Managerial Practices and Librarianship
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ABSTRACT
The article has been carried out with the view to analyze the various Managerial attributes and aspects of library profession, which in fact had been very much there since the inception of profession but the realization towards honing the skill was somewhat missing. One can easily see, how efficiently like any competent manager a librarian organizes knowledge and puts it to use as per the expectations of library clientele. In the present era, as we know services are totally either based on technology or by management skills, and to have both has become inevitable. Profession of librarianship has become equally challenging and to survive under the prevailing conditions and to make ones presence felt is equally difficult. In this paper we have tried to workout and assess the managerial attributes of a library professional.

Key Words: Management, Library Management, Librarianship, Library Manager.

INTRODUCTION
To begin with, one should not be having even an iota of doubt in his/her mind about the managerial nature of library profession. One can take the note of working librarian and the services and activities with which library professional remains involved during ones routine work. Whether we take the case of a most common library service like document delivery, we can see how efficiently each library member is seen off by providing the information s/he requires. This kind of service in some libraries is provided round the clock and in others the services are mostly provided in two to three shifts. Same remains the case with other sections of library whether we take the case of Periodical section, Reference Section, Newspapers and Magazines section, Internet lab/Digital library or even providing the reading room facility to members. These commonly used service areas in most of the libraries remain always thronged by library members and to provide service to each and every library member to his/her satisfaction is always an uphill task and to manage every service efficiently is where the key of good managerial practice lies; and if library professionals are managing things without suspiration corroborates the fact of they being the true managers of their profession.

Apart from above services and activities, a librarian always remains involved with the acquisition of reading material, like books, Journals, Magazines, Newspapers etc both in the form of print as well as electronic format. This is followed by the technicalities thereof required to be carried out with regard to making this reading material available to users. Importance of technical section of the library can not be undermined, which on receipt of the library documents verifies it with invoices and process bills for release of payment and subsequently carrying out the work of accessioning, cataloguing, pasting of book plates, due date slips, spine labels or classifying documents and making its data entry on the preferred software of the institution so as to make it accessible on web OPAC. All these technicalities may sound to be a days or so work but the fact remains it is not so. Classification is one such key area where a classifier needs to spend more and more time so that document could be fitted to its most desired place as a wayward classification may let the document get lost in the huge collection of library. Thanks to technology as use of IT and ICT which has come as great rescue to overcome such difficulties. Keeping track of all the printed journals received at periodic intervals is always cumbersome; because there is always every chance that a particular issue of a journal or magazine may get lost during the transit or for other reasons may create a vacuum in the complete set of periodical. It is always the responsibility of a librarian to ensure that each periodical is being received in time. Library budgets besides being already less have of the late started further shrinking and the prices of the products on the contrary are on escalation, under the prevails conditions a library can not afford to let lose any international journal during transit, which normally are very costly. Electronic sources may have come to as rescue to some extent but these involve mostly added issues.
Managing payment to suppliers in time is always the difficult issue which librarians in particular face. Unless a librarian doesn’t have good relations with the administration of organization release of payment in time becomes dream. So under everything managing so many things under one roof without letting situation get out of control is always a commendable job which a librarian with the support of professional subordinates does efficiently. Even though we may take the liberty to say that a fully trained manager may fail to do justice to things the way a librarian with his inherent professional qualities allows one to do.

REVIEW OF LITERATURE

Management is "a process or form of work that involves the guidance and direction of a group of people toward organizational goals or objectives" as defined by Terry and Rue(1982). Johnson and Stinson(1978) stated, "Management is the process of working together to accomplish the organizational goal". Management as a tool is used to bring order out of disorder. Henry Fayol(1917) says there were six functions of management: forecasting, planning, organizing, commanding, coordinating and monitoring. He also proposed 14 principles of management- division of work, Authority, discipline, Unity of command, Unity of direction, Subordination of individual interests to the general interest, Remuneration, Centralization, Scalar chain, Order, Equity, stability of tenure of personnel, Initiative and Esprit de corps.

Management in fact is system developed and created by man which revolves round the aforementioned functions mostly aimed at profit making. What librarian do or should do at present scenario of library problem and practice in 21st centuries, Michael Gorman(2000) defines librarian is a person who, after receiving a master's-level education at an accredited school and on-the-job training, carries out one or more of the tasks as given below".

- Select the tangible object and electronic resources
- Acquire the selected materials and electronic resources by the purchase, subscription or by gift
- Organize and give access
- Preserve and conserve
- Assist library users
- Instruct library users
- Administer and manage the library and its personnel, services, and programs.

It is very evident from the above quotes that how a library manager actually manages the library with the provision of quality and efficient library services. Peter Hill (2007) on clinical Librarians defines from "Report of a National Review of NHS Library Services in England that "Clinical Librarians seek to provide quality assured information to health professionals at the point of need, to support clinical decision making". This definition clearly signifies the importance of librarian as an efficient library manager. Maryam Sarrafzadeh (2010) quoted that "Knowledge Management (KM) has given library a new lease of life. Library is not going to be closed but have come up with a new vision and quite quickly become very much appreciated and it is a leading player in the KM field". Pioneers of the management science like Peter Drucker, Paul Strassman, Ikuiro Nonaka and Peter Senge(2001) have been emphasizing over the management activities ever going in libraries having direct significance in information and knowledge management. Krackhardt and Hanson(1993) believe "effective library managers will develop skills in using each kind of network to collect and transfer organizational knowledge." Townley (2001) discussed on knowledge management for academic libraries and said Librarians can use knowledge management as a way to expand the library's role to areas such as administration or support services, where libraries have had little impact in the past.

Librarians have been associated with the business of knowledge management always as they have been always operating as intermediaries between haves and have-nots of knowledge but the concept is being perceived as re-branding of Librarianship. (Sarrafzadeh, 2009).

OBJECTIVES OF THE MANAGERIAL PRACTICE

To view and assess the use of Management Practices in Library and information Profession with the following objectives:
- To work with the Managerial attributes and aspects of Library profession
- To apply the managerial techniques by working librarians and library professionals while carrying out routine activities and providing services to library clientele.
- To assess the scope of Management in Library and Information science as whether tools and techniques of management science need to be taught to LIS students during their course work or some specialized course be introduced to do the needful.
- To draw a comparison between conventional and contemporary library services.
- To help overcome the difficulties faced by working librarians in smooth functioning of libraries and information centers especially as administrative heads.

NEED AND PURPOSE OF THE MANAGERIAL PRACTICE

Time and again it is being seen that library professionals are not being give the place among academia which they deserve. It is always important to let contemporaries of other sciences to have a clear understanding about the Library and Information Science along with those of working librarian, and to do the needful responsibility always lies with working librarians and teachers of library and information science. We can see, Library science as a science has not grown manifold or the way it should have. Despite tireless efforts put in by working professionals from time to time we have not been able to carve
Librarian as a Library Manager should spearhead and be responsible in the overall implementation of the knowledge initiatives and its Preservation in Public, School, Academic, Archives, Special Libraries. Raja Abdullah Yaacob, Adnan Jamaluddin, Kamaruzaman Jusoff maintain that Role of a librarian in Identification of Knowledge involves:

- Discovery of Existing Knowledge
- Acquisition of Knowledge
- Creation of New Knowledge
- Storage & Organization of Knowledge
- Sharing of Knowledge

Librarian as a knowledge manager has to play role in championing, educating users, educating management team; measuring impacts of KM, mapping existing knowledge, defragmenting scattered knowledge and creating technology channels. In addition, a librarian has to embark on the tasks of; supporting ICT and eliminating knowledge flow gaps, creating knowledge sharing culture, identifying knowledge gaps, supporting group or team work, and diffusing best practices Yaacob(2010). Davenport (1998) in the same vain categorized KM into four broad types of perspectives, namely to create knowledge repositories, improve knowledge access and transfer, enhance the knowledge environment and manage knowledge as an asset and to recognize the value of knowledge to an organization.

Added Responsibilities
Some added responsibilities involved with the librarianship as identified from time to time which go hand in hand with library practices include:

- Providing referral service to seeker of information, especially when the piece of information is not available with host library. This may include referring a seeker of information to a person, place, information centre, Govt or Non-Govt office, etc.
- Librarian of public library mostly remains focused on developing the collection as per the requirements of locality. Interests of children are also give due consideration.
- Inculcating interest among library users by way of organizing Displays, Exhibitions, Technology use (Internet), Workshops, Seminars, Symposia's etc in library.
- Developing programs for library users of all ages and backgrounds.
- Has to be ready to embrace new formats of published material, like e-Journals, e-magazines, e-books etc along with providing supporting gadgets, mostly electronic to serve the purpose.
- Librarian is also required to keep intact the interests of those people who for different reasons are not able to make use of technology or are more interested in printed matter.

Librarian’s role and duties
Specific duties of a librarian vary considerably depending on the collection size, services and type of library. Olivia Crosby (2000) described librarians as "Information experts in the information age".

MANAGEMENT AND LIBRARIANSHIP
A good no of countries have already recognized this course as Library and Information Management, perhaps for reasons, every activity involved with the library profession is managerial in nature, so by no means it won't be inappropriate if we work on changing the nomenclature of the subject to Library and Information Management.

Librarian as a collective administrative head is responsible for conducting and managing the affairs of an institutional library. Librarian remains always busy in seeking out new ways and means to attain short and long term objectives of the organization in general and library in particular. Librarians as able managers have already helped in letting libraries to reach a stage of self sustenance. Till recent past we used to learn that libraries are non-profit making institutions, but of the late we can say that libraries have reached to the stage of self-sustenance. A librarian as on date is enough capable to run a library as a self sustaining unit and the day will not be far when we can see libraries as profit making institutions and this all will be possible only with the help of competent library management team.

Librarians are expected to do lot many things, most of the time they are assigned responsibility with out authority, while as everybody knows that responsibility without authority is meaningless. To fix responsibility with a person without giving one authority of choosing the course of action to execute things is futile and pointless. Management is about delegation of authority at each individual level of hierarchy so that results can be achieved in desired manner.

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A Coordinator: A librarian is always aimed to develop coordination among different sections of the library so that activities and services of library may receive a boost. The hierarchical structure, both vertical and horizontal comprising of subordinates and superordinates at each step, is through whom librarian gets job done. It is very important to see to it as whether all the different constituents of a system are working in coordination with each other and in case any of the links among different units of a system is missing the system is deemed to collapse. It is always a librarian who like a good manager has to ensure coordination of among all units of library system.

A Contributor: Growth and development of a profession directly depends on how far the people engaged with profession are contributing towards it. Contribution of a professional in profession goes a long way in carrying forward and meeting the aspirations of both seeker of information and its provider. The more we contribute to growth of a profession the more we are contributing to growth of society. A Library professional also acts as a contributor to his profession by working out various ways and means to enhance the professional competence. Whether we talk of introducing technology into profession, innovating new methods of providing generalized and specialized services to its clientele. Towards professional development a working librarian keeps always contributing one or the other way and does not act as watchdog, (the false notion which people generally have) over the activities and services provided by his subordinates.

A Builder: Librarian as a builder can be seen at each stage of the growth and development of each individual library. Indeed library profession is rolling and library professionals keep on shifting from organization to another every now and then, needless to say for the want of better opportunities which comes their way, still we can find each new incumbent tries his/her level best to contribute his/her might to build the library the way they can. It won't be out of proportion to say that each professional puts some building blocks his/her way to structure, as such acts as a true builder.

A Sensor: Keeping in view the changing global order, where we can see that policies, programmes, techniques & skills of one country can be used effectively in another country. It becomes imperative for a library professional to keep track of all the latest developments of profession at global front, and to make a good use of such changes, a librarian must be good at gathering and shifting information, interpreting the implications and predicting a range of feasible outcomes.

A Scanner: When taken the case of special libraries we can say that a librarian acts as a scanner, s/he every time keeps a constant eye on the developments of their specialized subject or the project with which one is associated. A librarian as a specialist makes it sure to scan for specialized information worldwide. A librarian can
serve as a scanner with the perspective to expertise and detect trends to move knowledge across boundaries. A librarian can transform piecemeal information into strategic intelligence.

- **A Leader:** Job of a librarian as leader is not that easy what it may seem by far. A library as an individual institution like any other institutions do remains spread both vertically and horizontally and librarian as a leader has to ensure that each section and unit of library at each level of hierarchy is working as per desired manner. A modern day library believes in hierarchal structure of functioning and we can see most of the libraries are having and working under Top, Mid, Lower and Operational levels of management. Qualities of a good leader are not only that s/he is able to make people work but also has to develop & involve a sense of belongingness among workers, encourage them, taking care of their professional and personal commitments, develop we feeling with team spirit. Job of a librarian invites all these and many more things.

**OTHER MANAGERIAL ATTRIBUTES OF A LIBRARIAN**

We have already discussed nearly nine main managerial attributes of a librarian which corroborates the fact that a librarian by all means is a manager of par excellence and this is not only because a librarian is able to provide quality library services to it users but also because the effort s/he puts in behind and the activities one carries out which people in general and academia in particular is not aware of. Apart from above attributes there are some common initiatives which most of librarians initiate at their own, which include

- **Entering into Joint-Ventures (National & International):** Twenty first century is the century of Mergers, Acquisitions and Joint-Ventures (JV's), mostly for the reason that survival is ensured for fittest only. Sick business units in society have either merged with healthy institutions or have been acquired by them. Joint-Ventures have given a new lease of life to business establishments and same is being these days applied to libraries and information centers. Library consortia can be seen as one such type of JV by library professionals to help to sustain in critical economic conditions. Library Networks and Resource Sharing including exchange of manpower for expertise for a brief period of time can be seen as common JV's at local, national or international level.

- **Brining New Professional Order:** Everywhere if there is any change is the professional order of the institution of organization it is only the people of that very organization or institution which bring it. To bring a new professional order is not something which can be turned to overnight but is something which can be achieved at a gradual pace without creating a disorder to system already in place. Librarians need to be very careful while bringing in new professional order and the matter of the fact is so far whatever orders the profession has bought in it, has been bought in by working library professionals.

- **Changing Strategies:** Every new dawn is expected to bring with it some new change, perhaps a new order which suits the requirements of the masses or something which masses expect to suit their requirements. Library extended services like, mobile libraries, home delivery service, translation services and many more things have been added from time to time. Of the late ICT has taken everything into its savvy and electronic sources of information has become the buzz word. Services like, e-books, e-journals, e-newspaper e-magazines subscription of databases and databanks is a common thing in libraries. So changing strategies has always been there in library profession for the reasons these changes perhaps being inevitable.

- **Knowledge Identifying, Collecting & Organizing:** Librarians have been truly instrumental in identifying, collecting and organizing knowledge. In order to procure any document in library it is very much important that a librarian should see to it as whether the document is really required in library or not. He or she has to look for its demand; cost effectiveness etc and so many other similar things are involved with it.

- **Knowledge Exploitation and Creation:** For a librarian it is very important to see to it as whether the documents procured in library are being put to use or not. There should be no danger involved in it that documents after procurement are lying useless on shelves or stacks. Here the role of a librarian is more challenging and fulfilling in a sense because s/he has to put in efforts to ensure that a document gets its reader to fulfill the third law of library science. A working librarian has to come out with new ways and means by which he has to ensure that documents procured may get judiciously used by library clientele. By exploitation and creation of knowledge we just mean to say that unless acquired information is not exploited to its optimum how come we expect that new knowledge will get created. This I believe is one of the fulfilling roles of a librarian where he contributes towards the creation of knowledge.

- **Expansion and Up-Gradation:** As advocated in fifth law of library science that library is a growing organism and the growth of library is not unidirectional but multi-directional both vertical and horizontal. Growth and upgradation of any institution or organization is very important for its survival and the moment it gets stagnant means the intuition is dying. For library professionals it is very important to work towards the expansion and upgradations of libraries. In libraries expansion can be carried out in so many areas but the most which remains visible to all is introduction, expansion & extension of services. It is always better to timely upgrade your system, it helps to develop confidence in both clientele and...
professionals as such helps in making services and relationships better.

- **Innovation:** A Library professional needs to be innovative inherently keeping in view the number of problems one can face during routine library services. Innovation always comes handy in overcoming these difficulties. Apart from this innovation is also named as key to success and to be a successful library professional one has to develop the trait of being more and more innovative. It is the innovation of a person over which every other managerial attribute discussed above depends. This is one of the most important component which helps in transforming a simple professional into a successful master.

- **Training and Education:** Preparing incumbents to replace outgoing professionals is equally important. It is very difficult to have exact substitute of a person but still efforts should be made to groom incumbent in such a way that with the passage of time s/he may fit to the shoes of replaced one. In most of the organizations it has been observed that younger professionals do not prepare their replacements, mostly because they fear this may decrease their importance in organization. Apprehensions of this sort if drawn among some people in some organizations may perhaps be right but fact also remains that it is not the solution of the problem, sooner or later one has to do it and doing the same at an appropriate stage is more important. Librarians do have to ensure that their subordinates be groomed to become their good replacements. Training and education among professionals should be made a routine affair and opportunities and exposure to execute work of higher order be provided to subordinates from time to time.

- **Negotiation Skills:** Acquisition towards collection development is one of the most important activity in a library and information centre, it is always important for a working Librarian, library manager or head of library to have negotiating skills to bargain with publishers, vendors and collaborators etc. Negotiation skills help a library to acquire documents at very cost-effective rates which helps maximize profit and other benefits to a library and its users. Negotiation skills are not limited only to the filed of acquiring documents for library but are also equally important in rendering other library services and activities.

**RECOMMENDATIONS & SUGGESTIONS**

Role of Libraries and librarians have changed manifold, librarians are being looked as library mangers, who are actively involved in Information and Knowledge management activity. This in turn has doubled the responsibility of library professionals not only by way of meeting the expectations of the information seekers but do have to learn nitty-gritty of managerial activity and need to update, by undergoing management training courses.

Apart from carrying out routine activities, a modern day library professional needs to get engaged actively into research activities related to growth and development of profession. A working librarian is always in better position to assess the changed needs and requirements of profession for its sustenance and survival. Working professionals are constant and continuous researchers as they every time keep on trying new things and practices just to facilitate and enhance services to clientele in better and broader way.

It would be more appropriate to introduce a full-fledged management paper in the syllabi of library and information students both at Bachelors and Masters level. Schools offering two years integrated Masters Degree in LIS can have or introduce desired numbers of credited courses of management in Library and information science.

In this ever and fast changing service oriented world library and information professionals are bound to follow the suit. We should remember that it is not the server who changes the taste of users but it is always the users who not just expects better services but also demands; such is the kind of yearning among the modern day library clientele. Need is, library and information professionals should every time be ready to combat any type of information crisis or eventuality.

**CONCLUSION**

In the concluding remarks we can say library professionals are the managers in their own way, they had been managing libraries and providing efficient library services to users since ages but never ever got rated as good managers. Till recent past library professional were unaware of their managerial trait and skill which they inherently develop and attain through the period of time in their profession. Librarians till date had been covert and salient mangers but of the late they have realized of this trait in them as such have started making it their main weapon of handling operations and services in their expected field.

With regard to scope of management science in the field of library and information science it becomes very much evident from the above discussion that management as on date may not have gained that much ground but definitely the pace with which tools of management are being applied in carrying out activities and delivering services in libraries is quite note worthy. Students of library and information science need to be trained with managerial skills during their course of study as this will be an added advantage to them. Need is to introduce management Science as a full fledged subject in library science with desired no of credits. Apart form this skill honing workshops be organized from time to time by various library association in and outside India. All these and many more new things can be done to enhance competence and performance of library professionals as managers of library.

While drawing comparison between conventional and contemporary library services we may not find that significant difference except, handling of information with the help of
technology what we call Information Technology (IT). Besides in modern day library activities and services we are well aware of managerial practices applied in library profession while as same was also in place in conventional libraries but people had not assessed the presence of managerial tools and techniques in their routine activities.

With the application of tools like ICT and Management in routine library activities library professionals have grown as able administrators, as such we can see librarians today are being assigned with all type of tasks and are actively involved in decision making process of institutions and organizations. Days are gone when library professionals were assigned responsibility without authority which used to be meaningless. Now-a-days we can see librarians are given assignments with complete authority in executing things the way they deem appropriate.

REFERENCES


