Management in libraries

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INTRODUCTION

The book entitled "Management in Libraries" edited by John Ponder, Lecturer Department of Librarianship, Royal Melbourne Institute of Technology published by Ormond Book and Educational Supplies Pvt. Ltd. At 6 Bowel Street Melbourne, Australia having available ACC. No. 18303, eight (8) chapters and one hundred and six (106) pages is an outcome of collection of eight (8) papers presented at a seminar conducted by Department of Librarianship, Royal Melbourne Institute of Technology dated May 22-24, 1970. This book review is prepared for partial fulfillment of one of the requirement to submit in Orientation Programme, conducted by Jamia Millia Islamia University, New Delhi in compliance of UGC Human Resource Development academic advancement activities.

The editor of the book included eight (8) papers of different presenters/authors hence the book is divided in eight chapters namely as follows:

1. I am a Manager-Color me grey- authored by P. R. Masters;
2. Management in a changing environment-authored by A. K. Collins;
3. Motivation and Management-authored by Brian Sheehan;
4. The source of authority in Library-authored by Margery Ramsay;
5. In-Service Training at the Library of New South Wales-authored by R. McGreal;
6. Libraries, Librarians and Management Education-authored by Bruce Yuill;
7. Organizations, administration, management-authored by W.D. Richardson;
8. Budget priorities for libraries-authored by Frank Barnes.

Out of the exercise done in studying and reviewing the book, it gives a precious relationship between library and management. The chapter first entitled 'I am a manager-color me grey' by P. R. Master available from page no. 1 to 12, starts the discussion with the understanding of management as "getting results through people". Giving the effect to the relationship of administration with management, the focus moves towards various authoritative identities of persons like, foreman, supervisors and the librarians too. Referring with different fundamental theories of management, the discussion moves towards the quality of results that depends on two most important things: Planning and People. Similarly, the process of managing includes

six phases-Intention, policy, sub-objectives, plans, action and control which is implemented through the resources, people and the control. Giving a relationship of management with libraries, the author has put a challenge to the librarians for the smooth functioning of libraries based on planning, controlling, training and communicating. In the last, the chapter includes a very important part namely 'discussion' that highlights on the summary of whole paper.

The next chapter two entitled 'Management in a changing Environment' by A. K. Collin available from page no. 13 to 18 provides number of factors will interact to produce the condition of environment change: 1. Technology 2. Rising levels of education 3. Increasing affluence 4. Changing attitudes towards work and leisure 5. Growing interdependence of institutions. Through the paper Bennis calls the future organizations in terms of different indications of change will be "Organic-adaptive structure" and ended with tendency of rapid change.

The next chapter three entitled 'Motivation and management' by Brian Sheehan available from page no. 19 to 32 talks about the factor motivation being an important need so far as the human relationship is concerned. The paper discusses of open system approach-an approach which places its major emphasis on the effect of the environment, made up of both internal and external forces. The discussion helps us in understanding the motivation with the help of A. H. Maslow theory of motivation i.e. "Individual has a hierarchy of needs" that identifies five basic need levels. These are basic bodily needs, safety needs, esteem of oneself and others, self actualization. Similarly, the theory of Douglas McGregor also provides the same. Prof. Fredrick Herzberg's theory of motivation known as 'The motivation-Hygiene Theory' provides the motivation as a key element in addressing the management as an inevitable need to create a well deserved organization.

The next chapter four entitled 'The source of authority in libraries' by Margery Ramsay available from page no 34 to 45 tells about 'Authority' which is not only limited up to person or personal element but also includes the professional activity and institutions and organizations. In order to understand the concept of authority in libraries, the book provides the sources as the authority of the field of librarianship and of the library as an institution; formal authority above the level of librarian; and the authority of the Clientele. In support of these sources, more factors like hospitality of professional expertise, hospitality of the professional ethos, convenience of association, size of the function of activity. In doing the responsibility for activity quite foreign to librarianship as a profession, the activities are justified if support the basic functions of library, offer facilities too. Miss Ramsay emphasized on lack of adequate information on user needs and the question of feedback in assessing various form of services.

The next chapter five entitled 'In service training at the library of New South Wales' by R. Mc Greal available from page no. 46 to 60, provides discussion that preceded the setting up of the course, its objects, the course itself and of the attempts made to evaluate the success of it including four major stages. 1. Initial and follow-up interviews, preceding formal training 2. A general introductory course in two five-hour parts 3. Departmental courses 4. Specialized courses. Before leaving in-service training, the author provided some general remarks in terms of accommodation, the speakers, presentation, testing, organization and evaluation too. In last the author pointed out an overlap between the salary scales for librarians and assistants to allow for promotion. Mr. McGreal felt that if the library's administrative

system seemed on paper to be somewhat "black" there were many modifications in practice.

The next chapter six entitled 'libraries, librarians and management education' by Bruce Yuill available from page no. 61 to 70 gives a detail understanding of subject in which the book reviewer is relatively attached. It starts with introduction of nature of libraries from a management point of view in order to establish the needs for librarians to be educated or trained in some type of management studies and it ends with survey the facilities available for management education and training which might be used by librarians. The chapter further moves towards possible needs for management education including organizations and their management, identification of organizational problems, types of managerial knowledge required peculiarities of small library management, comparisons with other professions, courses available for lower level training, courses available at middle levels of management courses for senior management. The chapter ends with consideration of little danger of people being out of date when eventually they reach positions of high responsibility. The training was in general principles.

The next chapter seven entitled 'Organization, Administration, Management' by W. D. Richardson available from page no. 71 to 95 introduces the requirement for statement on the recognition of course in librarianship-"The Professional content of any course leading to professional qualification should include-the principles of library management. Referring the definition of management by various authors, the elements of the management process as described by Luther Gulick and identified by his coined word 'POSDCORB' and referred as:

P tends to planning, O tends to organizing, S tends to Staffing, D tends to directing, C tends to coordinating, R tends to reporting and B tends to budgeting. After the use of all the managerial and administrative theories and rules in systematic arrangement and functioning of libraries, there is need of theoretical and specific knowledge in its practical reality. The outcome of the discussion puts agreement that the identification of potential managers should take place as early as possible.

The next chapter eight entitled 'Budget Priorities for Libraries' by Frank Barnes available from page no. 96 to 107 has always been a real fundamental necessity not only for libraries but also every institution. By referring the paper 'Resource Allocation in Universities' Prof. Mathews is concerned about cost-effectiveness analysis in universities and express the view that cost-effectiveness analysis and the planning programming budgeting approach (PPB approach) provide a limited decision criterion which can be used in allocating resources and evaluating performance in those areas. Where similar relationship between costs and accomplishment may be expected to hold. Without removing the problem of financial crisis, the libraries have to face lots of unavoidable situations. In last, it is submitted that the present book in hand reviewed is very informative and having the approach of using humanistic qualitativeness not only for individuals but also for the public and private institutions. The academic fraternity is no longer required to sit silent; the responsibility to serve the society with the help of education is their prime duty.

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