions some of the types.

Books/material should be withdrawn if they are as follows:

- Mutilated due to frequent use by users.
- Worn out due to handling by numerous users. This typically, happens with best sellers, fiction and non-fiction.
- Worn out or in a deteriorated condition due to printing on inferior quality paper. This typically, happens with text books and language books.
- Outdated due to technological developments. This typically, happens with books in the fields of science and technology. These books should be replaced by new books/versions on the subject.
- Published periodically and reference books such as Yearbooks, Annuals, Handbooks, and so on. These books should be replaced with the latest editions.
- Infrequently used or after the frequency of their use goes down. These should be replaced with digital copies made on microforms, CD-ROMs, and other space saving technology.
- Unserviceable material. Bear in mind Ranganathan’s Fifth Law ‘Library is a growing organism’. Space is always a challenge and with the increase in the number of documents the problem is compounded. It is imperative that unserviceable materials should be weeded out to release expensive space for new documents so that they are easily accessible.

When to weed out?

The weeding out process should be an ongoing activity as well as a periodic activity. In the ongoing process, the librarian may, by chance, come across a document that is worn out and unusable and needs to be taken out of circulation. Furthermore, each time a book is handled in the library, its physical condition needs to be checked to assess if it can remain in circulation. Periodically, the entire library should be inspected at least once in a year.
You have an ideal process when you are able to do weeding out on a yearly basis.

Who should weed out?

Weeding out should be done by a person who has the skills and employs sound judgment. This must be done under the direct supervision of the librarian who must be personally involved. Other eligible entities can include members of the Library Committee or the nominee(s) of the library authority or members of a committee appointed for the purpose of implementing the weeding out process. These entities have the authority to take decisions and implement weeding out of materials from the library. In case of highly technical materials or where a conflict arises, the opinion of subject experts or senior faculty members, whose judgment can be relied on, should be taken.

Guidelines for weeding out

Weeding out should be a professionally managed activity. One should consider the following points when a document is taken out from the library:

- Should the document be replaced with a new copy or a new edition or a new book on the subject
- If a weeded out document is required at a later date, what should be done?

There are numerous theories and guidelines on weeding out by renowned experts. Let us see a few of them.

- Fussler and Simon suggest that the best guide for future use of documents is the pattern of its past usage.
- Trueswell developed a technique for weeding out a collection based on the degree of satisfaction in the future by examining the past use.
- Marianne Cooper and Raffel and Shishko have also done a study on this. Raffel and Shishko suggest that the primary criterion for weeding out documents should be the publication date.

Ideally, how many documents should be weeded out annually? According to The Council of American Library Association, in public libraries ‘annual withdrawals from the collections should average at least 5 percent of the total collection’. They further state that ‘unnecessary items remaining in a collection can weaken a library as surely as insufficient acquisitions’. In the case of Indian public libraries also the Sinha Committee Report has a similar finding. Refer to the Library Advisory Committee Report (1958). Moreover, the report also says ‘Weeding out of worn out and out of date books is as important in a public library as acquisition of new books…It is said a conscientious librarian should discard 5 percent of his fiction and 2 percent of his non-fiction every year…’. Ranganathan observes that ‘many of the modern books get outmoded in ideas expounded in them within 20 years.'
After that period such books should not be preserved in library but should be weeded out and written off.

**What to do with weeded out materials**

Now that we have used the weeding out policy and weeded out documents, what do we do with these documents? Completely worn out, mutilated and irreparable books and material can be sold like old newspapers.

So, what to do with the books that are in good condition? These books, especially older editions of reference sources, such as encyclopaedias, handbooks, and so on, can be donated to libraries that do not have the funds to buy expensive books.

Storage of weeded out documents is a third option. Those weeded out documents that are deemed to be useful can be stored in ‘Book Reservoirs’.

Finally, at least one copy of the weeded out document should be stored at a place within the country but in some other region. Ranganathan, as head of the UGC Committee on University and College libraries (1965) said, ‘While weeding out, it is necessary in service libraries – and generally modern university libraries are service libraries – that it should not be done by the libraries of the country in an uncoordinated way for, it is necessary to preserve a few copies of every book somewhere in the country for the use of posterity – and particularly for antiquarian and bibliographic research’.

The Library Committee or the library authority should be kept informed and their authorization obtained before weeding out documents. The details should be recorded in the Accession Register mentioning the relevant orders or proceedings of the concerned authority. Other records, such as the shelf list and catalogue should be updated by deleting the relevant entries of the weeded out documents.

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### Check Your Progress

8. Who is responsible for weeding out documents from the library?

9. What is done with the weeded out materials or books?

### 4.6 COLLECTION EVALUATION

Effective use of the collection can only be made if the document collection in a library is organized. This means the activities in a document collection system should be methodically put together to accomplish the functional goals. A library should utilize the information records in its collection development policy after acquiring it. This can be realized by systematic arrangement of the documents.
Therefore, we can say that systematic arrangement of documents is what collection organization is all about. The characteristics of a collection organization would include:

- Sharing information with the users on the collection and its contents
- Helping users in identifying and finding the documents
- Maintaining and conserving the documents throughout their useful life

The purpose of organizing a collection is to be able to facilitate the users to locate the information that they need. Hence, weeding out of documents should also be considered as an important aspect of collection organization.

4.6.1 Arrangement

We now know that all documents that are procured for a library must be arranged systematically. This will enable the locating of documents to be effortless. Undertaking the organizing of a collection is not an easy task. Many challenges surface as we progress through the activity of arranging information records.

Here are some of the major problems that are faced while arranging information records:

- Owing to their varying formats, it is not possible to arrange all documents in the same way. We know that books in a library are arranged in book racks that are in vertical rows. However, there are other types of documents, such as maps, sound recordings i.e. gramophone records, microfilms, floppy disks, and so on, that need to be arranged differently. You will appreciate that they cannot be arranged in the same vertical position and therefore on the same shelves. So, the physical characteristics of documents need to be considered when arranging the collection.

- In a library, there are some documents that are lent out and some that are not. Reference materials, such as dictionaries, encyclopaedias, and so on, are not lent out. Users can only browse through them within the library premises. Documents that are lent out are located in the ‘Loan Collection’ section and documents that are not lent out are kept in the ‘Reference Collection’ section.

- Very often, books are donated to a library by reputed scientists and scholars. These are kept separately in the ‘Special Collections’ section.

- In a library there will be some vital materials that need to be kept in a secured place. These are kept under lock and key with ‘closed access’. Documents that are easily accessible to general users will be available in ‘open access’. Users can access, consult, browse and physically handle all documents that are in open access.
The problem of organizing library books is compounded with the need to keep documents in closed access. What method should be adopted to arrange the collection? In the past, libraries arranged documents according to accession numbers. Some libraries arranged them chronologically according to the date of publication. Some went by the size or height of the book or by the colour of the outer cover. All said and done, a library can use only one method to arrange its collection of information records. This is what is advocated by Palmer and Wells in their observation ‘we can only use one order in our shelf arrangement, and that must be the one most likely to be useful to the greatest number of users of the library over the longest possible period’.

Over time production of documents has increased. Different disciplines and new branches of knowledge have multiplied. Now, users find it easier to search for documents based on their titles, authors or subjects. The most useful and popular approach is by subject. Gelfand observes ‘experience indicates that the university reader is best served by a classified, open-shelf collection’.

4.6.2 Cataloguing

Cataloguing is another method used to make search and retrieval easy for the user. When we talk of classification of documents, specifically books, monographs and bound periodicals, we can use only one classification to arrange them on the library shelves. We can arrange them in either a serial order, a chronological order, according to size or colour of the binding or any other one type that is selected for arrangement. Classified documents will always have a class number. While the physical location of a document can be only at one relative place among the other documents, this class number can be used to indicate other characteristics of the subject content of the document.

Coming to catalogued documents, it is possible to provide more information about a document when the catalogue entry is created. The description can be used to depict the physical aspects of the document. The subject-headings can provide a brief on the contents of the document and also the details of its thought process. Nevertheless, classification and cataloguing are both useful tools and can be used together in a library as Viswanathan says ‘Cataloguing and classification are the twin processes adopted in modern library administration to help readers in locating the desired books and other reading material quickly and conveniently.’

Cataloguing is also covered in much more detail in your BLISc programme. You will be familiar with the two aspects of a catalogue – the inner form and the outer form. To encourage and enable maximum use of documents in a library, it should adopt the best physical or outer form of catalogue. Also, do not forget the importance of the catalogue code.

There are many outer forms that can be used for cataloguing a library. The most popular and enduring is the card catalogue. This has some limitations, but still...
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exists because of its several advantages. With the easy availability of computers and computer applications, machine readable catalogues has been gaining importance. However, in India, adopting computer catalogues for all academic libraries will require some more time.

The dictionary catalogue and the classified catalogue are the prominent forms of inner form. Both the catalogues have their own advantages and disadvantages. Over and above, the classified catalogue has one major disadvantage; non-librarians have never understood the classification scheme. According to Redmond’s suggestion, prepare subject indexes to the classification scheme, support it with appropriate instructions and provide assistance to the users.

According to Gelfand, a simple dictionary catalogue is an easy and maintainable catalogue for small and medium size libraries. But with increase in the size of the library and its collections a two-part divided catalogue would be more convenient. Gelfand suggests what the two parts of such a catalogue ideally should be. One part will be the author-title part whereas the other will be the subject part. Nevertheless, he has also shared his opinion by saying that ‘to be most effective as a guide to the existence and location of books the classified catalogue should be supplemented with author-title catalogue and an alphabetical subject guide’.

Now, we see the role of the librarian getting more demanding in so far as documenting the collection development policy is concerned. As a part of the collection development policy, the classification and cataloguing policies have to be clearly stated and defined. The contents of any collection development policy have an enduring impact, hence decisions on classification and cataloguing policies should be well-informed decisions and not hasty or capricious. Well established libraries will normally have a classification and cataloguing policy in place. A detailed analysis should be done on the advisability and advantages before taking any decision to switch over to a new classification scheme or catalogue code. When a firm decision is taken to switch over from one scheme of classification to another or from one cataloguing practice to another, to ensure a smooth change, Ranganathan suggested the ‘Principle of Osmosis’.

Problems in classification and cataloguing are not restricted to India only. These problems are apparent in many academic libraries in developing countries especially those with collections in several languages. Classification schemes may work very well with languages like English but fail with books in local languages due to insufficient provisions. Likewise, standard subject headings lists have their own limitations as they may not have suitable terms for some of the subjects. Particularly, subjects exclusively related to the history, culture and religion of the people of the country. To be able to do full justice and make the system effortless to use, a library may want to amend and also sometimes translate the subject headings lists and classification schemes into local or regional languages. All these type of changes, amendments, adoptions, and so on, followed in the library should
be recorded. This would be done by the Processing Division who maintains the ‘Authority File’.

Check Your Progress
10. What are the characteristics of a collection organization?
11. What type of classification schemes are popularly used by academic libraries in India?

4.7 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. The mechanical processing or physical processing consists of inspection of documents, accession of the documents, stamping property mark and labelling of the documents, due date slips, plastic covers, lamination, etc.

2. The steps in technical processing are as follows:
   (a) Accessioning (i.e., Record maintenance)
   (b) Classification of documents
   (c) Assigning Call Number
   (d) Cataloguing
   (e) Physical Processing

3. Libraries are recommended to settle suppliers’ invoice as soon as possible for the following reasons:
   (a) It helps to foster good relations with the supplier.
   (b) It ensures continuity of the supply of serials.
   (c) Advantage of special discount may be available under early payment system.

4. Dr. S.R. Ranganathan introduced the three card system.

5. Circulation statics consist of number of books issued in a day, week, month, and in a year, fine collected from the library fine, number of books borrowed by an individual reader, maximum usability of a book, subject in which, there are maximum number of users, etc.

6. The guides available in a stack room are:
   (a) Tier Guide
   (b) Gangway Guide
   (c) Bay Guide
   (d) Shelf Guide
7. Rule 194 of GFR 2005 provides the guidelines regarding the stock verification of library books.

8. Weeding out should be done by a person who has the skills and employs sound judgment. This must be done under the direct supervision of the librarian, who must be personally involved. Other eligible entities can include members of the Library Committee or the nominee(s) of the library authority or members of a committee appointed for the purpose of implementing the weeding out process.

9. Completely worn out, mutilated and irreparable books and material can be sold like old newspapers. The books, especially older editions of reference sources, can be donated to libraries that do not have the funds to buy expensive books like these. Those weeded out documents that are deemed to be useful can be stored in ‘Book Reservoirs’.

10. The characteristics of a collection organization include:
   (a) Sharing information with the users on the collection and its contents
   (b) Helping users in identifying and finding the documents
   (c) Maintaining and conserving the documents throughout their useful life

11. The classification schemes popularly used by academic libraries in India are Dewey decimal classification and Colon Classification Schemes with the former being the most used.

4.8 SUMMARY

- The processing of documents for the use of library users and authentication by the concerned library is called technical processing section. The processing of documents consist of mechanical processing as well as mental processing.
- The preparation of the library documents for the use of the library users is basically known as processing of books, while the section of the library, which performs this job is called processing section.
- Serials are the primary sources of information, and extensively used in the academic and special libraries. The serial are published periodically, each of the publication has its number; the collective number of serials published in a year are called volume of the periodical.
- The circulation is one of the major library services as it helps user to carry the books outside the library. This method is very much democratic in nature as it allows every user to access the library collection. There are many methods for library to control circulation.
The documents after processing are to be properly shelved and displayed; this is called stack maintenance.

The systematic verification of library stock is called stock verification. This process is mandatory for all libraries. It keeps the library stock up to date, reduces the cluttering of documents, and makes the irregular placement of the library stock materialize.

4.9 KEY WORDS

- **Filiary Sequence**: Sequence, which respects the degree of mutual relation between subjects.
- **Book reservoir**: A place either within the library or at a predetermined place within a region or country, where weeded out documents can be stored or preserved.
- **Cataloguing in source**: It means cataloguing books before they are published, the entries being compiled from proof copies made available by the publishers and the work being carried out by a centralized agency so that full cataloguing information is printed in the books concerned.

4.10 SELF ASSESSMENT QUESTIONS AND EXERCISES

**Short-Answer Questions**

1. Write a short note on accession.
2. What are the basic components of library circulation?
3. What is stock maintenance?
4. State the discouraging factors of the weeding out policy.

**Long-Answer Questions**

1. Describe the cataloguing scheme employed in a library.
2. Discuss the most common methods of library circulation.
3. Evaluate the different aspects of stock verification.
4. ‘Besides classifying and cataloguing a library collection, access to the collections is also of prime importance to be able to make use of the library materials effectively.’ Elucidate.
4.11 FURTHER READINGS


INFOGRAPHIC BLOCK II

COLLECTION DEVELOPMENT POLICY

UNIT 5 COLLECTION MANAGEMENT

Structure
5.0 Introduction
5.1 Objectives
5.2 Policy and Procedures
  5.2.1 Advantages of Collection Development Policy
  5.2.2 Components of Collection Development Policy
  5.2.3 Book Production by Academics
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  5.3.1 Primary Sources of Print
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5.8 Library Security
5.9 Answers to Check Your Progress Questions
5.10 Summary
5.11 Key Words
5.12 Self Assessment Questions and Exercises
5.13 Further Readings

5.0 INTRODUCTION

Information in its various forms, such as books, journals, newsletters, databases, reports, etc. is a valuable resource for the society. A source is a place or person from which you can obtain something useful or valuable. This is because the sources indicate the current development in all fields, help avoid duplication in research, give answers for specific queries, help us to understand some unfamiliar terms, provide meaning of terms, and indicate broadened view of a subject. Information sources also provide an in-depth treatment of a topic or aspect of a topic and can broaden the overview or historical view of a topic. This is so because these sources are prepared after browsing a wide variety of knowledge and examining past...
Collection Management

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studies to predict future trends. Collection management is an important process in any library. The goals of collection management are unaltered in any environment, whether digital or in print media. The collection development in the electronic age must focus on the existing automated system, electronic communications, expertise in accessing and testing the electronic products, and skills in understanding and negotiating license agreements, etc. The electronic era is more conducive to the resource sharing and also use financial resources effectively.

5.1 OBJECTIVES

After going through this unit, you will be able to:

- Understand the process of collection management in libraries
- Analyse the policies vis-à-vis print and non-print resources in libraries
- Discuss the selection criteria and tools in libraries

5.2 POLICY AND PROCEDURES

A collection development policy is the method or set of actions adopted by a library to develop a collection or stock. This policy may exist in the form of a document or as an unrecorded convention.

It is propitious to be familiar with ‘Guidelines for the formation of collection development policies’ created by the American Library Association’s Collection Development Committee. In this guideline they advocate that ‘a written collection development policy is for any library a desirable tool which enables selectors to work with greater consistency towards defined goals, thus shaping stronger collection and using limited funds more wisely’.

It is always preferable and sensible to have a written collection development policy as against a non-written one. Exponents like Katz (1980), Futas (1977), Feng and several others lean towards a written policy as it promotes stability and continuity in library operations and assures a consistent and balanced growth of library resources.

5.2.1 Advantages of Collection Development Policy

We have learnt about the collection development policy. Let us see how we benefit from a collection development policy. Needless to say that a written collection development policy is more valuable as it becomes easy to review and update if the library needs to accommodate and adjust owing to the policy changes of the funding agencies or the parental organizations. However, such occurrences are uncommon.

Let us refer to authors like Katz, Magrill and Hickey who have mentioned the advantages of a written Collection Development Policy. A Collection Development Policy:
Explicitly shares its correlation with the objectives of the parent organization/library.

Creates the foundation for planning collection development.

Provides a sound person-independent structure that guides the day to day selection of reading materials.

Defines the method of acquisition that, over a period of time, gets refined to a quality procedure.

Provides necessary justification for all selections/collections done. For example, take the case of censorship. A collection development policy will have a clear statement of what type of materials can be purchased and will indicate that it is supported by the library authority/committee.

States the priorities and outlining growth and development goals which form a logical guide for budget allocation and as well as long range budget planning.

Assists in making optimal use of resources.

Helps to formulate guidelines for cooperative programmes, such as interlibrary loans, resource sharing and networks.

Contributes in formulating material review guidelines before purchases are made.

Provides ideas on what types of materials should be stored, what types of materials should be weeded out and what types of materials should be discarded.

Guiding Principles

Having looked at the advantages of a collection development policy, we can infer that a comprehensive policy should embrace the following factors:

- Selection and acquisition of resources (conventional and non-conventional).
- Type of evaluation of resources and the process employed to evaluate the available resources.
- Method for storing and weeding out of resources from the collection.
- Cooperative programme strategies.

Now, let us learn about the guiding principles for building a robust collection development policy.

- Take into account the goals and objectives of the parent organization/institution.
- Consider the needs of the user community, which includes the actual users as well as prospective users.
- Keep in mind the availability of financial and other resources.
Goals and Objectives of the Institution

The parent organization is the institution or organization under which the library functions. Hence, it is logical that the library will need to cater to the information needs of this parent organization keeping its aims and objectives foremost.

Academic institutions will be the parent organization of academic libraries that an essential part of the institution and cater to its aims and objectives. For instance, the Delhi University Library System works within the jurisdiction of the University of Delhi. That means that the University of Delhi is the parent organization for the Delhi University Library System. Therefore, the system will work within the boundaries of the aims, objectives and activities as the three important goals of college, university and other institutions of higher learning. On the other hand, the objectives of a school library can be defined as instruction, recreation and extension activities.

It is possible to state broad-level aims and objectives that are common across all academic libraries. Then again, objectives and goals may differ between academic libraries, even for those that fall within the same category. The reason is the difference in the aims and objectives of the parent organizations. A parent organization’s priorities, field of interest and focus areas may be different from other organizations. Furthermore, a library's goals and objectives are not sacrosanct. Sometimes a library may evolve new functions resulting in a revamp of its goals.

To wrap up, we can say that the aims and objectives of the type of library in general as well as that specific library should be considered when creating the collection development policy. In addition, a library needs to adjust to changes in its aims and objectives, which means a review on a periodic basis is essential. This review is even more important to enable the library to cater to changing conditions and requirements.

Needs of the Users

A library exists to satisfy the information needs of its users. This existence is justified when the library is able to satisfy the users with its services. By users we should include not only the regular visitors to the library but also those users who may visit the library in the future. The regular visitors are classified as actual or real users. There will be many people who are not using the services of the library in the present time but are likely to use them in the future. These people are classified as potential users. The library needs to take the responsibility to show case its functions and services to inform, motivate and attract the potential users to use the library and its services.

Looking at an academic library, you can categorize the users under three groups—students, teachers and supporting staff working for the academic institution. When we look at an institute of higher learning, such as a university, the student category can be further divided into two categories—students taking the regular courses and research scholars. The focus of any academic library will be
to satisfy the needs of the academic users, such as students, research scholars and teachers. However, a library may acquire recreational reading material to satisfy the needs of the supporting staff. A library caters to the needs of different users at distinct levels; each user will have varying requirements in a variety of disciplines. Therefore, it is imperative that a library must come up with a well thought-out and balanced collection development policy.

**Availability of Resources**

Resources and their availability play an important role in the collection development policy of a library. When planning a collection development policy, it is critical to factor in the availability of resources, such as finance, infrastructural facilities including library space, furniture and equipment, and tie-ups with other libraries for resource sharing, and so on. The most crucial item to be considered when formulating the collection development policy is the availability of documents. Challenges related to foreign exchange, higher costs and collection time lag for all foreign publications have to be carefully planned and built into the collection development policy.

5.2.2 Components of Collection Development Policy

In the guiding principles, we learned that a collection development policy should cover the following four features:

- Selection and acquisition policies
- Evaluation programme
- Storage and weeding out policies
- Resource sharing and networking programmes

Coming to the various components of a collection development policy, Katz has summarized them very precisely. According to Katz’s list, the collection development policy of a library must have the following components:

- Objectives
- Philosophy
- Purpose
- Brief description of the community
- Legal responsibility for the operation of the library and selection of materials
- Method of selection together with budget limitations, user age groups targeted and related information
- Type of materials to be excluded
- Guidelines on the building up of the collections according to the following parameters:
  - (a) Level of collection intensity
  - (b) Language
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- Guidelines for acquiring foreign language materials
- Guidelines for handling gifts
- Explanation on weeding out practices and disposal of obsolete and irrelevant material
- Declaration regarding intellectual freedom

A comprehensive collection development policy can be prepared with the help of the above list. As we have seen earlier, it is essential that this information is documented in the form of a written collection development policy.

In a sense, we can say that a library is in the business of knowledge collection for current users as well as prospective users. The attempt of every library is to create a sound and complete collection of knowledge including old and new. There are three ways by which this can be made possible:

- Produce standard works by the academics of the country
- Initiate simultaneous publication of standard global works in India for the Indian market
- Systematically acquire standard works from abroad

5.2.3 Book Production by Academics

Book production in the country has never been taken seriously as a responsibility of the academics. As a consequence, it is relatively non-existent in India and there is no scope of knowledge collection from this source. Prof. A. P. Srivastava has aptly stated: ‘The real academic climate in a country is generated when a common academic conducts rigorous inquiry (which is properly assimilated) synthetic in character, and continues intellectual work for life. This common academic teaches effectively the younger generation, continues himself to learn through research and objective thinking, and ultimately fruits of his or her efforts are produced as academic works. These academic works are called books. Right from 1800 A.D., the Indian teacher did not earnestly take to book production as one of the major responsibilities of an academic. It was always a practice to import all needed books written by English authors for use in Indian colleges and universities. Even independent India has textbooks programme, duly stamped by Government of India, for acquiring British, American and Russian books for use in our colleges and universities. Scores of top level experts as professors in universities and renowned institutes have not produced quality books for use by their students. No evidence exists to show that our academics ever took to book-writing as a part of duties of the academic community. We left the gaps to be filled by other professions’.
The Indian education system was totally dependent on books sourced from Britain. Books from series, such as the Educational Low-Priced Book Scheme (ELBS) from England, have been subsidized by the British government for an entire period of fifty years. During this time there was no initiative taken by the Indian authorities to produce books by Indian academics. Now, the Indian student is facing a crisis since the British government has decided to withdraw the subsidy.

**Simultaneous Publishing**

Even with the lack of standard works by Indian academics, acquisition of books from what is called Simultaneous Publishing can be possible. There are many books that are simultaneously published across the English language world, such as, New York, London, Sydney and Canberra. Unfortunately, Indian cities, such as Bombay, Calcutta and Delhi are ignored in these relationships. This is mainly because foreign publishers have little confidence in the Indian publishing houses and the book trade in India. The Association of Indian Universities or the University Grants Commission could have taken initiatives to sponsor collaborative publishing with foreign publishers and this would have gone a long way in encouraging simultaneous publishing in India. Consequently, creating a knowledge collection from simultaneous publishing also does not exist.

**Systematically acquire standard works**

We are left with the third alternative to support our endeavour for sustaining higher education in India, namely professional collection building. This requires strong discipline with regards to utilization of funds, meticulous planning, unqualified professionalism and correct approach, all of which are lacking in the Indian scenario. However, the scarcity of these resources has not generated any transformation in the academic circles to improve the circumstances. In 1967, Gidwani analysed the situation and came to the conclusion that the concept of using reference materials, such as books and journals and so on, is not a routine requirement of either the students or the faculty. Gidwani further observed:

‘The causes why Indian University Libraries continued to be grounded and have so far failed to reach a take off stage in spite of the grants pumped in by the University Grants Commission (UGC) are the same which underline the ineffectiveness of higher education itself. A main reason is that we have today a self-satisfied faculty which inexplicably does precious little to keep itself intellectually alive, with the consequence that practically no rubbing of mature minds takes place on the campus. The teacher lacks a persistent drive for initiative, enterprise and experimentation both in his teaching content and methodology. The wide-spread apathy on the part of the academician will be amply established if one goes round the reading halls of a University Library. One rarely finds the faculty there. Senior teachers seem to feel that it is derogatory for them to be seen often in the library’.

What we find is that the collections available in various university libraries are a result of coincidence. Throughout each academic year money is not spent on building collections, and at the end of the year when the budgets are about to
lapse, the process of acquiring books is initiated. As a consequence, books that are required are not purchased as they are not available and the library gets stocked with books that are readily available with the book sellers, but may not be of importance to a collection. Modern tools and models of professional library and information science are not used in collection development. Therefore, there is no scope for carefully planned acquisitions policies and thorough study of user needs and demands.

Check Your Progress

1. List the factors that a comprehensive collection development policy should embrace.
2. State the role of resources and their availability in the collection development policy of a library.

5.3 PRINT RESOURCES

The print sources of information such as books, periodicals, articles, dictionaries, newspapers, dissertations, guidebooks, directories, etc. are organized into basic and fundamental categories based on their information content. Depending upon their information content and organizational level, these can be grouped into:

- Primary sources of information
- Secondary sources of information
- Tertiary sources of information

5.3.1 Primary Sources of Print

Primary sources contain newest and original ideas or new interpretations of known facts or information. The first hand knowledge is first presented in a primary document. It includes the findings of original research work and representation of original thoughts on a given subject or theme. The examples are autobiographies, periodicals, theses, memoirs, interviews, speeches, lecture notes, personal letters, and diaries among others.

Periodicals

Periodicals are information sources or works that appear at regular periods in numbered sequence. The frequency of publication can be daily, weekly, monthly, bimonthly, six monthly, or yearly. As they are published in certain frequency, therefore it tries to include the most up to date information. Such sources include journals, bulletins, transactions, proceedings, annuals, magazines, and newspapers.

House journals

This kind of periodicals published information in an article form. It is produced by firms and is targeted to customers, staff, and allied service provider or funding
heads. They contain current information about the company, institution, organisation, etc. These kinds of sources are usually free.

Learned journals
Learned journals are preferably commercial in nature, these are journals produced for profit and published by the commercial house or by any association. They contain serious articles written by practitioners and experts, subject specialists, professionals, academician, etc. The frequency of publication varies from journal to journal.

Trade journals
The trade journals are specifically published by a complete commercial organisation, which either acts like a self-publisher or provides information about different firms, which are involved in commercial activities. For example, Time, Tell, Ebony, etc.

Technical bulletin
They are information materials that contain research findings and innovation in a specific subject area. These are usually published by a research organization, without following a particular order or frequency. Although some research organizations may release them more frequently than others, but the frequency of technical bulletins certainly follow a scheduled routine.

Research/Technical reports
This kind of publication provides progress report of a particular on-going research and experimentation. It gives an account or description of an event or process with regards to an organisation or sometimes a different governmental research organisation. These publications are technical in nature as well, as they generally provides the results of research and developments in projects, usually in an unpublished or semi-published literature, since these are not available through the conventional book platforms.

Theses/ Dissertations and projects
Theses and dissertations are information sources born as a result of researches conducted by a researchers. The dissertations are typically done by a researcher and his/her guide. Projects are kind of specific study done by the subject expert or specialist; the projects are very important for the development of subject area. They depend upon the subject and are time limited.

Conference proceedings
Conference proceeding are the first hand information; the subject specialists usually present their research activities in the conference, the organiser accumulates all the papers of the conference, and published them together. It has no regular frequency, as it is published immediately after the conference. Sometimes, it does appear as pre-conference proceeding and post conference proceeding.
Grey literature

Grey literature is a primary source of information and academic in nature. It is not available through the conventional system of publication and distribution such as periodicals or textbooks. Grey literature is gradually becoming an expanding field that deals with the demand and supply aspect of the publications, which are not under the control of commercial publishers.

Patents

A patent is an official publication by the government, which is authoritative in nature. It is a license that confers an exclusive right, title, or privilege for a particular period of time to an author or creator to enable him or her to enjoy the proceeds of their invention. It is a part of primary information sources, since only new inventions are patented.

Standards

Standards are important primary source of information. They are publications (mostly pamphlet-like in nature) issued by certain authorities or the government to disseminate key information about a product such as definitions, methods, and properties so as to prescribe the standards for such products to maintain quality. The content often appears in tables or diagrammatical representations. They are very helpful for the manufacturing departments, sector and for design engineers.

5.3.2 Secondary Sources of Print

The secondary sources of information are normally derived from the primary sources of information. When theme or information get filtered and interpreted, it gets stronger or mature in nature. The secondary sources of information are normally well-structured and value added information sources. It is very difficult to define secondary sources of information, without quoting the primary sources of information, as both are interlinked and shared information. The best examples of secondary sources of information are Bibliographies, treatises, monographs, indexes, textbooks, and some reference materials.

Bibliographies

The term emanated from the Greek word, ‘bibliographia’, which means ‘book writing’ or writing about books. It can be defined as the organized listing of books as well as the systemic description of books as physical objects. It is a complete or selective list of works compiled through a common set of principles such as authorship, subject, place of publication, and publisher.

Monographs

A monograph is a secondary information source that shares a very close resemblance to treatise. In fact, it is considered as a short treatise on a specific subject. The term ‘monograph’ comes from a combination of the Greek words,
'mono' and 'grapho'='monographia', which translates into single and to write, meaning, to write on a single subject. A monograph can then be defined as an act of writing on a single specific subject or an aspect of a subject.

**Treatise**

A treatise is a formal and systematic exposition in writing about the principles of a subject, which is usually longer and more detailed than an essay. It is a detailed summary of an information about a particular field, subject, or area of interest. Treatise are written discourse on a certain subject, with deep treatment of the subject matter and more concerned with exploring, investigating, and exposing the principles of the subject under discussion.

**Textbook**

A textbook is a book used as a standard source of information on a particular subject. It is a book used in the study of a specific discipline or subject as it contains the basic principle and theory of a subject, other supplementary theory and concepts relevant to the area of a subject. It is a kind of manual or instructional guide in any branch of study, which are normally included in the secondary education and higher education curriculum.

**Indexes**

An index is a secondary information source or material that contains a list of citations to periodical articles, books, proceedings, etc and informs about their location. It is a list of words or phrases that carries associated pointer or locator so as to direct user to the useful materials relating to that phrase or heading.

### 5.3.3 Tertiary Sources of Print

Tertiary sources of information contain information distilled and collected from primary and secondary sources. Tertiary information is commentary or opinions about a given topic, based on primary and secondary sources.

**Almanacs or Fact books**

An almanac is an annual publication, which includes the set of facts and events forthcoming in the subsequent years or next year. The facts may be on weather, agriculture planting dates, tide tables including solar eclipses, marriage dates, sun rise and sun set timings, religious festivals, and other rituals of a society. It is one of the basic books of a specific religion and society. It also includes celestial figures and various statistics.

**Dictionaries**

General dictionaries are known to provide general or overall information such as pronunciation, meaning, derivations, and spelling among other things for each word in a given language. They do not deal with a specific subject, but a language.
Subject Dictionary
This type of dictionary deals with a specific subject area. This type of dictionary deals with words or aspects of words. It considers aspects of a language such as etymology, synonyms, homonyms, antonyms, dialect, rhyme, abbreviations, grammar, slang, usage, etc.

General Encyclopaedia
This type of print information source is comprehensive in nature, where knowledge is arranged in an alphabetical order. Encyclopaedia Americana, Encyclopaedia Britannica, and Colliers Encyclopaedia are three major examples in this regard. General encyclopaedias are works with scholarly articles on specific topics and on broad topics. They contain bibliographies, alphabetical references, cross-references, illustrations, and glossaries of technical terms within articles.

Directories
This is a list of persons or organizations arranged in a systematic order, alphabetically or classified, that gives addresses, affiliations, purpose, and officers of a organization. It is a publication that bears the names and addresses of organizations, persons, schools, churches, etc. For example, telephone directory, the directory of Opportunities for Graduate, etc.

Yearbooks
The yearbook carries the events or notable activities of the past year in a brief and concise form. Its publication frequency is annual and it gives current information on subjects, bearing records of progress as well as review of current developments in different fields of human activity within the year. For example, Britannica book of the year, Limca year book, etc.

Handbooks and Manuals
A handbook is a small book, which provides miscellaneous items of information. It is sometimes called a miscellany, a manual, or a companion. The main purpose is to serve as a readymade reference for majority of the basic questions on a given country or subject. Some examples are Famous First Facts, The Oxford Companion to Ships, etc.

Biographical sources
A biographical source is a collection of information on publication of varying degrees about the lives and times of individuals, arranged alphabetically by surname. These sources contain data about people and form a large part of literature of reference.

Abstracts
They are reference sources that carry summaries of publications or an article; it’s accompanied with bibliographical references of the original text. They are of various types. Prominent among them are the indicative, informative, and evaluative abstracts. This is an important meta sources publication.
5.4 NON-PRINT RESOURCES

The non-print sources of information can be defined as those sources and resources of information that are not available in any printed paper document. The non-print source comprises formal and informal sources. Informal sources include human sources, conversation with colleagues, consultants, experts, resource persons, mass media, etc. The main categories of non-print sources are:

- Institutions or Organizations
- Humans
- Mass Media other than print media
- Internet

5.4.1 Electronics Sources

It is commonly thought that most of the information is available in print, but now with the Internet, many printed resources are available electronically. Regardless of the fact that information or related content appears in print or electronic format, it is important that we are able to access the same, by knowing that it is reliable and authoritative. Electronic materials in the libraries have several advantages over print media:

- Information can be updated easily
- Latest information
- Easily searchable
- Available everywhere
- Multiple users can access it
- Cost effective

<table>
<thead>
<tr>
<th>Table 5.1 Print vs. Non-Print Resources</th>
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<tbody>
<tr>
<td>Print Format</td>
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<tr>
<td>Books</td>
</tr>
<tr>
<td>Periodical articles</td>
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<tr>
<td>Pamphlets</td>
</tr>
<tr>
<td>Dissertations and Theses</td>
</tr>
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</table>
5.4.2 E-Resources

The term e-resource refers to all the products, which a library provides through a computer network. The electronic resources are also known as online information resources covering bibliographic databases, electronic reference books, search engines for full text books, and digital collections of data. They also include “born digital” material, which have been produced directly online. For example, e-journals, databases, and print resources which have been scanned and digitized.

5.4.3 Full Text Database

Full text online database comprise full text information of the publications that are basically either print or online in origin. It includes large files of texts such as, all the paragraphs of an article or all the chapters from a book, along with abstract or citations of the text files. The Table 5.2 and 5.3 have been prepared to understand the variety of online databases. The table may guide the students to understand the nature of content and diversification of online databases.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Databases</th>
<th>Subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>ACM Digital Library</td>
<td>Computer Sciences</td>
</tr>
<tr>
<td>2.</td>
<td>American Association for the Advancement of Science (F). (Sciences Magazines)</td>
<td>Natural Sciences</td>
</tr>
<tr>
<td>3.</td>
<td>BBC Monitoring</td>
<td>Mass Communication</td>
</tr>
<tr>
<td>4.</td>
<td>Cambridge University Press</td>
<td>Multidisciplinary</td>
</tr>
<tr>
<td>5.</td>
<td>Elsevier Science</td>
<td>Natural Sciences</td>
</tr>
<tr>
<td>6.</td>
<td>Emerald</td>
<td>Social Sciences</td>
</tr>
<tr>
<td>7.</td>
<td>IEEE/IEE Online Library/ IEL Online</td>
<td>Electronics</td>
</tr>
<tr>
<td>8.</td>
<td>Oxford University Press</td>
<td>Multidisciplinary</td>
</tr>
</tbody>
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<tr>
<th>S.No.</th>
<th>Databases</th>
<th>Subjects</th>
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<tbody>
<tr>
<td>1.</td>
<td>AGI, GeoRef Database</td>
<td>Geo-Sciences</td>
</tr>
<tr>
<td>2.</td>
<td>AMS, MathSciNet</td>
<td>Mathematics</td>
</tr>
<tr>
<td>3.</td>
<td>American Economic Association, EconLit™</td>
<td>Economics</td>
</tr>
</tbody>
</table>
Table 5.4  E-Book Databases

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Databases Name</th>
<th>Specific Subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Alex Catalogue of Electronic Texts</td>
<td>American and English literature</td>
</tr>
<tr>
<td>2.</td>
<td>Authorama</td>
<td>Literature</td>
</tr>
<tr>
<td>3.</td>
<td>Bartleby.com</td>
<td>Literature</td>
</tr>
<tr>
<td>4.</td>
<td>Bibliomania</td>
<td>Religion</td>
</tr>
<tr>
<td>5.</td>
<td>Bible Gateway.com</td>
<td>Literature</td>
</tr>
</tbody>
</table>

Check Your Progress
6. What are the main categories of non-print sources?
7. Mention any three advantages of electronic materials over print media.

5.5 SELECTION CRITERIA

For the selection of the above-mentioned resources, there should be some specific policies, with specific criteria and guidelines for the acquisition of those resources. These evaluating criteria should be relevant to the library’s objectives and philosophy. ALA (American Library Association) provides some guidelines. To build a collection of merit, materials are evaluated according to one or more of the following standards. An item need not meet all of these criteria in order to be acceptable. The general criteria for different types of libraries are:

I. Public library
   - Present and potential relevance to community needs
   - Suitability of physical form for library use
   - Suitability of subject and style for intended audience
   - Cost
   - Importance as a document of the times
   - Relation to the existing collection and other materials on the subject
   - Attention by critics and reviewers
   - Potential user appeal
   - Requests by library patrons

II. School library
   - Support and enrich the curriculum and/or fulfil students’ personal interests and learning
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- Meet high standards in literary, artistic and aesthetic quality, technical aspects, and physical format
- Be appropriate for the subject area and for the age, emotional development, ability, learning styles, and social, emotional and intellectual development of the students, for whom the materials are selected
- Incorporate accurate and authentic factual content from authoritative sources
- Earn favourable reviews from standard reviewing sources and/or favourable recommendations based on preview and examination of materials by professional personnel
- Exhibit a high degree of potential user appeal and interest
- Represent differing viewpoints on controversial issues
- Provide a global perspective and promote diversity by including materials by authors and illustrators of all cultures
- Include a variety of resources in physical and virtual formats including print and non-print such as electronic and multimedia (including subscription databases and other online products, e-books, educational games, and other forms of emerging technologies)
- Demonstrate physical format, appearance, and durability suitable to its intended use
- Balance cost with need

III. Academic library

- Currency and timeliness of material
- Accuracy, quality, and depth of material
- Relevancy of subject or title to the institution's current and potential scholarly/curriculum needs including 'standard or important works in a field'
- Represents a variety of perspectives on controversial subjects
- Scope and content (subject representation and diversity)
- Cost
- Resources in a variety of formats, which is accessible both virtually and physically
- Coverage appropriate to the level of study of a subject (minimal/basic, instructional support, intermediate study, advanced study, research level, etc.)

IV. Digital library

- Ease in the use of the product
- Availability of the information to multiple simultaneous users
- Equipment needed to provide access to information
• Technical support and training
• Availability of the physical space needed to house and store the information or equipment
• Available in full text

5.5.1 E-Resources Selection Principles

Collection development policies and criteria should be applied consistently and be compatible with the goals of the libraries’ strategic plan. One of the goals is to provide an increasing array of tools for students and faculty members to display and manipulate recorded knowledge and information. They should also provide materials that offer alternative avenues of learning to students on a 24/7 basis. Balance of content with regards to various disciplines should be sought, when selecting e-resources.

(a) Priority will be given to resources that will benefit the greatest number of users with special consideration towards:
• Economies of scale
• Improved resources sharing
• Extensive content
• Timely availability
• Integrity of the database
• Ease of replacing

(b) Principal considerations include:
• Providing access to electronic resources and integrating them into library programs
• Research scholars and faculty
• Search interfaces
• Cross database searching facility

(c) An E-Resource should have sufficient content to be useful and justify its selection.

(d) Collection development policies and criteria should be applied consistently across various formats including E-Resources.

(e) The libraries prefer web delivery over CD-ROM unless the cost differential between the formats is significant enough to be a factor

Check Your Progress

8. What is ALA?
9. What is one of the goals of libraries with regards to selecting E-resources?
5.6 LICENSING OF ELECTRONIC RESOURCES

The provider and the beneficiary are expected to have a threadbare study of the terms and conditions, before agreeing in principle by putting signature on the document. A set of rules and regulations govern the licensing of resources, which need to be accepted in principle by both the provider and acceptor. A licence is a contractual agreement between the rights’ holder and the library, which clearly defines the license grants and the rights of using the resources. It is important for all librarians to familiarize themselves with the current state of public information legislation in their region. The important points to consider are:

- National Information Policies
- State of the political landscape
- Public Information Legislation
- Related Legislation
- Copyright
- Privacy and confidentiality issues

License agreement and commentary

Licensing for use of the electronic resources is one of the primary concerns of the libraries. The librarian, on behalf of the organisation, acts as one of the parties, while the publisher or the provider of the resources acts as another party, between whom an amicable agreement in paper is signed. IFLA Model License Agreement is important documents for the reference.

As budgets become rigid, libraries look towards consortia as a way of reducing costs by subscribing as a group to commonly used databases, relying on the economics of scale to bring prices down. Furthermore, consortia licensing serves, where the larger partners bear the cost of the smaller ones.

5.7 BARRIERS OF ACQUISITION

The acquisition of information resources can sometimes be difficult due to many obstacles or barriers in their procurement. Such barriers can be observed in both print and non-print resources.

Print resources

The challenges faced in the acquisition of print material are:

- Irrelevancy of some documents with regards to the subjects of interest of the institution.
- Difficulty in maintaining a separate collection as merging with the general collection is more helpful.
Electronics resources

The challenges faced in the acquisition of non-print material are:
- Challenges of digital divide
- Challenges regarding technological upgrade
- Financial constraints for collection development
- Challenges regarding required IT skills
- Challenges of user service

5.8 LIBRARY SECURITY

The rapid development of information and materials imparting information is a consequence of the ever-increasing evolution of knowledge. This means that there is an ardent need to consolidate and shape information materials and to make these materials sufficiently secure. Library materials, both physical and digital, need to be safeguarded against unauthorized access. To stop library resources from being accessed in an unauthorized manner, policies and procedures must be devised by library management and information professionals in order to secure and protect the information resources available in the library. A well-equipped library resource will comprise a healthy and abundant mix of print, audio and video records, digital resources and loads and loads of necessary paraphernalia for accessing data. These resources establish a library collection which provides information to its users. With each passing day library collections are changing quickly because of availability of increased electronic resources. The explosion of digital resources in no way indicates the disappearance of printed resources anywhere in the near or far future. With such an abundant availability of library resources or materials, it becomes obligatory on part of the library to ensure the safety of this material for which many security devices are installed and used. These measures ensure that the resources are neither stolen nor misused. Libraries put into practice many measures to ensure the safety of its material, e.g., employing security staff, physical frisking of patrons visiting the library, etc. Despite the numerous precautions being taken by library managements, library materials are still not safe. Hence, there is necessity for library managers to formulate substantial physical ways of securing library materials. Installation of telecommunication or electronic security systems is one way which can provide a safety and secure to library resources and equipment. To deliver sufficient security by the use of telecommunication, electronic systems like alarm systems, access control systems, video surveillance, etc., can be fitted in the library. Taking care of the following aspects however will decrease the security threat to any library:
• **Authenticity:** In order to maintain the security of a library, it is important that all information bearing materials, may it be electronic or physical, are genuine and authentic.

• **Physically securing the library (non-electronic):** Installing physical restrictions in a library is the foremost step in securing library materials.

• **Site design:** Planning of the library site and formulating its landscape design helps in securing the library in the long run. Provision of suitable and clear signs comprising off-site and entrance signs along with on-site signs, such as, well-marked directions, caution signs, parking signs, etc.

• **Library entrance and exit:** At the time of designing a library, care should be taken in securing all entry and exit points to the library. The best is to maintain a single entry point so that the library area could be secured properly and easily. As an additional security measure magnetic theft detection devices could be placed at these points which would an alarm on passing of unchecked library materials through these points.

• **Securing the windows:** Library windows could be secured by use of various security devices like locks, guards, grilles, bars, screens, and films. All windows of the library should be secured by fitting locks and these locks should not be easily accessible or manoeuvrable.

• **Protection of doors:** Security appliances like cylindrical and mortise locks, deadbolts, gates with iron rods, etc., secure the library doors so that no unwanted people can move in and out of the premises. A cylindrical lock is fitted into the knob of the door and a deadbolt lock provides additional protection by enhancing the metal support into the door jam. This system ensures the library’s security in absence of personnel, during closed hours of the library.

• **Electronic security:** Burglar alarms, electronic access control and video surveillance, e.g., CCTV cameras or CTv systems, are some electronic security devices which help maintain library security.

### Benefits of application of electronic security devices in libraries

• **Ultimate security:** Libraries are used by people of different ages throughout the day. CCTV cameras installed all across the library can be of great help for the safety of patrons while in the premises.

• **Prevention against stealing:** A library is an assemblage of valuable information material which needs to be guarded against theft. A video surveillance system is an excellent option in this regard.

• **Flexibility:** Video surveillance systems can be installed anywhere and thus can secure sensitive or hidden areas in the library.
- **Remote monitoring**: The footage covered by video surveillance cameras can be managed from anywhere through internet, thus they provide the ease of use from even places away from the library.

## Check Your Progress

10. Define a licence.
11. State any two challenges faced in the acquisition of print material.
12. Mention any two factors that can decrease the security threat to any library.

### 5.9 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. A comprehensive collection development policy should embrace the following factors:
   (a) Selection and acquisition of resources (conventional and non-conventional).
   (b) Type of evaluation of resources and the process employed to evaluate the available resources.
   (c) Method for storing and weeding out of resources from the collection.
   (d) Cooperative programme strategies.

2. Resources and their availability play an important role in the collection development policy of a library. When planning a collection development policy, it is critical to factor in the availability of resources, such as finance, infrastructural facilities including library space, furniture and equipment, and tie-ups with other libraries for resource sharing, and so on.

3. The trade journals are specifically published by a complete commercial organisation, which either acts like a self-publisher or provides information about different firms, which are involved in commercial activities. For example, Time, Tell, Ebony, etc.

4. The best examples of secondary sources of information are Bibliographies, treatises, monographs, indexes, textbooks, and some reference materials.

5. The facts usually included in an Almanac can be on weather, agriculture planting dates, tide tables including solar eclipses, marriage dates, sun rise and sun set timings, religious festivals, and other rituals of a society.

6. The main categories of non-print sources are:
   (a) Institutions or Organizations
   (b) Humans
   (c) Mass Media other than print media
   (d) Internet
7. The advantages of electronic materials over print media are:
   (a) Information can be updated easily
   (b) Latest information
   (c) Easily searchable

8. ALA or American Library Association provides guidelines to build a collection of material, which are evaluated according to particular standards.

9. One of the goals of libraries, with regards to selecting E-resources, is to provide an increasing array of tools for students and faculty members to display and manipulate recorded knowledge and information.

10. A licence is a contractual agreement between the rights’ holder and the library, which clearly defines the license grants and the rights of using the resources.

11. The challenges faced in the acquisition of print material are:
   (a) Irrelevancy of some documents with regards to the subjects of interest of the institution.
   (b) Difficulty in maintaining a separate collection as merging with the general collection is more helpful.

12. The two factors that can decrease the security threat to any library are as follows:
   (a) Authenticity
   (b) Site design

5.10 SUMMARY

- A collection development policy is the method or set of actions adopted by a library to develop a collection or stock. This policy may exist in the form of a document or as an unrecorded convention.

- Needless to say that a written collection development policy is more valuable as it becomes easy to review and update if the library needs to accommodate and adjust owing to the policy changes of the funding agencies or the parental organizations.

- The print sources of information such as books, periodicals, articles, dictionaries, newspapers, dissertations, guidebooks, directories, etc. are organized into basic and fundamental categories based on their information content.

- The non-print sources of information can be defined as those sources and resources of information that are not available in any printed paper document. The non-print source comprises formal and informal sources.
• For the selection of the resources, there should be some specific policies, with specific criteria and guidelines for the acquisition of those resources. These evaluating criteria should be relevant to the library’s objectives and philosophy.

• A set of rules and regulations govern the licensing of resources, which need to be accepted in principle by both the provider and acceptor. The provider and the beneficiary are expected to have a threadbare study of the terms and conditions, before agreeing in principle by putting signature on the document.

• The acquisition of information resources can sometimes be difficult due to many obstacles or barriers in their procurement. Such barriers can be observed in both print and non-print resources.

• In order to maintain the security of a library, it is important that all information bearing materials, may it be electronic or physical, are genuine an authentic.

5.11 KEY WORDS

• Censorship: The prohibition of production, distribution and circulation or sale of material considered to be objectionable on grounds of politics, religion, obscenity or blasphemy

• Consortia: An association of two or more individuals, companies, organizations or governments with the objective of participating in a common activity or pooling their resources for achieving a common goal

5.12 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions

1. State the advantages of collection development policy.
2. Write a short note on secondary sources of information.
3. What should be the important legal considerations of a library with regards to licensing?
4. What are the benefits of application of electronic security devices in libraries?

Long-Answer Questions

1. Describe the collection development policy in detail. Also, explain its guiding principles, and goals and objectives.
2. Discuss the different types of primary sources of information.
3. Evaluate the general criteria for different types of libraries.
4. Explain the considerations, which can decrease the security threat to any library.
5.13 FURTHER READINGS


UNIT 6 TYPES OF INFORMATION RESOURCES

6.0 INTRODUCTION

The two fundamental laws of library science express the idea of “Every book its Reader” and “Every reader his/her book”. Following the idea of useful resources for the users is an important task of a library. If a library needs to build better collection of resources, then it is again important to have better tools for selection of those resources. Building up a collection of resources in a library involves consultation with different types of tools, which supply valuable information on publications and information materials. Knowledge of these sources is essential for collection development in any type of library. The sources from where we get information are called information sources and that include printed documents, human resources, institutional publications as well as mass media. Information sources are significant for information organisations and information users.

6.1 OBJECTIVES

After going through this unit, you will be able to:

• Analyse the classification of documents in libraries
• Discuss the different types of selection tools in libraries
• Understand the importance of different types of selection tools in libraries

6.2 CLASSIFICATION OF DOCUMENTS

In a library with a small collection of books, it is easy to locate a particular book. In contrast, in a big library where the collection is substantial, finding a particular book is a daunting task. Classification is one of the ways to make it easy for users...
to search for books. The library can do a subject analysis of the thought content of each document and then arrange the documents according to these subjects.

According to Sayers library classification is ‘the arrangement of books on shelves, or description of them, in the manner which is most useful to those who read.’ This was according to the conditions in the fifties. Today, the role played by library classification schemes is much more enhanced than it was during Sayers time. The practice of organizing knowledge into a systematic order is referred to as faceted classification. Faceted schemes of classification can even be used to help classify and retrieve micro documents. It is the library’s responsibility to choose from the many classification schemes available and pick on one scheme that will be most suitable in its situation. While doing this exercise, one needs to keep in mind Ranganathan’s Fifth Law of Library Science ‘Library is a growing organism’. It is impractical to repeatedly change classification schemes as the entire cataloguing system will need to change. So, a library should continue to use a particular scheme of classification for as long as possible, once it is adopted. This means that right from the start the library should do a thorough review and select the most appropriate scheme of classification.

Sayers has summed it up quite well by saying that the expectation that we have from a scheme of classification is that it will work successfully as long as it is:

- Complete
- In a constant and identifiable order
- Stated in absolute detail
- Adaptable to any changes in thought and literature that is reflected by it
- Supported by a simple easy to understand document, which is itself flexible
- Having a comprehensive catalogue

The classification schemes popularly used by academic libraries in India are Dewey Decimal Classification, and Colon Classification Schemes with the former being the most used. The Dewey Decimal Classification scheme provides one significant advantage; it is kept up-to-date by issuing Dewey Classification Additions in between the new editions. Another advantage is the use of the DDC numbers obtained from the printed catalogue cards and ‘Cataloguing in Source Data’ that appear on the verso of the title page in Western publications. The Colon Classification Scheme does not provide these services. Universal Decimal Classification and Library of Congress Classification Schemes are used by a very few libraries in India.

**Types of information resources**

As we have already discussed in the previous unit 4, there are various types of information resources divided between print and non-print resources. The print
resources are further divided into primary, secondary, and tertiary resources, which include various kinds of information sources on different spectrum.

Check Your Progress

1. Under what conditions, will a scheme of classification work successfully?
2. What is Ranganathan’s fifth law of library science?

6.3 SELECTION TOOLS FOR PRINT MATERIAL

For any library, information resource development is of paramount importance. It plays an important role in the smooth functioning of libraries. However, information resource development depends upon the selection tools utilised by the libraries. The selection tools act as guides towards the relevant document. They provide latest information regarding any publication. In case of print material, following section emulate the selection tools.

Books

Books are the soul of the library. Selection of books is a very important task in the library. Thus, a library always depend on some tools, which is published by the commercial vendors, government, and other organisations. The tools for the book selection are given below:

I. General sources:

II. Book reviews:
   - Aslib Book List
   - Indian Book Chronicle
   - Library Review
   - New York Times Book Review
   - Books Abroad
   - British Book News

III. Bibliographies:
   - Indian Books in Print
   - Indian National Bibliography
   - Ulrich’s International Periodicals Directory
Types of Information Resources

- Bibliographic Index
- British National Bibliography

IV. Online book seller:
- D.K. Agencies, India http://www.dkagencies.com
- Khemraj Shrikrishandas, India http://www.khemraj.com
- Powell’s books http://www.Powells.com
- Flipkart.com
- Amazon.in

Periodicals and serials

Majority of peer reviewed international journals are published in many important subject areas in different countries of the world. India is one of the heavy importers of those important journals and huge amount of rupees by way of foreign exchange are spent on periodicals subscription. The examples of selection tools for periodicals are given below:

- *Science Citation Index*. Philadelphia: Institute for Scientific Information. Published bimonthly with annual cumulations. Also available at http://scientific.thomson.com/.
- *Index to Legal Periodicals*. N.Y.: Published for the American Association of Law Libraries by H. W. Wilson Co. Priced on a service basis. List of periodicals indexed in front of each issue gives full titles, along with information about frequency of publication, publisher’s complete address, and price.
- Morse, Lewis W. *Checklist of Anglo-American Legal Periodicals*. Dobbs Ferry, N.Y.: Glanvile Publishers. (Loose-leaf). Rs. 500 per set. $1250.00 annual subscription. Describes Anglo-American legal periodicals, with
dates of publication, number of issues, pagination, and other important notes.

- **New Serial Titles; A Union List of Serials Commencing Publication After December 31, 1959.** Washington: Library of Congress, Card Division. (Monthly and cumulations)

**Government publications**

Authoritative document published by government, is called government publication. Some of the important selection tools for government publication are given below, particularly Indian, British, and American.

- **The Indian National Bibliography lists government publications,** Monthly Catalogue. Controller of Publications. Delhi (Monthly). This catalogue provides information on the current publication of the Government of India. There is a time lag of four months between the issue of the publication and the catalogue.

- **Catalogue of Publications Division (Ministry of Information & Broadcasting, Government of India)**

Some of the important bibliographical tools helpful in the selection of British Government publications are:

- **Daily List Government Publications, cumulated monthly and issued as Monthly Catalogue Monthly Select List, Annual Catalogue, cumulations of the monthly lists; Consolidated List of Government Publications; Lists of Statutory Instruments brought out by Her Majesty’s Stationary Office (HMSO), the British Government publisher.**

- **The HMSO publications are also listed in the British National Bibliography and British Books in Print.**

As in the case of British Government publications, the selection tools for American Government publications follow a pattern and are issued with a regular frequency. Some of the more important selection tools are:


For the official documents of the United Nations Organisation and its agencies, the following selection tools may be of use:

- **United Nations Documents Index, 1951: Monthly. New York, UN and Specialised Agencies Library.**

- **Current United Nations Publications.**

- **United Nations Books in Print. Issued annually in English, French and Spanish, and updated with supplements.**
Although there are lists and catalogues disseminating bibliographical data on government publications, but as a class of publications it is not well organised. The flow of information about government publications in libraries is rather unsteady and irregular. Therefore, special efforts are required to know about them and select them.

**Reference Books**

Reference books are important tools for library reference service. Reference books also include bibliographical tools. They mostly deal with the tertiary sources of information. The following tools provide useful information and evaluation criteria on reference books published internationally.

**I. Almanacs:**

- *Canadian Almanac and Directory*. Toronto: Grey House. Published annually.

**II. Atlases:**

III. Biographies:
- India Who’s Who Hardcover – 2016 by Sabina Inderjit (Author) NFA Publications; Thirty

IV. Dictionaries:

V. Yearbooks:
- Whitaker’s Almanack. London: Stationery Office. Published annually.

Patents
Patents are an important source of information. Various primary and secondary journals publish information regarding current innovation in specific subject fields. Official gazetteers of patent offices of various countries are only sources of patent information. A few examples of sources of patent information are:
- Official Gazette of U.S. Patent Office
- Chemical Abstracts - Cites important patents granted in all countries pertaining to chemical industry
- Publication of Patent office, Government of India.

Standards and specifications
Standards and specifications are documents, which elaborate on how materials and products are manufactured, defined, and measured or tested. Those documents
are laid down with sets of conditions, which must be fulfilled. Examples of sources of information pertaining to standards are given below:

- Bureau of Indian Standard publication

Translations
Translation service is quite crucial in the present global world, where there is an ever increasing need for translation of articles and books from foreign languages into any other languages in any subjects including social science, natural sciences, and humanities. Therefore, various commercial and non-governmental organisations undertake translation projects for their clientele, which are:

- Technical Translations. Published by U.S Dept. of Commerce.
- Index Translation: International Bibliography of Translations. UNESCO.

Dissertations and theses
A lot of valuable information is contained in doctoral theses and other dissertations and is largely untapped, since much of it is not published. Those researches are extension of new knowledge in a particular subject. A few sources of information regarding dissertations and theses are given below:

- Dissertation Abstracts, University Microfilms.
- Directory of Graduate Research. American Chemical Society.

Check Your Progress
3. Why do selection tools hold importance in libraries?
4. List any two selection tools for American government publications.

6.4 SELECTION TOOLS FOR NON-PRINT MATERIAL

The production and distribution of non-print materials are a recent development, therefore not as well organised as in the case of print materials, particularly from the point of view of issuing selection aids. The major types of tools like microforms, audio-visuals, and machine readable form are produced and distributed by the United States and other developed countries, while developing countries like India are the importer. A constraint with these tools is that these materials can only be used with special equipment or other technological aid. Despite the constraint, no
library can afford to ignore these materials. Therefore, selection of these materials will have to be done very carefully. The different selection tools for non-print material are:

**Microforms**

Micropublishing is a retrospective publication, which is merely the reprinting of previously existing materials. Only back files of newspapers, periodicals, and out-of-print materials are available in microfilms. Some scientific journal publishers are experimenting with publishing their journals both in hard copy and microprint. Some of the guides to microforms that can be used as selection tools are:

- *Guide to microforms in print*, published by Meckler Publishing
- *National Registrar of Microforms Masters* published by the Library of Congress.

Both of the above titles are international in scope; cover commercial sources and non-commercial supplies, which are those produced by different libraries and historical associations. Besides this, major producers of microforms publish extensive lists of catalogues of their products. Libraries interested in the selection and acquisition of microforms can keep the file of these catalogues, by collecting them directly from the producers.

**Audio-Visual materials**

The audio visual materials have become an important tool for teaching and learning. Today's modern library also contain a separate audio-visual library. Audio visuals are the primary tool of education, covering a wide area of education. These publications are useful to all types of libraries, as they are constantly revised and updated. Some of the basic publications are:

- Limbacher, IL: Feature Films on 8 mm, 16 mm and Video tape Edn. 8 New York R.R. Bowker, 1985.
- *The Media Digest of the National Film and Video Centre of the U.S.* is the best. Source for locating reviews on audio visuals in all forms.

**Computer-based materials**

Computer-based materials are the most important source for today's research and studies. The resources consist of electronic journals, online databases,
Types of Information Resources

Types of Information Resources

NOTES

Self-Instructional Material

bibliographic databases, electronic books, etc. It is a new innovation and breaks many barriers. It has become very popular in modern libraries of all types, specifically computerised bibliographic databases, electronic journals, and electronics books. Marketing of these products to libraries is accomplished largely by advertising these products at library and information science meetings, conferences, symposium, product review, talk, etc. This is an expanding industry of increasing importance to libraries. Sources that provide these databases are:

- **Computer-Readable Databases. A Directory and Data Source-Book**
  Chicago, American Library Association, 1979-Irregular.

- **Database Directory. While Plains,**

Check Your Progress

5. What is the constraint of using selection tools for non-print material?

6. Define Micropublishing.

6.5 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. A scheme of classification will work successfully as long as it is:
   (a) Complete
   (b) In a constant and identifiable order
   (c) Stated in absolute detail
   (d) Adaptable to any changes in thought and literature that is reflected by it
   (e) Supported by a simple easy to understand document, which is itself flexible
   (f) Having a comprehensive catalogue

2. Ranganathan’s fifth law of library science is ‘Library is a growing organism’.

3. Selection tools hold importance in libraries because information resource development depends upon the selection tools utilised by the libraries. The selection tools act as guides towards the relevant document. They provide latest information regarding any publication.

4. The selection tools for American government publications are:
5. The constraint of using selection tools for non-print material is that these materials can only be used with special equipment or other technological aid.

6. Micropublishing is a retrospective publication, which is merely the reprinting of previously existing materials.

### 6.6 SUMMARY

- In a library with a small collection of books, it is easy to locate a particular book. In contrast, in a big library where the collection is substantial, finding a particular book is a daunting task.
- Classification is one of the ways to make it easy for users to search for books. The library can do a subject analysis of the thought content of each document and then arrange the documents according to these subjects.
- The selection tools act as guides towards the relevant document. They provide latest information regarding any publication.
- The production and distribution of non-print materials are a recent development, therefore not as well organised as in the case of print materials, particularly from the point of view of issuing selection aids.
- The major types of tools like microforms, audio-visuals, and machine readable form are produced and distributed by the United States and other developed countries, while developing countries like India are the importer.

### 6.7 KEY WORDS

- **Electronic Journals**: A periodical publication which is published in electronic format, usually on the Internet
- **Symposium**: A conference or meeting to discuss a particular subject

### 6.8 SELF ASSESSMENT QUESTIONS AND EXERCISES

**Short-Answer Questions**

1. Emulate the examples of selection tools for periodicals.
2. Write a short note on selection tools for audio-visual material.

**Long-Answer Questions**

1. Discuss various tools utilized in the book selection.
2. Describe various selection tools for non-print material.
6.9 FURTHER READINGS


UNIT 7  ACQUISITION

Structure
7.0 Introduction
7.1 Objectives
7.2 Acquisition: Procurement
  7.2.1 Purchases
  7.2.2 Gifts
  7.2.3 Exchanges
  7.2.4 Legal Deposit
7.3 Book Selection
  7.3.1 General Principles and Ideals
  7.3.2 Criteria for Selection
  7.3.3 Selection Policy: Issues to be Considered
7.4 Ordering and Accessioning
  7.4.1 Ordering Procedure
  7.4.2 Accessioning Work
7.5 Circulation
  7.5.1 Charging and Discharging System
7.6 Answers to Check Your Progress Questions
7.7 Summary
7.8 Key Words
7.9 Self Assessment Questions and Exercises
7.10 Further Readings

7.0 INTRODUCTION

Acquisition can happen in ways other than purchase. Referring to Harrod’s Librarian’s Glossary, acquisition is defined as the process of obtaining books and other documents for a library, documentation centre or archive.

Gelfand observes, acquisition programme ‘is a plan for carrying out the objectives of the library with respect to the development of collection. It should be a long-range plan, flexible in nature and subject to periodic review and revision’. The programme should have the approval and support of the authority and should be initiated for a period of five years or more with budget support. Since the programme needs active support and co-operation of the faculties and library staff it should be widely publicised’.

Gelfand quotes Wilson and Swank who describe the acquisition as ‘the continuous systematic analysis of weak spots in the book collection through the checking of bibliographies against the library’s holdings, the submission to the faculty lists of materials not owned, the rating by the faculty and library staff of these titles, and finally the preparation of want or desire data lists’. The order department takes action on the list and begins the process of procurement.
7.1 OBJECTIVES

After going through this unit, you will be able to:

- Analyse the acquisition process in libraries
- Discuss the ordering of different materials in libraries
- Understand the process of accessioning

7.2 ACQUISITION: PROCUREMENT

There are several ways by which materials are acquired by a library—a direct purchase, a gift from someone, in exchange or because of legal or statutory obligation. Material that is acquired should match with the objectives of the library, whether it is purchased or gifted or otherwise. Libraries that are legal deposit libraries like the National Library will receive the documents governed under the statutory provisions. Even when a library receives gifts or goes in for exchanges, the material received should meet the requirements of the library and acceptance of such materials should be on the basis of these objectives only. ‘Inappropriate materials, even if free, are ultimately expensive. Like purchases they require clerical work in the order department, cataloguing and processing and shelf space’.

7.2.1 Purchases

In purchases also, there are several ways in which procurement of books can happen. A library may purchase material directly from a publisher. A library may do a purchase through their distributor. A library may even do a purchase through a local bookseller. In most cases, publishers do not prefer to sell directly to the library. Some societies, associations and learned institutions again do not prefer to sell directly but route their sales through distributors. Those societies, associations and learned institutions who do sell do not provide for any discounts or they may include incidental cost, such as packing, postage, and so on,

Local booksellers provide some advantages to a library over distributors. One is the opportunity to physically review the book before actual purchase. A library may even request for a book to be supplied ‘on approval basis’. Another advantage is that when the supply is delayed, a library needs to send local reminders only. In addition, getting replacement against defective materials will be easy.

On the contrary, a local bookseller may not have the capacity to manage the variety of requirements over the several disciplines of the university. Further, a local bookseller may try to take undue advantage of proximity to people who can influence the purchase process. A local bookseller may want to sell unrelated and
unwanted books for which he may try to manipulate faculty, committee members and others to pressurize the library.

A library may get into an arrangement with a sole agent for a defined period (around 2 or 3 years). However, larger libraries may not want to be dependent on a single supplier as it may impact their procurement process. The sole agent may tailor his supplies based on his profit margin and refuse orders where the profit is low. A sole agent may also avoid orders where the titles are difficult to procure.

A panel of suppliers would be a good option to depend on. Organize a panel of suppliers and define the terms and conditions of supply. This gives the librarian the advantage of placing orders on suppliers who are in a position to supply the materials required. So, the orders will be based on the areas of specialization of the supplier. Periodic review (say once in three years) may be initiated to renew or revise the panel.

Procurement of materials, such as annuals, series, multi-volume books and serials that are published over a period of time can be treated differently. A library may prefer to appoint a standing vendor who will supply the materials throughout the term of the agreement. Standing orders can also be placed directly with the publishers. In fact, a library should opt for this option if available.

Acquiring foreign publications is another challenge for the librarian. The foremost is availability of foreign exchange. This is compounded by customs restrictions and import regulations. Getting foreign publications through local suppliers will mean payment can be made in local currency. On the other hand, it will also mean putting up with delays in supply and high costs.

For foreign books, the best option would be purchasing directly through foreign agents. The library should select a reliable dealer in each of the major publishing centres. There are several international book-dealers, who are capable of providing a wide range of current and retrospective materials, subscription to journals, shipping and other services. The Publishers’ International Year Book provides a list of international book-dealers...

7.2.2 Gifts

As mentioned earlier, gifts are another way of procuring documents. An individual’s private collection or a donation of a few books is considered as gifts. A library may appeal to the public or approach individuals and request for donations of books, manuscripts, back issues of periodicals, and so on. When appealing for
donations, the library must be very specific in its request. It cannot be a general request, unless it is a public library. To reiterate, inappropriate materials should not be acquired, free or otherwise.

There are exceptional cases, where the personal collections of great personalities may be offered to a library and it may have to accept the entire collection. These collections are treated as special collections and located separately as one distinct collection.

7.2.3 Exchanges

Exchange of publications is something that is preferred by research libraries, libraries of universities and institutions of higher learning. They would prefer to exchange publications of their centres with similar organizations. The rationale behind this is that scientific and technical reports, dissertations and project studies that these libraries procure are published in limited numbers. It may not be possible to source them from any dealer or bookseller as they are not for sale or general distribution. Exchange is the only route that these libraries can take to procure these documents. Point to note is that exchange works both ways. A parent organization must be in a position to give something from its own publications to be able to request for materials through an exchange.

7.2.4 Legal Deposit

All books and documents (books, periodicals and other print materials) published within a country should be provided to the national library of that country. This copy will be free of charge and will come under the statutory provisions. In India this is covered under the provisions of Delivery of Books Act, 1954 and its subsequent amendment in 1956. This Act requires, as a legal obligation, that all books and periodicals published in India are to be sent to the National Library, Calcutta and three other libraries at Delhi, Bombay and Madras.

International organizations, such as UNO, UNESCO, ILO, FAO, and so on, may also prefer to send a free copy of their publications to a library as a depository library. In such cases, the library may not be able and/or allowed to further scrutinise the materials to be received.

Check Your Progress

1. Define acquisition according to Harrod's Librarian's Glossary.
2. Why is exchange of publications preferred by research libraries, libraries of universities and institutions of higher learning?
7.3 BOOK SELECTION

Referring to University libraries, Ndegwa says ‘Selection for a university library collection includes not only books and periodicals but also other print materials such as newspapers, pamphlets and maps. In most cases, it also includes at least some non-print media such as microforms, tapes, audio-cassettes, video-cassettes and so on’.

When we talk of levels of selection, it means that other than different types of documents that are needed in an academic library, we should also look at different levels of selection. In other words, the level at which the documents are to be selected. The American Library Association’s Guidelines, in their section for formulation of collection development policies concedes that there are five main levels:

- **Comprehensive level:** This is the ‘Special collections’ level where the intent is to be exhaustive. This level would include all significant works.

- **Research level:** This level targets materials required for post graduate and independent research. It includes all major source materials, important reference works, specialised monographs, extensive compilation of journals and the main indexing and abstracting services in the subject.

- **Study level:** This level addresses the needs of undergraduate and graduate course work and for continued work but at a lesser level compared to that of the research level. This level is expected to provide adequate materials, such as the basic monographs by important writers, a selection of works by secondary writers and a representative selection of journals in the field.

- **Basic level:** In the basic level the subject is identified by the documents with a clear indication that further information can be made available from other sources. The documents would include major dictionaries and encyclopaedias, selected important monographs and bibliographies and a few major periodicals.

- **Minimal level:** At this level the library will acquire the absolute basic reference tools only and nothing beyond that. The subject in question will not be a part of the scope of the library.

7.3.1 General Principles and Ideals

Right from the time libraries began functioning as service institutions, document selection policies have been in place. The constraints that a library needs to work
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Acquisition

within have prompted the creation of such policies. It has been mostly found that all documents are not useful to a particular library. The goals of a library also play a big role in defining the selection of documents. Finally, finance is an obstacle where a useful document is needed but the cost of acquisition is so high that the library cannot afford it.

Document selection policies are mostly spelled out in the form of some general standard. Francis K. W. Drury has articulated some principles of book selection. One principle is, allocate the library funds such that you can procure high quality books for the greatest number of people. Another principle is any book that the library can use with advantage should be procured. Further he says, define a selection policy and adhere to it until it is no longer effective. Finally, select books that symbolize any endeavour aiming at human advancement, material, mental or moral. Let us also look at ideals for book selection as suggested by Ranganathan. Selection must be made once inspection and perusal of the material is done and this must be done in every case when it is possible. It is important to maintain unwavering integrity and strength of character in the discharge of duties associated with the selection of books and potential want assessing of users, without being influenced by a desire to please the people on the Library Committee. The responsibility for the selection of books must be held jointly by the teaching staff and the library staff. The guiding factor for book selection for both the teaching and library staff should be the probability of getting readers for the selected books. There should be no vitiation of book selection due to the considerations of privilege; save the time of the staff by eliminating time lag in book selection. For the elimination of time lag the selection of books, with required circumspection, can be done with advance announcement of books by publishers of repute. Selection must not be light heated or hasty, and rejection must not be easily or quickly done. As it is advised, it is better to have erred on the side of selection rather than having done so on the side of rejection.

7.3.2 Criteria for Selection

Having looked at the general principles, let us now look at acquiring different types of documents. The selection and acquisition of different types of documents require distinct approaches due to the issues that need to be addressed.

Selection of Books

Books are still a predominant source of information. Despite the increasing use of electronic media and digital recording of information, books are still being published in large volumes. A major part of the collection in any library still consists of books. However, looking at it from a quality and content view point, there will be many documents that may not provide pertinent or useful information. So, careful
consideration must be given and principles followed to the selection of books, reference works and non-book materials. In this context Sreepathi Naidu has stated the following principles:

- **Books**: When selecting books, the principles to be followed include: authoritativeness of author and publisher; significance of subject matter; accuracy of information; library value or artistic quality; importance to total collection; current and/or permanent values; scarcity of material on the subject; relationship to other materials in the collection; price; and format. Certain categories of books that require precise evaluation principles to be applied may necessitate a slight variation in the criteria.

- **Reference Works**: Selection criteria for reference works, as suggested by Sreepathy Naidu are: authority of the author, his credentials, biases and his previous work; scope of the work, its breadthness of the topics or narrowness and limitations in the range of subject; treatment of the subject; arrangement; format; indexing and bibliographical value; and comparison with similar reference tools and whether it complements the existing collection.

- **Textbooks**: Selection of textbooks will be based on: applicability to course of study; vocabulary; table of contents; index; appendix; glossary; graphics; clearly stated objectives; organization of information; chapter arrangements; chapter summaries; supplementary material; physical quality, durability of binding, quality of paper, and so on.

- **Fiction**: Selection of fiction will be on the basis of: popularity of the author; style of the work; nature of the theme introduced; setting of the events; characters; and reviewer’s views.

- **Non-Fiction**: For non-fiction suggested principles to be observed would include: accuracy and author’s credentials; scope and authenticity of the book; quality of graphics when technical data is dealt; and bibliography at the end of the chapters.

**Selection of Non-Book Materials**

Books and periodicals are the standard source of materials for any collection and libraries and librarians are familiar with this form of media as well as problems related to their selection and acquisition. Still, there are some general principles of selection that have been developed. For selection of non-book materials, the suggested criteria are as follows:

- **Authenticity**: ‘Accurate facts; facts impartially presented; up-to-date information; other acceptable works of producer’;
Acquisition

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7.3.3 Selection Policy: Issues to be considered

Finally, we come to the selection policy and the issues to be considered. As we saw earlier, a library has to define its policy with respect to the selection of materials. Again, earlier some general principles that are applicable to all libraries were discussed. On an individual level, each library has to decide on several key issues that will ultimately become its selection policy.

Some of the issues identified and discussed by Gelfand are as follows:

- **Instructions Vs Research**
  
  Academic libraries and more specifically university libraries have two main functions—instruction and research. According to Gelfand, ‘most university libraries tend to place the needs of instruction before those of research in selecting books. But there should be no sharp lines of separation between the two needs in a university library.’ However, where a college library is...
concerned, the focus in most probability has to be on instruction instead of research.

The institution would have some plans on teaching and research. The details of the present and the future plans should be clearly formulated by the institution in the form of an official policy statement. The library may require to consult and take the advice from relevant academic sectors.

- **Foreign Books**
  If research and higher learning were to be the objectives of a university, it will have to acquire major works in principal modern languages, notwithstanding the expense or time requirement. Materials for each subject of the institution's interest must be selected and acquired without considering the language it is written in.

- **Current Vs Older Materials**
  For an institute with restricted graduate courses, associated academic library may have a preference for current materials over older materials. However, ‘current publications are not easy to obtain by countries which are distant from the principal centres of the book trade, but out-of-print books and sets of journals — the two forms of ‘older’ materials — are even more difficult to acquire. Co-operative acquisitions and inter library loans can provide a solution to the needs of older materials’.

- **Research Materials**
  The parent organization initiates/sponsors research programmes. This can be used as the basis for acquiring research materials that will be useful and relevant to the research studies.

- **Text Books**
  There is always pressure for multiple copies of textbooks. Gelfand suggests that the library should tactfully avoid such pressure ‘since a diversion of substantial funds to this purpose will result in reduction in subject coverage, which will be harmful to teaching and research and therefore shall not be to the best interests of students and faculty. It is more appropriate for the university or the government, or perhaps for outside agencies to assist students’ with their document needs.

  The UGC introduced a scheme known as ‘Book Bank Scheme’. The purpose of this scheme was to help students from a weaker background. The book bank was provided with multiple copies of useful textbooks to be given as loan to these students. In addition, many university libraries and public libraries have provision for a separate textbook section.
• **Popular Books**
  According to Gelfand 'libraries with insufficient funds for the purchase of basic required materials are hardly likely to spend appreciable amounts for popular and non-fiction books. They will tend to rely on neighbouring public libraries for these. In situations where the students do not have access to good public libraries, however, university library may find it desirable to form a small collection of popular materials'.

• **Rare Books and Manuscripts**
  Extreme caution should be extended when purchasing rare books and manuscripts. 'They are likely to be expensive, and unless they contribute directly to a course of study it is highly doubtful whether the small university library should acquire them'. However, libraries must go ahead and acquire rare books and manuscripts that are of specific local or national interest.

• **Materials in Micro Facsimile and Related Forms**
  Electronics has been of immense benefit for libraries. Devices, such as microforms are used to store many useful documents that may be out of print but of great value for research. 'Sets of major scholarly journals, long runs of important newspapers, dissertations, government and international agency documents, manuscript collections and long out-of-print monographic literature may now be acquired in microform. In many instances the producers of microforms are also able to supply fill-size paper reproductions. An increasing number of current publications are also available in microform. In general, it is best to acquire in microform the types of materials that are likely to be used for research by a few individuals rather than for general reading by many'.

**Who Selects the Documents?**

The question arises as to who is the person who will select the documents for acquisitions. The normal answer to this question would be the librarian as he/she is the senior-most person in the team. Then again, users feel otherwise. In their view, a librarian may be highly qualified but cannot be a specialist in all the fields. The librarian may not be able to correctly decide what documents would be really useful to the users.

Hingwe quotes some of the opinions in this context. The UGC (Britain) Committee on libraries mentions — 'the individual scholar can therefore, contribute much to book selection; but reliance on his judgment is not enough, there must also be continuity in policy and bibliographical expertise of a more general kind.' George M. Jenks says, ‘the question who selects the books is a touchy problem when the faculty feels that any delegation of book selection to a librarian is a loss
of status and/or admission that he/she is not competent to select materials in his/her field. The only way to resolve this problem is to have librarians who are competent and can work with departments.

Wilson and Tauber observed ‘the programme that will prove best will invoke all members of the university community, including faculty, library staff, students, and special organizations of alumni and friends’.

The UGC (India) Library Committee recommended ‘the authority concerned should provide a panel of experts in different subject to help the librarian in making the final selection of reading and kindred materials’.

Highwe says ‘in respect of book selection practices in the Indian Universities it is observed that majority of them favour book selection as a joint venture of the faculty and the library. Some librarians have frankly admitted that the faculty is more competent to make effective book selection. Majority of the librarians have frankly admitted that it would not be possible for them to do justice to the task of book selection unless subject specialists are appointed in libraries to undertake the responsibility of book selection’.

There have been cases where a library committee or sub-committee has taken up the task of selecting the library materials. But, this may require considerable time and the committee may become unmanageable. Perhaps, the best solution would be to give the responsibility to the librarian with active support from subject matter experts from all the different disciplines.

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Check Your Progress

3. List any two principles regarding book selection as expressed by Francis K. W. Drury.

4. What is the thought of George M. Jenks, with regards to a person responsible for the selection of material?

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7.4 ORDERING AND ACCESSIONING

The ordering procedure depends upon the internal structure of the library system. It is a part of the acquisition section. Before understanding the ordering procedure, we need to understand the role of acquisition section. The below listed functions are the basic responsibilities of the acquisition section of a library:

- The acquisitions section is responsible for ordering and receiving approval plan and book orders initiated and funded by the library. Materials may include print as well as non-print materials.
- In the process of ordering, an individual order is an important factor.
Some of the specific functions are:

- Receiving library materials consist of ordering, receiving, and claiming resources for the library collections.

- Processing of book order requests includes verification of bibliographical information and selection of vendor.

- Receiving new library resources including processing all bills on time and rechecking the physical condition of new material.

- Claiming library material, which is not received from vendors.

- Calculating accurate financial specification annually or as required to facilitate the expenditure of library funds and estimate fund commitments for next fiscal years.

- Seamless coordination with the resource manager as required for resolving questions.

- Acknowledging and processing the gifted library materials to allow the resource manager to make decisions about the disposition of those library materials and implement all those decisions.

- Maintaining the current information resources or tools for accurate acquisition of library resources.

- Effective and efficient record-keeping, including establishing and maintaining accounts expertly.

With regards to acquisition by purchase, a number of methods are followed by libraries. They are:

- Tender system

- Quotation method

- Direct ordering with publishers

- Standing orders

- Dealer Library Plan (DLP)

- Standing order

- Books-on-approval

7.4.1 Ordering Procedure

After selection of the relevant library materials through the library committee, the selection list will be prepared for the ordering. The ordering procedure can be determined in three different stages:

- Pre-ordering routine

- Order placing routine

- Receiving of supply
I. **Pre-Order Work**: Pre-order work includes various jobs connected with:
- Invitation of sealed tenders or quotations
- Studying and tabulating the quotations accurately
- Finding out lowest rates and selecting suitable lowest rated vendors
- Signing the agreement with the vendors

II. **Order placing routine**: Order placing routine job consists of the following job items:
- Tallying the list of the documents required by the library
- Elimination of documents, which are not on list, through scrutiny
- Sorting and verification
- Estimation of the cost of the documents
- Final listing of documents
- Passing the list
- Filing the list of documents

III. **Receiving of supply**: Receiving work includes jobs like
- Receiving the delivery
- Carefully tallying the documents received along with the list of documents order
- Carefully checking the physical condition of the documents
- Reviewing the ISBN Number and its accuracy
- Reviewing the printing of pages and its symmetry
- Approving and sending for accession

7.4.2 **Accessioning Work**

The Accession register is the official stock record of a library. It is a bound register consisting of essential fields, along with the description or short bibliography of reading materials. This data provides complete information of each book/periodical purchased by the library. A general practice of libraries on accession is to have a single register, in which, all types of documents whether purchased, received as gift, or on exchange is entered. But some libraries are using separate accession registers for gifted documents. When a book is withdrawn, then the corresponding accession slip is withdrawn or the note regarding withdrawal is written in the accession register. When a user loses a book, then with the help of details given in the accession register, that user can be asked either to make payment or replace the copy of the book. The accessioning job normally includes the following routine activities in any given library:
1. **Receiving the documents and bills:** Documents are physically received, along with triplicate bills from the vendors. One bill is kept for the vendors, while the other two are for library purpose.

2. **Checking the documents:** After receiving the books, library staff need to check for missing page, binding condition, and for any such issues.

3. **Arranging the bills in parallel sequence to the documents:** The books should be arranged in the sequence, in which, their order has been placed to the vendor.

4. **Verification of vendor bills:** The bill should be verified with regards to books received and the amount, which is to be paid. The order slip with the bill and books should be submitted to the accessioning section. If books are not received on time, a reminder can be sent to the vendors.

5. **Accessioning of Documents:** The accessioning involves the following activities:
   
   (a) **Enlisting details in the accession register:** The accession register is one of the most authentic register of the library. The process of accessioning and the document details are entered in the accession register. Date wise enlisting is mandatory. Purchased documents are entered in the order of their bill’s date.

   (b) **Entering accession number in the document:** Accession number is recorded at the back of the title page and on secret page of the document.

   (c) **Certifying the bills:** Accession number is written against the respective enlisted items in the bill for purchased book, which is provided by the vendors. After entering all the items a rubber stamp is stamped for the certification by a library.

6. **Transmitting books:** After accessing document, the document is sent to the technical department for classification, cataloguing, and other processing activities like pasting of book slip, library logo with instruction, spine level, etc.

7. **Transmitting bills:** The vendors’ bills are presented to the accounts department, which are passed for the payment.

### 7.5 CIRCULATION

As we have already discussed in Unit 4, circulation is one of the most important services of modern libraries. It allows its users to issue library books and satisfy their reading interest. Reading habit is not restricted to the library only, some people are used to reading at their home in casual way. Hence, the library has the mechanism
to lend books and other library resources to its member for a certain period of time. This process is known as circulation.

7.5.1 Charging and Discharging System

Charging system refers to a system followed by a library to loan a book to its users and receive them on or before its due date. The charging and discharging transactions involve routines, which should be systematically followed. The circulation desk is the specific section of a library, at which loan transaction take place. If any of the steps in the circulation process is skipped, the library could be at disadvantage. Charging system may include Browne System, Newark System, multiple slip system, and the computer system.

Check Your Progress
5. List the methods followed by libraries, with regards to acquisition by purchase.
6. Mention any three activities, which are part of the accession department.
7. What are the different charging system?

7.6 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. Referring to Harrod’s Librarian’s Glossary, acquisition is defined as the process of obtaining books and other documents for a library, documentation centre or archive.

2. The exchange of publications is preferred by research libraries, libraries of universities, and institutions of higher learning because scientific and technical reports, dissertations, and project studies that these libraries procure are published in limited numbers. It may not be possible to source them from any dealer or bookseller as they are not for sale or general distribution. Exchange is the only route that these libraries can take to procure these documents.

3. Francis K.W. Drury has articulated some principles of book selection. One principle is, allocate the library funds such that you can procure high quality books for the greatest number of people. Another principle is any book that the library can use with advantage should be procured.

4. According to George M. Jenks, ‘the question who selects the books is a touchy problem when the faculty feels that any delegation of book selection to a librarian is a loss of status and/or admission that he/she is not competent to select materials in his/her field. The only way to resolve this problem is to have librarians who are competent and can work with departments’.
5. The methods followed by libraries, with regards to acquisition by purchase are:
   (a) Tender system
   (b) Quotation method
   (c) Direct ordering with publishers
   (d) Standing vendor method
   (e) Dealer Library Plan (DLP)
   (f) Standing order
   (g) Books-on-approval

6. The activities, which are part of accession department are:
   (a) Receiving the documents and bills: Documents are physically received, along with triplicate bills from the vendors. One bill is kept for the vendors, while the other two are for library purpose.
   (b) Checking the documents: After receiving the books, library staff need to check for missing page, binding condition, and for any such issues.
   (c) Arranging the bills in parallel sequence to the documents: The books should be arranged in the sequence, in which, their order has been placed to the vendor.

7. The different charging system include Browne System, Newark System, multiple slip system, and the computer system.

7.7 SUMMARY

- Acquisition can happen in ways other than purchase. Referring to Harrod’s Librarian’s Glossary, acquisition is defined as the process of obtaining books and other documents for a library, documentation centre or archive.
- There are several ways by which materials are acquired by a library—a direct purchase, a gift from someone, in exchange or because of legal or statutory obligation. Material that is acquired should match with the objectives of the library, whether it is purchased, gifted or otherwise.
- When we talk of levels of selection, it means that other than different types of documents that are needed in an academic library, we should also look at different levels of selection.
- The selection and acquisition of different types of documents require distinct approaches due to the issues, which need to be addressed.
On an individual level, each library has to decide on several key issues that will ultimately become its selection policy. After selection of the relevant library materials through the library committee, the selection list will be prepared for the ordering.

- The Accession register is the official stock record of a library. It is a bound register consisting of essential fields, along with the description or short bibliography of reading materials. This data provides complete information of each book/periodical purchased by the library.

- Circulation is one of the most important services of modern libraries. It allows its users to issue library books and satisfy their reading interest.

### 7.8 KEY WORDS

- **Statutory Obligations**: Obligations that do not arise out of a contract, but are imposed by law.

- **Standing Orders**: Open or automatic orders for all titles that fit a particular category or subject. When a library knows that it will want everything published in a particular series.

### 7.9 SELF ASSESSMENT QUESTIONS AND EXERCISES

**Short-Answer Questions**

1. Write a short note on legal deposits.
2. State the main levels admitted by the American Library Association’s Guidelines, in their section for formulation of collection development policies.
3. Write a short note on accession register.

**Long-Answer Questions**

1. Describe how materials are acquired by a library through purchase.
2. Discuss the issues identified by Gelfand with regards to selection policy.
3. Explain the ordering procedure in detail.

### 7.10 FURTHER READINGS


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## UNIT 8  LIBRARY BUILDING SPACE

### Structure

- 8.0 Introduction
- 8.1 Objectives
- 8.2 Building and Space Management of Library and Information Centres
  - 8.2.1 Doctrines of Library Space Design and Management
- 8.3 Library Building and Safety Issues
  - 8.3.1 Basic Principles of Library
- 8.4 Library Equipment and Furniture
  - 8.4.1 Differently-Abled People
- 8.5 Library Standards: Indian and International
  - 8.5.1 Library Standards for Different Libraries
- 8.6 Answers to Check Your Progress Questions
- 8.7 Summary
- 8.8 Key Words
- 8.9 Self Assessment Questions and Exercises
- 8.10 Further Readings

### 8.0 INTRODUCTION

The most ancient university, Takshila, is the largest library system with an efficiently designed library building. During the past one hundred years, the development of the library building has changed aesthetically in its appearance, structure, and equipment. Some library buildings are immensely complex, varied, and sophisticated. As the library materials and services are changing, the buildings are also changing.

### 8.1 OBJECTIVES

After going through this unit, you will be able to:

- Analyse the building and space management of libraries
- Discuss the safety issues and standards
- Understand the equipment and furniture in libraries
8.2 BUILDING AND SPACE MANAGEMENT OF LIBRARY AND INFORMATION CENTRES

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A good library building is expected to offer flexible space for learning and customary rooms for reading which inspire erudition and learning. In the modern era, there is a complete change in the information house as there is a movement from print to electronic resources. A traditional library is being replaced by the concept of a virtual library. The new system of learning is virtual, disseminated, problem solving, pupil-oriented, hence there is a need to reshape library services in order to have the desired effect. Seeing these developmental changes many questions occur to the mind which need to be pondered upon by librarians and information patrons to answer. For instance, Is there still a need of physical libraries in the present age where information can be accessed electronically and is available at a click? What lies hidden in this revolutionary change with regard to the creation and design of the library space? The model change in information resources from print to electronic and a shift from manual services to electronics, demands a serious scrutiny of the notions, ideologies and structures of library space and building infrastructure.

8.2.1 Doctrines of Library Space Design and Management

Space is an extremely imperative conception in designing and planning libraries as a place. The three basic elements that need to be considered and connected in provision and maintenance of library are role, usability and appeal. So, in order to make sure that any building works well, these elements must be incorporated in different degrees. To make any space achieve its aim, whether in a library, office or home, it is essential to comprehend how people feel about that space and how they carry on with their work in that space. This psychological data helps in providing or rearranging space in order to make that space work better for people and people work better within that space. Consequently, there is need of a proper body of people to ascertain the physical requirements of a good library. Cohen and Cohen (1979) wrote that the interior design aspect such as furniture and equipment layouts, people and material traffic patterns, workflow, lighting, acoustics, and even colour affect how users and staff work in the library. Inner design of a library building and its management regulate, significantly, the degree of approachability of materials and attentiveness of users of the library. A noiseless and adequately lit space makes it easy for people to muse in the library in comparison to a continuously noisy and poorly lit place.

The following elements frame the mandatory prerequisites of a good library space:

- Enough room for library material and further expansion or accumulation of collections.
- The library must be comfortable or socially usable for patrons as well as members of staff.
Patrons of the library must find it inviting and appealing and there must be enough space for the staff to move about and do their job.

The library should have an aesthetic appeal.

A library housed in an ugly and ill kept building will only repel people from entering. The librarian and other library staff must organize the library in an appealing fashion so that it attracts maximum patronage.

**Principles of a Good Library Building**

A modern day library must function on these principles: openness, multifunctional, flexibility and artistry. Sinclair (2007) gave out five guiding principles to a successful library: open, free, comfortable, inspiring and practical.

1. **Openness**

A library must have the capability to provide free, appropriate and quick services to its patrons. So, a library building’s design must take into consideration the efficacy of space and place. The modern librarianship, in contrast to the old closed access has shifted to open access. Reading areas in the library should be provided easily seen and accessible having open piles with large space.

2. **Multifunctional**

A good library building must have the capability to provide multiple functions in association with recent improvements in formats of documents, reading techniques, document delivery methods and the varied library activities. It must offer assortment of informational materials for instance printed books, audio-visual resources, electronic alternatives and internet services. There must be enough space to house these materials and also provide an excellent study, teaching, learning and research environment for several groups of library patrons.

3. **Flexibility**

The building of a library must be designed in such a manner that it is able to accommodate any future changes in the structure and services of the library. The institution of modern information technology has initiated restructuring of library facilities and organization into the traditional library form. In order to fulfill this present-day advance in the library information systems and reader services, the newly constructed library buildings adopt the principles of flexibility.

4. **Artistry**

Aesthetic appeal is a significant feature of a library building. Nothing much can be done to the poorly constructed libraries but during the construction of a new library building attention should be paid to the beauty of the place as much as it is given to the representation of knowledge and culture. There should be a balanced combination of such features as outer appearance, inner layout, creative design and natural surroundings.
8.3 LIBRARY BUILDING AND SAFETY ISSUES

Gradually, the library building has taken importance in terms of the design and structure. No longer is the building seen with an indifferent attitude, but as a factor playing an important role in the efficiency of a library. The following steps can be adopted when designing a library building:

- Pre-planning
- Planning Phase
- Talking to the library users
- Visiting other libraries
- Hiring a library building consultant
- Appointing a library design committee
- Carefully interviewing architects
- Focusing on function
- Paying attention to the latest code requirements
- Planning for growth
- Documenting every step in the designing process
- Participating fully in any ‘value engineering’ discussions

Safety is an important factor in all types of libraries, though the most pressing issues regarding safety are ever-evolving. There are a number of standards to cover the safety of users, employees, and property of the library. Many libraries, in modern times, are establishing the standard guides with in-depth information related to safety and security.

8.3.1 Basic Principles of Library

The basic principles of a library with regards to its design and safety issues are emulated below:

1. **Flexible**: The library building should be flexible in terms of space. Sometimes a library needs to change its interior, the service area or circulation area, or stack area. The library building should be able to carry the load of stack, which will constantly change. Thus, the design of the library should be such that if any changes in library function take place in future, it will allow the required change, without carrying out major structural operations.
II. **Air-conditioning, lighting and noise:** Uniform standards of lighting, heating, cooling, ventilation, noise prevention, fumigation, and flooring are necessary to meet the criteria of modern library system. Reflection of natural lights is an important aspect of the library lighting; this tradition is normally followed since the ancient period. Compact library system reduces the dust and outside noise. The inside noise including human voice, equipment and mechanical device, footsteps can be reduced by using insulating materials and devices, acoustic material for walls and ceilings in corridors, reading rooms, and work rooms. Use of proper floor coverings with mats is also important.

III. **Modular design:** Modular libraries are constructed faster and are built in a controlled environment with low cost in mind. Compared to an on-site construction, modular construction can save the expenditure up to 10 to 20 percent, depending on the size and design of the structure. Cost savings can be accrued through production efficiency and bulk purchasing of construction materials. The flexibility of complete customization is another advantage of modular design of library.

IV. **Economic:** Price is probably the most important advantage. Modular library systems are not expensive than traditional ones. It all depends on your design, material requirements, location, etc.

V. **Secure:** The building should be free from dust, dirt, and cobwebs. To deal with other vermin, the best remedy is to have a rat proof building. The stack room needs to be protected from the water leakage. Fire fighting systems and equipment vary depending on the age, size, use, and type of library building construction. A library building may contain some or all of the fire fighting system like fire extinguishers, fire hose reels, fire hydrant systems, automatic sprinkler systems, etc.

VI. **Functional Design:** A library building should have a functional design rather than a monumental design. Documents area, user’s service area, and staff area need to be included in the design. There should be a provision for the electronics resource accessibility area, audio-visual area, reprographic, and binding area.

VII. **Open Access:** In open access library systems, the space requirement has increased. Library buildings with open access system require many standards and systematic allocation of space of each rack. The ventilation system is another important aspect in open access system.

VIII. **Future Growth:** A library building should be futuristic in approach; it should be planned in a way that it could meet the requirement for the period of at least twenty years. The library collection and users depend upon the institutional growth. Besides this the subject requirement is increasing, along with the growth of study and research.
8.4 LIBRARY EQUIPMENT AND FURNITURE

The furniture and fittings can be of metal, wood, or plastic. The furniture and fittings should also be modular like in the case of tables, chairs, book racks, book trolleys, doors, windows, etc. Some of the specifications for ideal furniture are:

I. **Book Racks**: Book stacks are ideal for libraries, educational institutions, schools, colleges, universities, etc. It facilitates systematic storage and easy retrieval of books. There are two types of sections: Main Unit and add-on sections. For a continuous block, one basic section is essential, while add-on section can be added to have a block of desired length, the stack can be single faced or double faced, which are operable from single side and from both sides respectively. A single face rack size:

- Height 2285mm
- Width of main unit 935mm
- Depth 350mm
- Width of shelf 835mm
- Depth of shelf 225mm
- Total 7 levels in one rack

A double face rack size:

- Height 2285mm
- Width of main unit 935mm
- Depth 550mm
- Width of shelf 835mm
- Depth of shelf 225mm
- Total 14 levels in one rack

II. **Periodical Display Rack**: Periodical Display Rack offers a methodical display of recent issues and storage of previous issues of periodicals, magazines, and journals. It has been specially designed for libraries, reading rooms, waiting lounges, reception areas, showrooms, etc. of corporate houses, educational institutions, commercial establishments, offices of professionals and public waiting areas. There are three types of periodical racks:

- Step or Gallery Type
- Pigeon-Hole Type
- Inclined Type

III. **Catalogue cabinet**: A catalogue cabinet is a unit of drawers full of cards especially designed to hold library cards (5 x 3) and equipped with a metal holding rod. Card catalogue cabinets are usually made of wood. The
drawers should be neither too long nor too short, and the optimal depth should be 44 cm. The drawers should move easily and be equipped with a rod to hold the cards in place; there should be a rod lock, a handle, and a window for labels. All metal parts should be of stainless steel.

IV. **Charging desk/Issue counter:** Also known as the checkout counter, the circulation desk is where you can borrow materials, pay fines, and pick up requests (or holds). In most of the libraries the charging desk is especially designed to serve special needs of a library. The counter should also have sufficient shelving space for placing the books, which are returned by the users. The common type of design used for issue counter is circular, L-shaped, rectangular, and U-shaped.

V. **Computer table/Reading table:** Proper computer tables with drawers are required for the OPAC terminal, digital library, or e-library section. Some common type of tables are also required for the technical staff.

VI. **Chairs:** The chairs are required for OPAC terminal, digital library section, technical staff, and for the readers to use in the reading room. The chairs are very important to the user; the reader should feel comfortable with the chair.

VII. **Book ends or Book supports:** These should be provided in large numbers. At least two book supports are required for one plank so that the books can stand erect.

VIII. **Book-lifts and Trolleys:** If the book stacks are spread all over the floors, it is desirable that book lifts or dumb elevators, as they are called, should be provided. Similarly, to carry books from one end to the other end of each floor, there should be a book trolley so that the time and energy of the staff can be saved.

IX. **Record keeping equipment:** In a modern library, most of the record keeping equipment has been replaced by computerized record keeping databases. The record keeping equipment includes loan register, periodical record register, accession register, gate register, membership register and many more.

X. **Filing cabinets:** There should be filing cabinets for correspondences, newspaper clippings, pamphlets, patents, standards, and other types of materials with odd sizes.

**8.4.1 Differently-Abled People**

Government of India in a meeting on 13th June 2008 has recommended:

All educational institutions should be made barrier free within a reasonable time frame of, say, two years for universities and three years for colleges and schools. They should also have facilities to provide Braille books and talking books. Sign language interpreter should also be provided in institutions having hearing impaired students.
They have also stated that, ‘Most Central universities and, at least one State University in each state should have a Department of Disability Studies, which should address all issues relating to persons with disabilities – especially human rights, rehabilitation, education, etc.’ University Grant Commission (UGC) in its circular (NO.F.6-1(CCP II) dated 9th January 2009) has asked:

- To extend facilities of cassette recorders to blind students in universities
- To provide all facilities to persons with disabilities
- To strictly follow the directions mentioned in PWD Act
- To introduce the Department of Disability Studies
- To take steps to make the institutions barrier free

UGC in its XI Plan guidelines has also made it compulsory for such buildings to be disabled friendly and also to have a ‘barrier free access for persons with disabilities.’ The environment should be barrier free for wheel chairs as well as for other mobility devices. There are a number of standards like IS 4963 developed by Bureau of Indian Standards for developing Building facilities for the Physically Handicapped, National Building code (1970 rev. in 2005), and Guidelines and Space Standards for Barrier free Built Environment developed by Central Public Works Department in 1998. UGC in its XI Plan has also mentioned ‘that building projects should conform to the norms laid down by the PWD, or CPWD… to enable the use of the building for the differently abled (physically challenged) persons’.

Check Your Progress

3. What is a catalogue cabinet?

4. What is UGC’s XI plan regarding physically challenged people?

8.5 LIBRARY STANDARDS: INDIAN AND INTERNATIONAL

The two sets of guidelines applicable for public libraries in India are:

- IFLA/UNESCO joint publication called ‘The Public Library Service IFLA/UNESCO Guidelines for Development (IFLA publication 97)’ and
- Bureau of Indian Standard (BIS) publication called ‘Public Library: Guidelines.’

The former provides details of services and facilities to be provided by a public library whereas Bureau of Indian Standard or Public Library. Guidelines are generally related to the administrative structure and governance of a public library in India. The BIS also lists some other Indian standards concerning libraries. These are standards on design of library buildings, specifications for library furniture and fittings including metal shelving racks, wooden shelving cabinets and library
lighting. There are some more guidelines provided by the National Knowledge Commission’s Working Group on Libraries (WGL). These are largely related to innovation of libraries and their services in the country.

**Basic Norms to be followed in Public Libraries**

IFLA/UNESCO Guidelines for Development (2001) draws out basic principles and guidelines to be adopted in order to run a fruitful public library system in a country. These guidelines have been categorized under six main heads:

- Role and purpose of public library
- The legal and financial framework
- Meeting the needs of the users
- Collection development
- Human resource and
- Management and marketing of public libraries

A public library is a regionally established facility fulfilling intellectual needs of the local public and functioning within the framework of the community. Based on the location of the library, following guidelines have been formulated to give assistance to librarians in various locations to cultivate an operational public library service keeping in mind needs of the local community.

### 8.5.1 Library Standards for Different Libraries

#### 1. Rural libraries

As regards norms for rural public libraries in India, the following minimum configuration must be adopted in order to cater to the basic needs of the village:

- **Space** - 1000 sq.ft.
- **Number of books** - 6000
- **Periodicals and newspapers** - 10
- **Reading seats** - 25
- **Internet workstations** - 5

The collection must also have audio visual material e.g., CDs and DVDs. The library must be able to provide some fundamental services depending on regional needs like lending, reference, Xeroxing, skill development training programmes like personality development and communication, social events, children’s section, training to users, etc.

#### 2. Urban library

An urban library in a municipal city, town or district must be built based upon the number of residents of the place. The following least arrangements are however mandatory:
NOTES

Library Building Space

<table>
<thead>
<tr>
<th>Space</th>
<th>5000 sq.ft.</th>
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<tbody>
<tr>
<td>Number of books</td>
<td>10,000</td>
</tr>
<tr>
<td>Periodicals and newspapers</td>
<td>50</td>
</tr>
<tr>
<td>Reading seats</td>
<td>50</td>
</tr>
<tr>
<td>Internet access points</td>
<td>10</td>
</tr>
</tbody>
</table>

Other than catering for basic library services, urban libraries must have some extra activities and services which should have been designed in view of the requirements of the local community. Existing library buildings must be given a refurbishment in order to attract more and more patrons towards them. All libraries must have a provision of clean toilets, safe drinking water and space to park vehicles (for patrons as well as staff).

The overall atmosphere of a library is extremely important to boost a person’s intellectual capability. An attractive exterior, an appealing interior with up-to-date and comfortable furniture, attractive and accessible fittings, a pleasant and creative design with appropriate signage are important components of an ideal public library.

According to IFLA/UNESCO guidelines, library services must be bodily reachable to all members of the community. For this, there is a requirement of a well-constructed library building, decent reading and learning facilities along with appropriate equipment and convenient hours suitable for different library users. The place where the public library is situated and its service outlets are very important factors. These should not be very far from public transport locations and city centres frequently visited by the general public for example cultural centres, commercial centres and shopping centres. Whenever possible a public library must share its premises with other public institutions like art galleries, museums and community centres.

Library services for differently abled

Library services for the differently abled have been discussed at length in the chapter above. Let us have a quick look at the basic needs fulfilment of differently-abled people in libraries:

- Availability of books and other documents in Braille
- Availability of library staff to read out to visually impaired patrons
- Availability of audio material in form of CDs, DVDs etc.
- Construction of ramps for wheelchair accessibility
- Construction of special toilets
- Construction of special reading corners for wheelchairs to fit comfortably
- Easy access for all patrons with different needs to the entire library
- Availability of special library materials for ready reference of people with special needs
Norms for modernization

National Knowledge Commission Working Group has suggested a Library Charter for every library for the projection of their aims, i.e., dissemination of knowledge; to provide service in order to enable creation of new knowledge; to enable best use of knowledge by all strata of society and to ensure availability of need based relevant intellectual data to all patrons of the library. All public libraries must be equipped with good, high speed internet access. Minimum 2 and maximum 15 internet stations specially related to occupational and educational opportunities should be made available, based on the number of staff members and patrons of each individual public library. According to IFLA/UNESCO Guidelines, public libraries are equipped with a prospect to assist people in being a part of this global convention and to lessen the so called ‘the digital divide’. Libraries can accomplish this by making information technology available for public access, by educating about basic computer skills and by joining in programs to counter illiteracy.

Setting standards of public libraries

In a place like a public library which is utterly information intensive, there is a need to be sensitive to the requirement of application of standards so that uniform practices and measures are adopted which can be shared with other libraries also. Likewise, if the uniform standards are known to one particular public library, other libraries can benefit by making use of similar standards. In accordance with the guidelines provided by IFLA/UNESCO, keeping the objective of implementation of a countrywide library organization and support strategy, regulation and strategic planning must also describe and encourage a national library network founded on approved service standards. The library and information science standards thus set will be able to achieve the following purposes:

- Bibliographic control
- Exchange of bibliographic records
- Description of bibliographic items

In the contemporary ICT period, standards enable communication between various library systems to facilitate access and resource sharing of among different libraries. The set standards ensure achievement of compatibility and interoperability between equipment, data, practices and procedures for the purpose of universal availability of information. Moreover, standardization has made it possible for libraries to set their goals towards achieving Universal Bibliographic Control which is founded on the principle of cataloguing or doing a work only once in the source country and which is recorded and made available to different libraries all across the world. Following measures can be adopted by public libraries for maximum effectiveness:

- Make common use of their print and electronic library material and resources and databases
Library Building Space

NOTES

- Have combined buying contracts for information services
- Give encouragement to willing common development and expansion of information resources and expertise

Following are some information technology related standards which must be complied by all library managers:
- Z39.50 (Resource sharing protocol); ODMA (Application to interface seamlessly with document management client);
- MARC 21 (Format for bibliographic data);
- ISO-ILL (Inter Library Loan);
- Dublin Core (metadata Scheme);
- OAI-PMH (The Open Archives Initiative Protocol for Metadata Harvesting); and
- OWL (standard for ontology).

Check Your Progress

5. What are the Guidelines for Development given by IFLA/UNESCO (2001)?
6. What are the two sets of guidelines applicable for public libraries in India?

8.6 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. The three basic elements that need to be considered and connected in provision and maintenance of library are role, usability and appeal.
2. A modern day library must function on these principles: openness, multifunctional, flexibility and artistry.
3. A catalogue cabinet is a unit of drawers full of cards especially designed to hold library cards (5 x 3) and equipped with a metal holding rod.
4. UGCs in its XI Plan has mentioned ‘that building projects should conform to the norms laid down by the PWD, or CPWD… to enable the use of the building for the differently abled (physically challenged) persons’.
5. IFLA/UNESCO Guidelines for Development (2001) draws out basic principles and guidelines to be adopted in order to run a fruitful public library system in a country
6. The two sets of guidelines applicable for public libraries in India are IFLA/UNESCO joint publication called ‘The Public Library Service IFLA/UNESCO Guidelines for Development (IFLA publication 97)’.
8.7 SUMMARY

- A good library building is expected to offer flexible space for learning and customary rooms for reading which inspire erudition and learning. In the modern era, there is a complete change in the information house as there is a movement from print to electronic resources.
- Space is an extremely imperative conception in designing and planning libraries as a place. The three basic elements that need to be considered and connected in provision and maintenance of library are role, usability and appeal.
- A modern day library must function on these principles: openness, multifunctional, flexibility and artistry. Sinclair (2007) gave out five guiding principles to a successful library; open, free, comfortable, inspiring and practical.
- The furniture and fittings can be of metal, wood, or plastic. The furniture and fittings should also be modular like in the case of tables, chairs, book racks, book trolleys, doors, windows, etc.
- Guidelines are generally related to the administrative structure and governance of a public library in India.

8.8 KEY WORDS

- Library Management: A sub-discipline of institutional management that focuses on specific issues faced by libraries and library management professionals.
- Standards: Guidelines or rules for products, processes, test methods, or materials, created to produce a level of uniformity, interchangeability, reliability, or means of comparison.
- Doctrine: A codification of beliefs or a body of teachings or instructions, taught principles or positions, as the essence of teachings in a given branch of knowledge or in a belief system.

8.9 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions
1. What are the mandatory prerequisites of a good library space?
2. State the steps adopted in designing a library building.
3. What are the basic norms to be followed in public libraries?
Long-Answer Questions

1. Discuss the principles of a good library building in detail.
2. Describe the basic principles of a library with regards to its design and safety issues.
3. Explain the specifications of different furniture.

8.10 FURTHER READINGS

UNIT 9 MAINTENANCE AND STOCK VERIFICATION

Structure
9.0 Introduction
9.1 Objectives
9.2 Library Maintenance
  9.2.1 Functions of Library Maintenance
  9.2.2 Stacking Principles
  9.2.3 Stock Verification
9.3 Collection, Evaluation and Weeding Out
9.4 Shelf Rectification
  9.4.1 Binding of Library Material
  9.4.2 Preservation and Conservation
9.5 Answers to Check Your Progress Questions
9.6 Summary
9.7 Key Words
9.8 Self Assessment Questions and Exercises
9.9 Further Readings

9.0 INTRODUCTION

The fundamental task of library maintenance is to locate a book, when it is wanted and return it to its assigned place. Maintaining the order of books and taking care of them help the library in every way. The dynamic nature of the library is growth; growth is only possible when users are satisfied. All the jobs such as stock verification, maintenance, rectification, binding complement each other and are linked with each other. If any job is overlooked, the other one will get affected. For smooth running of library, the above basic jobs are mandatory.

9.1 OBJECTIVES

After going through this unit, you will be able to:
- Analyse the maintenance procedure and stock verification in libraries
- Discuss the collection, evaluation and weeding out procedure
- Understand the process of shelf rectification, binding and preservation in libraries

9.2 LIBRARY MAINTENANCE

Library resources require regular maintenance and monitoring; the new arrival rack, stack room, and periodical section involve continuous monitoring and
Regular dusting and cleaning is another important duty of library to prevent sunlight, insects, moisture, and heat from affecting the material. Every section of the library needs maintenance; adding new books to the existing books in the library, weeding out and replacing old and obsolete books, rearranging the return books in the shelves and maintaining its sequence are important. The periodical section in India always gets disturbed by the users, thus, rearranging the periodical according to the order of publication dates is a crucial job of the library. In Indian environment, the chairs of the reading room need rearrangement. Other than that regular checking of fire extinguisher, water, ventilation, etc. also require regular monitoring. The basic maintenance job of the library involves:

- Maintenance of Book
- Maintenance of Guide
- Dusting
- Shifting of Collection
- Shelf Rectification
- Staking and shelve
- Location of documents

Libraries develop its collection on the basis of the users’ demand; they need to ensure that the demands are meted exclusively and expeditiously. The same objectives can be achieved provided:

- The library collections are in proper sequence of arrangement and in a systematic manner.
- The resources arrange and shelve in the given sequence in regular basis.
- User friendly accessibility of library resources, i.e. a lay man can find desired resources for study, which is only possible, if a library would follow the sequence of arrangement in a standard manner
- Protection and conservation of library resources on regular basis from different damaging agents
- The collection of the library needs to be kept ready to use, with regular checking of binding, missing pages, book card, barcode, Electromagnetic chip, RFID sticker, book plate, due date slip, etc.
- The collection of the library should be user centric, with regular withdrawal and weeding out of old collection and maintaining the collection on the basis of the institutional objectives.
- Regular stock verification allow library to verify its accession register and also the location of the collection.
9.2.1 Functions of Library Maintenance

The specific functions of the maintenance work include:

- Shelving of library collection
- Defining location of documents
- Shifting of old collections with new one
- Dusting and cleaning of the collection, as well as shelves
- Updated guides and its maintenance
- Maintenance of each document of the library
- Shelf rectification on regular basis
- Updated register or shelf list
- Regular stock verification
- Binding of books and periodical on regular basis
- Proper vigilance
- Preservation and conservation of library collection
- Accuracy in shelving

A library service is considered to be efficient only when books shelves of the library are arranged in a standard sequence of arrangement, where any book can be found without loss of time. In the closed access library system, the documents are arranged, so its management becomes quite an easy task, as it is handled by the library staff only. On the other hand, in the open access system, the users frequently access the library shelves and sometime unknowingly disturb the sequence of the arrangement. A frequent checking and re-arranging the document is a vital component of the library maintenance. The arrangement of books should follow a standard procedure and should be universal in nature. There are several methods in the library for shelve arrangement discussed below:

I. **Hybrid arrangement:** In this arrangement, the books are arranged in a classified order, but special collection like reference, maps, periodical, and overnight issue material are stacked in different places. However, the sequence of arrangement of all those materials are following the classified order too.

II. **Arrangement by special sequence:** In this method, documents are arranged according to their size. This method is helpful in space management in the library. But for the long term this method cannot meet the last law of the library sciences i.e. ‘Library is a Growing organism’
III. **Arrangement by accession numbers**: This method is mechanical in nature, the library documents are arranged according to the accession number of the books. The weakness of this system is that it never meets the rules of APUPA pattern of library classification.

IV. **Alphabetical**: The alphabetical arrangement is based on either the title of the document or author surname. Alphabetical arrangements can only be applicable in the small libraries.

V. **Classified order**: The best method of arranging the shelves is the arrangement through the classification scheme used by the library. It has been noticed that the classified order is the most useful and universal. It meets the requirement of literature explosion and easily accommodate any new subject. There are scheme like Colon classification, Dewey decimal classification, and Universal decimal classification, which are quite popular in India.

9.2.2 **Stacking Principles**

Stacking of library documents are very important aspect of library maintenance, the haphazard stacking of document does not meet the requirement of fourth law of the library sciences i.e. ‘Save the time of the users’. Even the second and third laws of library sciences i.e. ‘Every reader his/her books’ and ‘Every book its reader’ respectively are also violated. Therefore, the stacking principles hold much importance. The stacking of the library documents is the combination of the library architecture, space management, and strength of the building, accessibility of the every space of the library. There are some useful guidelines, which help in library stacking i.e.

- Intelligent space management
- Hybrid stacking facilities i.e. library can accommodate print and non-print materials, book and non-book materials
- Easy accessibility of every space of the library, including circulation and library catalogue
- Efficient weather controlling, ventilation, cleanliness, and humidity control
- Natural lighting as well as artificial lightings

**Stacking system**

In present era, the building architecture and the modular furniture brought revolution, which affected the library stacking system as well. Some of the stacking systems are given below:

(a) **Fixed shelves with double row**: These types of shelves are fixed shelves, where material can be arranged in double rows.
(b) **Hinged stacks**: In hinged stack, two shelves are joined together with hinges on one side. One shelf is fixed, while the other is mounted in front of the hinges.

(c) **Rolling stacks**: These are metal stack units mounted on ball bearing wheel, placed side by side.

(d) **Compact storage**: This system consists of units of three stacks; the centre row of fixed double-sided stacks at each side. This helps in increasing the capacity of the storage space.

(e) **Multitier stacks**: This kind of stacking consists of stacks from the floor to the roof and has become quite popular in very large libraries. For periodical display the Step or Gallery Type, Pigeon Hole Type, Inclined Types are very useful for the library.

**Stack Maintenance**

Besides stack management, stack maintenance is another useful job of the library. Regular maintenance of stack increased the efficiency of the library service.

- Guide preparation
- Shelf rectification
- Preparation of shelf register/list
- Maintenance order

There are many modern and electrical tools available for the library stack maintenance, but here we will discuss the traditional stack maintenance tools.

**Stack Guides**

These are kind of signage which allow users to guide themselves and save their time. Some of them are:

(a) **Tier guide**: Each tier of stacks should have tier guide, which reflects the arrangement of the books.

(b) **Gangway guide**: It reflects the subjects covered in the particular gangway, with the help of class numbers

(c) **Bay guide**: It reflects the concerned class numbers and their verbal headings.

(d) **Shelf guide**: This guide reflects the subject on which the books are found on a particular shelf.

(e) **General guide**: A guide giving overall information of the arrangement of books

(f) **General instruction guides**: The maintenance section should provide the following guides:
Maintenance and Stock Verification

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The stack maintenance involves a lot of processes. The dusting job is very important, if the library is not compact and not covered, the dust leads to a lot of microbes in the library stack, which is harmful for the books. The users will also feel disappointed with the dirty books. The dusting can be done manually or through vacuum cleaner. The shelving process are of two kinds; first, when the books are received from the processing section, they need to be kept in the books shelves within ten days of processing. Secondly, daily books returned by the users also need to be shelved properly in the stack area. This is a routine job of the library.

The library maintenance staff need to go through the book rack every day, it is important to gather the knowledge of collection of the library. On the other hand, the books are usually misplaced by the users, daily shelf study, and its rectification is an important job of the maintenance staff, otherwise the sequence of book arrangement will get ruined. Recurring damaging of books is common to every library; routine check and its maintenance will improve the durability of the book. It is the job of the library maintenance staff to find out the damaged book or ones, which are about to become damaged, and send them for the bindings.

Maintenance of periodicals

The libraries often keep the back file of the periodicals, those back files are put together in a sequential order. Those volumes are used by the library frequently, especially in a research study. The maintenance of periodicals requires greater skills on the part of library staff to handle the work. Work related to periodicals calls for attentiveness and complete dedication. The maintenance of periodicals include:

- Receiving and registering periodicals.
- Make the periodicals available in a reading room.
- Finding missing issues and following up with the vendors
- Collecting and collating different issues of periodicals for binding
- Carrying out preservation activities related to periodicals
- Weeding of periodicals

Maintenance of non-print materials

The non-print material in a library requires special attention, as it needs standard environment for preservation:
9.2.3 Stock Verification

As we have already discussed in Unit 4, the systematic verification of library stock is called stock verification. This process is mandatory for all libraries. It keeps the library stock up to date, reduces the cluttering of documents, and makes the irregular placement of the library stock materialize. It is also called ‘stock taking’, ‘physical verification or checking’, ‘stock inspections’, etc. It also finds the missing documents in the library. However, the main objective of stock verification process in a library is to find ‘what has been lost in a given period of time from the acquired library collection’.

Check Your Progress

1. Mention any three specific functions of a library maintenance work.
2. What is the fourth law of the library science?
3. What is the standard environment for preserving non-print material?
4. State the main objective of stock verification process in a library.

9.3 COLLECTION, EVALUATION AND WEEDING OUT

As we have already discussed in Unit 4, an effective use of the collection can only be made if the document collection in a library is organized. This means the activities in a document collection system should be methodically put together to accomplish the functional goals. A library should utilize the information records in its collection development policy after acquiring it. This can be realized by systematic arrangement of the documents. Therefore, we can say that systematic arrangement of documents is what collection organization is all about. Thus, it is an important part of library maintenance.

Another important part of maintenance involves weeding of material, as we have already discussed. Weeding out policy uses the outcomes of the evaluation policy, in which documents that are found to be of no use or not serviceable are gotten rid of. Weeding out is the activity that removes these unwanted documents from the library. Documents that are not serviceable are totally discarded. Documents that are perceived to have some use or value are donated to some
other library which may have a requirement for them. Removed documents that are perceived to be useful but do not have any beneficiary are kept in a reserve place known as a dormitory library.

### 9.4 SHELF RECTIFICATION

Rectification refers to overseeing the proper maintenance of shelves by maintaining sequence of books on shelves and handling and maintaining books in good condition. This helps improve the accessibility and contributes to the conservation of the library materials. This is an important activity in the open access library system, in which the collections are frequently accessed, resulting in their damage. Rectification consists of the following routines:

- To ensure correct order of sequence on shelf
- To replace missing stationary items of the books such as due date slip, book pockets, book cards, tags, barcode sticker, Electromagnetic tape, RFID sticker, NFC sticker, etc.
- To identify the materials which need to be repaired
- To identify fully damaged books that require special binding by a professional binder or to replace the title

#### 9.4.1 Binding of Library Material

Shelf rectification helps library to find the books which require special attention and care. Library binding is the process to increase the durability of the library books, as it helps to strengthen the books and increase its life. It is a very important and routine activity of any library. Many libraries have their own binding section, but smaller libraries usually outsource the binding. The binding process involves specialised skills and high technical jobs. There are eight processes involved in binding work:

- Collation
- Sewing
- Attaching covers
- Endpapers
- Colouring edges
- Headbands
- Hollow backs
- Finishing
Every document is in different shape and thus, it requires different kind of binding. On the basis of the binding requirement, the following types of binding can be adopted:

- Full leather binding
- Half-leather binding
- Full cloth binding
- Half cloth binding
- Perfect binding
- Plastic binding or cover

9.4.2 Preservation and Conservation

Library materials consist of books, periodicals, non-book materials, etc. Books are made of leaf thus, the durability of the page is not certain. At the same time, the books are handled by numerous users; the usability of the books by the users depends upon the empathy of the person. The library requires to carry forward the preservation work in a routine manner. The key environmental factors to watch out for include temperature, humidity, pests, pollutants, and light exposure, which slowly damaged the books. Regular pesticides can help protect from the insects. Another important aspect of conservation is that the stacks must be cleaned regularly to protect books from dust, dirt, and insects. Air conditioning of stack rooms is ideal to protect books from dust, heat, and moisture.

Check Your Progress

5. What is collection organization all about?
6. What is shelf rectification?
7. What is an ideal tool to protect books from dust, heat, and moisture?

9.5 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. The specific functions of a library maintenance work include:
   (a) Shelving of library collection
   (b) Defining location of documents
   (c) Shifting of old collections with new one
2. The fourth law of the library science is ‘Save the time of the users’.
3. The standard environment for preserving non-print material are:
   (a) Space Management
   (b) Dust Free Area
   (c) Conditional temperature
   (d) Speed and ease in grasping and remembering information
4. The main objective of stock verification process in a library is to find ‘what has been lost in a given period of time from the acquired library collection’.
5. Collection organization is all about the systematic arrangement of documents.
6. Shelf rectification refers to overseeing the proper maintenance of shelves by maintaining sequence of books on shelves and handling and maintaining books in good condition.
7. An ideal tool to protect books from dust, heat, and moisture is to use air conditioning for stack rooms.

9.6 SUMMARY

- Library resources require regular maintenance and monitoring; the new arrival rack, stack room, and periodical section involve continuous monitoring and maintenance with regards to its sequence of arrangement.
- A library service is considered to be efficient only when books shelves of the library are arranged in a standard sequence of arrangement, where any book can be found without loss of time.
- Stacking of library documents are very important aspect of library maintenance, the haphazard stacking of document does not meet the requirement of fourth law of the library sciences i.e. ‘Save the time of the users’.
- The systematic verification of library stock is called stock verification. This process is mandatory for all libraries.
- An effective use of the collection can only be made if the document collection in a library is organized. This means the activities in a document collection system should be methodically put together to accomplish the functional goals.
- Weeding out policy uses the outcomes of the evaluation policy, in which documents that are found to be of no use or not serviceable are gotten rid of.
- Rectification refers to overseeing the proper maintenance of shelves by maintaining sequence of books on shelves and handling and maintaining
books in good condition. This helps improve the accessibility and contributes to the conservation of the library materials.

- Library binding is the process to increase the durability of the library books, as it helps to strengthen the books and increase its life.

### 9.7 KEY WORDS

- **APUPA**: A concept developed by the father of Library Science, Shiyali Ramanrita Ranganathan, to define the natural and hierarchical relationship of materials in a bibliographic classification scheme
- **Perfect Binding**: A form of bookbinding in which the leaves are bound by gluing rather than sewing

### 9.8 SELF ASSESSMENT QUESTIONS AND EXERCISES

#### Short-Answer Questions

1. What is the need and purpose of library maintenance?
2. List different stacking systems.
3. What does shelf rectification include?

#### Long-Answer Questions

1. Describe the various methods in the library for shelf arrangement.
2. Discuss stack maintenance in detail.
3. Explain the binding process of damaged documents.

### 9.9 FURTHER READINGS


NOTES

**Websites**


http://library.ryerson.ca/info/collections/policies/colldev/maint/ (site visited on 17-04-2019)

UNIT 10 LIBRARY AUTHORITY AND LIBRARY COMMITTEE

Structure
10.0 Introduction
10.1 Objectives
10.2 Library Authority
10.3 Library Committee
10.4 Answers to Check Your Progress Questions
10.5 Summary
10.6 Key Words
10.7 Self Assessment Questions and Exercises
10.8 Further Readings

10.0 INTRODUCTION

Organization is defined as a group of people who work together and utilize machine, money and material in a systematic way to achieve the goals of the organization. In an organization application of management is the process which ensures maximum organization output according to the needs of the users through maximum utilization and minimum wastage of organization resources. Library is also not different from the general concept of organization and functioning as a service based organization. Libraries always serve value based services to the core members of the parent body; it may either be public library, academic library or special library. Regardless of the type of library, the main purpose of any library is to build such an environment where users feel free to learn, build prosperous future and to develop themselves as well-informed citizens, so that they can play an important role in the society. In the service based organizations including the library, value-based service depends on its people and their roles in the organization which are given by the authority.

10.1 OBJECTIVES

After going through this unit, you will be able to:

- Analyse the powers and functions of library authority
- Discuss the different types of library committees
- Describe the powers and functions of library committees

10.2 LIBRARY AUTHORITY

Authority is an important factor for management and administration of the organization and it needs good co-ordination among the staff and its goals.
Authority: In an organization the legal right and power to do work and command the works of the subordinates is known as authority. Authority is the statutory power contained in the organization, that is, employee does not get voluntarily, but it is duly associated with each post or designation of the employee. That is why it is also called the authority associated with the post. Virtually every post has some duties or obligations and there should be proper authority to fulfill them. In the absence of authority in any organization neither can order be given nor can it be obeyed.

Wehrich and Koontz define Authority as ‘Authority in an organization is the right in a position (and through it, the right of the person occupying the position) to exercise discretion in making decisions affecting others’.

According to Barnard, ‘Authority is the character of communication (order) in a formal organization by virtue of which it is accepted by a contributor to, or member of the organization as generating the action he contributes, that is, as governing or determining what he does or is not to do so far as the organization is concerned.’

Allen defines authority as ‘the sum of powers and rights entrusted to make possible the performance of the work delegated.’

Max Weber defines authority in three distinct forms that are traditional authority, charismatic authority and rational-legal authority:

- **Traditional authority**: Traditional authority is based on traditions, long-standing customs such as feudal, tribal head, etc. carried forward customs from one generation to the next generation.

- **Charismatic authority**: Basically charismatic authority is based on the personal qualifications and extraordinary personality of a leader who has the capability to motivate and inspire the followers.

- **Rational-legal authority**: Legal-logical authority is based on laws, rules and regulations. Weber’s Bureaucracy theory is based on rational-legal authority. In modern approach, rational-legal authority is the main concern with the authority of the system or an organization.

Library Authority: Regardless of the different types of libraries, a system of authority needs to be established to put goals of the parent body into action. The authority in the library may be in the form of “Local or State Library authority”, Board of Trustees, Board of Management, Executive council and others. It basically depends on the nature and types of the library but the purpose is more or less the same – to provide administrative works.

The power of library authority is powerful enough since he has been authorized by a competent agency to do a certain job, such as Board of Trustees, Library Authority or Board of Management.

Line authority: Directly concerned with achieving the goals of an organization, makes chain of the command as well as establishes direct relationship between head and his subordinates.
Staff Authority: Staff authority functions as an advisory authority. The nature of staff authority is to provide assistance and service to line authority for achieving the goals of an organization.

Functional Authority: It is the right or authority delegated to a person or department within an organization to get specific works done through others or their subordinates.

Delegation of Authority in Libraries: As Allen described delegation as the dynamics of management; it is the process a manager follows in dividing the work assigned to him so that he performs that part which only he, because of his organizational placement, can perform effectively and so that he can get others to help him with what remains. Delegation of authority is also practiced in the library and it is the essence of a good library system. A library is always attached with the parent body – it may be public library, academic library or special library and the power and authority of the library are derived from the parent body. It is not possible for one person to exercise all power and authority within an organization, so it is distributed throughout the organization through delegation. Such as the authorities of library delegate some power and authority to library committee and the librarian. Further, the librarian shares some responsibility and authority with different department heads. Since the authority at the top level is maximum, so the degree of delegation prescribes the limits therefore there are some limitations under which the library committee or librarian can exercise their power and authority.

Scope of Authority: Authority in any organization does not function as absolute and this is also applicable in the library authority. As library functions as a social institution, the authority exercises its power subject to various social, economic, political and legal factors. As authority flows from top to bottom level it means it is maximum at the top level and minimum at the bottom level. There are certain limitations in some means in the exercising of delegated power either by the library committee or library manager’s authority:

- **Organizational Constraints:** Libraries are restricted by the goals of the parent body, policies, plans, process and procedures laid down by the library authority.

- **Legal Constraints:** Legal constraints such as acts, statutes, ordinance and other legislative measures of library authority impose restrictions on library committee and library manager to work and exercise power within the legal framework.

- **Social Constraints:** Libraries exercise power according to the expected human behaviour such as they should not show partiality towards particular staff or users, follow the democratic process and treat all as equal before the law.

- **Economic Constraints:** The library authority takes any decision by keeping in mind the financial availability before them and delegated authority cannot go beyond the allocated funds.
• **Physical Constraints:** Physical constraints includes internal physical infrastructure or external physical factors such as geographical factors or environmental factors.

**Powers and Functions:** Powers and functions of the library authority vary from library to library or it depends on the types of the library and their parent body. Broadly powers and functions of the library authority can be categorized in the following types:

(a) **Public Library:** The authority in the public library is derived from the government— it may be Local or State Library Authority. Such as in India many states have passed public library act which well defines the meaning, purposes and powers and functions of the library authority. In the Karnataka Public Library Act, 1965 detailed provision of powers and functions of Local Library Authority are mentioned in Section 26:

**Section – 26:** Powers and functions of Local Library Authorities: ‘It shall be the duty of every City Library Authority and every District Library Authority to provide library service to the persons residing in the area within its jurisdiction. The Library Authority shall in every City establish a City Central Library and Branch Libraries and in every district establish a District Central Library and branch libraries’ and for purposes of the above a Local Library Authority may:

(a) provide suitable lands and buildings for public libraries, and the furniture, fittings, equipment and other conveniences necessary for the purpose.
(b) provide such libraries with books, periodicals, newspapers, maps, gramophone records, manuscripts, works and specimens of art and science, lantern slides, films, cinema projectors, recorders and the like.
(c) with the previous sanction of the Government shift or close any public library.
(d) accept any endowment or gift for any purpose connected with its activities; provided that no gift or endowment of an immovable property shall be accepted without the previous sanction of the State Government.
(e) provide for lectures and conduct other activities as may be conducive to the carrying out of the purposes of this Act.
(f) with the consent of the management and the previous sanction of the State Government acquire any library on such conditions as may be approved by the State Government.
(g) with the sanction of the State Government do any other thing that may be conducive to the furtherance of the purposes of this Act.
(h) exercise such other powers and perform such other duties as may be conferred or imposed by or under this Act.
(b) **Academic Library**: An academic library is a library which is attached to the education institution that is mainly categorised as university library, college library and school library. In academic library the top management of parent organization is the library authority.

(c) **University Library**: In university library the name of top management varies from university to university and it may be called executive council, senate or Board of Trustees, etc. Such as in the University of Delhi it is known by Executive Council which is the Library authority. As per the Delhi University Calendar 2004 the Act of Delhi University Library System mentioned that, ‘Under the control of the Executive Council the Governing Body shall administer the Library System through the Librarian and shall frame rules for its management. The administrative functions pertaining to establishment matters such as staff recruitment and personnel management, in the Library System shall be looked after by the Establishment Branch of the University Administration in consultation with the Librarian. The management of finance of the Library System shall be looked after by the Finance Branch of the University Administration in consultation with the Librarian.’ In the University Library system, a librarian is responsible and answerable to the Vice-Chancellor or Pro-Vice-Chancellor.

(d) **College Library**: In the college library, the Governing body or Managing body is the Library Authority and the college librarian is directly answerable and responsible to the Principal of the College, who is also the executive head of the college.

(e) **School Library**: School library functions as the gateway for creating reading habits among the children and try to build life-long learning skills, so that they become good citizens of the country. Authority of school library is derived from Government education departments. School Management Committee of the school is the authority of school library. School librarian is directly responsible and answerable to the Principal of school.

(f) **Special Library**: Professional organizations either from public or private sector such as industries, research organizations, museums, law firms, etc. maintain their own library to serve special service of their own users. In such libraries the Board of management or directors is the library authority and library in-charge whose designation varies from library to library; it may be Librarian, Information Scientist or Officer, etc. who is directly responsible and answerable to the executive head of the organization.

**Check Your Progress**

1. How have Weihrich and Koontz defined authority?
2. What are the different forms of library authority?
10.3 LIBRARY COMMITTEE

In any organizational structure committees are considered as an important element and play major roles in decision making process as well as problem solving of an organization. Generally, committees exist in all types of organizations – it may be in social, education, or economic sector which govern under either the public or private sector. Basically committees can be classified in different forms on the basis of authority, permanency, organizational structure and functional basis, such as committees may be formal or informal, line authority or staff authority.

As Weihrich and Koontz define ‘A Committee is a group of persons to whom, as a group, some matter is committed.’ O’Donnell said that ‘Committees do have legitimate functions and, properly used, they constitute an invaluable management tool.’ In the library organization the nature of library committee may be either line or staff, it totally depends on the authority of the organization.

In the Library setup Library Committee is an important and valuable body which consists of a group of members empowered by library authority to advice and support in the governing of the library for achieving the goals of the parent body. Library Committee shall be constituted by the library authority to perform assigned duties in relating to libraries.

- Library committee requires a chairman/president/convener, so that library committee functions in a systematic manner, follows the directive principles and makes good coordination and co-operation between committee members.
- Library committee does not exist on a regular basis but functions as on-and-off system or recurring in existence.
- The committee meeting proceedings and decisions must be in written form and keep it as a record for future reference.

Needs of the Library Committee

Library committee is considered as a good mediator between library services, users, employees and the Library authority.

- Library committee is in a better position to convince the library authority about the needs of the library services, users, employs and others.
- The librarian being a member of library committee always gets the support and the necessary advice in decision making process and its implication in the library.
- The librarian feels safe and protected by putting his new ideas, innovative services and new rules and regulations before the library committee for recommendations and implications in the library.
The library committee from time to time reviews the financial needs of the library and contacts the library authority for more funds.

Library committee members themselves are users of the library and are also in touch with other core users of the library, so the library committee analyses the feedback of the users and gives better inputs for improvement of the library services.

Advantages of the Library Committee

- **Group decisions**: Library committee consists of core members of the organization who are expert in their field and possess good position in the organization. Library committee decisions are always the result of group discussion between library committee members and their acceptance in majority.
- **Working as motivational factors**: Library committee works as advisory and always tries to motivate the library employees for providing better library services.
- **Check and balance library authority**: Library committee from time to time evaluates the process of the library services, rules and regulations and working style of the librarian.

Disadvantages of the Library Committee

Although, there is no doubt that library authority appoints the library committee for good governance of the library but library committees are not free from some disadvantages.

- Decision making process in the library committees are time consuming and sometime conflicts arises within the library committees due to different opinions.
- In library committee some members only endorse the opinion of majority or chairman of the committee, in that case sound discussion on decision process does not take place.
- Library committee members are not familiar with practical problems in day to day activities of the library that create differences between librarian and other library committee members, which is not good for the library governance.

Types of Library Committees

In an organization including library, the committee exists in different forms and can be categorized into different types on the basis of purposes, nature and powers and functions of library committee constituted by the Library authority. Such as:

- **Executive Committee**: Executive committee is considered as one of the most powerful and important committee in the library. This committee
exercises powers and functions delegated by the library authority. As the
Tamil Nadu Act, 1948 in Section 7 gives a provision that “Local Library
Authority may appoint an executive committee consisting of such member
of its member, not exceeding seven, as it may deem fit and delegate to such
committee all or any of its power or duties under this act.”

• **Self-Perpetuation Committee:** The committee which is constituted under
the provision of a statute. This committee exercises powers and functions
under the provision of a statute to control and manage the library and the
committee is also considered as a final authority.

• **Reporting Committee:** A reporting committee exercises its powers and
functions within a certain limit. The decisions and actions taken by this
committee within the premises of given limits attracts no requirement of
confirmation from the authority and only reports it later for any information
and records of the authority.

• **Recommending Committee:** Recommending committee in real sense has
no such powers as to implement its own decisions and actions. This
committee can only submit their recommendations of certain proposals or
actions for which the authority has appointed them and it depends on the
authority to accept it for implementation or not.

• **Ad-hoc Committee:** Ad-hoc committee is appointed by the library authority
in the view of time span for performing some particular tasks in given period.
This committee functions as independent and takes decisions promptly. It is
considered as a special committee for control and supervision of the library.

• **Sub-Committee:** The basic purpose to constitute sub-committee is to
support the functions and activities of the library committee and also to
avoid lengthy discussion and wastage of time. Recommendations of
subcommittee should be placed before the library committee for discussion
and final decision. For example library committee appoints sub-committee
to review the current subscription of library journals and magazines and for
suggestions for addition and deletion, etc.

**Power and Functions of Library Committee**

Powers and functions of a library committee depends on kinds and nature of the
library as well as types of the library committee. The UGC in 1957 appointed a
committee under the chairmanship of the distinguished librarian scholar Dr. S. R.
Ranagathan to advice the UGC regarding the proper functioning and management
of the libraries. The library committee in his report summarized the recommendations
on the following content such as utilization of UGC Grant, Library Finance, Book
selection and book purchase, promotion and reading habit, weeding out, wear
and tear and loss, documentation, departmental collection, library personnel, strength
of library staff, training of library personnel, library building, fitting and furniture.
Delhi University Calendar defines the functions of the Library Committee as 'The functions of the Library Committee shall include acquisition of books and journals and other related material, formulation of guidelines for such acquisition and for periodic stock verification, allocation of tasks to staff, library discipline, user services, inter-library co-operation and networking. The Library Committee shall formulate proposals concerning estimates of income and expenditure and forward it to the Member Secretary of the Governing Body. The Library Committee of a Unit shall prepare an annual report of the Library concerned and submit the same to the Librarian for consolidation and submission to the Governing Body.

In modern Library organization the Library authority plays an important role in achieving the objectives of the parent body. The Library committee also plays an important role in the governance of the library and considered as a mediator between library and library authority. But it is also needs to limit the power and functions of the library committee to avoid misuse of powers and interfering in day to day activities of the library. So, it is a good practice that regardless of all types of libraries there should be well defined act, statute and ordinance regarding authority and responsibility of local library authority, library committee and library managers.

**Check Your Progress**

3. How has O'Donnel criticized committees?

4. State any two disadvantages of a library committee.

### 10.4 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. Weihrich and Koontz define Authority as ‘Authority in an organization is the right in a position (and through it, the right of the person occupying the position) to exercise discretion in making decisions affecting others’.

2. The authority in the library may be in the form of 'Local or State Library authority', Board of Trustees, Board of Management, Executive council and others.

3. O'Donnell said that 'Committees do have legitimate functions and, properly used, they constitute an invaluable management tool.'

4. Two disadvantages of library committees are:

   - Decision making process in the library committees are time consuming and sometime conflicts arises within the library committees due to different opinions.
   - In library committee some members only endorse the opinion of majority or chairman of the committee, in that case sound discussion on decision process does not take place.
10.5 SUMMARY

- Authority is an important factor for management and administration of the organization and it needs good co-ordination among the staff and its goals.

- In an organization the legal right and power to do work and command the works of the subordinates is known as authority. Authority is the statutory power contained in the organization, that is, employee does not get voluntarily, but it is duly associated with each post or designation of the employee.

- According to Barnard, ‘Authority is the character of communication (order) in a formal organization by virtue of which it is accepted by a contributor to, or member of the organization as generating the action he contributes, that is, as governing or determining what he does or is not to do so far as the organization is concerned.’

- Regardless of the different types of libraries, a system of authority needs to be established to put goals of the parent body into action. The authority in the library may be in the form of ‘Local or State Library authority’, Board of Trustees, Board of Management, Executive council and others.

- A library is always attached with the parent body – it may be public library, academic library or special library and the power and authority of the library are derived from the parent body. It is not possible for one person to exercise all power and authority within an organization, so it is distributed throughout the organization through delegation.

- Authority in any organization does not function as absolute and this is also applicable in the library authority. As library functions as a social institution, the authority exercises its power subject to various social, economic, political and legal factors.

- Powers and functions of the library authority vary from library to library or it depends on the types of the library and their parent body.

- An academic library is a library which is attached to the education institution that is mainly categorized as university library, college library and school library. In academic library the top management of parent organization is the library authority.

- In university library the name of top management varies from university to university and it may be called executive council, senate or Board of Trustees, etc.

- In the college library, the Governing body or Managing body is the Library Authority and the college librarian is directly answerable and responsible to the Principal of the College, who is also the executive head of the college.

- School library functions as the gateway for creating reading habits among the children and try to build life-long learning skills, so that they become
good citizens of the country. Authority of school library is derived from Government education departments. School Management Committee of the school is the authority of school library.

- In any organizational structure committees are considered as an important element and play major roles in decision making process as well as problem solving of an organization. Generally, committees exist in all types of organizations – it may be in social, education, or economic sector which govern under either the public or private sector.
- In the Library setup Library Committee is an important and valuable body which consists of a group of members empowered by library authority to advice and support in the governing of the library for achieving the goals of the parent body.
- Library committee is considered as a good mediator between library services, users, employees and the Library authority.
- In an organization including library, the committee exists in different forms and can be categorized into different types on the basis of purposes, nature and powers and functions of library committee constituted by the Library authority.
- Powers and functions of a library committee depends on kinds and nature of the library as well as types of the library committee. The UGC in 1957 appointed a committee under the chairmanship of the distinguished librarian scholar Dr. S. R. Ranagnathan to advice the UGC regarding the proper functioning and management of the libraries.

10.6 KEY WORDS

- **Traditional authority**: Traditional authority is based on traditions, long-standing customs such as feudal, tribal head, etc. carried forward customs from one generation to the next generation.
- **Charismatic authority**: Charismatic authority is based on the personal qualifications and extraordinary personality of a leader who has the capability to motivate and inspire the followers.

10.7 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions

1. What are the three distinct forms of authority?
2. State the scope of authority.
3. What are the needs of a library committee?
1. Analyse the powers and functions of library authority.
2. Discuss the different types of library committees.
3. Describe the powers and functions of library committees.

10.8 FURTHER READINGS


11.0 INTRODUCTION

Since all organizations comprise people, acquisition of their services and development of their skills are important. Human resources should be motivated to achieve higher performance levels. Besides, how committed people are to their organization is equally important for achieving organizational objectives. It is an established fact that the organizations are more effective and efficient if they succeed in acquiring, developing, stimulating and keeping motivated workers.

Organizations that fail to achieve this, fall behind. Hence, it is the management of human assets that makes or breaks an organization. If human resources are neglected or mismanaged, the organization is unlikely to do well. Thus, the scope of HRM is vast. Human resource management and development is not just limited to manage and optimally exploit human intellect. It also focuses on managing physical and emotional capital of employees. In view of the intricacies involved, the scope of HRM is expanding with every passing day.

11.1 OBJECTIVES

After going through this unit, you will be able to:

- Discuss the need, purpose and mechanism of HRM
- Describe the process of personnel planning in libraries
- Analyse the process of recruitment, selection and training in libraries
11.2 NEED, PURPOSE AND MECHANISM

All organizations, whether small or big, need someone who is concerned with the welfare and performance of employees involved in their operations. When any individual or a group of individuals undertakes the tasks of supervising programmes and setting policies affecting all those associated with the company, they are said to be engaged in the process of human resource management. In other words, human resource management is the responsibility of all those who manage people in an organization. The terms ‘human resource management’ (HRM) and ‘human resources’ (HR) are used synonymously with the term ‘personnel management’.

Meaning

In the book, *A Handbook of Human Resource Management Practice*, Armstrong describes HRM as a strategic approach to the management of people who are considered the most valued assets of the organization and are working there for the attainment of its goals individually and collectively. Likewise, Storey describes HRM as a distinctive approach to employment management which seeks to obtain competitive advantage using a set of cultural, structural and HR techniques. It has also a focus on strategic application of a highly skilled and committed workforce. Luis Gomez-Mejia regards HRM as a general management approach to managing people and to meet the challenges which organizations face as they attempt to deploy HR effectively. HRM can also help organizations to accomplish success and achieve competitive advantages in the face of these challenges. As the behavioural-based theories indicate, HRM is crucial for organizational success. Likewise, resource-based theories reveal that HRM system may help managers select and employ valuable and rare strategic human capital which competitors cannot imitate within a short-time.

Definitions

There are several definitions of human resource management, such as:

- Human resource management is the part of management that is concerned with people and their relationships at work.
- Human resource management refers to administrative discipline of hiring and developing employees so that they become more valuable to the organization.
- Human resource management is defined as the function performed in an organization that facilitates the most effective use of people (employees) to achieve organizational and individual goals.
- Human resource management refers to the activities designed to provide for and coordinate the human resources of an organization.
Human resource management is viewed as a system in which participants seek to attain both individual and group goals.

- Human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished.

- Human resource management is defined as that field of management which has to do with planning, organizing and controlling the functions of procuring, developing, maintaining and utilizing a labour force, such that the (a) objectives for which the company is established are attained economically and effectively; (b) objectives of all levels of Human resource are served to the highest possible degree; (c) objectives of society are duly considered and served.

Nature

HRM brings organizations and people together so that the goals of each are met. It is a comprehensive function because it is about managing people in the organization. It covers all types of people in the organization, from workers till the top level management. It believes in taking actions so that individual and organizational goals are achieved. It is not merely concerned with keeping records and procedures. Human resource is the centre of all the processes of HRM. Thus, HRM is the process which brings people and organizations together so as to help them in achieving their goals. Since human resource is a living factor among all factors of production, it requires continuous improvement and innovations to excel. Development of employees is a vital function of HRM. Employees should get maximum satisfaction from their work so that they give their best to the organization. HRM is a very important activity, which helps organization in the achievement of its objectives. It creates well motivated and competent employees.

Objectives

Objectives refer to predetermined goals to which individual or group activity in an organization is directed. Organizational objectives and individual and social goals influence the objectives of human resource management. Every organization has some objectives and every part of it should contribute directly or indirectly to the attainment of desired objectives. Objectives determine the character of an organization and serve as the basis for voluntary cooperation and coordination among employees. They also provide benchmarks or standards of evaluating performance. The primary aim of human resource management is the promotion of effectiveness of the employees along with performance of their allotted duties. This is achieved by the substitution of cooperation in the common task in place of
the suspicions and hostility which have so long been characteristic of relations between employees and employers. According to the Indian Institute of Personnel Management:

Human resource management aims to achieve both efficiency and justice, neither of which can be pursued successfully without the other. It seeks to bring together and develop an effective organization, enabling the men and women who make up an enterprise to make their own best contribution to its success both as an individual and as a member of a working group. It seeks to provide fair terms and conditions of employment and satisfying work for all those employed.

Objectives of human resource management are derived from the basic objectives of an organization. In order to achieve organizational objectives, integration of employer’s interests and employee’s interests is necessary.

The objectives of HRM may be summarized as follows:

- Improving the service rendered by the enterprise by boosting the morale of employees, which leads to the development of more efficient individuals and improved group performance
- Managing change to the mutual benefit of all stakeholders
- Establishing in the minds of those linked to the enterprise—employees, shareholders, creditors, customers and the public at large—the fact that the enterprise is rendering the best possible service and is fairly distributing its benefits among those who have contributed or are contributing to its success
- Creating and utilizing an able and motivated workforce to accomplish the basic organizational goals
- Recognizing and satisfying the needs of individuals and teams by providing adequate and equitable wages and incentives
- Employing the skills and knowledge of human resources efficiently and effectively to achieve organizational goals
- Strengthening and appreciating human resources continuously by providing training and developmental programmes
- Enhancing job satisfaction and self-actualization of employees by encouraging and assisting every employee to realize his full potential
- Providing favourable atmosphere to maintain the stability of employment
- Developing and maintaining a quality of work life (QWL) in such a way that employment in an organization becomes a desirable proposition
11.3 PERSONNEL PLANNING IN LIBRARIES

It is people who run any kind of an organization including libraries. They provide the crucial services, process materials, prepare budgets, and establish policies and practices that shape any institution. People do not necessarily look at the manpower aspects of a library as it is primarily perceived as a place for collections of books and information. Of course, the key aspect of any library is an array of objects that contribute to library service: the media, physical facilities and electronic technologies; a human being is responsible for combining these elements into effective library service, and failures in library service are often failures to deal appropriately with human issues. Perhaps someday the wholly electronic library will make people unnecessary but it does not seem so today and the proliferation of library technologies has highlighted rather than diminished the important part that people play in the changing library services and environment.

We all know that managing personnel is an especially difficult task. The library manager, whose training emphasizes librarianship more than management, is forced to operate in this difficult environment with few guidelines. What motivates staff members? As the library environment becomes more and more complex, greater demands for flexibility are placed on a library manager and staff. Failure to deal with the human aspects of the workplace can have serious and negative consequences; one of these consequences is stress. Although understanding the psychosocial aspects of a library worker is vital, the mechanics of personnel management also constitute a major concern for library managers.

Management Skills for the Library Professionals

There are three levels of skills required for a library professional in the process of management of its personnel. While these skills are relatively independent of each other, they have to come together to catalyse organizational productivity, efficiency and harmony. These skills are as follows:

1. **Technical Skills**: Acquired through specialized education, training and experience, it reflects the ability to use knowledge, method and techniques in the performance of library tasks. The important technical skills needed in the library include: reading and study materials selection skills, cataloguing and classification skills, information and communication technology skills, abstracting and indexing skill, among others. They form the bedrock upon which the library success resets. They form the bases on which other skills are developed. These are the keys to library leadership because of staff tendency to obey a leader who knows the technicalities of the job.

2. **Human Skills**: This is the skill to measure motivation in an organization and the application of effective leadership. A good library administrator...
understands and attempts to see to the requirements of the clients and his subordinates, just as a good shepherd looks after his flock. Within the compass of human needs working in groups three distinct but overlapping or interacting area of need can be distinguished: to achieve common tasks, to be knit together as a team, and the personal behaviours and attitudes that individuals bring with them by virtue of being human, Adair (1997). Closely allied to human skills is effective public relations, which is the deliberate, planned and sustained effort to promote in public minds a favourable feeling towards the library. It is also a deliberate planned and sustains efforts to establish and maintain mutual understanding. In context of academic libraries, it reflects the totality of the library’s relations with the students, faculty members, administrative and technical staff, and the community at large.

3. Conceptual Skills: Takes into account the ability, as a team, to understand the complexity of the overall organization and where one’s individual role fits in for effective working of the organization. The knowledge permits one to act according to the objectives of the total organization rather than only on the basis of individual requirements and priorities of any particular group within an organization.

The appropriate needs of their skills vary as individuals’ progress in the library profession from Assistant Librarian to University Librarian in the case of University Libraries. For efficiency and effectiveness, less technical skill tend to be needed as one advances from the lower to higher level, but the need for more conceptual skills becomes more critical and apparent. In comparison, the Assistant Librarians need considerable technical skill because they are often required to handle the library clientele directly, handle the technical aspects of the library processes, and to train the paraprofessionals and other support staff in their various sections. At the other extreme, the University Librarian does not need to handle technical details but needs to know how to perform them, and should be able to see how all these technicalities and conceptual skills needed at different levels vary. The denominator that appears crucial at all levels is human skills. However, the importance of human skill cannot be overemphasized.

Check Your Progress

1. How has Armstrong described human resource management?
2. What is the aim of human resource management?
3. What are the three types of management skills for the library professionals?

11.4 RECRUITMENT, SELECTION AND TRAINING

Let us analyse the process of recruitment, slection and training in libraries.
Recruitment

It is important to identify people with specialist industry knowledge and skills, as well as employability attributes, in people who have applied for jobs in libraries. The level to which individuals have requisite knowledge, skills and attributes depends on their formal qualifications, work experience, professional development and the role/s they perform.

Library and information sector professionals (librarians, information specialists and library technicians) must have skills and expertise gained through education to bring quality library and information services to users. By providing for the information needs of their clients and encouraging them to acquire information literacy skills to seek, locate and use information they should also facilitate knowledge creation.

Sound practical knowledge and skills are important for all library and information professionals in order to effectively support the delivery of these library and information services. Experienced library and information specialists provide additional support by supervising staff, planning, implementing and evaluating services and systems and providing strategic thinking, innovation and leadership.

In addition to qualifications, staff in libraries should have a love for books and be voracious readers. They should have the potential and keen interest to inculcate the lifelong habit of reading in students, along with being hard working and possessing a charming personality. Above all, the personality of librarian must be congenial, friendly and warm. A person with forbidding countenance, or an overbearing nature, who enforces discipline through fear or compulsion, can never be successful in attracting students to the library. A librarian, therefore, must be calm, patient and relaxed with an understanding nature, encouraging the students, helping them to find out the books or information they require and ensuring that an atmosphere of peace and calm encompasses the library and process of self-learning and discovering continues unhampered. They should be fair to the students and expect them to respect their library and its rules.

Recruitment in Libraries

Hiring and recruitment are used interchangeably in the process of bringing new people into any organization. It is a vital element in any academic library’s development into a top performing organization. Good hiring is not magic and does not happen automatically. Finding and selecting the right person takes hard work, planning and preparation to ensure a successful search, hire and retention. It is critical for academic libraries to review and assess their processes and procedures, and understand fully the environment that they operate in when it comes to recruitment and new hires.
The opportunity to bring someone into a high-performing organization or to look for a specific skill set to improve organizational effectiveness should be incorporated and actively practiced. People within organizations are the most critical resource as the quality of the output depends on the expertise of the employees.

An erroneous hiring decision can adversely impact an organization for years. However, done correctly, recruitment greatly enhances an organization’s ability to select, hire and retain the most qualified candidate for any position. In majority of the institutions, the abundance of effort and attention is given to the one to one interview process, when the candidate is actually on campus and there is an effort to both get to know the attitudes, qualifications of the candidate as well as give them a realistic preview of the job and the library.

Libraries do not operate independently of the college or university where they are located. We must understand that academic libraries are dynamic and complicated organizations that are an integral part of the larger college or university that they serve. It is imperative for them to conform to standards and rules, align with strategic plans and priorities, and cope with institutional complexities. The complexity of the college or university is directly correlated to the complexity of the library organization, giving rise to equally complex and specific HR needs, which in turn has direct implications for recruitment.

Consider this, when comparing academic libraries at a research university to those at a regional comprehensive university or community college, it is evident that research libraries are physically large, have staff that may number in the several hundred, are generally open longer hours, and may serve several sites on a campus or in the community. In contrast, while academic libraries in small community colleges may not have the numbers of employees compared to a large research university, they may still have the same difficulties in attracting and recruiting employees.

Because academic libraries are part of the larger college or university environment, it is necessary for those in library administration to know and understand the campus ‘culture’, and all that it necessitates. This is required to effectively manage its recruitment needs and hire appropriate talent. It is also critical that the role of the central campus human resource (HR) function with regard to institutional recruitment is understood by library staff and that the library engage in all opportunities to have more control over library recruitment to ensure a successful outcome.

In the process of recruitment, libraries must comply with federal and state laws, university and college policies and procedures, institutional recruitment philosophy, market analysis, affirmative action and diversity guidelines and a myriad of campus specific details.

Therefore, it is important to remember that although every academic library will recruit and hire employees, the processes and parameters used will vary greatly between institutions. Search committees need to be developed: members need to
be identified and their participation needs to be ensured. Key members of the library who needs to be represented should be present on the committee.

Job descriptions need to be drafted and finalized between the library staff and administration. This provides clarity to potential hires as well as the hiring institution as well. Those institutions that have devoted resources to electronic talent management systems (applicant-tracking) has made the chore of posting, tracking and processing much simpler.

Libraries need to have a strategic manpower plan in place to know their staffing requirements perhaps on an annual basis, much before a position becomes vacant. This entails reviewing and assessing their internal requirements regarding recruitment and all the effort that goes into posting and interviewing for positions. Within the unique requirements of each institution, libraries need to resolve if their process is as streamlined as possible. They also need to see if the current processes being used are relevant to current needs and requirements or if they are a holdover from some distant administrative past.

Selection in Libraries

Selection implies making decisions about hiring people. A number of applications are submitted for a single position, out of which one candidate needs to be selected. This candidate needs to be the most suitable in terms of qualifications, experience and attitude. Biases, such as race, sex, caste, religion, and so on, should not come into play while hiring, but should be based solely on the basis of expertise and qualifications.

A Chief Librarian is one of the most critical hires needed in an academic institution. Once a suitable candidate has been identified, the interview should be organized and if he makes a good impression on the Selection Committee, negotiations can then be had regarding compensation terms and conditions. Only an eminent librarian can be offered the post of a University Librarian. He should then be given independence in decision-making for selection of the staff members.

A written test is also very useful to assess the knowledge, personality, aptitude and intelligence for a job for a Professional Assistant or below. This elementary screening can help eliminate unsuitable candidates from the consideration list. Psychometric experts should be used to formulate such assessments. Selection is a complex matter; a Chief Librarian must be very meticulous in his selection process so that only the best candidates are selected. The confidential reports from the institutions where the prospective candidates are employed may be taken into consideration at the time of final selection.

Training and Development

Training is defined as a joint and an ongoing process between the employee and the organization aimed at overall development of the individual and in turn the
Training, therefore, is a systematic development of knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. Training and development of library staff in any academic library contributes significantly to productivity because trained staff feel motivated and are proficiently equipped to utilize their knowledge, skills, and abilities. However, training and development of library assistants seem not to be considered as important despite the fact that it focuses on the current employee needs and competency. Therefore, it is pertinent for librarians to train library assistants as a means of empowering them for future assignments and responsibilities.

In the case of new hires, the roles and responsibilities should be made clear at the very outset. They must be acquainted with their job, superiors and peers, objectives, functions, general policies and services of the library, with particular reference to the department, where they will be working, in order to better integrate into the workplace. With the passage of time, the library administration must also accept the responsibility for providing support and opportunities for continuing education (individual based) and staff development (group based). UGC is supporting Academic Staff Colleges established in different universities to provide continuing education in Library and Information Science. In North India, Academic Staff College, Aligarh Muslim University has been arranging refresher courses for librarians and teachers of Library and Information Science on a regular basis.

Identifying the training needs is first and probably the most important step toward the identification of training techniques. The process of identifying training needs is to carefully look at programme that need to be carried out with sensitivity because success of a training programme may be crucial for the survival of the library. Training needs also determine the nature of training programme. If people are engaged through training, the impact on them and the library will be immeasurable. Library assistants require training for various purposes. Any lack of training results in lower ability to use existing knowledge, which causes ineffective services, lack of customer satisfaction, and lower productivity. Training increases professionalism and better management methods, whereas lack of training can cause frustration and lack of job satisfaction. Well-trained individuals know the scope and expectations of their jobs and will be able to add building blocks to their expertise as they progress through their careers.

It is important not to neglect the support staff when it comes to training them. Training of library assistants is very necessary because they are involved in the day-to-day processing and organization of materials in the library. They also work on desks or computer terminals entering data, compile bibliographic records, and help patrons find library resources that require training because of changes in organization. It can be understood as the process of providing fresh skills to employees that are essential for them in their jobs. In many organizations, employees are trained on a regular basis that can be understood as ‘developmental training’.
library services. Training of library assistants can enhance library services, improve their performance and productivity, and enable them support the librarians beyond usual library activities.

### Check Your Progress

4. Define the process of training in libraries.
5. Why is training of library assistants necessary?

### 11.5 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. In the book, *A Handbook of Human Resource Management Practice*, Armstrong describes HRM as a strategic approach to the management of people who are considered the most valued assets of the organization and are working there for the attainment of its goals individually and collectively.

2. Human resource management aims to achieve both efficiency and justice, neither of which can be pursued successfully without the other. It seeks to bring together and develop an effective organization, enabling the men and women who make up an enterprise to make their own best contribution to its success both as an individual and as a member of a working group.

3. The three types of management skills for the library professionals are: technical skills, human skills and conceptual skills.

4. Training is a systematic development of knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. Training and development of library staff in any academic library contributes significantly to productivity because trained staff feel motivated and are proficiently equipped to utilize their knowledge, skills, and abilities.

5. Training of library assistants is very necessary because they are involved in the day-to-day processing and organization of materials in the library. They also work on desks or computer terminals entering data, compile bibliographic records, and help patrons find library resources that require training because of changes in library services.

### 11.6 SUMMARY

- All organizations, whether small or big, need someone who is concerned with the welfare and performance of employees involved in their operations. When any individual or a group of individuals undertakes the tasks of supervising programmes and setting policies affecting all those associated
with the company, they are said to be engaged in the process of human resource management.

- In the book, *A Handbook of Human Resource Management Practice*, Armstrong describes HRM as a strategic approach to the management of people who are considered the most valued assets of the organization and are working there for the attainment of its goals individually and collectively.

- HRM can also help organizations to accomplish success and achieve competitive advantages in the face of these challenges. As the behavioural-based theories indicate, HRM is crucial for organizational success.

- HRM brings organizations and people together so that the goals of each are met. It is a comprehensive function because it is about managing people in the organization. It covers all types of people in the organization, from workers till the top level management.

- It is people who run any kind of an organization including libraries. They provide the crucial services, process materials, prepare budgets, and establish policies and practices that shape any institution. People do not necessarily look at the manpower aspects of a library as it is primarily perceived as a place for collections of books and information.

- Failure to deal with the human aspects of the workplace can have serious and negative consequences; one of these consequences is stress. Although understanding the psychosocial aspects of a library worker is vital, the mechanics of personnel management also constitute a major concern for library managers.

- It is important to identify people with specialist industry knowledge and skills, as well as employability attributes, in people who have applied for jobs in libraries. The level to which individuals have requisite knowledge, skills and attributes depends on their formal qualifications, work experience, professional development and the role/s they perform.

- Library and information sector professionals (librarians, information specialists and library technicians) must have skills and expertise gained through education to bring quality library and information services to users.

- By providing for the information needs of their clients and encouraging them to acquire information literacy skills to seek, locate and use information they should also facilitate knowledge creation.

- The opportunity to bring someone into a high-performing organization or to look for a specific skill set to improve organizational effectiveness should be incorporated and actively practiced. People within organizations are the most critical resource as the quality of the output depends on the expertise of the employees.
• In the process of recruitment, libraries must comply with federal and state laws, university and college policies and procedures, institutional recruitment philosophy, market analysis, affirmative action and diversity guidelines and a myriad of campus specific details.

• Job descriptions need to be drafted and finalized between the library staff and administration. This provides clarity to potential hires as well as the hiring institution as well.

• Selection implies making decisions about hiring people. A number of applications are submitted for a single position, out of which one candidate needs to be selected. This candidate needs to be the most suitable in terms of qualifications, experience and attitude.

• Training is defined as a joint and an ongoing process between the employee and the organization aimed at overall development of the individual and in turn the organization.

• Identifying the training needs is first and probably the most important step toward the identification of training techniques. The process of identifying training needs is to carefully look at programme that need to be carried out with sensitivity because success of a training programme may be crucial for the survival of the library.

• Training of library assistants is very necessary because they are involved in the day-to-day processing and organization of materials in the library. They also work on desks or computer terminals entering data, compile bibliographic records, and help patrons find library resources that require training because of changes in library services.

11.7 KEY WORDS

• **Job description**: A job description or JD is a document that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, and a salary range.

• **Quality of work life (QWL)**: QWL refers to the favorableness or unfavorableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization.
11.8 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions
1. State the various definitions of HRM.
2. What are the objectives of HRM?
3. State the nature of HRM.

Long-Answer Questions
1. Discuss the management skills for library professionals.
2. Analyse the process of recruitment, selection and training in libraries.
3. How is the process of training and development carried out in libraries? Discuss.

11.9 FURTHER READINGS

12.0 INTRODUCTION

Budgets are nothing but the expressions, largely in financial terms, of management’s plans for operating and financing the enterprise during specific periods of time. Budgetary control has, therefore, become an essential tool of management for controlling costs and maximizing profits.

Budgetary control plays a significant role in the profitability of a firm as it helps to achieve production and marketing goals at a minimum cost.

Budgetary planning and control is an effective management tool for planning, coordinating and controlling the various business activities. As a planning device, it guides executives to anticipate the influence and impact of a given set of events on the firm’s business and its resources. To serve as an effective tool for managerial control, budgeting at the same time provides a proper yardstick for evaluation of actual performance.

12.1 OBJECTIVES

After going through this unit, you will be able to:

- Define budget and budgetary control
- Discuss the objectives, benefits, limitations, characteristics and requirements of budgetary control system
- Explain the classification and allocation of budgets
- Describe the process of reporting and preparation of budgets in a library
12.2 PRINCIPLES, TYPES AND ALLOCATION OF BUDGETS

Budget is one of the control devices used by modern management. It may be called a record plan of action. It is a statement of anticipated results either in financial terms or even in non-financial. According to the Institute of Company Secretaries of India, ‘Budget as a plan represents a statement of expected results expressed numerically’. Gordon and Shellinglaw state, ‘Budget is a predetermined detailed plan of action developed and distributed as a guide to current operations and as a partial basis for the subsequent evaluation of performance’.

ICWA, England: ‘A budget is a financial or quantitative statement prepared prior to a definite period of time of the policy to be pursued during that for the purpose of attaining a given objective’.

John Sizer: ‘Budgets are financial and/or quantitative statements, prepared and approved prior to a defined period of time of the policy to be pursued during that period for the purpose of attaining given objective’.

Therefore, a budget is a detailed schedule of the proposed combinations of the various factors of production which the management deems to be the most profitable for the ensuring period. It may be a forecast of sales, production costs, distribution costs, and administrative and financial expenses—and, therefore, of profit or loss. It serves as a road map for executives and informs them when the company is straying from its planned route.

Budgetary Control

Basically, the primary objective of any commercial enterprise is to maximize its profits, or attain the highest volume of sales at the minimum cost. Planning and control are absolutely essential in achieving this goal and the system of budgetary control produces the framework within which the organization can reach this objective. Budgetary control is a systematic process of planning the best use of resources to achieve a business objective. It is a tool in the hands of planner which reaches through coordination into control and ties the three aspects firmly together. In the words of J. Batty, ‘Budgetary control is a system which use budgets as a means of planning and controlling all aspects of producing and/or selling commodities or services’. According to J. A. Scott, ‘it is the system of management control and accounting in which all operations are precasted and so far as possible planned ahead and the actual results compared with the forecasted and planned ones’.

The Institute of Cost and Management Accountants, England defines budgetary control as, ‘the establishment of budgets relating to the responsibilities of executives to the requirements of a policy and the continuous comparison of actual with budgeted results, either to secure by individual action the objective of that policy or to provide a basis for its revision’.
In the opinion of Brown and Howard, ‘Budgetary control is a system of controlling costs which includes the preparation of budgets, coordinating the departments and establishing responsibilities, comparing actual performance with the budgeted and acting upon results to achieve maximum profitability’.

Therefore, budgetary control is a process of managing an organization in accordance with an approved budget in order to keep total expenditure within authorized limits. It is designed to assist management in deciding the future course of action and to develop a basis for evaluating the efficiency of operations. Thus, a budgetary control consists of:

- Preparation of budgets for major activities of the business
- Measurement and comparison of actual results with budgeted targets
- Computation of deviation, if any
- Revision of budget, if required

Budgetary control requires preparation and designing of the budgets revealing clearly the financial responsibilities of executives in relation to the requirements of the overall policy of the company followed by a continuous comparison of actual business results with budgeted results to secure the objectives of the policy. If the principles of budgeting are carried out in a proper manner, the company can be assured that it will efficiently use all of its resources and achieve the most favourable results possible in the long-run.

**Objectives of the Budgetary Control System**

The main objectives of the budgetary control are as under:

- The success of a business organization is subject to the accuracy and reliability of its targets. Budgets provide useful information of formulating future business policies.
- Effective budgetary control helps in exercising control over costs by preparing separate budgets for each department. Causes of wastage are ascertained and arrangements are made for their removal. Thus, budgetary control helps in economizing cost of production.
- Budgetary control is a powerful tool of business administration as it helps in evaluating the results of various policies and facilitate supervision over the various factors of production.
- It eliminates the danger of over capitalization and under capitalization by determining the total capital requirements of a business firm through production budget. Accurate estimates of fixed and working capital requirements are formed.
- It locates deficiencies in production system easily as separate production budget is prepared to ascertain the efficiency of production.
- It encourages research and development as budgetary control schemes are usually based on past experience.
Benefits of Budgetary Control System

Budgeting is perhaps the most useful tool used by management for planning and control. Budgeting system in itself does not ensure good planning or control but it helps executives to plan ahead and exercise control over people and operating events. Budgeting operations for the period ahead provides information on probable future profits and the men, materials, facilities, and financing required to make those profits. The most notable benefits derived from the budgeting process are as follows:

- Budgeting is a disciplined approach to coordinate the planning of all functional executives towards the common profit making goal.
- Budgeting motivates executives to think ahead by requiring them to formalize their planning efforts.
- Budgeting gives management a means for self-evaluation as it provides goals and objectives against which performance can be evaluated without any difficulty. Every member of the organization is clear about the targets as expected to be achieved by him.
- A sound budgeting process provides opportunity to pre-determine what profits and costs should be under various alternative operating conditions. The comparative analysis of the costs and benefits of the projects evaluates the most appropriate allocation of resources.
- Budgeting provides a framework that specifies measurable periodic objectives for each phase of planning.
- Budgets help to trace out expected problems from an operation and provides the basis for solving these problems or avoiding them before they occur.
- With the installation of budgeting system, employees of the organization become conscious of the needs to conserve business resources.
- A firm can enjoy maximum benefits of the decentralization with the help of budgetary control.
- A budgetary control makes it obligatory for the enterprise to maintain adequate financial records that can be associated with the budget.
- Budgetary process is an effective communication system by serving as an excellent vehicle for the exchange of ideas and coordination of plans among various levels of management.
- Efficient and ineffective use of resources is revealed by budgets intended for that purpose.
- The participation of employees in the preparation and execution of the plans increases the morale among them which in turn contributes maximum to the output.
- Budgetary control helps a company to meet market competition efficiently by keeping the cost at minimum level.
Limitations of Budgetary Control System

Despite the benefits mentioned above, the budgetary control system suffers from serious limitations. Management must keep them in mind while using the tool of budgetary control. Following are the drawbacks of the budgeting system:

- Budget estimates are often wrong as they are based on approximations and personal judgments. Therefore, the quality of budgets is associated with the intelligence, skills and experience of the budget persons.
- Budgeting premises change rapidly with the change in business conditions. In the present day business the frequency of change in business conditions is known to all. With the result, business executives face lot of difficulties in the execution of the budgets.
- The success of budgeting largely depends on its execution which in turn depends on the cooperation and participation of all levels of management. Every member of the organization must direct his efforts to achieve the objectives of the budget. Any lapse in their coordination or cooperation may result in poor performance.
- The installation of budgeting system is a costly affair and therefore, small organizations may not afford it. Even financially sound enterprises must adopt the budgeting system after analysing properly the cost and benefits of the system.
- Budget targets sometimes are considered as pressure tactics which lowers the morale of the employees.
- Budgeting is a time consuming process as a good amount of time is wasted in the preparation, evaluation and revision of the budgets.
- There is an old saying to the effect that ‘A man is usually down or what he isn’t upon’. Often executives do not realize the utility of the budgeting system.
- Under budgetary control system, every budget centre tries to achieve targets set for it without taking into consideration the targets set for other budget centres and overall objectives of the budgetary control. All this results in the conflict which ultimately interrupts the efficiency of the budgeting system.

Essential Characteristics of a Good Budgetary Control System

A good budgetary control system possesses the following characteristics:

- There must be a common authority to enjoy the rights and privileges as well as to fulfil the obligation. Actual users must be consulted before actually allocating different resources.
- The supervisory staff must be held responsible for all the functions of the business and proper utilization of all the resources of the business.
- Independence of action must be ensured to the administration in those matters for which they are accountable. In such matters, they must be consulted and their views must be given due weight.
• One who gives orders must also provide facilities for the execution of those orders.
• There must be a test checking of the work at regular intervals and the results must be compared with the targets. Shortcomings must be ascertained and methods should be suggested to overcome them.
• There must be some system for rewarding better results and penalizing poor results. Incentives for better work must be provided. Inefficiency must not be allowed to go unpunished.

Requirements for Budgetary Control System

The environmental requirements for good business budgeting are essentially the same as for sound business management. Every successful business firm regardless of size must:

• Develop a statement of profit objectives and policies to guide management in reaching its business goals.
• Develop a sound plan for organization with clearly defined responsibilities and authorities for each management and supervisory position.
• Establish a clear understanding of cost behaviour and product cost structure.
• Develop a plan of operations over a given period of time to achieve objectives with a minimum of waste and inefficiency.
• Provide for measurement of performance through timely comparative control reports.
• Take necessary action in execution of plans to correct unsatisfactory performance.
• Revise the budgets when required.

The concept of budgeting formalizes the process implied in these requirements by incorporating the above steps into a comprehensive financial plan or budget. It should be obvious that the financial plan or budget is not just a forecast or business results a year ahead. It is instead a plan of operation. The plan must be based on good operating practices and soundly conceived management strategy. It should have ‘stretch’ in it. This means that operating men should incorporate in the budget performance goals that are attainable by hard work and dedicated effort.

An easy test of whether or not a business budget has been built on good planning and control concept is to check these points:

• Sales and production requirements should be defined in terms of quantities by products.
• The variable and total costs of producing each product should be identified on a predetermined basis in the budget.
1. Budgeted costs and expenses should be stated for each responsibility centre.
2. The degree of capacity utilization of major equipment and facilities should be clearly defined in the budget plan.
3. All departmental budgets should be based on the same volumes of product and service requirements and should meet an acceptable profit goal.

If a company’s budgeting cannot meet these tests, the functional executive should discuss the defects with the budget personnel to seek improvements in the budgeting process.

12.2.1 Organization for Budgetary Control System

The proper organization of budgeting system helps management in coordinating the entire management operational activity. Therefore, management must take due care in the installation of a sound budgetary control system which require the following:

- Budget committee
- Budget period
- Budget manual
- Budget centre
- Principal budget factor

(i) Budget Committee

For a sound budgeting system someone must be responsible for preparation of budgets in the organization.

In small concerns this job is assigned to the financial managers, however, in large enterprises a budget committee is frequently formed for this purpose. The committee establishes the budget procedures, collects and coordinates the relevant data and prepares the final budget which is then communicated to various budget levels. Further, to resolve the conflicts between various units of the enterprise regarding various budget matters is the responsibility of the said committee. Thus, the budget committee is a high powered decision making body that formulates the budget planning for key areas of the enterprise. Therefore, this Committee in order to discharge its responsibilities efficiently, must constitute the members from all departments which have to finally execute the budgets. The Committee is usually chaired by the Chief Executive who is known as the budget controller or budget officer. The budget programme is usually organized and administered by finance executive. The major functions of budget committee are:

- To formulate the essential guidelines for the preparation of the budgets
- To gather and disseminate necessary information for budget preparations
- To reconcile divergent views of various budget members to avoid conflicts
Budgeting

NOTES

- To receive, review and coordinate budgets submitted by various departmental heads
- To approve budgets and later revise them in the light of changes
- To offer technical consultancy to various budget units
- To receive and analyse periodic reports on the progress of the company
- To suggest measures for the improvement in the financial and operational efficiency of the enterprise

(ii) Budget Period

A firm may budget for any time period. The time-span for budgeting will vary from organization to organization depending on number of factors such as nature of business, the degree of risk and uncertainty, financial resources and economic conditions. The length of the budget period may be a week, a month, quarter of a year, or even more than a year. Firms do not have any set internal of time. The formal budget most often is prepared for a year and is divided into months or quarters of a year. This approach clearly reveals the influence of financial accounting and the annual cycle of operations on managements thinking towards business planning. Long range budgets are usually concerned with capital investments and may include a period of five or more years into the future. The plans for later years will probably be somewhat indefinite, because they are based upon long-term prospects. Such budgets should be revised in the light of current economic and business conditions which have changed with the passage of time.

A shorter period may be deceptive as it will not reflect all seasonal conditions, while a longer period increases the difficulty of accurate forecasting. However, comparatively budget for a shorter period can be formulated with more accuracy than the one with longer period. Thus, for specific decisions and planning situations, budgets for periods less than one year are always preferred. As a result Rolling or Progressive budgets are becoming very popular. This approach to budgeting covers a period of 12 months but which is usually extended to one more month into the future when a month expires. This provides management an opportunity to incorporate changing business conditions in the formulation of the budgets for future months. Budgeting is hence a continual process and that is why such budgets are also known as continuous or perpetual budgets. Management experts claim that rolling approach to budgeting is superior to all other approaches as it has a wide planning horizon.

Under normal business conditions, it may be profitable to have at least a condensed budget for one year in advance as a basis for broad plans and policy decisions. The condensed budget should be revised quarterly to keep it a year ahead. At the same time, it may be described to have capital investment budgets running as much as five years ahead.
(iii) **Budget Manual**

Budget manual sets out the responsibilities of the various executives concerned with the budgeting system. According to the Institute of Cost and Management Accountants, England budget manual is ‘a document which sets out, inter alia, the responsibilities of the persons engaged in, the route of, and the forms and records required for budgetary control’. Thus, budget manual is a document which contains the essential information required for the construction, administration, and execution of the budget. It further indicates the reporting and communicating system within the organization. The budget manual may also give details of periodical budgetary reviews and the forms and procedures necessary for such reviews for exercising budgetary control. Thus, its main contents are:

- Principles and objectives of the budgetary control system
- Responsibilities of persons engaged in a budgetary programme
- Procedures to be followed for the preparation of budgets
- Details of periodical budgetary reviews
- Time schedule indicating various stages in the process of budget
- Role of the various executives in the organizations of the budget
- Essential records to be maintained
- Reporting and communication system to be installed
- Scope, period and areas of budgets

A detailed budget manual serves a ready-reckoner for the executives connected with budgeting system as it provides them proper guidelines in the organization and preparation of budgets. Thus, it forms an essential component of the budgetary control system. Therefore, it is necessary for every commercial enterprise to maintain a budget manual. Commenting on the importance of budget manual, a corporate controller of reputed American firm is of the opinion:

> Budget manuals serve to define and clarify many matters. Numerous uncertainties may be discovered and through clarification, a better understanding of the parts and the whole may evolve. Periods of training may be reduced when oral instructions are supplemented by written procedures. Less embarrassment may occur if answers to questions can be obtained from a manual. Reliance on memory is eliminated when a procedure is reduced to writing. Furthermore, unless procedures have been reviewed and written down, employee’s turnover and the passage of time may help change procedures without the knowledge or consent of superiors.

(iv) **Budget Centre**

Budget Centre represents the segment of the organization for which budget is prepared. According to the Institute of Cost and Works Accountants (UK) budget centre is ‘a section of the organization of an undertaking defined for the purpose of budgetary control’. Each such centre is under the control of a responsible officer who is accountable to the management for the proper execution of the
budget in his centre. The budget evaluation becomes easy with the establishment of budget centres.

(v) Principal (Key) Budget Factor

The ‘principal budget factor’ or ‘limiting factor’ as it is often called, is the key constraint in the system for the particular budget period. According to the Institute of Cost and Works Accountants (UK) a principal budget factor is ‘the factor the extent of whose influence must first be assessed in order to ensure that the function budgets are reasonably capable of fulfilment’. A company may be limited by the amount of service or volume of products that can be sold to the customers. Thus, sales is the principal budget factor due to slack demand. Ordinarily, a commercial or industrial enterprise may have the following principal budget factors:

- Non-availability of material
- Non availability of key personnel
- Non-availability of finance
- Inadequate space
- Low market demand
- Poor management resources
- Production capacity

12.2.2 Types and Allocation of Budgets

Different authorities have given different classifications of budgets. Some classify them on the basis of functions involved, period covered, nature of transactions while others classify them according to activity levels. Accordingly, the following classifications are given:

A. Budgets according to activity levels:
   - Fixed budget
   - Flexible budget

B. Classification on the basis of nature of transactions:
   - Operating budget
   - Capital budget

C. Period classification:
   - Long-term budget
   - Short-term budget

D. Functional classification:
   - Master budget
   - Subsidiary budget

However, classification on the basis of functions is more popular and common almost in every business concern.
Fixed Budget

Firms do use fixed budget in certain areas of expenses management. The fixed budget is generally thought of as predetermined costs projected at a particular capacity level. That is, once capacity is projected at a particular level, the individual department gather and classify their costs at that level. The budget thus prepared will be known as a fixed budget. Such budgets assume that the amount of rupees allowed in the budget are triggered by the passage of time irrespective of production levels or the volume of activity. The Institute of Cost and Works Accountants, London defined fixed budget as ‘a budget which is designed to remain unchanged irrespective of the level of activity actually attained’. In the words of R. M. S. Wilson, ‘a fixed budget is one that is compiled for a given set of assumed operating conditions and for a clearly specified but estimated level of activity, and which management proposes to leave unchanged during the period to which it relates—regardless of changes in the actual level of activity experienced or in the conditions facing the company during that period.’ Thus, fixed budget is a plan that expresses only one level of estimated activity or volume. Such a budget is also known as static budget. The term ‘fixed budget’ is probably a misnomer because this budget really is never fixed. Business and economic conditions constantly change and management has to review and change the budgets in the light of those changes.

Flexible Budget

Some firms, recognizing the tendency of fixed overhead to vary with substantial changes in production, use a flexible budget. This is simply a series of fixed budgets that apply to varying levels of production. According to Institute of Cost and Works Accountants, London, a flexible budget is ‘a budget which, by recognising the difference between fixed, semi-fixed and variable costs, is designed to change in relation to the level of activity attained’. Thus, a flexible budget is a series of cost budgets, each prepared for a different level of capacity. Capacity levels are set at percentages of capacity or at the production of a specified number of units at set levels of capacity. Under these various levels costs—fixed, variable, semi variable—are broken down. It is a statement of how costs change with changes in the activity level. Flexible budgets generally do not distinguish between variable and fixed overhead, but provide a single rate for both types of overhead. This rate is established by dividing estimated overhead at the normal production level by the normal volume of production. Flexible budgeting can be incorporated in one of two ways—the step budget, wherein budgets are developed for different levels of operation, or the variable budget, where budgets are prepared on a variable cost basis providing progressively greater budget allowances as the volume of activity increases.

Business executives prefer the technique of flexible budgeting as it can be easily understood by the supervisors at all levels and with all degrees of education because of the realistic way in which such budgets accommodate actual operating conditions in the plant. The major significance of flexible budgeting is that it provides
completely realistic budget amounts. There are very less chances for variances which too can be the result of inefficient control or changes in operating conditions.

**Illustration 12.1:** The cost details obtained from financial records of Safa Ltd., for production of 500 units are given below:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Per Unit (₹)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material</td>
<td>40</td>
</tr>
<tr>
<td>Labour</td>
<td>30</td>
</tr>
<tr>
<td>Variable overhead</td>
<td>12</td>
</tr>
<tr>
<td>Selling and distribution expenses (20 per cent fixed)</td>
<td>10</td>
</tr>
<tr>
<td>Administrative expenses (40 per cent variable)</td>
<td>15</td>
</tr>
<tr>
<td>Fixed overhead (₹7,500)</td>
<td>15</td>
</tr>
<tr>
<td>Selling cost per unit</td>
<td>122</td>
</tr>
</tbody>
</table>

You are required to prepare a budget for production of:
(i) 700 units; and (ii) 900 units.

**Solution:**

**Safa Ltd. Flexible Budget**

<table>
<thead>
<tr>
<th></th>
<th>500 Units</th>
<th>700 Units</th>
<th>900 Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material</td>
<td>Per Unit</td>
<td>Amount</td>
<td>Per Unit</td>
</tr>
<tr>
<td></td>
<td>(₹)</td>
<td>(₹)</td>
<td>(₹)</td>
</tr>
<tr>
<td>Material</td>
<td>40</td>
<td>20,000</td>
<td>40</td>
</tr>
<tr>
<td>Labour</td>
<td>30</td>
<td>15,000</td>
<td>30</td>
</tr>
<tr>
<td>Variable overhead</td>
<td>12</td>
<td>6,000</td>
<td>12</td>
</tr>
<tr>
<td>Selling &amp; distribution Expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed (20 per cent)</td>
<td>2</td>
<td>1,000</td>
<td>1.43</td>
</tr>
<tr>
<td>Variable (80 per cent)</td>
<td>8</td>
<td>4,000</td>
<td>8</td>
</tr>
<tr>
<td>Administrative Expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed (60 per cent)</td>
<td>9</td>
<td>4,500</td>
<td>6.43</td>
</tr>
<tr>
<td>Variable (40 per cent)</td>
<td>6</td>
<td>3,000</td>
<td>6</td>
</tr>
<tr>
<td>Fixed overhead</td>
<td>15</td>
<td>7,500</td>
<td>10.71</td>
</tr>
<tr>
<td>Total Cost of Sales</td>
<td>122</td>
<td>61,000</td>
<td>114.5</td>
</tr>
</tbody>
</table>

**Operating Budget**

The operating budget is a plan of the expected revenues and expenses from normal operations and activities. It is ordinarily set to cover one year period. The operating budget contains a detailed programme of activities that a firm wishes to perform during the budget period. The profit and loss items like sales, production, distribution expenses and administrative overheads are also projected in this budget. Operating budget often states such performance measures which are not apparently seen in the financial statements. The best examples of operating budgets are raw material budget, inventory budget and labour force budget.

**Capital Budget**

Capital budget is a plan of future investments in fixed assets and often includes amounts for large expenditure that have a long term impact on the financial worth...
and prosperity of the firm. The activities covered under capital budget mainly relate to expansion, modernization or betterment of the firm’s productive resources. The outlay of capital budget is normally higher as compared to operating budget, therefore, such budgets require careful planning, analysis and evaluation. Such budgets aim to contribute maximum to the organizational goals and objectives.

**Short-term Budget**

Short-term budgets cover a budget period of a year or shorter. Firms prefer to prepare short-term budgets in the sales and cash overheads. Such budgets are often broken down to shorter period for 6 months, 3 months and possibly even each month. Experts claim that the shorter the period, the more flexibility management has. Normally, departmental executives are responsible for the preparation of short-term budgets. On the basis of short-term budgets, top level management coordinates the final budget. The various departments of the enterprise must work in coordination for the preparation of short-term budgets.

**Long-term Budget**

With the growth of industry and competition, management has also to go beyond the short range plan to look ahead for more than one year. Long-term budgets may cover periods of one, three, five and even more years depending upon the nature of the business. According to *National Association of Accountants, America*, a long-term budget is ‘a systematic and formalized process for purposeful directing and controlling future operations towards a desired objective for periods extending beyond one year’. The responsibility for preparation of the long-term budgets generally rests with top level management. At that level, they are thinking of the long range plan of the company and basing their managerial decisions not only on internal factors but external factors, such as competition, the economy today, and what it is expected to be in the future, the stock market and international economic conditions.

**Master Budget**

The master budget is expressed in financial terms and sets out management’s plan for the operations and resources of the firm for a given period of time. It is a summary of the budget schedules in capsule form made for the purpose of presenting in one report the highlights of the budget period. *The Institute of Cost and Management Accountants, London* defines it as, ‘The summary budget, incorporating its component functional budgets which is finally approved, adopted and employed’.

*Davidson and others* state, ‘The master budget, sometimes called the comprehensive budget is a complete blueprint of the planned operations of the firm for a period.’

Thus, master budget is an overall budget of the firm which includes all other small departmental budgets. It is a network consisting of many separate budgets that are interdependent. It coordinates various activities of the business and puts
them on correct lines. In fact the master budget contains consolidated summary of all the budgets prepared by the organization. Few top executives of the business are supplied with the copies of master budgets. Such a budget is of no use to departmental executives. It draws the attention of the management to those issues which must require immediate attention or which must be avoided without any delays in the interest of the business.

**Preparation of master budget:** Preparation of master budget is a complex process that requires much time and effort by management at all levels. It includes the preparation of a projected profit and loss account (income statement) and projected balance sheet. However, preparation of master budget involves the following steps:

- Preparation of sales budget
- Preparation of production cost budget
- Preparation of the cost budget
- Preparation of the cash budget
- Preparation of projected profit and loss account on the basis of information collected from above stated four steps
- Preparation of projected balance sheet from the information available in last year’s balance sheet and with the help of five steps stated above

The format of the Master Budget is given in Tables 12.1 and 12.2.

Table 12.1  
Co. Ltd.,  
Master Budget  
(For the year ending as on . . . . . . . . . . . .)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Previous Period</th>
<th>Budgeted Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>To cost of product (as per production cost budget)</td>
<td>Amount (₹)</td>
<td>Amount (₹)</td>
</tr>
<tr>
<td>Direct material</td>
<td>₹(a) x product</td>
<td>₹(a) x product</td>
</tr>
<tr>
<td>(....Units@ ₹...)</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Direct wages</td>
<td>₹(b) x product</td>
<td>₹(b) x product</td>
</tr>
<tr>
<td>Prime cost</td>
<td>₹(c) units @ ₹</td>
<td>₹(c) units @ ₹</td>
</tr>
<tr>
<td></td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Factory overheads</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>(a) Variable</td>
<td>₹(d) x product</td>
<td>₹(d) x product</td>
</tr>
<tr>
<td>(b) Fixed</td>
<td>₹(e) x product</td>
<td>₹(e) x product</td>
</tr>
<tr>
<td>Work cost</td>
<td>₹(f) x product</td>
<td>₹(f) x product</td>
</tr>
<tr>
<td>Administrative, selling</td>
<td>₹(g) x product</td>
<td>₹(g) x product</td>
</tr>
<tr>
<td>and distribution</td>
<td>₹(h) x product</td>
<td>₹(h) x product</td>
</tr>
<tr>
<td>overheads</td>
<td>₹(i) x product</td>
<td>₹(i) x product</td>
</tr>
<tr>
<td>To Net Profit</td>
<td>₹(j) x product</td>
<td>₹(j) x product</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Previous Period</th>
<th>Budgeted Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>To sales (as per sales budget)</td>
<td>₹(k) x product</td>
<td>₹(k) x product</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Previous Period</th>
<th>Budgeted Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>To sales (as per sales budget)</td>
<td>₹(l) x product</td>
<td>₹(l) x product</td>
</tr>
</tbody>
</table>

The format of the Master Budget is given in Tables 12.1 and 12.2.
Table 12.2 Budgeted Balance Sheet

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Previous Period Amount (£)</th>
<th>Budgeted Period Amount (£)</th>
<th>Assets</th>
<th>Previous Period Amount (£)</th>
<th>Budgeted Period Amount (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Shareholder’s Equity:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pref. share capital</td>
<td></td>
<td></td>
<td>Fixed Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity share capital</td>
<td></td>
<td></td>
<td>Plant &amp; Machinery</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill payable</td>
<td></td>
<td></td>
<td>Bill Receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sundry creditors</td>
<td></td>
<td></td>
<td>Sundry debtors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank loan</td>
<td></td>
<td></td>
<td>Cash in hand and at bank</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Inventories</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Subsidiary Budget

Subsidiary budgets are those budgets which show income or expenditure appropriate to or the responsibility of a particular activity of the business. They are prepared on the basis of the guidelines framed by the master budget. There may be different kinds of subsidiary budgets depending on size, nature and policy of the concern but the following are frequently prepared:

- Sales budget
- Production budget
- Production cost budget
- Materials budget
- Labour budget
- Manufacturing overhead budget
- Expenses budget
- Plant budget
- Cash budget

(i) Sales budget: Sales budget is the key budget that leads to the preparation of all other functional budgets. The success of any commercial enterprise largely depends upon the quick turnover of its production. Against this background every company wants to maximize its sales. However, it is a complex problem that requires proper attention and care from management. Every effort must be made to achieve sales targets.

A sales budget is an estimate of future sales expressed and incorporated in quantities and/or money. A company will have some sort of sales projection, which will be made on a periodic basis and the sales budget will be prepared based on both internal and external factors.
The internal factors to be considered are such items as:

- Past activity
- Present and projected plant capacity
- Proposed management policies
- Financial position
- Sales force size
- Availability of materials
- Promotional campaign

External factors include such things as:

- Extent of competition
- Government policies and regulations
- Economic conditions of the country
- General trade prospectus

All this information is essential for the preparation of the budget. Management should review constantly the above-mentioned factors in order to find out the quantum of change in them and its impact on product demand. The sales budget is broken down by:

- Product lines
- Geographical territories
- Time span
- Types of customers

A forecast of sales on an industry-wide basis must be broken down so that it applies to a particular firm. Each firm looks at its position relative to the total market and calculates its share of the market. In some areas and in certain product lines, one firm may dominate; while in other areas and in other product lines, the sales may be divided into different proportions. The following techniques are used for sales forecasts:

- Past trends
- Sales executives opinion
- Survey methods

The following illustration will further clear the idea about the preparation of sales budget.

**Illustration 12.2:** MAS Co. Ltd. operates two sales divisions by selling two quality cement products—White and Black in them. For the purpose of submission of sales budget to the budget committee, the following information has been made available.
Budget sales for the current year were as follows:

<table>
<thead>
<tr>
<th>Product</th>
<th>Division I</th>
<th>Division II</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>800 at ₹ 100</td>
<td>600 at ₹ 100</td>
</tr>
<tr>
<td>Black</td>
<td>400 at ₹ 80</td>
<td>500 at ₹ 80</td>
</tr>
</tbody>
</table>

Actual sales for the current year were as follows:

<table>
<thead>
<tr>
<th>Product</th>
<th>Division I</th>
<th>Division II</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>1,000 at ₹ 100</td>
<td>700 at ₹ 100</td>
</tr>
<tr>
<td>Black</td>
<td>600 at ₹ 80</td>
<td>450 at ₹ 80</td>
</tr>
</tbody>
</table>

The sales division of the company has taken the following decisions at a meeting:

(i) The sales manager observed that product White is popular but under-priced. Therefore, the price of product should be increased by ₹ 20.

(ii) The product Black has less market and the main reason responsible for it is the over price of the product. However, if the price of the product is reduced by ₹ 5, it is expected to generate more demand.

On the basis of these price changes and reports from the sales force, the following estimates have been prepared by divisional sales manager:

Percentage increase in sales over current budget:

<table>
<thead>
<tr>
<th>Product</th>
<th>Division I</th>
<th>Division II</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Black</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

You are required to prepare a sales budget to be presented to the budget committee.

Solution:

<table>
<thead>
<tr>
<th>Sales Budget</th>
<th>MAS Co. Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget for Future Period</strong></td>
<td><strong>Budget for Current Period</strong></td>
</tr>
<tr>
<td><strong>Division</strong></td>
<td><strong>Product</strong></td>
</tr>
<tr>
<td>I. White</td>
<td>840</td>
</tr>
<tr>
<td>Black</td>
<td>440</td>
</tr>
<tr>
<td>Total</td>
<td>1,280</td>
</tr>
<tr>
<td>II. White</td>
<td>720</td>
</tr>
<tr>
<td>Black</td>
<td>515</td>
</tr>
<tr>
<td>Total</td>
<td>1,270</td>
</tr>
<tr>
<td>Total</td>
<td>1,560</td>
</tr>
<tr>
<td>Black</td>
<td>990</td>
</tr>
<tr>
<td>Total</td>
<td>2,550</td>
</tr>
</tbody>
</table>
Illustration 12.3: Super National Company Ltd. has three items in its product line—EX, YEE and ZED. These products are sold in two markets—Super and Superior. The following information on the sales of these products in these markets is available:

<table>
<thead>
<tr>
<th>Product</th>
<th>Super Market (Units)</th>
<th>Superior Market (Units)</th>
<th>Super Market (Units)</th>
<th>Superior Market (Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EX</td>
<td>18,000</td>
<td>22,000</td>
<td>20,000</td>
<td>25,000</td>
</tr>
<tr>
<td>YEE</td>
<td>9,000</td>
<td>12,000</td>
<td>7,000</td>
<td>10,000</td>
</tr>
<tr>
<td>ZED</td>
<td>15,000</td>
<td>8,000</td>
<td>12,000</td>
<td>7,000</td>
</tr>
</tbody>
</table>

The EX product is sold at ₹5 per unit whereas products YEE and ZED are sold for ₹4 and ₹7 respectively, in both markets.

The research department of the company submitted the following proposals to be kept in mind while preparing sales budget:

- Product EX has stiff competition in future and as a result of which the sales may decline. To maintain present state of demand the price of the product may be reduced by 10 per cent.
- Product YEE is popular but under-priced. It is reported that if its price is increased by 25 per cent it will still find a ready market.
- The sale of product ZED may decline by 10 per cent due to entrance of new firms in the industry.
- With the help of an intensive campaign 5 per cent additional sales over the estimated sales are expected in all products in both markets except of product ZED in superior market.

The management has approved the proposal without any change. You are required to prepare a budget for sales incorporating the above proposals.

Solution:

<table>
<thead>
<tr>
<th>Market and Product (Units)</th>
<th>Budget for Future Period</th>
<th>Budget for Current Period</th>
<th>Budget for Current Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>EX</td>
<td>18,900</td>
<td>23,100</td>
<td>22,000</td>
</tr>
<tr>
<td>YEE</td>
<td>9,450</td>
<td>12,600</td>
<td>12,000</td>
</tr>
<tr>
<td>ZED</td>
<td>14,250</td>
<td>7,600</td>
<td>8,000</td>
</tr>
<tr>
<td>Total</td>
<td>42,600</td>
<td>43,300</td>
<td>42,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Market and Product (Units)</th>
<th>Budget for Future Period</th>
<th>Budget for Current Period</th>
<th>Budget for Current Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>EX</td>
<td>18,000</td>
<td>18,000</td>
<td>18,000</td>
</tr>
<tr>
<td>YEE</td>
<td>9,000</td>
<td>9,000</td>
<td>9,000</td>
</tr>
<tr>
<td>ZED</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Total</td>
<td>42,000</td>
<td>42,000</td>
<td>42,000</td>
</tr>
</tbody>
</table>
(ii) Production budget: After the preparation of sales budget, the management turns its attention to the preparation and designing of a production budget. Production budget is a component of the master budget that establishes the level of production planned for budget period. It fixes the target for the future output. In a broader sense, production budget attempts to estimate the number of units of each product that the company is planning to produce during the budget period. Sufficient goods will have to be available to meet sales needs and the quantity of inventory needed at the end of the period. A portion of these goods will already exist in the form of a beginning inventory. The remainder will have to be produced. The quantity to be produced is decided after taking into consideration the following:

- Opening and closing levels of inventories
- Quantity required to meet projected sales

Further, budget executive has also to analyse the below mentioned factors in the preparation of production budget:

- Maximum production capacity of the business
- Production planning of the concern
- Managing policy regarding produce or purchase of components
- Available storage facilities
- Amount of investment required

The manufacturing division must schedule its production in such a way as to ensure prompt deliveries to the customers. To achieve this objective, sales department must be closely coordinated with the production department. Neither department can plan and direct its activities in isolation. The department of sales has to depend on production from plant and at the same time production department guides its production levels on the basis of sales estimates as submitted by sales department.

A format of a detailed production budget is given as under:

```
........ Co. Ltd.
Production Budget
January, February and March 20xx

<table>
<thead>
<tr>
<th>Particulars</th>
<th>January</th>
<th>February</th>
<th>March</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales in quantity (as per sales budget)</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Add: Desired inventory at the end</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Total quantity required</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Less: Stock at beginning</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Quantity to be produced</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
</tr>
</tbody>
</table>
```
Illustration 12.4: From the following information prepare a production budget for 3 months of NICE Cement Co. Ltd.

(i) The estimated sales for the budget period as reported by sales manager are:

<table>
<thead>
<tr>
<th>Division</th>
<th>White (Tonnes)</th>
<th>Black (Tonnes)</th>
<th>Red (Tonnes)</th>
<th>Green (Tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>7,000</td>
<td>12,000</td>
<td>16,000</td>
<td>10,000</td>
</tr>
<tr>
<td>South</td>
<td>5,000</td>
<td>8,000</td>
<td>10,000</td>
<td>3,000</td>
</tr>
</tbody>
</table>

(ii) Estimated stock on June 1, 2007

<table>
<thead>
<tr>
<th>Type of Product</th>
<th>Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>1,200</td>
</tr>
<tr>
<td>Black</td>
<td>1,500</td>
</tr>
<tr>
<td>Red</td>
<td>1,800</td>
</tr>
<tr>
<td>Green</td>
<td>1,200</td>
</tr>
</tbody>
</table>

(iii) Desired closing stock on 31st August, 2007

<table>
<thead>
<tr>
<th>Type of Product</th>
<th>Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>1,500</td>
</tr>
<tr>
<td>Black</td>
<td>1,800</td>
</tr>
<tr>
<td>Red</td>
<td>1,400</td>
</tr>
<tr>
<td>Green</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Solution:

Production Budget for Three Months from June to August, 2007

<table>
<thead>
<tr>
<th>Estimated Sales During Budget Period</th>
<th>Types of Products</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>White (Tonnes)</td>
</tr>
<tr>
<td>North</td>
<td>7,000</td>
</tr>
<tr>
<td>South</td>
<td>5,000</td>
</tr>
<tr>
<td>Total</td>
<td>12,000</td>
</tr>
<tr>
<td>Add: Desired stock on 31st August, 2007 (closing stock)</td>
<td>1,500</td>
</tr>
<tr>
<td>Total</td>
<td>13,500</td>
</tr>
<tr>
<td>Less: Estimated stock on June 1st, 2007 (opening stock)</td>
<td>1,200</td>
</tr>
<tr>
<td>Quantity to be produced</td>
<td>12,300</td>
</tr>
</tbody>
</table>

(iii) Production cost budget: Production budget is followed by production cost budget that summarizes the direct material budget, the direct labour budget and the manufacturing overhead budget. Each of these budgets must consider the quantities to be produced as reflected in the production budget and the prices of the factors which it is expected will prevail during the budget period.

(iv) Materials budget: Materials budget is prepared with a view to ensure regular supply of raw material of the required quantity according to the requirements of
production schedules. A schedule of materials requirement is prepared, indicating for each product the unit quantities of each material required per unit of finished product. Multiplying these raw material requirements per unit of product times the projected production of each product will give the total production requirements, which then may be combined by a type of raw material. The quantity of material so calculated must be increased by some pre-determined percentage to allow for waste and spoilage. The quantity of material required for production and the required inventory level will yield the quantities of each material which will have to be available during the budget period. The available quantity of material estimated should be deducted by the inventories of raw material at the beginning of the budget period, the resultant material quantity is the quantity of material to be purchased during the budget period.

The estimation of material requirements is the responsibility of the production engineering department while as the estimation of price at which the raw material could be procured from the market is the responsibility of purchasing department. Materials budget checks wastage of raw material and at the same time helps in the determination of economic order quantity.

The format of detailed materials budget is given as under:

```
.... Co. Ltd.
Materials Budget
(For the Year Ending .........)
```

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Quantity to be purchased</strong></td>
<td>xx</td>
</tr>
<tr>
<td>Units to be consumed</td>
<td></td>
</tr>
<tr>
<td>(as per production budget)</td>
<td>xx</td>
</tr>
<tr>
<td>Add: Minimum ending inventory</td>
<td>xxx</td>
</tr>
<tr>
<td>Total raw material requirements</td>
<td>xxxx</td>
</tr>
<tr>
<td>Less: Stock at the beginning</td>
<td>xx</td>
</tr>
<tr>
<td>Purchase requirements</td>
<td>xx</td>
</tr>
<tr>
<td><strong>B. Cost involvement</strong></td>
<td></td>
</tr>
<tr>
<td>----------- units @ ₹ ...</td>
<td>xx</td>
</tr>
<tr>
<td>Carriage inwards</td>
<td>xx</td>
</tr>
<tr>
<td>Cost of purchases</td>
<td>xxxx</td>
</tr>
</tbody>
</table>

**Illustration 12.5:** Super Max manufactures two type of products—BEE and TEE. The sales department reports that 35,000 and 48,000 units of BEE and TEE respectively are sufficient to meet the estimated demand during the budget period.

The Engineering department submits the following report in respect of material requirements:

```
<table>
<thead>
<tr>
<th>Product Type and Quantity of Material Required Per Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>BEE</td>
</tr>
<tr>
<td>TT</td>
</tr>
<tr>
<td>PP</td>
</tr>
<tr>
<td>TEE</td>
</tr>
<tr>
<td>FM</td>
</tr>
<tr>
<td>FT</td>
</tr>
</tbody>
</table>
```
Management had adopted the following policy in respect of inventories:

(a) Opening Balance

(i) Finished product
   - BEE: 7,000 units
   - TEE: 4,500 units

(ii) Raw materials
   - Material TT: 20,000 units
   - Material PP: 18,000 units
   - Material FM: 15,000 units
   - Material FT: 13,000 units

(b) Closing balances

(i) Finished product
   - BEE: 10,000 units
   - TEE: 7,000 units

(ii) Raw Materials
   - Material TT: 7,000 units
   - Material PP: 5,000 units
   - Material FM: 3,000 units
   - Material FT: 2,000 units

Draw up a material purchase budget.

**Solution:**

<table>
<thead>
<tr>
<th>Product</th>
<th>BEE</th>
<th>TEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material TT</td>
<td>Material PP</td>
<td>Material FM</td>
</tr>
<tr>
<td>Units</td>
<td>Units</td>
<td>Units</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>76,000</td>
<td>11,000</td>
<td>2,01,000</td>
</tr>
</tbody>
</table>

Add: Desired closing balance of material at the end of the year

<table>
<thead>
<tr>
<th>Material required to produce 38,000 units of BEE product and 50,500 units of TEE product (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,000</td>
</tr>
</tbody>
</table>

Less: Opening balance of material at the beginning of the year

Materials required to be purchased during the year
Working Notes:

(A) Calculation of production during the year:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>BEE (Units)</th>
<th>TEE (Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated sales</td>
<td>35,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Add: Desired closing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stock of finished products</td>
<td>10,000</td>
<td>7,000</td>
</tr>
<tr>
<td></td>
<td>45,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Less: Opening stock of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>finished products</td>
<td>7,000</td>
<td>4,500</td>
</tr>
<tr>
<td></td>
<td>38,000</td>
<td>50,500</td>
</tr>
</tbody>
</table>

(v) Labour budget: The labour budget is developed directly from the production budget. It indicates the quantity and cost of direct labour required to meet production needs. Labour budget discloses the requirement of the skilled as well as unskilled workers for carrying out the budget output. It fixes up the number and class of workers, their wages, training, leave and other conditions of workers. To be of maximum value in planning, coordination and control, this budget will have to be in sufficient detail to indicate the amount of each specific labour operation required to produce each product. This budget helps personnel department in designing appropriate hiring and training of qualified personnel. Thus, labour budget is essential for production planning and for planning personnel resources.

The quantity of labour required to meet production needs can be estimated from standards or from records of past performance. The simple way to compute the quantity of labour requirement is to divide the required number of units of finished products by the number of direct labour hours required to produce a single unit. For a labour mix, a separate calculation is to be made for each type of labour. The resultant is multiplied by the labour cost per hour as is shown in Illustration 12.6.

Illustration 12.6: The Great Ess Industries Ltd. manufactures three products—X, Y and Z. The enterprise has decided to produce 2,500, 4,000 and 7,000 units of X, Y and Z respectively for the month of March.

The estimated labour hours required to produce each unit are:

<table>
<thead>
<tr>
<th>Product</th>
<th>Labour Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>3</td>
</tr>
<tr>
<td>Y</td>
<td>4</td>
</tr>
<tr>
<td>Z</td>
<td>2</td>
</tr>
</tbody>
</table>

The cost per labour hour is estimated to ₹ 4

Draw up a labour budget showing (A) quantity and (B) cost of labour.
Solution:

Great Ess Industries Ltd.

Labour Budget
for the Month of March

| Products |  
|----------|----------|----------|
| X        | Y        | Z        |
| Estimated production (units) | 2,500 | 4,000 | 7,000 |
| Labour hour per unit | 3 | 4 | 2 |
| (A) Total labour hours required | 7,500 | 16,000 | 14,000 |
| Labour cost per hour | ₹4 | ₹4 | ₹4 |
| (B) Total labour cost | 30,000 | 64,000 | 56,000 |

(vi) Manufacturing overhead budget: The manufacturing overhead budget is a schedule showing the expected amount of manufacturing cost that will be incurred for the budgeted level of activity. Manufacturing overheads consist of fixed, variable and semi-variable cost components. As discussed earlier, variable overhead costs change proportionately with the volume of production, whereas fixed overhead costs remain constant irrespective of output. The semi-variable overhead costs also change with the output but not proportionately. Management has to use some equitable basis to apportion the fixed overheads and the fixed elements of the semi-variable overheads to the various budget centres. Therefore, the preparation of the manufacturing overhead budget requires experience, knowledge, expertise and intelligence on the part of budget persons.

(vii) Expenses budget: Once the production plans have been established, it is time to determine the overhead required to produce the products. Departmental managers ordinarily prepare their own budgets for indirect labour and factor overhead.

Expenses budget consists of several sections namely factory overheads, administration expenses, and sales and distribution expenses. These budgets are prepared on the basis of figures of income statements of the previous years. A proper distinction of recurring and non-recurring is made while preparing these budgets. The expenses budget format is given as under:

...... Co. Ltd.

Expenses Budget (For the Year Ending .......)

<table>
<thead>
<tr>
<th></th>
<th>₹</th>
<th>₹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factory overheads:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel and power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor’s salary</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and stationery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent and rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sales and distribution expenses:</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(viii) **Plant budget:** In large scale industries where production is carried on with the help of costly machines, plant budget ensure maximum utilization of available machines.

(ix) **Cash budget:** The availability of cash in adequate quantity at proper time for a reasonable cost is very essential for smooth operation of a business. The cash budget attempts to estimate cash requirements of a business well ahead of time. According to Solomon, ‘the cash budget is an analysis of flow of cash in a business over a future, short or long period of time. It is a forecast of expected cash intake and outlay’. The cash budget converts all planned actions into cash inflows and cash outflows. Thus, it shows the anticipated flow of cash and the timing of receipts and disbursements based upon projected revenues, the production schedule and expenses. This budget is significant because it helps management in planning to avoid unnecessary idle cash balances on the one hand or unneeded expensive borrowings on the other. It indicates not only the total amount of financing required but its timing as well. The cash budget is mainly composed of two major sections namely:

- Receipt section
- Payment section

Normally, the major source of cash receipts for any business is sales. For credit sales accounts receivable are eventually converted into cash as debtors pay their accounts. However, in this connection management has to estimate properly the time taken to collect outstanding accounts. At the same time, provision must be made for discounts, returns, allowance granted and uncollectible accounts. From a study of past records and recent experience in the rate of collection, it should be possible to predict approximate receipts on accounts.

Special items such as increase in cash from sale of equipment, issuance of shares and borrowing must be considered in the estimation of cash receipts. Thus, the cash receipts are expected to be generated from the following sources:

- Cash sales
- Collection from debtors
- Non-operating incomes like dividend, commission, interests
- Sale proceeds from capital assets
- Share capital and debentures
- Loans and overdrafts

<table>
<thead>
<tr>
<th>Salesmen’s salaries</th>
<th>x x x</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salesmen’s commission</td>
<td>x x</td>
</tr>
<tr>
<td>Advertising</td>
<td>x x</td>
</tr>
<tr>
<td>Entertainment and car expenses</td>
<td>x x</td>
</tr>
<tr>
<td>Shop display</td>
<td>x x</td>
</tr>
<tr>
<td>Display</td>
<td>x x</td>
</tr>
<tr>
<td>Total expenses</td>
<td>x x x</td>
</tr>
</tbody>
</table>

*(budgeting notes)*
The payment section consists of all cash payments that are planned for the budget period. These payments will include the payments for merchandise and overhead acquired or incurred for the current budget period as well as for payables on past budget period. Payments on various accounts are not made simultaneously with the cost incurred or materials and services used. The expenditure on various items like insurance, rent and advertising are often paid in advance while payments for materials, labour and other costs of operation frequently follow acquisition and use. Capital expenditures for expansion and replacement must be taken into account. And so must expenditures for a variety of other purposes, such as taxes, donations, repayments of loans, dividends etc. The major items of payments are:

- Payment for various inputs like materials, labour and machinery
- Payment of loans and deposits
- Redemption of capital and debentures
- Investments

The difference between cash receipts and payments represents cash overage or shortage. If a shortage exists, the company will have to arrange for raising the cash through bank loans or other financing methods. If an excess exists, funds borrowed in previous period can be repaid, or the idle funds can be temporarily invested.

How frequently cash budget should be prepared and the time intervals covered by the budgets depends on the individual company’s circumstances, problems and objective. However, the cash budget should be broken down into time periods that are as short as feasible. Many enterprises maintain cash budgets on a weekly basis and even some prefer to do it on daily basis. But on the whole, monthly basis cash budget is more popular among business firms. Where a firm is considering plant expansion, it might be interested to prepare a budget every quarter.

Cash budgets may be prepared in three forms that are quite different in appearance, require the same estimates and result in the same forecast cash balance at the end of each period. The methods are:

- Receipt and payment method
- Adjusted profit and loss method
- Balance sheet method

**(a) Receipt and payment method:** This method is a line-by-line estimate of receipts and payments. A good starting point for developing the cash budget is the opening cash balance to which expected cash receipts during the budget period are added. The figure so obtained is reduced by the amount of cash payment that is planned for the budget period. The outstanding payments and receipts are excluded from cash budget as this method is based on the concept of actual cash flows rather than on their accrual. Accordingly, pre-payments and pre-receipts are to be considered in the preparation of cash budget. The receipt and payment method of cash budget is demonstrated in Illustration 12.7.
Illustration 12.7: Prepare a cash budget for the first four months from the following estimated revenue and expenses:

<table>
<thead>
<tr>
<th>Month</th>
<th>Sales (£)</th>
<th>Purchases (£)</th>
<th>Labour (Wages) (£)</th>
<th>Overhead Administrative (£)</th>
<th>Overhead Distribution (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>60,000</td>
<td>60,000</td>
<td>12,000</td>
<td>2,000</td>
<td>1,200</td>
</tr>
<tr>
<td>May</td>
<td>66,000</td>
<td>42,000</td>
<td>14,000</td>
<td>2,200</td>
<td>1,400</td>
</tr>
<tr>
<td>June</td>
<td>72,000</td>
<td>40,000</td>
<td>16,000</td>
<td>2,200</td>
<td>1,400</td>
</tr>
<tr>
<td>July</td>
<td>78,000</td>
<td>36,000</td>
<td>18,000</td>
<td>2,400</td>
<td>1,600</td>
</tr>
<tr>
<td>August</td>
<td>84,000</td>
<td>34,000</td>
<td>20,000</td>
<td>2,600</td>
<td>1,600</td>
</tr>
</tbody>
</table>

Additional information:

(i) Cash balances on 1st April was `35,000.
(ii) 50 per cent of sales are on credit basis which are realised in the subsequent month.
(iii) Suppliers are paid in the month following the month of supply.
(iv) Delay in payment of wages and overheads is 30 days.
(v) Dividends on investments amounting `10,000 may be received in April and July.
(vi) Company plans to purchase a machine for `60,000 for which it has to pay the consideration in three equal instalments in the month of April, June and July.

Solution:

<table>
<thead>
<tr>
<th>Details</th>
<th>April (£)</th>
<th>May (£)</th>
<th>June (£)</th>
<th>July (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Balance b/d</td>
<td>35,000</td>
<td>55,000</td>
<td>42,800</td>
<td>32,200</td>
</tr>
<tr>
<td>B. Receipts:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash sales (50 per cent)</td>
<td>30,000</td>
<td>33,000</td>
<td>36,000</td>
<td>39,000</td>
</tr>
<tr>
<td>Debtors</td>
<td>—</td>
<td>30,000</td>
<td>33,000</td>
<td>36,000</td>
</tr>
<tr>
<td>Dividends</td>
<td>10,000</td>
<td>—</td>
<td>—</td>
<td>10,000</td>
</tr>
<tr>
<td>Total (A+B)</td>
<td>75,000</td>
<td>1,18,000</td>
<td>1,11,800</td>
<td>1,17,200</td>
</tr>
<tr>
<td>C. Payments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>—</td>
<td>60,000</td>
<td>42,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Wages</td>
<td>—</td>
<td>12,000</td>
<td>14,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Administrative overhead</td>
<td>—</td>
<td>2,000</td>
<td>2,200</td>
<td>2,200</td>
</tr>
<tr>
<td>Distribution overhead</td>
<td>—</td>
<td>1,200</td>
<td>1,400</td>
<td>1,400</td>
</tr>
<tr>
<td>Machine</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Total C</td>
<td>20,000</td>
<td>75,200</td>
<td>79,600</td>
<td>79,600</td>
</tr>
<tr>
<td>Balance (A + B - C)</td>
<td>55,000</td>
<td>42,800</td>
<td>32,200</td>
<td>37,600</td>
</tr>
</tbody>
</table>

(b) Adjusted profit and loss method: Under this method, the profit forecast for the budget period is adjusted for non-cash transactions and for expected changes in assets and liabilities not involved in the calculation of profit. Thus, net estimated
The amount so calculated is reduced by the amount resulting from payment of dividends, prepayments, increase in assets and decrease in liabilities. The resultant figure will be the amount of cash available at the end of the budget period. Top management always prefers to use adjusted profit and loss for cash forecasting but most firms are compelled to use the line-by-line estimate to provide the detailed information needed by lower management levels for control. The essential information for the preparation of adjusted profit and loss account is supplied from profit and loss account and balance sheet. The following illustration will make the understanding about preparation of cash budget as per adjusted profit and loss account method very clear.

**Illustration 12.8:** The following data is made available to you to prepare a cash budget under the adjusted profit and loss method:

**Balance Sheet**

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>(£)</th>
<th>Assets</th>
<th>(£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>2,00,000</td>
<td>Building</td>
<td>1,25,000</td>
</tr>
<tr>
<td>Debentures</td>
<td>75,000</td>
<td>Machinery</td>
<td>75,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>35,000</td>
<td>Furniture &amp; fixtures</td>
<td>55,000</td>
</tr>
<tr>
<td>Profit &amp; loss a/c</td>
<td>20,000</td>
<td>Debtors</td>
<td>25,000</td>
</tr>
<tr>
<td>Creditors</td>
<td>60,000</td>
<td>Bills receivable</td>
<td>20,000</td>
</tr>
<tr>
<td>Bills payable</td>
<td>20,000</td>
<td>Closing stock</td>
<td>45,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bank balances</td>
<td>65,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4,10,000</td>
</tr>
</tbody>
</table>

**Projected Trading and Profit and Loss Account**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>(£)</th>
<th>Particulars</th>
<th>(£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Opening stock</td>
<td>35,000</td>
<td>By Sales</td>
<td>4,20,000</td>
</tr>
<tr>
<td>To Purchases</td>
<td>2,20,000</td>
<td>By Closing stock</td>
<td>85,000</td>
</tr>
<tr>
<td>To Carriage</td>
<td>12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To Gross profit c/d</td>
<td>2,38,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5,05,000</td>
<td></td>
<td>5,05,000</td>
</tr>
<tr>
<td>To Establishment</td>
<td>1,00,000</td>
<td>By Gross Profit b/d</td>
<td>2,38,000</td>
</tr>
<tr>
<td>To Discount</td>
<td>12,000</td>
<td>By Commission</td>
<td>12,000</td>
</tr>
<tr>
<td>To Administrative Exp.</td>
<td>38,000</td>
<td>By Interest</td>
<td>10,000</td>
</tr>
<tr>
<td>To Distribution Exp.</td>
<td>22,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To Depreciation on machinery</td>
<td>16,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To Advertisement</td>
<td>18,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To Net profit c/d</td>
<td>52,000</td>
<td>By Balance of profit from last year</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>74,000</td>
<td>By Net profit b/d</td>
<td>54,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>74,000</td>
</tr>
</tbody>
</table>
The following closing balance of certain items as on 31st March 2006 are also given as additional information:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount (₹)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>2,40,000</td>
</tr>
<tr>
<td>Debentures</td>
<td>90,000</td>
</tr>
<tr>
<td>Building</td>
<td>1,40,000</td>
</tr>
<tr>
<td>Machinery</td>
<td>80,000</td>
</tr>
<tr>
<td>Bills payable</td>
<td>25,000</td>
</tr>
</tbody>
</table>

**Solution:**

**Cash Budget**

<table>
<thead>
<tr>
<th></th>
<th>₹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash balances as on 1st April, 2007</td>
<td>65,000</td>
</tr>
<tr>
<td><strong>Additions to cash:</strong></td>
<td></td>
</tr>
<tr>
<td>Net profit of the year</td>
<td>54,000</td>
</tr>
<tr>
<td>Depreciation</td>
<td>16,000</td>
</tr>
<tr>
<td>Issue of shares capital</td>
<td>40,000</td>
</tr>
<tr>
<td>Issue of debentures</td>
<td>15,000</td>
</tr>
<tr>
<td>Increase in B/P</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Cash available:</strong></td>
<td>1,95,000</td>
</tr>
<tr>
<td><strong>Deduction of cash:</strong></td>
<td></td>
</tr>
<tr>
<td>Dividends paid</td>
<td>22,000</td>
</tr>
<tr>
<td>Purchase of buildings</td>
<td>15,000</td>
</tr>
<tr>
<td>Purchase of machinery</td>
<td>5,000</td>
</tr>
<tr>
<td>Increase in stock</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>Closing balance as on 31st March, 2006:</strong></td>
<td>1,13,000</td>
</tr>
</tbody>
</table>

(c) **Balance sheet method:** Under this method, the cash balances at the end is computed with the help of projected balance sheet. The projected balance sheet is developed by beginning with the current balance sheet and adjusting it for the data contained in the other budgets. All the balance sheet items except cash balances are adjusted in the light of changes that might take place between current balance sheet and the projected balance sheet. The difference between projected assets and projected liabilities represents cash balance.

**Illustration 12.9:** With the data given in Illustration 12.8 prepare the cash budget under the balance sheet method:

**Solution:**

**Budgeted Balance Sheet as on 31st March, 2006**

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>₹</th>
<th>As on ₹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>2,40,000</td>
<td>Building</td>
</tr>
<tr>
<td>Debentures</td>
<td>90,000</td>
<td>Machinery</td>
</tr>
<tr>
<td>Reserves</td>
<td>35,000</td>
<td>Less: Depreciation</td>
</tr>
<tr>
<td>Profit and loss A/c</td>
<td>52,000</td>
<td>Furniture and fixtures</td>
</tr>
<tr>
<td>Creditors</td>
<td>60,000</td>
<td>Debtors</td>
</tr>
<tr>
<td>Bills payable</td>
<td>23,000</td>
<td>Bills Receivables</td>
</tr>
<tr>
<td>Closing stock</td>
<td>85,000</td>
<td>Bank balances</td>
</tr>
<tr>
<td>(balancing figure)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5,02,000</td>
<td>5,02,000</td>
</tr>
</tbody>
</table>
Check Your Progress

1. How have Gordon and Shellinglaw defined budget?
2. What are the components of budgetary control?
3. What does a sound budgetary control system require?

12.3 REPORTING AND PREPARATION OF BUDGET

Let us analyse the aspects covering reporting and preparation of budget.

Sources of Public Library Finance

A public library is open to all members of the society of which it is a part. These libraries are generally funded from public sources e.g., tax money. Most countries of the world have public libraries and undoubtedly, they are a vital part of an educated and well-read society. The mandate of public libraries is to be of service to the general public by fulfilling their information needs. Besides providing educative and informative material, public libraries also give to their patrons, material for common entertainment and leisure reading. These libraries render services at no cost, like, providing books of general interest, newspapers, magazines and children’s books, this gives encourages literacy and interest towards reading. Public libraries also have a provision as per which, the users are allowed to take books and other library materials on a temporary basis. The reference material available in public libraries proves to be very beneficial for research scholars. Modern day public libraries also provide their patrons with computer and internet access.

Financial management

Financial management is an essential component for running any organization. It helps in planning several undertakings which are generally dependent on the availability of finances. Therefore, it is very important for any library and its management to acquire elementary knowledge of library finance, library expenditure, budgeting and accounting. According to the various definitions of financial management, it can be called as the study of ideologies and applications that form a part of financial operations of an organization. Libraries being not very different from an organization also adopt these practices of financial management. Financial management is concerned with numerous characteristics of acquisition, distribution and utilization of funds, other than this it chalks out activities like balancing the income with overheads. Moreover, the overall control and assessment of financial matters also lies within the sphere of financial management. It is actually the responsibility of the library’s parent organization to manage financial issues like fund raising, fund investment, preparing and approving
library budgets and other such matters related to finance. A library ought to evaluate its own financial needs; prepare its own budget for various activities; management and spending of funds within the stipulated time frame; maintaining accounts and preparation of financial Statements and reports.

Public library finance

Public libraries provide a resource which helps in the education and literacy of a place. Moreover, it also provides a place for leisure reading. Most towns and cities provide their population with a public library, and the ones not having a permanent infrastructure, avail these services by a mobile library. All authorized residents of a particular area enjoy the right to free use of the public library situated in that area. These libraries depend on several sources for funding, such as, Government funds, aid from the state and local municipalities and private donations. Each of these will be discussed in brief below. The amount of funding is subject to the location of the library. Normally, the maximum funding to a public library is provided by the municipality. There are funds collected from sources such as, taxes, library fines, and other ways of generating revenue which are used for various purposes in the library. On the State and national level, funding is decided by allocation of budget, and strategic decisions taken by the authorities. These funds are used to buy books and other library material, pay employees, plan and implement library expansion, and afford other needed support services. Now let us have a look at some of the library funding sources in a little detail:

1. Government Sources

These sources are filled by funds from central and state governments and other local authorities. In developed countries, public libraries are fully funded by the government but in India, there is only a partial funding done by state government or the local bodies. Funds are allocated as per the budgetary provisions.

2. Library Tax

Some states in India have proper library legislation, as per which they are authorized to levy a library tax in addition to the numerous other taxes. This tax is used by public libraries.

3. Subscription

Library subscription is supposed to be the main source of income of most public libraries. But a public library system ought to provide free service to all members of the community based on the funds provided by the government. Anyway, defeating the very purpose of free provision of public libraries, in India members of public libraries pay a subscription for being its members, thus this constitutes as the main source of library funding.
4. Income Generated by the Library

Other ways in which library funds are generated are as follows:

- Income from any special events
- Interest on investments
- Compensation by patrons for any loss or damage to library material
- Overdue payment by patrons
- Income produced by sale of old newspapers and waste materials
- Rents for library spaces

5. Gifts and Donations

Some private sponsors and charitable organizations provide funds to public libraries. These kinds of donations may not be available on a permanent basis but they are generally quite useful, especially sometimes to construct a particular facility or gather a specific collection in the library. Sometimes these institutions give gifts, like private book collection of a great personality, etc.

Thus, it can be seen that public libraries, have the financial support of various organizations and many means of mustering up funds. The main support however, in most countries remains fixed budget grants from the Government. Sadly, this is not the case in India, as a result of which, the public libraries in India are not equipped with adequate funding. Like other developed countries, in our country too the Government should take up this responsibility on itself. Minor library expenses, however, can be met by funds raised by library tax and other such sources discussed above. Other than this, the local authorities also must be involved in wellbeing of public libraries and help in adding to the public library funds. Income from the other sources for example, library subscription, fines, gifts, etc. is generally insufficient which cannot be taken as the main source of income.

Library Budget

A budget is a process that involves preparation and planning of the organization’s monetary dealings, financial control and all related actions and processes. A formal presentation of the financial planning of an organization is called a budget. A Budget is the written account of revenue and spending of the entire year. It includes all things of work which need to be implemented over a definite time period, sometime in the future. An all-inclusive budget, made keeping in mind the entire institution is also called as master budget. A library is an organization having an estimated and expected inflow and outflow in the entire year. By virtue of it being just an estimate, there is always lot of scope for alteration and changes. Financial budgets are usually made on yearly basis. A budget is the key feature of any library’s financial management. In fact, this is a statement of the library’s income and expenditure for the year. Besides, it also serves as a device to control, communicate, coordinate, evaluate and motivate.
Purposes of Library Budget

- The general intention behind library budgeting is to plan various stages of library processes.
- Organize events of library’s numerous departments and to guarantee operative control on them.

Over and above this, libraries have some specific purposes also which are as follows:

- To forecast and envisage future services of the library.
- To forestall the future monetary condition of the library and its up-coming funds requirements in order to keep the library absolutely lively and up-to-date.
- Coordination of the endeavors of library’s various departments for achievement of common goals.
- To enhance the competence of processes of different departments.
- To different departmental heads accountable for different jobs.
- To control library’s funds in an effective manner.

Factors Affecting Budget

All libraries cannot follow a similar form of budgeting, every library’s budget depends upon the following factors:

- Size of the library gatherings, number of employees
- Place or location
- Types of the library services being provided
- Types of patrons

Methods of Preparing a Library Budget

There are many methods of making a library budget, some of which are traditional and have been in use for a very long time, yet others are more innovative and recently adopted into library administration. Let us have a look at them:

1. **Line by line item budget:** While preparing line by line budgets, the objects of the payments are separated line by line, and divided into wide classifications like, books and periodicals, pays and grants, apparatus and other paraphernalia, eventualities etc. And these broad categories are further divided into sub-divisions.

2. **Lump sum budget:** In this kind of a budget preparation, a specific sum of money is allotted to the library. This gives the library the freedom to choose how to allocate that amount to different groupings.

3. **Formula budget:** In formula budget there is a provision of predetermined standards for allocating money to different departments. It is very easy to prepare this type of a budget.
4. **Program me budget**: A program me budget is not individualistic, rather, it is concentrated on the activities planned by the library.

5. **Performance budget**: This technique of preparing a budget is quite similar to programme budget it emphasizes upon performance instead of programmes.

6. **Planning programming budgeting system**: PPBS method is an ideal combination of both, program budget and performance budget, and is concentrated on planning.

7. **Zero based budget**: This method is based on the similar concept as PPBS but is only concentrated on present activities.

**Costing Library Process, Functions and Services**

The general notion amongst people is that the cost of establishing a running a library is always related the assigned budget, which gives the yearly distribution of particular amount of money for particular objectives. This budget can be called merely representative as, in most cases, the budget does not include numerous expenditures, like opportunity costs, due to the exigency of their nature. Furthermore, a moderately novel concept called, “value maintenance,” must be taken into consideration. Very few articles or writings deal with the costs involved in running a library, as most of them are focused operating budgets. Let us now have a look at the costing processes, functions and services in libraries.

Overall, public library budgets are very wide-ranging, as they function independently and ought to be accountable, for example, they include expenditures like, convenience services and cleaning costs, which are rarely included in a library budget. Some specific libraries at times do not prepare a direct budget, and thus the costs incurred by them are paid by their parent organizations from different sources. Budgets of some academic libraries sometimes include endowment for employee benefits, and in some other instances these are charged to a central fund. Whatever may be the style of a library budget, there will always be variations which make the estimation of total costs incurred in the library a very complicated issue, and nevertheless, it is vital to understand these costs.

- **Building and maintenance costs**

One of the most significant costs which is not generally indicated directly in library budget is that related to the building and its paraphernalia. Utility costs, heating or cooling systems, lighting, power etc. are some such examples which might have been made a part of the institutional budget, as an overhead expenditure. Owing to the huge size of libraries and their long functioning hours and tremendous numbers of visitors visiting their premises each day, there is no doubt in the fact that the costs of maintaining the buildings will be very high. Other costs related to maintenance of library buildings include:

  - Major and minor infrastructural repairs
  - Equipment and utilities maintenance costs
Sanitization and cleaning costs
- Insurance, repayment of funding for new apparatus
- Personnel security and safety costs
- Calamity preparedness costs

**Growth costs**

Like any other organization, it is only natural for a library to grow. Nevertheless it is not easy to predict the rate at which a library will grow. There have been some attempts in the past by various library managers to, kind of, control a library’s growth in order to stabilize the size of a library. These efforts may bear fruits smaller libraries where the main requirement is to provide material only for teaching purposes, i.e., academic libraries and not research. In larger libraries, however, this may not be possible owing to the variety of needs and widespread clientele. Some libraries also have to bear transfer costs related to too much reliance on delivery of documents. The costs linked to ever changing infrastructure needs are rarely included in an existing budget.

**Electronics and other hi-tech paraphernalia**

Modern-day libraries provide the service of long-distance electronic information transfer which costs heavily. The cost of provision of such a service generally ignores costs like the actual telecommunication cost, staff training costs, and the heavy costs incurred for installing the equipment. Usage costs, of equipment like telephones, recorders etc. have not yet appeared openly but it is certain that they will be developed soon sometime in the future either as an effort to monitor usage or for the purpose of cost recovery.

**Cost recovery**

Although libraries are meant to be free facilities available for the use of all yet it has been pointed out by some scholars that this approach is rather misleading, because everything costs money and the grants merely suffice so extra expenditure has to be somehow managed, in order to maintain a particular standard. The question that however arises is that who should pay, and where will the money come from? Should all transactions made be charged overhead or should there be a provision for them through a central budget? There seems to have been some sort of ad hoc planning done by all libraries at their individual levels, by which they are able to muster money as and when possible.

**Cost Benefit Analysis in Libraries**

In the modern era, calculation and assessment in library management is of utmost importance. It is an open secret that all kinds of libraries are dealing with issues like quick increase of knowledge, literature explosion, price boom, mounting demand of users, different user needs and reducing budgets etc. To deal with these complications different ways and means are being adopted by librarians all
Budgeting

over the world. In this period of declining monetary resources and growing requirements for accountability, libraries in the world face the test of demonstrating and enumerating their value to their fund resources and patrons. With respect to academic and special libraries, library managers ought to prove the worth of their library to the parent organization in order to safeguard the flow finances required for their functioning. As financial experts consider contending significances and assign restricted resources, they require tangible proof of how the library backs the strategic objectives of its parent institution. Other than this, they also require proof which helps them weigh the worth of new directions. Library managers and administrators take budgeting decisions concerning the library, hence they may be expected to prioritize their products and services focusing on the ones which prove to be most effective in fulfilling the mission of the parent organization.

Due to financial crunch, library managers take the help of management tools like Cost-Benefit Analysis (CBA) which prove worth of the collections and services being provided by the library and along with that they justify the expenses of the library. Usually every person make use of the CBA techniques (consciously or unconsciously) once in lifetime to making decisions. For instance if a person wants to buy something, he will estimate the cost of that thing and then compare its cost with the benefits accruing from it. He will buy that thing if the benefits are more than the cost, and if otherwise he will not buy the item.

CBA is an essential characteristic of management which helps in taking decisions. In the process of CBA, total cost involved with respect to equipment, resources and manpower have to be considered along with the value of all the paybacks such as, economy of cash, labor and time needs to be calculated. If the benefits outweigh the complete cost, it means that the proposed system is appropriate and in case of the converse being true, it should be understood that the system is not appropriate. Thus, it is absolutely necessary to do a CBA in libraries rather than blindly adopting other methodologies. Library is a non-profit organization, so the cost and benefits of the activities done or service imparted there is not an easy task. There are innumerable intangible constituents which form a part of library’s operations. To check the economic viability of the proposed project, the cost/benefit ratio it must be ascertained that the benefits are greater than all costs.

The Objectives of a Cost-Benefit Analysis (CBA)

- The main objective of cost-benefit analysis is to help decision makers in taking appropriate decisions by providing accurate information.
- It helps in determining the selection of main projects to be undertaken.
- It maximizes the performance level by best possible application of resources.
- Determining whether specific alternatives have benefits more than the cost.
- Making service standards better.
- Enabling self-evaluation and self-actualization.
- Finding out whether alternative projects are socially lucrative or not.

**Different methods of conducting cost-benefit analysis**

Following are the different methods of carrying out Cost Benefit Analysis:

- Present Value Analysis
- Net Benefit Analysis
- Pay back Analysis
- Net Present Value
- Return on Investment (ROI)
- Internal Rate of Return (IRR)

**Procedure for conducting CBA**

A CBA entails the following steps to find out if a project is worthy or not.

1. Identification of the costs and benefits that will accrue from a particular library project or program.
2. Measurement of costs and benefits in same currency so that they are stated in same units which are comparable with possible substitute uses of incomes.
3. Inclusion of dimensions of time in the assessment, because rather than examining the costs and benefits of only the current economic year it is required to be judged for the complete life of the project.
4. Concluding if the first steps produce major social benefits.

**Steps involved in determination of costs and benefits**

1. Identification of costs and benefits of books and journals
2. Classification of different costs and benefits for analysis
3. Select an assessment method
4. Interpretation of the results of the analysis
5. Taking action

**Classifications of costs and benefits**

While processing a CBA it is very important to categorize costs & benefits of the project. They may be:

1. **Tangible or intangible**: Tangibility means the measurability of the costs or benefits. For example, an expenditure of cash for a particular thing or activity is called a tangible cost; purchase of books and salaries of employees are examples of tangible costs. These can be easily identified and measured. On the other hand, there are costs which though are known to be present...
but somehow it is difficult or impossible to measure their financial value for instance morale of the staff or reputation of the library image is intangible cost.

2. **Direct or indirect costs and benefits:** Purchase of library material is a direct cost as it can be accounted for directly. Expenditures like insurance, conservation, heat, air conditioning etc. though are tangible costs yet it is difficult to determine the proportion of each attributable to a particular activity so they are indirect costs.

3. **Fixed or variable costs and benefits:** Some costs and benefits do not vary in spite of the usage of the system, these are called fixed costs, whereas variable costs keep changing and are incurred on a weekly or monthly basis.

**Library Statistics**

The word ‘statistics’ is derived from Latin word “status” and it means a method of dealing with computable information concerning acquisition, examination, demonstration and explanation of data. It is a division of mathematics that seems to have begun in the eighteenth century. Statics is actually a representation of facts and figures either presented either in tabular or other forms. It is considered to be a significant decision making tool in an organization. Library statistics helps to determining the library’s growth. It aids library managers compare previous library activities with the ongoing activities and draw conclusions on betterment of activities. This way library administrators can control all happening of the library. Another benefit of library statistics is that it helps the librarian in assessing the performance of library staff. Library reports are drafted based on these statistical reports and they are even preserved for future reference. Daily, weekly and monthly diaries and quarterly reports are all sources of formulating library statistics.

### Check Your Progress

4. What is the mandate of public libraries?
5. What are the other ways in which library funds can be generated?

### 12.4 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. Gordon and Shellinglaw state, ‘Budget is a pre-determined detailed plan of action developed and distributed as a guide to current operations and as a partial basis for the subsequent evaluation of performance’.

2. A budgetary control consists of:
   - Preparation of budgets for major activities of the business
   - Measurement and comparison of actual results with budgeted targets
3. Sound budgetary control system requires the following:
   - Budget committee
   - Budget period
   - Budget manual
   - Budget centre
   - Principal budget factor

4. The mandate of public libraries is to be of service to the general public by fulfilling their information needs. Besides providing educative and informative material, public libraries also give to their patrons, material for common entertainment and leisure reading.

5. Other ways in which library funds are generated are as follows:
   - Income from any special events
   - Interest on investments
   - Compensation by patrons for any loss or damage to library material
   - Overdue payment by patrons
   - Income produced by sale of old newspapers and waste materials
   - Rents for library spaces

12.5 SUMMARY

- Budget is one of the control devices used by modern management. It may be called a record plan of action. It is a statement of anticipated results either in financial terms or even in non-financial.
- Budgetary control is a systematic process of planning the best use of resources to achieve a business objective. It is a tool in the hands of planner which reaches through coordination into control and ties the three aspects firmly together.
- Budgeting is perhaps the most useful tool used by management for planning and control. Budgeting system in itself does not ensure good planning or control but it helps executives to plan ahead and exercise control over people and operating events.
- Under budgetary control system, every budget centre tries to achieve targets set for it without taking into consideration the targets set for other budget centres and overall objectives of the budgetary control. All this results in the conflict which ultimately interrupts the efficiency of the budgeting system.
Budgeting

The concept of budgeting formalizes the process implied in these requirements by incorporating the above steps into a comprehensive financial plan or budget.

A firm may budget for any time period. The time-span for budgeting will vary from organization to organization depending on number of factors such as nature of business, the degree of risk and uncertainty, financial resources and economic conditions.

Different authorities have given different classifications of budgets. Some classify them on the basis of functions involved, period covered, nature of transactions while others classify them according to activity levels.

The cash budget is mainly composed of two major sections namely:

- Receipt section
- Payment section

How frequently cash budget should be prepared and the time intervals covered by the budgets depends on the individual company’s circumstances, problems and objective.

A public library is open to all members of the society of which it is a part. These libraries are generally funded from public sources e.g., tax money. Most countries of the world have public libraries and undoubtedly, they are a vital part of an educated and well-read society.

Financial management is an essential component for running any organization. It helps in planning several undertakings which are generally dependent on the availability of finances. Therefore, it is very important for any library and its management to acquire elementary knowledge of library finance, library expenditure, budgeting and accounting.

Public libraries provide a resource which helps in the education and literacy of a place. Moreover, it also provides a place for leisure reading. Most towns and cities provide their population with a public library, and the ones not having a permanent infrastructure, avail these services by a mobile library.

Library subscription is supposed to be the main source of income of most public libraries. But a public library system ought to provide free service to all members of the community based on the funds provided the government.

There are many methods of making a library budget, some of which are traditional and have been in use for a very long time, yet others are more innovative and recently adopted into library administration.

In the modern era, calculation and assessment in library management is of utmost importance. It is an open secret that all kinds of libraries are dealing with issues like quick increase of knowledge, literature explosion, price boom, mounting demand of users, different user needs and reducing budgets etc.
• The word ‘statistics’ is derived from Latin word “status” and it means a method of dealing with computable information concerning acquisition, examination, demonstration and explanation of data. It is a division of mathematics that seems to have begun in the eighteenth century.

• Statistics is actually a representation of facts and figures either presented either in tabular or other forms. It is considered to be a significant decision making tool in an organization. Library statistics helps to determining the library’s growth.

12.6 KEY WORDS

• Budgetary control: It is a process of managing an organization in accordance with an approved budget in order to keep total expenditure within authorised limits.

• Budget manual: It is a document which sets out, inter alia, the responsibilities of the persons engaged in, the route of, and the forms and records required for budgetary control.

• Budget centre: It is a section of the organization of an undertaking defined for the purpose of budgetary control.

12.7 SELF ASSESSMENT QUESTIONS AND EXERCISES

Short-Answer Questions

1. State the characteristics of a budget. Where does the responsibility for the budget process normally rest?

2. Define master budget. Explain its significance in industrial enterprise.

3. ‘Budgets are half used if they serve only as planning device’. Comment.

4. What is a principal budget factor? Give a list of such principal budget factor.

5. State the essentials of an effective budgetary control system.

6. What is a budget period? Is a budget prepared for a month, for a year, or for some other interval of time? Explain.

7. What is the minimum period of time to be covered by a comprehensive operating budget?

8. How can top management administer a budget to obtain more cooperation from subordinates?

Long-Answer Questions

1. Explain the concept of Budgeting and Budgetary Control. Discuss the importance and objectives of budgetary control.
2. The attitude of top management is crucial to the success or failure of the budgetary system. Do you agree? Discuss.

3. Explain various types of budgets that the management of a commercial enterprise would normally prepare.

4. ‘Management control through budgets will be effective only when the accountant acts as a compiler instead of as an originator of budgets’. Discuss.

5. ‘People control through other people’. Discuss the implications this statement holds for a budgetary control system.

6. Write explanatory notes on:
   (i) Long term budget
   (ii) Budget manual
   (iii) Budgeting v/s Budgetary control
   (iv) Functional budget

7. Analyse the procedure of reporting and preparation of budget in a library.

### 12.8 FURTHER READINGS


UNIT 13 REPORTING

13.0 INTRODUCTION
In the management of any organization including libraries, reporting is considered as an essential part of the management process or management functions. Luther Gulick and Luther Urwick coined the term ‘POSDCORB’ which stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting. Reporting, being a part of POSDCORB is an essential part of management functions for any organization including libraries. Reporting is the administrative job involving communication and passing information to those authority, to whom the reporting person is answerable. According to Gulick, ‘Reporting, that is keeping those to whom the executive is responsible informed as to what is going on, which thus includes keeping himself and his subordinates informed through records, research and inspection.’

13.1 OBJECTIVES
After going through this unit, you will be able to:
- Analyse the reporting process in libraries
- Discuss the need for reporting in libraries
- Understand the different types of report generation in libraries

13.2 NEED OF REPORTING
Basically, reporting is an element of management process, which is performed by the managers and in case of the libraries, the librarian is the manager, who performs...
the POSDCORB. In addition to accepting the responsibility of reporting to the higher authority, they must also keep an eye on the happenings of their area. Members of the organization must be informed on many topics of general interest, such as goals to be achieved, progress being made, strong and weak points, and new areas proposed for development. It means keeping the library authorities well informed about the progress or regress of the work. The chief of the library has to submit an annual report to executive authority concerned. This practice keeps the chief librarian vigilant about their activities. Heads of the various sections of a library may maintain proper records and statistics of the work performed for this purpose.

Proper reporting on the results of the work of the departments and of the government as a whole to the public and to the controlling legislative body, and public appreciation of good service rendered by public employees is essential, not merely as a part of the process of democratic control, but also as a means to develop the service morale. As Paul Howard said that ‘reporting as a device of evaluating, has been used more generally by librarians chiefly because it is a more continuous process and because its costs are hidden in the general operating expenses of the library, and it therefore seems to cost less than surveying’.

Reporting helps to keep library records and data of all library activities, which are needed by librarian to run library in systematic and effective manner for specific purpose. Library records can be kept in terms of financial records, records concerning employees, users and collection, etc. According to Paul Howard, reporting is more efficient as it involves a continuous process and is more likely to show changes in library problems and service, it has become a part of the library routine and is more likely to be based upon typical library conditions, and is done by persons familiar with the library, who can evaluate details more clearly than an unfamiliar expert. There are many others reasons, for which, a librarian needs reporting system:

- Needed for decision making and analysis of library activities
- To improve the effectiveness of library management
- To fill the communication gap between librarian and the library authority
- For the effective utilization of the library resources and delivery of library services to users

### 13.3 Various Types of Report Generation

Broadly, reporting can be divided into two parts that is, verbal reporting and written reporting. Their use depends on the size and types of the library. In a large library, both verbal and written forms are used, but in small setup verbal form of reporting is mostly employed.
13.3.1 Verbal Reporting

Librarian and other library professionals verbally communicate through telephone, face to face, in group discussion or meeting with the library authority or executive heads regarding activities, events, or services of the library; this is considered as verbal reporting. Verbal reporting can be reported by different groups or persons, such as:

- Many times the library committee members or conveyor verbally inform the library authority regarding decisions or recommendations of the library committee for seeking suggestions and support for further course of action.
- Librarian and library staff verbally reporting to the library authority about new ideas and innovation for improving performance, requirements of the library, day to day problems, conflicts between staff, any accident, conflicts with users, etc.
- Sometime users verbally report to the library authority about new ideas and suggestions regarding problems persisting in a library, conflict with the library staff, and other form of complaint. In such particular conditions, the library authority asks a librarian to report the actual facts and conditions of the library.

It is a fact that verbal reporting has less value in any type of organization including library, particularly in government organization or libraries. In modern organizational system, verbal reporting is not considered as a good practice. The library authority always promote and motivate subordinates to report in written form to keep records for future reference.

13.3.2 Written Form of Reporting

Reporting in written form is used by most of the libraries, particularly large libraries. It is an essential tool for management and administration of the library. Written form of reporting also play a significant role in building strong communication system within the library. There are different types of written reporting such as minutes, memos, library staff handbooks and manuals, notice boards, various kinds of reports, etc.

Minutes

Minutes basically are the summarized written records of discussion, debate and decisions of a meeting. For example, Minutes of Library committee meeting is a form of written reporting.

Memorandum

Memorandum is also known as memos. Memorandum are considered as informal written message or report communicated within an organization. It can be defined from different point of views such as a legal term, official term, business, contract.
between two parties, etc. Cambridge dictionary defines it as an official report about a particular subject that is written for a company, organization, or government to consider.

Library staff handbooks and manuals

Library staff handbooks and manuals is a written form of reporting, which consist of the written guidelines and instructions for library staff.

Notice boards

Notice or bulletin board is another form of written reporting in a library, which plays an important role of expressing an important information about the library activities and services. Notice board is considered as a powerful device to build strong communication system between the users of the library’s day to day activities. Through notice board, library also promotes their services and get publicity. It also functions as an educational tool through which users keep themselves up to date.

Report

Report is one of the most important written form of reporting used in many types of organization whether it is a production-based organization or service-based organization such as library. Report is a written form of reporting from that person or position, who has a responsibility to communicate their data and information to those, who wants to use it. R.K. Chopra and Ankita Chopra defines a report as ‘a document in which given problem is examined for the purpose of conveying information, reporting findings, putting forward ideas, and sometimes making recommendations as the basis of action’. As per Terry, report is ‘a written statement based on a collection of facts, events, and opinions and usually expresses a summarized and interpretative value of this information. It may deal with past accomplishments, present conditions, or probable future developments’.

A report should be:

- Factual and objective
- Relate to a definite period of activity and should be prepared in such a way that the responsibilities of various persons and departments are clearly demarcated
- Brief, concise, and clear
- Specific with respect to exceptional aspects so that immediate action can be taken by the management;
- Reports, which no one uses should be immediately stopped
A copy of the report should be sent to the person responsible for the activity covered so that he/she can be kept informed about the progress of his/her work.

Prompt

13.3.3 Special Report

Special report reports the facts about the specific activities, events, or services. Such type of reports are prepared by a person, a group of persons, or a committee constituted the library authority for specific purpose. Generally, this kind of report is considered as non-routine report and includes fact finding report, advices, and recommendations on the specific matter, for which, they are constituted. Some common purposes of special report are to present:

- Conflicts or controversy between library staff
- Theft of library equipment, books, or any other materials
- Burning of books due to fire in a library
- Report pertaining to the stock verification
- Expert committee report regarding computerization or digitization of the library
- Report concerning the library infrastructure development;

13.3.4 Annual Report

In libraries, it is a job of a librarian to inform library authority regarding the progress of library activities every year. Annual report is neither a library budget nor is it a financial statement because library budget is an estimate of coming year and financial statement is restricted to financial aspects only. Annual report, instead is a progress report of all library activities and services of passing year. However, all libraries do not published annual report separately. Some libraries incorporate their annual report with annual report of parent body. The purposes of annual report are:

- To make officially yearly permanent records of all library activities and services
- To inform library authority regarding library activities and service
- To summarize library performance and development with respect to collection, users, and library infrastructure
- To summarize the professional development of the library staff
- To compare previous year annual report and identify the recent achievements of the library
- To make official record for support in library auditing
- To integrate all library departments data for decision making or future course of action
Importance of annual report lies with the facts that:

- Annual report provides crystal clear picture of library activities, which show if programs are successful.
- Annual report provides an opportunity to analyze the data gathered from different sections of the library regarding utilization of resources, number of visitors in the library, issues returns of books, etc.
- It gives an opportunity to analyze assigned number of library works accomplished, works under processing, and time needed for remaining works.
- It evaluates staff professional development and performance.
- It also helps to prepare annual performance appraisals of the library staff, which is used in promotions and assigning new job and responsibilities to staff.
- Through annual report, users get to know about new services introduced in the library, number of books procured in the subjects, they are interested in, etc.
- It provides an opportunity for the library authority and public to know whether library is functioning or not as per its predefined objectives.
- Librarians benefit by setting new target and future course of action for the library.

Content of Library Annual Report

The preparation of annual report is a very analytical job in the sense that it requires presenting statistical data about the library activities and services, but it should be in simple form so that it gives clear picture about the library and public can understand the contents of the annual report clearly. Russell stated that the reports should be presented in such a way that it can be understood even by a layman. It is considered as a good practice to present an annual report, with the use of tables, graphs, comparison charts, pictures, and other symbols, which makes it easy to understand. Russell in his article, 'The college report' conducted a survey of 128 colleges with ten main headings and sub-headings of contents in questionnaire and distributed it to college libraries in America to gather details about an annual report. According to Mookerjee:

the majority of libraries however, publish their annual report in two parts, first report on the work of the library, relatively informal and designed to be read through, and secondly a statistical summary in a prescribed standardized forms. The statistical summary usually contains details mostly in the forms of tables and graphs under the different heads.

R.L. Mittal, on the other hand, considers content as feature of annual report. According to him, the annual report has two features; first one is form of the
annual report and second one is the content of the annual report, which can be categorized into six headings: The clientele, Book Stock, Technical Services, Public Services, Finance, and Miscellaneous. Following should be the content of an annual report:

I. **Name and historical background of the library:** A library annual report should include the name of the parent body, with the name of library and brief description about historical background of the library and date of foundation.

II. **Brief description about library authority, committees and staff:** It should briefly describe the library authority, convener or chairman, and members of the library committee with important decisions and recommendations given by the library committee, along with name of the library staff with their position, educational and professional qualifications.

III. **Collections of the library:** Collections of the library are one of the most important part of the library trinity. A library cannot exist without the collections. It procures different types of collections according to the nature of the library and requirement of the users. An annual report must include detailed information pertaining to the collections of the library, such as:

- Total number of collection with different types and formats of collections available in the library. For example, total number of books including text and reference books, total number of CD-ROM, Microfilm, audio-tape and others
- Total number of collections procured in the reporting year, according to the subject or discipline including list of gifted books with the name of donor
- Total number of collections procured for special users; for example, visual impaired users, physical handicapped users, etc.
- Total number of journals/magazines/newspapers subscribed by a library
- Total number of new additions and deletion of journals/magazines/newspapers in the reporting year
- Any other information pertaining to the library collections, which is useful, attract and motivate the users

IV. **Library users:** Users are pillars of a library. In other words, other library components such as collections, infrastructure, library staff, etc. depend on the library users. Basically, they are value creators in the sense of importance and utilization of a library. Hence, detailed information regarding the library users must be included in the library annual report. Some important information concerning users are:
NOTES

- Total number of users registered in a library, according to categories
- Total number as well as average users visiting in a library
- Numbers with percentage of users increasing or decreasing in reporting year in comparison to previous year
- Any prominent members or personalities visiting the library

V. Technical services of the library: Technical services play an important role in the systematic and scientific management of the library collections and services. Technical services consist of all those activities, which are performed before putting books on shelves such as classification, cataloguing, documentation, etc. So, it becomes necessary to include information pertaining to the technical services in annual report of the library. Some important data and information regarding technical services, which can be included in the annual report are:
  - The Annual report must provide the different scheme used in the technical services such as classification scheme, cataloguing scheme, etc.
  - The qualifications of staff deputed in the technical services
  - Number of books processed and put on the shelves in the reporting year
  - Local variations, if any used, by the technical services section

VI. User services: Library’s user services are of paramount importance because libraries provides these services in anticipation of users’ needs. User services may vary according to the type of the library, but some user services rendered by the staff are more or less same in all types of the libraries, such as borrowing books for uses at home, reference services, reading room services, etc. Therefore, it is necessary to give some space for user services in the library annual report, so that users as well as library authority are able to evaluate these services and give some necessary feedback to improve these services and introduce new services as per user requirements. Information and statistical data pertaining to important user services must be included in the annual report, such as:
  - Information regarding timings of issue-return of books, number of books a user can issue at a time, etc.
  - Total number of books transactions, which has taken place in the reporting year
  - Information concerning reference and referral services
  - Total number of reference and referral queries received by the library in the reporting year
VII. **Library staff:** Library staff is one of the most important parts of the library trinity that consist of library users, library collections, and the library staff. The success and image of a library totally depend upon the library staff, who are basically responsible for rendering the library services to the users. Thus, it is necessary and also a good practice to inform about library staff in the annual report. Some important data and information pertaining to the library staff are:

- Information regarding training and professional activities organized within the library
- Information regarding training and professional activities organized by the other libraries and if the library staff participated in that program
- Library staff enrolled for any professional courses or acquiring higher professional qualifications
- Number of library staff, who have been promoted

VIII. **Library finance:** Library is not a profit making organization, but is considered as a social organization, whose main purpose is to serve the society. It is rightly said that the library is by the people, for the people, and to the people. The source of funds vary from library to library such as academic libraries receive funds from the parent body, public library functions through government funds, and library cess is collected from the people. Since the library is a growing organism therefore, it is natural that the requirements of funds will increase day by day. The annual report thus, must show the financial conditions and data pertaining to different financial aspects including the required funds for the better management of the library. Some important financial aspects are:

- Total funds allocated to the library in different departments
- Allocation of funds for procurement of books, non-books materials, subscription of journals/Magazines/newspapers, etc.
- Subject-wise actual expenditure of funds on books, non-books materials, subscription of journals/Magazines/newspapers, etc.
- Expenditure of funds on the development of infrastructure and library maintenance such as on building, furniture, binding, staff development program, library events, and other expenditure
IX. **Miscellaneous:** Any other information left out by the above-mentioned headings are included under miscellaneous. Some common activities, events, and services, which promote the library and motivate the users should be included in miscellaneous, some examples are:

- Educational activities such as conferences/seminar, workshop, adult education, book exhibition, etc.
- Information regarding publication by libraries such as journals, newsletter, bulletin, etc.
- Cultural activities such as a library organizing film show, stories talk, and other cultural programs
- Library cooperation activities and services; for example, Inter library loan and other co-ordination and resource sharing

### Check Your Progress

1. What does 'POSDCORB' stand for?
2. Which kind of library uses both verbal and written forms of reporting?
3. Mention any three common purposes of special report.
4. Mention the features of an annual report, as expressed by R.L. Mittal.
5. What is library trinity?

### 13.4 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. 'POSDCORB' stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting.
2. A large library uses both verbal and written forms of reporting.
3. The common purposes of special report are:
   (a) Conflicts or controversy between library staff
   (b) Theft of library equipment, books, or any other materials
   (c) Burning of books due to fire in a library
4. According to R.L. Mittal, the annual report has two features; first one is form of the annual report and second one is the content of the annual report.
5. Library trinity consist of library users, library collections, and the library staff.
13.5 SUMMARY

- In the management of any organization including libraries, reporting is considered as an essential part of the management process or management functions.
- Reporting, being a part of POSDCORB, is an essential part of management functions for any organization including libraries.
- Members of the organization must be informed about many topics of general interest, such as goals to be achieved, progress being made, strong and weak points, and new areas proposed for development. It means keeping the library authorities well informed about the progress or regress of the work. The chief of the library has to submit an annual report to executive authority concerned.
- Broadly, reporting can be divided into two parts that is, verbal reporting and written reporting. Their use depends on the size and types of the library.
- Annual report is neither a library budget nor is it a financial statement because library budget is an estimate of coming year and financial statement is restricted to financial aspects only. Annual report, instead is a progress report of all library activities and services of passing year.

13.6 KEY WORDS

- **Minutes:** The written record of what was said at a meeting.
- **Auditing:** A systematic and independent examination of books, accounts, statutory records, documents and vouchers of an organization to ascertain the truth of financial statements as well as non-financial disclosures.

13.7 SELF ASSESSMENT QUESTIONS AND EXERCISES

**Short-Answer Questions**
1. Why does a librarian need a reporting system?
2. What are the features of an ideal report?
3. Why are annual reports considered important?

**Long-Answer Questions**
1. Discuss reporting in detail.
2. Differentiate between verbal and written forms of reporting.
3. Evaluate the content of annual report.
13.8 FURTHER READINGS


UNIT 14 APPROACHES TO MANAGEMENT

Structure
14.0 Introduction
14.1 Objectives
14.2 Management by Objectives (MBO)
   14.2.1 Management Process and Organizational Hierarchy
14.3 System Approach to MBO
14.4 Answers to Check Your Progress Questions
14.5 Summary
14.6 Key Words
14.7 Self Assessment Questions and Exercises
14.8 Further Readings

14.0 INTRODUCTION

Management by objectives was first described and advocated by Peter Drucker in 1954 in "The Practice of Management". He stressed that ‘business performance requires that each job be directed towards the objectives of the whole business’. MBO is the philosophy of management that emphasizes that managers and subordinates work together in identifying and setting up objectives and make plans together in order to achieve these objectives. These objectives should be consistent with the organization mission and goals. George Odiorne has explained the concept as follows:

The system of management by objectives can be described as a process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each of its ‘members’.

14.1 OBJECTIVES

After going through this unit, you will be able to:
- Analyse the management by objectives approach
- Discuss the organizational hierarchy
- Understand the system approach to MBO
14.2 MANAGEMENT BY OBJECTIVES (MBO)

MBO, also referred to as ‘Management by Results’ or ‘Goal Management’ is based on the assumption that involvement leads to commitment and if an employee participates in setting goals and objectives as well as setting standards for measurement of performance, then such employee will be motivated to perform better and in a manner that directly contributes to the achievement of organizational objectives.

MBO is both an aid to planning as well as a motivating factor for employees. By its proper use, some of the planning errors can be eliminated or minimized. It is a comprehensive system based upon set objectives in which all members participate. These objectives are common objectives for all participants and the extent of rewards for each member would be determined by the degree of achievement. This leads to a fair appraisal system. Additionally, a good MBO plan involves regular face-to-face superior-subordinate communication and hence it improves the communication network.

14.2.1 Management Process and Organizational Hierarchy

An effective MBO program requires top management participation and support. It relies on the participative approach to management so that managers at all levels are actively involved. MBO program cannot succeed if top management is unwilling to accept the philosophy behind it where subordinates take equal part. MBO can only succeed if it has the complete and enthusiastic support of top management.

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The objectives of MBO involve:

I. **Establish long-range objectives and plans:** As noted earlier, an organization’s mission is defined in terms of goals and objectives. In consistency with the mission and the philosophy of the organization, long range objectives and plans are established by the top management after thoughtful matching of the goals and resources.

II. **Establish specific short-term organizational objectives:** Short-term organizational objectives are usually more specific and quantifiable targets, covering such areas as marketing, productivity, profitability and so on. These short-term objectives must be supportive of the long range objectives and plans and must be consistent with the overall purpose of the organization.

III. **Establish action plans:** These plans involve establishment of individual performance objectives and standards. While the entire process is that of participative nature, it is at this level that the managers and subordinates work closely in setting their individual goals. They jointly establish objectives with their superiors and subordinates are given sufficient latitude to devise and implement strategies to achieve these objectives. These objectives are usually short-range and specific and primarily indicate as to what the subordinate’s unit is capable of achieving in a specified period of time. The subordinates must set objectives in consultation with the individuals who comprise his unit. In this way, everyone gets involved in goal setting.

IV. **Appraise results:** The next step is to measure and evaluate performance periodically, in order to determine the degree of progress towards achievement of objectives. The performance appraisal methodology should also be jointly agreed upon. These periodic reviews can reveal if any unanticipated problems have developed. Furthermore, these reviews will assist the manager and the subordinates to modify either the objectives or the methods, if necessary.

V. **Take corrective actions:** The periodic evaluations would indicate if there are any deviations from the performance standards expected and planned. It is left to the managers and subordinates to take whatever action is necessary. These actions may include changes in personnel, retraining of personnel, changes in methodologies or even changes in objectives.

14.3 **SYSTEM APPROACH TO MBO**

MBO provides a good model for planning. Its failure, if at all, is not due to it being a poor concept, but rather due to improper implementation or lack of total support.
from the top management who might suffer from ‘authority erosion’ syndrome, an authority which they enjoy in the classical structure of hierarchical authority. MBO is considered effective for short term goals, generally up to 2 years. Since the objectives are mostly quantitative in nature, it is difficult to do long-range planning because all the variables affecting the process of long term planning cannot be accurately forecast due to constantly changing socio-economic and technological environments which affect the stability of goals and objectives.

On a positive side, MBO is very effective because people have a better understanding of what is expected of them and they are given the freedom and resources to achieve the objectives initially set by them. A study of seventy MBO program found that productivity had increased in sixty-eight of them.

On the negative side, MBO philosophy may not be understood by all. Top management may resent treating their subordinates as equals and subordinates may treat it as a ploy to make them work harder. Since the top management is usually overpowering, the objectives may be set too high by them expecting the subordinates to agree and follow. MBO process is also very time consuming and is more suitable in stable environments.

MBO systems are likely to be less effective where the changes in managerial environment occur too fast. To improve the effectiveness of MBO system, it should be integrated into the overall philosophy of the organization. MBO is a major undertaking and should replace the old system rather than simply being added to it.

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Check Your Progress

1. What are the other two names of Management by Objectives (MBO) approach?
2. What is the requirement of an effective MBO program?
3. Why does MBO fail?

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14.4 ANSWERS TO CHECK YOUR PROGRESS QUESTIONS

1. The other two names of Management by Objectives (MBO) approach are ‘Management by Results’ and ‘Goal Management’.
2. An effective MBO program requires top management participation and support.
3. MBO fails due to improper implementation or lack of total support from the top management, who might suffer from ‘authority erosion’ syndrome.

**14.5 SUMMARY**

- Management by objectives was first described and advocated by Peter Drucker in 1954 in 'The Practice of Management'. He stressed that ‘business performance requires that each job be directed towards the objectives of the whole business’.
- MBO is the philosophy of management that emphasizes that managers and subordinates work together in identifying and setting up objectives and make plans together in order to achieve these objectives.
- MBO provides a good model for planning. Its failure, if at all, is not due to it being a poor concept, but rather due to improper implementation or lack of total support from the top management who might suffer from ‘authority erosion’ syndrome, an authority which they enjoy in the classical structure of hierarchical authority.

**14.6 KEY WORDS**

- **Quantifiable**: Able to be expressed or measured as a quantity.
- **Methodologies**: A system of methods used in a particular area of study or activity.

**14.7 SELF ASSESSMENT QUESTIONS AND EXERCISES**

**Short-Answer Questions**

1. Write a short note on Management by Objectives (MBO).
2. What is the negative side of MBO philosophy?

**Long-Answer Questions**

1. Discuss the objectives of Management by Objectives (MBO).
2. Explain how ‘MBO provides a good model for planning’.
14.8 FURTHER READINGS