SYLLABUS

Principles of Library Management
General Principles of Management and Their Application to Library Management, Library Organizational Structure, Management Information System, Physical Planning of Library

Information Resources Development
Technical Processing, Acquisition of Periodicals and Serials, Acquisition Procedures: Books and Non-Book Material, Different Types of Selection Tools and Their Importance, Types of Information Resources, Selection Principles Including Communication Media

Use and Maintenance of the Library
Circulation Work, Maintenance, Shelving and Stock Verification, Etc., Elements of Binding and Preservation

Human Resources Development
Human Resource Development: Concept and Contours, Personnel Planning, Participative Management and Total Quality Management (TQM)

Library Finance and Budget
Library Finance, Budgeting and Accounting

Suggested Reading:

CHAPTER 1
Principles of Library Management

STRUCTURE

- Learning Objective
- General Principles of Management and their Application to Library Management
- Library Organizational Structure
- Management Information System
- Physical Planning of Library
- Review Question

LEARNING OBJECTIVE

After reading this chapter, you will be able to:

- Explain the meaning and purpose of management;
- Describe managerial functions or elements of management and their importance and limitations
- Describe the meaning and functions of organizational structure
- Understand the meaning of Management Information System
- Know the advantages and benefits of Management Information System
- Explain the need for planning a library building.
- Describe some of the standards and specifications necessary for physical planning of a library.

GENERAL PRINCIPLES OF MANAGEMENT AND THEIR APPLICATION TO LIBRARY MANAGEMENT

Management: Meaning and Scope

It is extremely hard to accurately describe management. There is no universally carried definition of management. Management involves both acquisition and application of knowledge. It does not go through rule of thumb or intuition alone even however it is measured to be an extension of general sense. Hence, management is a combination of both an art and a science. The scientific come lies in decision-making, scheduling and in the suitable exploit of technology.
The artistic come to management can be established in the tasks of communicating, leadership and goal-setting. Some commonly used definitions of management are given below:

- Managing is an art or procedure of receiving things done through the attempts of other people.
- Managing is the art of creating and maintenance of an internal environment in an enterprise where individuals, working jointly in clusters, can perform efficiently and effectively towards the attainment of group goals.
- Management is the procedure of setting and achieving goals through the execution of five vital management functions that utilize human, financial and material possessions.
- Management is a procedure or an action that brings jointly many varied possessions like persons, materials, techniques and technologies to accomplish a task or tasks.
- Management, since a separate field of revise, is also the body of organized knowledge which underlies the art of management.

The definitions and a revise of management literature would reveal the following aspects of management.

- Managing is an action or procedure;
- Management refers to both the discipline since the well since group which manages the organization;
- It creates things occur;
- It is purposeful i.e., the attainment of the organization's goals and objectives is the supreme purpose;
- It uses accessible possessions economically to maximize outputs;
- The organization's objectives are accomplished through, with and through the attempts of others;
- Managing implies by sure skills, knowledge and practices to bring effectiveness;
- It is aided and not replaced through the computer; and
- It is intangible.

**SCIENTIFIC MANAGEMENT**

Scientific management is approximately synonymous with the teachings and practices of Frederick W. Taylor. During his life Taylor struggled to augment efficiency in manufacture, not only to lower costs and raise profits but also to create possible increased pay for workers through higher productivity. Scientific management is the name given to the principles and practices that grew out of the job of Taylor and his followers and that are characterized through concern for
efficiency and systematization in management. You may note that the management science is the application of mathematical modeling in managerial decision-making and quite dissimilar from scientific management.

The schools of management idea are broadly divided into three sections, they are:

- **Classical Management Theory** which is organization-centered and has dealt with the economic "rational man", and incorporated scientific management, administrative management, and bureaucratic organization.

- **Neoclassical Theory** which is person-centered and human-oriented and has accentuated requires, behaviours and attitudes of individuals and incorporated human dealings schools and behavioral schools.

- **Contemporary Management Theory** which emphasizes the complete employee view through revisionist researcher which comprises organizations theory, contingency theory, organizational humanism and management science.

  Modern management is characterized through a scientific come, which involves:

- The application of scientific methods and analysis to managerial functions and troubles;
- Serious consideration of human units in management, based on psychological studies and behavior analysis in dissimilar situations;
- Rising emphasis on economic effectiveness in all management functions;
- A organizations come, focusing equal attention on all functions of management; and
- Exploit of electronic computers for analysis and studies.

Beginning from the fifties of this century, contributions have been made to management through disciplines such since mathematics, statistics and economics. Mathematical models: have been intended and constructed for exploit in scheduling, decision making and forecasting. Operations research studies for operational efficiency, and econometric analysis for cost benefits and effectiveness, are few of the other scientific methods applied to management functions. The advent of computers and communications technologies has aided researchers in the development of the management information organization. These have become basic components in scientific management.

Theories of leadership and organization including human motivation and behavior, organization relationships and nature of power of the psychological and sociological methods applied to learning personnel management. The organizations come has enriched management operations through unifying to achieve a general goal. Therefore we see that contemporary management has drawn from studies and experiences from other disciplines and has successfully applied them to enhance productivity.
Levels of Management and Managerial Skills

A manager is anyone, at any level of the organization, who directs the attempts of other people. He is the catalyst who creates things occur. It may be noted that the management of an organization is performed at dissimilar levels. Although the distinctions are through no means clear it is useful to think of managers since being divided into three clusters:

- **Supervisory**: Managers are those who directly oversee the attempts of those who actually perform the job. Performance of several routine tasks to obtain desired outputs of every elements and concomitant behaviors is taken care of at this level;

- Transitional managers are the supervisory level but subordinate to the mainly senior executives of the organization; they have the responsibility to develop implementation strategies for the concepts determined through top management. Execution, supervision, monitoring and other related functions are taken care of through them;

- Top managers are the mainly senior executives of the organization.

  Top managers are responsible for providing the overall direction of the organization. They carry out scheduling, maintenance of dealings with other agencies, policy making, standardization, manage, evaluation, possessions mobilization, etc. Since distant since libraries are concerned, often two hierarchies of management operate within libraries. One is that of the library, and the other is that of the organization to which the library belongs.

  Each level of management needs a dissimilar composition of managerial skills. Ability is a skill to translate knowledge into action that results in a desired performance. Normally, three kinds of vital skills are recognized to be required through managers –

  - Technological ability is the skill to exploit specific knowledge, methods, procedures, practices, techniques or apparatus of a specialty in performing the job;
  - Human ability is the skill to interact with other persons successfully, i.e., skill to understand, job with, motivate and get beside with other people; and
  - Conceptual ability trades with ideas and abstract relationships.

  It is the mental skill to comprehend abstract or common ideas and apply them to specific situation.

  It needs a holistic come to understand the connection of sections to the entire, the entire to the sections and cause and effect. In other terms, viewing the organization since an entire and to see how the sections of the organization relate to and depend on one another and the skill to imagine the integration and coordination of the sections of the organization are essential for this ability.

  The importance of these skills depends on levels of management. Technological ability is mainly significant for supervisory level managers and becomes less significant since the manager
move up to the transitional and top levels. Conceptual ability is increasingly significant since manager’s moves up the levels of management. Though, human skills are significant at every level in the organization. It may be noted here that there are other kinds of skills required for managers and they are not discussed here. For instance, top and transitional managers require having diagnostic and analytical skills. Diagnostic ability is the skill to acquire, examine and interpret information to determine the cause of transform either in inputs or outputs or in the transformation procedure. Analytical ability is the skill to determine the cause of transform and either to give corrective action or take advantage of the situation.

All functions or units of management will be general to all levels of management in little form or the other. Though, the duties and responsibilities of the staff operating at dissimilar levels will modify. The chart 1.1 designates how these three levels of management share their duties and responsibilities since well since the skills required for them.

Chart 1.1. Levels of Management, their Responsibilities, Duties and Skills

<table>
<thead>
<tr>
<th>Skills</th>
<th>Levels</th>
<th>Duties &amp; Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conceptual</td>
<td>Top</td>
<td>Planning, Policy making, Quality control and Evaluation, Resources Mobilisation</td>
</tr>
<tr>
<td>Human</td>
<td>Middle</td>
<td>Execution of Activities, Supervision, Monitoring</td>
</tr>
<tr>
<td>Technical</td>
<td>Supervisory</td>
<td>Routine tasks, concomitant activities</td>
</tr>
</tbody>
</table>

While all the behaviors are shared through the three levels of management, the proportion of responsibilities, duties and skills with reference to the behaviors modify. It should be noted, though that the organization will job efficiently only if the three levels job in unison. Top management does extremely small routine operations, while the operational management level staff does not do much scheduling. But the transitional level management is involved in both scheduling and routine operational job.

Managerial Functions

We have already seen that there are many definitions given through experts to explain the meaning and scope of management. One method is to view management since a set of general procedures or functions which, when accepted out well, lead to organizational efficiency and effectiveness. These procedures or functions have been broken down into a set of related units forming a useful framework.

A function is a kind of job action that can be recognized and distinguished from other job. Experts have recognized many managerial functions since significant units of management.
While Newman and Summer have recognized four functions namely, organizing, scheduling, leading and controlling, Henri Fayol has recommended five vital functions namely, scheduling, organizing, commanding, coordinating and controlling. Mainly authors present the following five since the essential functions: scheduling, organizing, staffing, directing and controlling. Luther Gulick and L. Urwick have coined an acronym for seven functions namely POSDCORB which stands for Scheduling, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. Few of these functions are presented and discussed here apart. It is significant to keep in mind that they are accepted out simultaneously and concurrently. The view of this come is that an organization is a total organization and these functional units are interrelated and interdependent. The major advantage of separating and discussing these functional units individually is that this gives a helpful means to look at the several threads that are interwoven into the fabric of what managers actually do.

**Scheduling**

Scheduling is the procedure of determining in advance what should be accomplished and how to do it. In other terms, it is an analytical procedure of establishing goals, objectives and targets, assessing the future, premising, generating and evaluating alternatives, selecting programs, projects or courses, estimating possessions, preparing the plan document with derivative plans and implementing the plan. Four significant aspects of scheduling are:

- The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purposes and objectives;
- Scheduling is the "first" function and logically precedes the execution of all other managerial functions;
- Managers at all levels are involved in scheduling
- The efficiency of a plan is considered through the amount it contributes to the purpose and objectives since offset through the costs of other unsought consequences required to formulate and operate.

In other terms, scheduling is characterized through its primacy, efficient contribution to purpose and objectives and all pervasiveness. Few kinds of plan generally urbanized and operated contain:

- Budgets.
- Objectives,
- Policies,
- Processes,
- Programs,
Rules, and

Strategies.

The procedure of developing a plan consists of some logical and vital steps. Being aware of opportunities and a sort of SWOT (Strength, Weaknesses, Opportunities and Threats) analysis is the first step followed through establishing specific and clear objectives. The third logical step in scheduling is premising, i.e., taking note of scheduling assumptions. Establishing complete premises and keeping them up-to-date is a hard and intricate task. The success of a plan depends on the degree of accuracy in premising. The fourth step is to search for and look at alternative courses of action. The step is immediately followed through a systematic evaluation of alternative courses with the purpose of selecting the best course of action in the next step. The seventh step is formulating smaller derivative plans. The final step is the plan beside with derivative plans through converting them into budgetary figures.

Many scientific techniques and models are accessible to determine the goals and objectives, assess future trends, formulate policies, choose in the middle of dissimilar alternatives, preparation and manufacture of plans, etc. There are rational approaches and principles to follow in the scheduling procedure.

- Scheduling should start with where we are rather than with where we want to be;
- Individuals involved in the scheduling procedure should agree to exploit constant scheduling premises;
- Flexibility necessity be built into the plans;
- The plans necessity be closely integrated;
- The plans should be documented and distributed to all members of the management team;
- Scheduling has value only if it is transformed into action; and
- Plans should be reviewed periodically during the year.

Inputs to a plan have to approach from every element of the organization to ensure the involvement and participation of the staff working at the operation supervisory level, besides the top management which is more directly linked with the scheduling procedure and responsible for it.

A plan document gives a directive course of executive action incorporating every aspect of the development of the organization. Policies are framed to help the implementation procedure. Every plan has to fit into a time frame annual, five year, long range or perspective - and also has to be flexible to accommodate any unanticipated transform at any point of time. The significance and advantages of scheduling are:

- It offsets uncertainty and transform;
- Gives a framework for execution and direction; focuses attention on objectives;
- Improves services, leads to operations and facilitates manage;
- Ensures rational and effective development;
- Permits the anticipation and future possessions requires; and
- Brings the skills and experience of staff members to the scheduling procedure.

**Organizing**

Organizing is the procedure of prescribing formal relationships in the middle of people and possessions to accomplish the goals. Organizing involves:

- Analyzing the whole behaviors of an organization into homogeneous kinds of works and jobs;
- Sorting and grouping the resulting works and jobs into a logical building;
- Assigning these behaviors to specific positions and persons; and
- Providing a means for coordinating the attempts of individuals and clusters.

The word organization refers to both the procedure of organization and the result of that procedure. Organization refers to the building which results from:

- Assembling the possessions necessary to achieve the organization objectives,
- Identifying and grouping job,
- Defining and delegating responsibility and power, and
- Establishing action-power relationships.

In other terms, organization differentiates and integrates the behaviors necessary to achieve the objectives. Behaviors are grouped into working divisions, departments, or other identifiable elements primarily through clustering same and related duties. The result is a network of interdependent elements.

Organizational buildings generally comprise departments, divisions, parts, elements or cells, obtained on the foundation of division of works and jobs. These structural patterns reflect horizontal and vertical positions, indicating sharing of job, power and responsibility, span of manage, nature of duties, outflow of job, means for evaluation of job output, staff discipline mechanism, smooth flow, functional points and coordination points, etc.

Studies have been mannered to develop techniques for action and workload analysis, job and occupation analysis, occupation definitions and descriptions, models of organizational building and same others. Organization charts, block diagrams, job flow charts, etc., portray the functions of an organization vividly, indicating its managerial strength. Few vital principles of organizing are listed below.
- The key behaviors should be clearly defined;
- The behaviors should be grouped on a few logical foundations;
- The responsibilities of each division, department, element, and occupation should be clearly defined;
- Power should be delegated as distant down in the organization as possible;
- Responsibility and power should be made equal;
- The number of persons reporting to each manager should be reasonable;
- The organization should be intended to give continuity, flexibility, perpetuation, and self-renewal; and,
- The organization building should be evaluated on the foundation of its contribution to enterprise objectives.

Libraries are usually organized on the foundation of their functions, viz., collection, development, technological processing, users' services etc. But, they can be organized on the foundation of user clusters served, subjects/regions handled, products and services generated, or a combination of these. But organizational building varies according to the kinds of libraries, viz., national, public, academic, and special libraries.

**Staffing**

If organizational building creates positions at dissimilar levels for performing several functions, staffing trades with providing the right kind of persons to man them. Indeed persons are the key to the effective functioning of any organization. In information, the real strength of an organization is its personnel; they can create or mar the organization.

Staffing is the formal procedure of ensuring that the organization has qualified workers accessible at all levels to meet its short and long-term objectives. This function comprises:

- Human resource scheduling
- Recruitment and selection
- Training and development
- Rewards and compensations
- Health and safety
- Career scheduling and management
- Employee assistance, coaching, and orientation,
- Performance appraisal.
Few significant vital concepts of staffing are occupation analysis, occupation account, occupation specification, and occupation enlargement and occupation enrichment.

Personnel management has assumed extremely great importance in modern management studies. Attention is increasingly given to composition of staff, their kinds and levels, proper recruitment methods and processes, job sharing and assignment, staff training and development, salary, status and career development opportunities, incentives and other related characteristics.

With the rising complexities of libraries and the services they are expected to offer, the staffing pattern is constantly changing. Dissimilar categories of specialists are being recruited to operate at several levels in libraries.

Directing

Directing is the managerial function concerned with the interpersonal aspect of managing through which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives. It is aimed at receiving the members of the organization to move in the direction that will achieve its objectives. In other terms, directing is the managerial function that enables managers to get things done through persons, both individually and collectively. Directing is related to staffing in the sense that these two functions are concerned with the employees of the organization. While staffing is concerned with providing and maintaining human possessions, directing trades with leading and interesting the human possessions to provide out the best. It is the mainly interpersonal aspect of management. Directing is closely related to the communicating function and interesting actuating and leading are sub-functions of directing.

Directing is not the singular function of the top management. In information, it pervades the organization at all supervisory levels. This calls for good interpersonal discourse, both oral and written. Written communications are often through memos, letters, statements, directives, policy guidelines, staff and job manuals and same others. It is essential to get them drafted unambiguously to provide proper direction to the employees. This is supported through oral discourse, formally at staff meetings and informally on other occasions.

It is necessary to note few significant principles of directing. The more effective the directing procedure, the greater will be the contribution of subordinates to organizational goals and the more individuals perceive that their personal goals are in harmony with enterprise objectives. The more totally an individual has a reporting connection to a single larger, the less the problem of clash in instructions and the greater the feeling of personal responsibility for results. Interestingly, reporting is the converse function of directing. In other terms, if A directs B, then B statements to A.
Controlling

Another significant aspect of directing is exercise of manage in excess of the organization. Manage does not merely mean restrictions or restraints to be forced on the organization, but they are guidelines for the organization to perform according to set standards of efficiency and quality. What is implied in this is, accountability, and the obligation of the staff at all levels, of reporting to a higher power on their productivity both in words of excellence and quantity. But these would require yardsticks and measurement apparatus and techniques for evaluating performance. Therefore, both directing and reporting are closely related to the controlling function.

In easy words, controlling can be defined since the procedure of comparing actual performance with standards and taking any necessary corrective action. Hence, the manage procedure consists of:

- Establishment of standards
- Measurement of performance, and
- Correction of deviations.

The standards may be physical standards, cost standards, revenue standards or even intangible standards. Few of the general traditional manage measures are budgets, statistical data, special statements, breakeven point analysis, internal audit and personal observation. Other manage measures contain time-event network analysis like milestone budgeting, program evaluation and review techniques, program budgeting, profit and loss manage, return on investment and common key result regions like profitability, market location, productivity, public responsibility, etc.

It has already been stated that establishing standards for quality, quantity, cost and time, measuring performance against set standards, and correcting deviations are the three vital steps involved in measurement of performance. Performance is closely related to techniques of operations and technology employed. Contemporary management uses techniques of Operations Research, Program Evaluation and Review Technique and Critical Path Way, organization analysis and others for improving quality.

A good manage organization should be forward looking, objective, flexible, economical, understandable, reflect nature and requires of action since well since the organization pattern, promptly statement deviations and exceptions at critical points and lead to corrective actions. The other significant principles of controlling are listed below:

- Controls need a clearly defined organizational building;
- Controls necessity be based on plans;
- Controlling is a primary responsibility of every manager charged with executing plans;
The manage itself should be exercised where the malfunction is likely to happen;
Controls necessity focus on key variables;
Controls necessity be meaningful and economical;
Controls necessity give accurate and timely feedback;
Feed forward controls should be used to supplement feedback manage; and
Controlling needs action.

Devising effective manage instruments for libraries is hard due to their service and not-for-profit nature. In the absence of realistic, objective and precise standards for measuring performance, libraries resort to exploit of objectives, budgets, internal audit and the like.

**Other Managerial Functions**

There are few more managerial functions other than the five mainly significant units. In addition, communicating, delegating, coordinating, and reporting, budgeting, innovating, influencing, on behalf of, etc., is often mentioned since managerial functions.

**Coordinating**

This is the procedure of linking many behaviors to achieve a functional entire in the organization. In other terms, it is the procedure of ensuring that persons who perform interdependent behaviors job jointly in a method that contributes to overall goal attainment. Coordinating is the management of interdependence in a job situation. It is much more then presently cooperation and it involves an information giving function. We have learnt in the organizing function that the job of an organization is divided into several functional elements and it is the coordinating function that ensures that all these elements efficiently contribute to the objective. It is in the coordinating procedure that a manager has to act like a leader and his leadership skills are put to test. The best coordination occurs when individuals see how their jobs contribute to the goals of the organization. To avoid splintering attempts, the dominant goal of the organization should be clearly defined and communicated to everyone concerned, Goals of subordinate departments should be intended to contribute to the goals of the organization. Coordination calls for ability of leadership, discourse and delegation.

**Communicating**

Communicating is the transfer of information, ideas, understanding or feeling flanked by people. In other terms, it is the procedure of passing information and understanding from one person to another. It requires no further emphasis amongst library and information people. Discourse is an all-per value phenomenon, Librarians have to communicate with each other in issuing or responding to directives and in carrying out the functions of management. They also communicate continuously with users and authorities. Discourse, both written and oral, is used to
obtain and provide information for scheduling and decision making. Even however it may be outside the scope of this element, you may note that there are many obstacles or barriers to effective discourse.

**Reporting**

It has already been said that reporting is converse of directing. Reporting serves the purpose of keeping authorities and the public at large informed in relation to the performance, attainments and shortfalls for a specific era. This function not only helps with a healthy self assessment but also through maintaining good public dealings. Libraries generally generate a great amount of statistical data and statements.

**Budgeting**

The budget is one of the plan documents. It is a report of intended allocation of possessions expressed in financial or numerical words. Budgeting comprises financial scheduling, accounting and controlling.

**Innovating**

Since every organization has to constantly grow better and bigger, innovation becomes a significant function of a manager. Innovation means creating new ideas which may either result in the development of new products or binding the new user for the old ones.

Today's manager is required to spend a section of his time on behalf of his organization before several outside clusters like Government officials, labor unions, financial organizations, suppliers, customers, etc.

Lastly it is neither desirable nor feasible to list and explain all other managerial functions. Many of them are closely related to and even overlapping with the functions discussed therefore distant.

**Common Principles of Management**

Thinkers, experts and writers on scientific management have evolved useful principles to have practical guidance for management operations.

**Taylor's Principles**

The fundamental principles that Taylor saw underlying the scientific come to management may be summarized since follows:

- Replacing rules of thumb with science;
- Obtaining harmony in group action, rather than discord;
- Achieving cooperation of human beings, rather than chaotic individualism;
• Working for maximum output, rather than restricted output; and
• Developing all workers to the fullest extent possible for their own and their company's highest prosperity.

It may be noted that these vital precepts of Taylor are not distant from the fundamental beliefs of the modern manager, even however few of the techniques Taylor and his colleagues and followers urbanized in order to put his philosophy and principles into practice, had sure mechanistic characteristics.

_Fayol's Principles_

Noting that the principles of management are flexible, not obsolete and necessity is usable regardless of changing and special circumstances, Fayol listed fourteen principles based on his experience. They are summarized below:

• **Division of job:** Specialization allows workers and managers to acquire a skill, sureness, and accuracy which will augment output. More and bigger job will be produced with the similar attempt.

• **Power:** The right to provide orders and the authority to exact obedience is the essence of power. Its roots are in the person and the location. It cannot be conceived of separately from responsibility.

• **Discipline:** Discipline is collected of obedience, application, power, behavior and outward spots of respect flanked by employers and employees. It is essential to any business. Without it no enterprise can prosper. It is what leaders create it.

• **Unity of command:** For any action whatsoever, an employee should receive orders from one larger only. One person, one boss. In no case is there version of a social organism to a duality of command.

• **Unity of direction:** One head and one plan should lead a group of behaviors It wing the similar objective. One head, one plan.

• **Subordination of individual interest to common interest:** The interest of one person or group in a business should not prevail in excess of that of the organization.

• **Remuneration of personnel:** The price of services rendered should be fair and should be satisfactory to both employees and employer. A level of pay depends on an employee's value to the organization and on factors self-governing of an employee's worth - such since cost of living, availability of personnel and common business circumstances.

• **Centralization:** Everything that serves to reduce the importance of an individual subordinate's role is centralization. Everything that increases the subordinate's importance is decentralization. All situations call for a balance flanked by these two positions.
- **Scalar chain**: The chain shaped through managers from the highest to the lowest is described as a scalar chain or chain of command. Managers are the links in the chain. They should communicate to and through the links. Links may be skipped or circumvented only when superiors approve and a real require exists to do therefore.

- **Order**: This principle is the easy advocacy of a lay for everyone, and everyone in his or her lay; a lay for everything, and everything in its lay. The objective of order is to avoid loss and waste.

- **Equity**: Kindliness and justice should be practiced through persons in power to extract the best that their subordinates have to provide.

- **Continuity of tenure of personnel**: Reducing the turnover of personnel will result in more efficiency and fewer expenses.

- **Initiative**: People should be allowed the freedom to propose and to execute ideas at all levels of an enterprise. A manager who is able to permit the exercise of initiative on the section of subordinates is distant larger to one who is unable to do therefore.

- **Esprit De Corps**: In unity there is strength. Managers have the duty to promote harmony and to discourage and avoid those things that disturb harmony.

**Barnard's Principles**

Along with scientific management and the manager's tasks, many scholars and practitioners were thinking in relation to the experimenting with, and script on, industrial psychology and on social theory both of which, in many instances, were stimulated through the scientific management movement. We can get the flavor of these growths through looking briefly at the emergence of industrial psychology, the growth of personnel management, and the development of a sociological come to human dealings and management.

In determining that the task of executives was one of maintaining an organization of cooperative attempt in a formal organization, Barnard addressed himself first to the reasons for, and the nature of, cooperative organizations. The logic of his analysis can be seen in the following steps.

- Physical and biological limitations of individuals lead them to cooperate, to job in clusters; while the vital limitations are physical and biological, once people cooperate, psychological and social limitations of individuals also play a section in inducing cooperation.

- The act of cooperation leads to the establishment of a cooperative organization in which physical, biological, personal, and social factors or units are present. He also creates the point that the continuation of cooperation depends on effectiveness and efficiency.
Any cooperative organization may be divided into two sections: "organization" which comprises only the interactions of people in the organization, and other units.

Institutions can in turn be divided into two kinds: the "formal" organization which is that set of consciously coordinated social interactions that have a deliberate and joint purpose, and the "informal" organization which refers to those social interactions without a general or consciously coordinated joint purpose.

The formal organization cannot exist unless there are persons who:

1. Are able to communicate with one another,
2. Are willing to contribute to group action, and
3. Have a conscious general purpose.

Every formal organization necessity contain the following units:

1. A organization of functionalization therefore that people can specialize,
2. A organization of effective and efficient incentives that will induce people to contribute to group action,
3. A organization of authority which will lead group members to accept the decisions of executives, and
4. An organization of logical decision making.

The executive functions enter the procedure through the job of the executive in integrating the entire and in finding the best balance flanked by conflicting forces and measures.

To create the executive effective needs a high order of responsible leadership; since Barnard therefore well emphasizes, "Cooperation", not leadership, is the creative procedure; but leadership is the indispensable fulminator of its forces.

Bernard's thesis is social organizations come, concentrating on major units of the managerial occupation, containing extraordinary insights on decision making and leadership.

**Library Management**

The management of a library means, in easy words, efficient and effective management of material, machinery, men and money to meet the objectives of the library.

From the discussion made therefore distant in relation to the management theories, principles and processes, it is obvious that they are extremely much relevant in managing libraries too. Yet it is extremely significant for us to note that libraries are simply paternalistic, service-oriented and not-for-profit institutions. Since a matter of information, it is that section of management which is described "service management" which is more significant to libraries than the management of industrial and profit-oriented institutions.
At this juncture, it is necessary for us to have a quick look at few of the vital aspects of service and not-for-profit institutions. Four significant aspects of service are:

- **Intangibility**: Services often may not directly appeal to the senses of customers.
- **Inseparability**: Service is generally produced in the attendance of customers and service manufacture and consumption are inseparable.
- **Heterogeneity**: Service rendered cannot be fully standardized and since a result there will be variations in the excellence of service rendered to dissimilar customers.
- **Perishability**: Many times service cannot be stored and an inventory urbanized for later physical sharing.

In addition to the four of fundamental aspects of service the following other aspects of the service for not-for-profit institutions are worth noting. It is hard to measure and compare performance of service institutions. It is equally hard to inspect quality, determine and implement specifications, take examples and attempt in advance since well since determine the cost of a service. The connection flanked by costs and benefits is blurred. Output is often a mix of physical facilities and mental or physical labor. There is no title or ownership transfer when a service is rendered. Service institutions are labor and equipment rigorous and are dominated through professionals. In service institutions, quality is unusual and mediocrity general and, surprisingly, dissatisfaction is rarely conveyed through customers. Service institutions are generally small and operate at a single location. Lastly, market forces play a less important role in service institutions. The aspects of service institutions are through no means exhaustive. But these are mainly vital and have own impact on the nature and approach of service management.

Management of a library is accomplished through a combination of vital management functions and skills discussed earlier since well since management of roles. We can think of three significant roles for a library manager:

- **Interpersonal role:**
  1. Library manager since a figurehead with duties of a ceremonial nature,
  2. Leading role,
  3. Raison role.

- **Informational role:**
  1. Perpetually scanning and monitoring information:
  2. Disseminator role,
  3. Specific role of informing and satisfying several clusters.

- **Decisional role:**
1. Since entrepreneur looking out for new ideas and adopt them for transform
2. Solving unanticipated troubles and handling disturbances,
3. Possessions allocation role of dividing job and delegating power,

Libraries have grown with times in the social, cultural, scientific and technical environments in which they have been developing and operating. Modern libraries are not merely storehouses of knowledge and information but are also live and active organizations involved in a basic service to community. Today knowledge and information are measured since significant since power and biotechnology and hence have to be taken care of and managed well. Scientific management theories, principles and practices are, so, increasingly being applied to control libraries to give effective and excellence service.

LIBRARY ORGANIZATIONAL STRUCTURE

Formal and Informal Organizational Structure

Formal institutions are social elements shaped for the purpose of accomplishing few objective or objectives. Two vital aspects of formal institutions are:

- They are shaped to accomplish a goal, and
- The goal may be changed many times, throughout the lifetime of the organization.

Since an organization becomes more intricate and adds new objectives, regularly one objective will approach into clash with another objective. A major source of clash in service institutions, particularly libraries, is the competition for possessions. Other conflicts contain line-versus-staff clash, differences in job orientation and requires, etc.

A formal organization is the result of explicit decision-making, deciding how people and behaviors should be related to one another. Though, there is no such decision-making involved in an informal organization which may basically evolve spontaneously or in excess of time.

In the context of a business organization, both the formal and informal organizational buildings operate jointly to form the total organization. The formal building delineates specific departments, behaviors, people and their reporting relationships. The informal building refers to the social clusters or friendships which people working jointly may form.

A significant aspect of the informal organization is the informal discourse network or grapevine since it is more commonly recognized. The amount of information gathered through official circulars, memos and speeches is rather insignificant compared to what are unofficially learnt from colleagues and subordinates. The grapevine constitutes a very significant component of the organizational information organization.
Besides the grapevine, the other manifestation of the informal organization is the formation of clusters which may spontaneously evolve when the formal organization is slow to respond to changing external and internal forces. But sometimes these informal clusters may also job against the formal organization. This may occur when an informal group of workers may force other workers to place down apparatus, or job to rule or usually pose impediments in the path of progress. Further, sometimes the norms and job ethics evolved through the informal organization take precedence in excess of official norms.

Likewise, you would discover informally evolved values operating within the parameters of the formal organization. These values may relate to dress, employment of women, employment of members of a minority society, etc. In understanding the building of an organization, you necessity understand the significant role played through the informal organization within the formal organization.

**Procedure of Structuring**

The formal building of an organization is two dimensional-horizontal and vertical. The horizontal dimension depicts differentiation of the total organizational occupation into dissimilar departments. The vertical dimension refers to the hierarchy of power connection with a number of levels from top to bottom. Power flows downwards beside these levels.

In the procedure of organizing, a manager differentiates and integrates the behaviors of his organization. The first step in the procedure of organizing is to determine the several behaviors that require to be performed based on the objectives of the organization and the kind of organization which is required to be built. The second step is to group these behaviors into closely related and same behaviors since divisions and departments and if necessary, into parts within departments/divisions. To determine the levels at which several major and minor decisions have to be made and also the degree of centralization in decision making. Extreme decentralization may lead to loss of manage and effective coordination whereas extreme centralization may lead to wrong decisions and a breakdown of the morale of employees. Fifthly, to determine the span of management, that is the number of subordinates who should statement directly to each executive. Note that the narrower the span the taller would be the building with many levels of management since well since difficulty, in discourse and increased payroll. Lastly, it is extremely significant to set up a coordination mechanism therefore that several departments and job synergistically and contribute, to the objective. For this purpose it is suggested to have good behaviors analysis, decision analysis and dealings analysis. The organizing procedure necessity reflect the objectives of the organization, the environment and the power that is accessible and take into explanation the people and the possessions accessible. One of the usual troubles with libraries is that it is often assumed that more or less power is accessible to control the library than actually exists.
A manager has to design a building that will best suit the specific necessities of his organization. Designing an organization building is a continuous procedure. Any transform in factors which impinge upon the design of an organization will necessitate a transform in the building to suit the new circumstances. Few of the factors which affect organizational buildings are environment.

An organization is continuously interacting with its environment in words of drawing inputs from it and providing it its outputs. All institutions operate within an environment which includes economic, social, cultural, political and legal sub-organizations. A transform in any of these sub-organizations may force transform in the design of the building. The more responsive your organization is to changes in the environment, the more favorable will be its public image and the greater the chances of its subsistence and success. Mainly libraries and information centers operate in intricate and changing external environments which produce new challenges.

The second factor affecting the building of an organization is the technology that is adopted. With the introduction of automation and computerization, new organizational structural designs are necessitated. Libraries have been adopting a host of technologies like computers, compact storage, telecommunications; recognition technology, reprographics, micrographics, etc., and their impact on the organizational building is enormous.

Many have felt that hierarchical buildings can no longer satisfactorily meet the challenges of technology in libraries. But no other building is recognized since a norm even however network and matrix buildings are occasionally or rarely discussed in the literature of librarianship. The changes necessitated are redefining jobs and redesigning existing departments to suit the new technical procedure. Today the greatest impact of technology is on the manner in which people collect, receive and exploit information:

Lastly, the changing psycho-social aspects of the workers - like greater demand for leisure time and formal recognition of unions - which lead to the introduction of the five day week, etc. are equally significant in deciding the organizational building.

The three factors that we have discussed therefore distant are external to the organization and its management. Though, there are few attitudes and values of the management which have a critical bearing on the building of an organization. Mainly significant, of these are the management's attitude towards the issues of decentralization and delegation of power and the role and function of line and staff personnel. Also affecting the organizational building are the scalar principle and span of managed?

Principles of Institutions

We shall consolidate the principles which are interrelated and should help in creating an efficient organizational building.
Principle of Unity of Objective

This states that the organizational building should facilitate the contribution of individuals to the attainment of enterprise's objectives. Of course, this assumes that the organization has clearly defined objectives.

Principle of Efficiency

This states that the objectives of the enterprise necessity be accomplished with the minimum of unsought consequences or costs. The organizational building should enable the enterprise to function efficiently. There are few principles of organizing which takes the form of common specialization.

Principle of Exception

Since executives at higher levels have limited time, only exceptionally intricate troubles should be referred to them and routine matters should be dealt with through the subordinates at their's levels.

Principle of Flexibility

The organization should be flexible, should be adaptable to changing conditions and should permit expansion and replacement without dislocation and disruption of the vital design.

Principle of Balance

There should be a reasonable balance in the sizes of several departments, flanked by centralization-and decentralization, flanked by the span of manage and the number of levels and in the middle of all kind of. factors such since human, technological and financial

Principle of Unity of Direction

There should be one objective and one plan for a group of behaviors having the similar objective.

Span of Manage

There should be a limit number of direct subordinates reporting to a manager. The span-of manage should be the minimum and should depend on the nature and diversity of behaviors, the time required for each action and the person.

Scalar Principle

There should be a final ultimate power in every organization, and power and responsibility should flow from the top management downwards in a clear unbroken line. In other terms, there should be a clearly defined power. The clearer the line of power, the more
effective will be the organizational performance and discourse. The chain of command is the line beside which power flows from the top of the organization to any individual.

**Unity of Command**

Each person should answer to only one immediate larger. Dual subordination necessity is avoided.

**Delegation of Power and Responsibility**

The procedure of delegation of power should take into consideration the results expected, the tasks assigned, the degree of delegation required to accomplish the tasks and the responsibility to be fixed. The power delegated should be equal to the responsibility. There are three sub-principles relating to delegation.

- *Principle of delegation:* This states that the power delegated to an individual manager should be adequate to assure his skill to accomplish the results expected of him.

- *Principle of absoluteness of responsibility:* The responsibility of the subordinate to his larger for performance is absolute and no larger can escape responsibility for the organizational behaviors of his subordinates.

- *The power-level principle:* Maintenance of designed delegation needs that decisions within the power and competence of an individual manager be made through him and not be referred upward in the organizational building.

Responsibility pertains to what one necessity do and accountability is the procedure or line through which individuals can be described upon to justify their actions. Accountability is the procedure of enforcing responsibility. Generally one is administratively accountable to one’s supervisor. The delegation not only helps make an organizational building but also relieves a manager of his heavy workload, leads to speedy and bigger decisions and boosts morale in the organization. The usual hurdles to effective delegation, are fear of loss of authority, lack of confidence in subordinates, fear of being discovered, inability and difficulty in briefing and the feeling that one can do it bigger oneself.

**Line and Staff Positions**

Line power refers to the command power of supervisors in excess of their subordinates. Line positions are directly responsible and accountable for the tasks assigned. Line behaviors are behaviors that are directly involved in the fulfillment of the primary mission of the organization. On the other hand, staff behaviors are those that give advice, support and service to the line positions and do not carry command power and responsibility. Staff positions do not fall into the hierarchical building of the organization: They are generally in the form of assistant or advisory, dedicated and corporate staff. The staff power varies from consultation to concurring to the
extreme case of functional power where staff specialist has a direct general power in a functional region in excess of line manager.

The connection flanked by line and staff in any organization should be direct, cordial, and vertical at dissimilar levels. The line-staff clash should be reduced to minimum. Such clash may arise due to differences in perceptions flanked by them, the each accusing the other and feeling that the other is eroding one's power or interfering or is non-cooperative. These are the mainly general complaints. The dedicated knowledge, the sophisticated organization urbanized, the image consciousness of staff experts, and the importance due to the responsibility for implementation of advice and power of the line staff cause these conflicts. Resolving line-staff clash is often hard. The only method is bigger understanding of the nature of the connection and empathy.

**Functional Power**

The functional organization is a modification of the line and staff organization whereby staff departments are given power in excess of line personnel in narrow regions of specialization. Functional power is the right of staff specialists to issue orders in their own names in indicates regions. In other terms, functional power is the supervisory authority exercised through a person outside the element on an element. Functional power violates the principle of unity of command. In the case of functions like safety and labor dealings, which are of crucial importance, this kind of functional power is in vogue. In large libraries, significant projects like library automaton may need functional power. Sufficient care should be taken in handling such situations:

**Centralization versus Decentralization**

Centralization is the degree to which power is retained through higher-level managers within an organization rather than being delegated; There are many arguments in favor of both centralization and decentralization: A manager has to take note of few significant factors before deciding on the degree of centralization.

The implications of centralization on human behavior and the information that centralization is likely to produce uniformity of policy and action, have fewer risks of errors through subordinates, and can utilize skills of central dedicated experts and enable closer manage of operations are to be noted.

On the other hand, decentralization produces speeder decisions and actions on the mark, decisions that are more likely to be adapted to regional circumstances, greater interest and enthusiasm of subordinates and saves the time of the top management for other behaviors like scheduling, policies, etc.

The other factors to be taken note of contain the cost of decentralization, the mass and complexity of the organization, institutional history, managerial philosophy, the skill of accessible personnel, the geographical dispersal of the organization, competence of accessible.
personnel, adequacy of the discourse organization; and the information that new technologies like IT have made it possible to go for decentralization.

It may be noted here that delegation is a procedure, whereas decentralization is the end result of delegation and dispersal of power. In delegation, a larger continues to be responsible for the job delegated to his subordinates, where since in decentralization the larger is relieved of his responsibility for the job decentralized and the subordinate becomes responsibility for that. Delegation is basic and essential; but decentralization is optional. In large libraries or library organizations, home keeping operations like acquisition, technological processing, printing, micrography, etc., can be effectively centralized. But service operations have to be decentralized.

Coordination and Integration

Coordination is the procedure of ensuring that persons and elements that perform interdependent behaviors job jointly in a method that contributes to overall goal attainment. In other terms, coordination is the procedure of linking many behaviors to achieve a functional entire. On the other hand, integration is the unified manage of a number of successive or same operations. An effective organization building not only needs vertical and horizontal coordination but also perfect integration of functions. Vertical coordination is concerned with linking of superiors and subordinates and of elements at dissimilar levels of the organization. Horizontal coordination is concerned with linking of peers and elements at same organizational levels.

Libraries since service institutions should place emphasis on efficient and personalized service since well since friendly and courteous behavior. Since such integration is essential in libraries where differentiated elements job towards general objectives. In information, the more differentiated and dedicated are the behaviors, the greater require for coordination and integration. Three units, namely, power delegated through hierarchical relationships, administrative processes and organizations, and discourse network in the organization help the integration 0 per cent—several elements in the organization.

Aspects of Division

The procedure of grouping related job behaviors into manageable elements is recognized since departmentation. The purpose of departmentation is to contribute to the more efficient and effective exploit of organizational possessions. How functions should be grouped and what bases are to be used for departmentation are discussed.

Functional parallel is the largest foundation for grouping same job behaviors. But few of the factors which affect our objective of grouping functionally same works are: inadequate volume of job to allow specialization, customs, job rules, personal preferences, and parallel of functions like inventory manage to others in the organization. Few same functions may have to
be separated to prevent conflicts of interest and, sometimes, different functions may have to be combined to achieve coordination.

It is a general practice to divide and group the behaviors of an organization into desirable elements to get best management results. But the aspects chosen for division should though, be relevant to the purpose and should produce the desired results. Normally the following bases are used to set up departments:

- Numbers,
- Function,
- Territory,
- Product,
- Customer,
- Procedure or equipment,
- Subjects,
- Document kinds,
- Time, and
- Sustained task or combination of these criteria.

Libraries have also used these methods, since well since some more, but interpret them differently to suit their own contexts. Libraries have used the subject or form of documents since a useful criterion for division. Though, no single criterion has been established workable for all situations and hence libraries have been by varying combinations of these bases to produce a hybrid building. We shall talk about each of these to give a bigger understanding.

**Numbers**

Division through number has been used primarily in protection, where indicates number of troops create up a squad, a platoon, or a regiment. But this criterion of division has been seldom used through libraries, except for on unusual occasions like shifting library premises and stock verification. But this certainly is an unusual occasion and the arrangement of job is also temporary.

**Function**

The mainly general foundation for departmentation is function. Practically all libraries exploit this form of departmentation which divides a library into functional departments such since acquisition, processing, reference services, bibliography, stock maintenance, circulation, information and documentation services, etc. Departmentation based on function, since a easy, logical and time-proved way, has the advantages of allowing occupational specialization, helping
the simple assessment of the contribution of each subunit, simplifying training, allowing for defining the authority and prestige since well since tight manage of each action through top management and ensuring economy in resource utilization. Though, the disadvantages of this way contain unhealthy competition for possessions, disagreements on general works, distancing of home keeping operations from customers, fostering sub-goal loyalties, making of "walls" approximately departments; difficulties in achieving coordination and responsibilities resting only with chief executives. It may be noted that wide geographical sharing, heterogeneous customer clusters and different services approach in the method of functional departmentation. Yet, mainly libraries exploit this way for organizing their job and service.

**Territory**

Business and industry exploit this form of division to adapt to regional situations since distant since the labor market, requires and manufacture are concerned. Public libraries exploit this way of division to serve dissimilar branches, bookmobiles and other service elements. In a national library organization, local libraries are organized on the foundation of their geographical contiguity. But this way may not suit other kinds of libraries, since there is small scope for such a division. The advantages of territorial design are encouragement for regional participation in decision making and recruitment, economy and emphasis on 16cal custom, approach and preferences. The disadvantages of this foundation are duplication of behaviors, short-run competition in the middle of themselves, poor discourse facilities, and slow decision making and action.

**Product**

Large industrial undertakings exploit this way of organization since they specialize in manufacturing dissimilar products. Libraries and information elements attached to such industrial homes may have to follow the practice of their parent institutions. But in common, there is no instance of libraries organized on this foundation. But if we can believe secondary publications brought out through libraries such since Current Awareness Bulletins, Indexing Journals, Abstracting Journals, etc. since information products, the publication department of the library may organize its job in this method. This way of organizing has the advantage of keeping to time schedules, ensuring exploit of their products and sale ability, comparing performance of dissimilar products, and allowing scope for stimulating improved performance and deriving satisfaction. The disadvantages contain duplication of staff, facilities, equipment and extra expenditure.

**Customer**

Business operates its services completely based on customer interests and clusters. This way of organization in libraries is seen in public libraries. Distinct services for children, students,
physically handicapped, blind, etc., are based on this principle of division. The obvious advantage of this kind of organization is that it allows the library to meet the special and widely varying requires of dissimilar users and earns the goodwill of customers. The disadvantages are same to those of territorial divisions, particularly duplication of facilities and under utilization of possessions and facilities. Often coordination in the middle of dissimilar elements becomes hard because of varying interests.

**Procedure or Equipment**

Industry has used this kind of departmentation for large installations like smelting plant or steel mill where diverse procedures or technologies are involved. Libraries and documentation centers can exploit this way for organizing their printing and photographic elements. This way allows the judicious exploit of heavy dry costly equipment, increases efficiency and allows for specialization. The disadvantages are difficulties in company performances and resolving conflicts when the procedures are sequential and involve more departments. It may be more suitable for libraries to organize through objectives and services rather than procedures.

**Subjects**

Public and academic libraries exploit this way of organizing extensively. It gives for more in-depth reference and information services, requiring a higher degree of subject specialization on the section of the staff. There is, though, no set pattern that determines the subjects to be incorporated in a subject department or no set number of subjects. In academic libraries, subject departments are generally broad in scope to contain all related subjects, such since humanities, social sciences and sciences. In large public libraries, subject departments such since business, fine arts, and regional history are general. There are definite advantages in subject organization. All material dealing with a group of subjects may be brought jointly and services organized to meet the interests of users. The only disadvantage is possibly the high cost, both in terms money spent in duplication of materials and the excellence of staff required. But the advantage is certainly overwhelming to invest in this kind of subject organisation.

**Document Kind**

Libraries also get organized on the foundation of the material they serve, such since books, periodicals, microforms, maps, machine readable shapes and others.

**Time**

Manufacture oriented industries in order to optimize the exploit of their capital rigorous facilities adopt shift since a foundation for departmentation. The disadvantages of the shift-organization contain difficulties in-measuring performance, accidental occurrences and breakdowns in one shift affecting the other and "buck passing" from one shift to another.
Libraries may also have to think of the shift organization if services are to be provided for 16-24 hours a day.

**Combined Foundation**

Lastly, it is also possible to conceive departmentation based on two or more criteria. This kind of grid or lattice or matrix departmentation is general in the production of agricultural machinery.

**Organizational Charts**

A useful visual aid for showing the horizontal and vertical building of an organization is the organization chart. An organization chart is a graphic presentation of organizational building, indicating span of management, hierarchical and vertical positions, relationships flanked by line and staff positions, flow of power, responsibility, discourse and such others. Lines of power are generally represented on organizational charts through unbroken lines whereas broken lines indicate staff positions and dotted lines illustrate the staff functions like connection flanked by statutory committees and the organization. The points to be noted in these charts are:

- Combination of division criterion for structuring;
- Horizontal and vertical positions;
- Span of manage;
- Flow of responsibility and power;
- Functional and coordination points;
- The method these characteristics are represented in the charts; and
- Library committee since an advisory body does common governance of a library and it is a staff function.

**Common Observations**

There is no single way of dividing the behaviors of a library to make a building. There are advantages since well since disadvantages associated with each of them. A library, so, uses many of these methods. After all, the purpose of creating a building is to offer an effective service. A large public library, for instance, usually may have a circulation element, subject element, service to business or children, branch libraries, a printing element, microforms and many others. An academic library may organize the housekeeping operations function wise while the services may be on the foundation of subjects or customer.

Irrespective of their kind, such an exercise of creating a suitable organizational building becomes necessary in large libraries. For smaller libraries, function wise division should normally meet mainly of their necessities.
With the rising computerization of library operations and services, the organizational setup of libraries is undergoing changes. All housekeeping operations would invariably be centralized while the service points will be decentralized. But whatever may be the organizational building library, the organizing procedures and principles will still be valid.

**MANAGEMENT INFORMATION SYSTEM**

**Definition and Meaning of Management Information System**

There are numerous definitions of Management Information Organization. Management Information Organization can be defined as a collection of data processing equipment, processes, software, and people that integrates the sub-organizations of the organization and gives information for decision making on scheduling and manage operations. In other terms, Management Information Organization is an integrated user-machine organization that monitors and retrieves data from the environment, captures data from transactions and operations within the firm, filters, organizes and selects data and presents them to managers, and also gives the means for managers to generate information. In easy words, Management Information Organization is any organized system for obtaining relevant and timely information on which to found management decisions.

Historically, accounting organizations give information for scheduling and manage in business. Managers have always had sources of information. But Management Information Organization, with computerized processing of data gives a comprehensive organization of information. Management Information Organization is a powerful way for aiding managers in operations analysis for solving troubles and making decisions.

**Scope, Objectives and Purposes of Management Information Organization**

The scope and purposes of Management Information Organization can be better understood if we look at each term in the word. Firstly, management includes the behaviors of managers and Management Information Organization is necessary to facilitate the decisions, managers have to take. Further, management has become organization oriented and more sophisticated in management techniques. Secondly, information is the essential raw material for making decisions. The occupation of Management Information Organization is to turn data into information. Information is intended for and made accessible to managers since needed. Thirdly, organization is an organization with a high degree of synergism. An organization of information ties scheduling and manage through managers to operational organizations of Implementation.

In common, the Management Information Organization is the means for connecting the managers with operating organizations through swap of information. The specific purpose of a Management Information Organization is to give information for decision making on scheduling,
organizing and controlling the major behaviors of the organization and initiating action with the intention of achieving synergistic benefits.

The largest objectives of Management Information Organization are facilitating the decision making, scheduling and manage procedures, objective performance appraisal of dissimilar elements and individuals, the economic and efficient manufacture of statements and serving since means for giving direction and action to manager's discourse. It is significant to note that Management Information Organization is meant for supplying and not generating information for managers. It is expected to give processed information to the decision makers. The output of Management Information Organization is generally in the form of information statements. Such processed information is also disseminated to members of the organization, the public and external stake holders like customers, distributors, competitors, suppliers, labor unions, stock- and bond-holders, financial organizations, deal associations, governments, and special interest clusters at large and regulating agencies.

**Aspects of Management Information Organization**

It is significant to note here that Management Information Organization captures data and information from the environment since well since the transactions and operations of the organization. Data have to be obtained both from the internal environment like internal operations since well since from the external environment like competitors, unions, labor force, government policies, legal thoughts, suppliers, customers, community, market etc. The internal information is generated from the operations of the organization at several management levels in the several functional regions. The information gets processed within an organization since it travels from the clerical level to the top levels of management. That is, the internal information always pertains to the several operational elements of the organization and gets summarized and processed since it gets from lower level to the top level. Only summarized internal information is consumed at the top level and other internal information is consumed through lower and transitional level managers. The external information which is from the environment affects the performance of the organization from outside. Two vital approaches possible to Management Information Organization in any organization are:

- Organizational functional sub-organizations like marketing, manufacture, materials, personnel and fund.
- Processing action sub-organization at four dissimilar levels:
  1. Transaction processing
  2. Operational manage
  3. Management manage
  4. Strategic scheduling
The major processing functions in Management Information Organization are:

- Processing of business transaction
- Updating of master files
- Generation of information statements
- Processing of interactive enquiries
- Providing interaction analytical support

Information organizations could be of two dissimilar kinds, i.e., structured and unstructured. Formalization and publication of information lead to structured in information processing action. Information organizations could also be characterized since formal and informal. Formal organizations follow the hierarchical building of the organization, whereas organizations where unauthorized people pass on public or private information from one level to another level are described informal organizations. MIS can also be classified according to function and time frame. Much information flowing in an organization is informal. Any formalized information organization operates within the context of the informal information channel or interpersonal networking described "grapevine".

Seven significant aspects or attributes of excellence information from an effective Management Information Organization are timeliness, accuracy, precision, completeness, conciseness, relevance and appropriateness of form.

It may also be noted that an organization can have information sub organizations like accounting information organization, office management organization, marketing organization, human resource information organization, etc. The physical components of MIS are hardware, software, database, personnel and processes. A database:

- Which avoids data redundancy and inconsistency,
- Which is program and data self-governing,
- Which gives flexible access to shared data,
- Which ensures centralized manage of data and
- Which gives data privacy, security and confidentiality against fraud, theft, organization errors, maliciousness, accidents, disasters, computer crime and abuse, etc?

The essential functions accepted out in the transaction processing are data capture, validation, classification, sorting, retrieval, calculation and summarization.

In order to achieve its set objectives Management Information Organization has to have many desirable aspects separately from the attributes of excellence information. First of all, an MIS has to be management oriented since well since management directed. It necessity posses attributes like accessibility, comprehensiveness, accuracy, appropriateness, timeliness, clarity,
flexibility, verifiability, freedom from bias and qualify ability. It has to be highly selective and capture only relevant data and information. It necessity integrate all functions, departments and levels of management in the organization therefore since to ensure both synergistic effects since well since the impact of one function on the other. It necessity systematically synthesize the information necessities of each manager based on his location, responsibilities and scope for decision making. Management Information Organization necessity differentiate the kind of information required for scheduling, decision making and controlling purposes. MIS is intended for occupation positions rather than for individuals keeping in mined the occupation responsibilities and for requires of dissimilar levels of management in dissimilar functional regions. It necessity be highly responsive to changes caused through organizational and experimental changes. It Necessity have few flexibility, ease to exploit, adaptability and an in-built contingency nature. Further, Management Information necessity believes the full effect of a decision in advance through supplying the required data. The information provided should have degrees of details presently needed for the level of management, minimum require for further analysis and interpretation, uniform presentation and recognized important past connection and forecasted future connection. Management Information Organization should be integrated through method of a database with single point data entry and no data redundancy.

**Benefits of Management Information Organization**

An efficient Management Information Organization has many advantages. Few of them are given below:

- Management Information Organization quickly gives all sorts of information required for decision making at dissimilar levels of management.
- In the procedure of capturing data shapes, one may discover gaps, partial and incorrect data. The similar are likely to be rectified or completed or filled in the procedure.
- Management Information Organization creates decision making simple, accurate and less risky.
- Information flow from either direction is ensured and encouraged in the rank and file of managers.
- Continuous monitoring and updating of information become imperative.
- Greatly helps long range scheduling with accurate forecasting trend examines and preplanning information in budget preparation. Even operations scheduling and tactical scheduling are provided with information inputs through MIS. Plan modeling is greatly aided through MTS.
MIS plays a crucial role in controlling managerial operations, monitoring performance and decentralized decision making through performance statement, break-even analysis, financial ratios, etc. It calculates variations flanked by budgeted and actual results, triggers revised forecasts and acts since an early warning organizations for monitoring behaviors.

MIS helps scheduling additional new facilities.

Through and large, MIS helps libraries in determining efficiency, effectiveness, competitiveness and performance, and facilitates collection of data, training and development of staff.

**Troubles and Pitfalls in Developing MIS**

An effective MIS needs continuous, constant, long-range scheduling with involvement and commitment from the management since an institutionalized scheduling procedure involving everybody concerned. There is require for an information steering committee and it may take more iteration to set up the procedure firmly. It has to undergo an application development cycle consisting of analysis, synthesis and implementation stages. Organizations feasibility is a mainly significant starting point of MIS development. In other terms, the development procedure should take into explanation the rationale, definition and aspects, economics, design, specification; schedule, implementation plan, implementation status and review.

Few of the usual pitfalls and troubles in developing and running effective Information Organization are mentioned below beside with -few ways of rising effectiveness:

- **Emphasis on Clerical Organization:** Presently taking in excess of an existing clerical organization and modifying it without upgrading or changing it does not help. The clerical organization has to be upgraded to a management organization. On the other hand, computers have been put to job on those things that are best understood and easily structured and which need small management involvement.

- **Discourse gap flanked by Computer Technologist and Manager/ User:** Ensuring maximum cooperation and coordination flanked by computer personnel and managers is necessary. A greater degree of interaction and involvement flanked by the organizations function and the management function is required.

- **Lack of a Master Plan:** A systematic long range plan/intended come is necessary for establishing an effective Management Information Organization. Increased focus on the region of troubles definition is required in the organizations analysis. The dramatic changes in business strategy jointly with changes in the top management personnel and organization building call for a through plan.
Subordination of MIS Function to EDP Accounting Organization: Management Information Organization's function should be made a self-governing function therefore that it statements directly to top management.

Lack of Managerial Participation: This involvement and support of top management since well since participation of all managers in the design of their own management information organization are necessary. If top management tends to depend upon its informally intended private information organizations, development of structured, formalized and public management information organizations becomes hard. Many top managers wrongly feel that good strategic decisions are made more through intuition than through a quantitative analysis of the accessible data.

Overlooking Human Acceptance: Users of Management Information Organization should be involved right at the early levels of design. Their cooperation through demonstrating how Management Information Organization will positively affect their occupation is a must.

Lack of Possessions and Trained Personnel: Lack of trained personnel consisting of organization analysts, organization designers, programmers and chief information officers who are business trained and/or have a vital business prospective is a handicap.

Voluminous and Unstructured Nature of Data: Sometimes the volume of data itself can be a hurdle unless careful sifting is done. On the other hand, it may also be hard to locate and retrieve relevant data. Often, the data required through top management is unstructured, non-programmed, future oriented, inexact and external and hence hard to capture.

Limited Exploit of Management Science and or Techniques: Few of the ways of rising the effective of Management Information Organization contain interesting managers to participate and get involved in Management Information Organization, establishing constant performance and job criteria for Management Information Organization, maintaining simplicity and ease of exploit, training organizations analysts and careful consideration of vital computer feasibility criteria like volume and repetitive nature of transactions, degree of mathematical processing, quick turnaround time, accuracy and validity of data, general source documents and well understood processing logic.

Enormous Time, Attempt and Possessions Required: MIS budget comprises data processing costs, hardware costs, personnel costs, supplies, services, etc.

Management Information Organization for Library and Information Managers

Management Information Organization is a huge region and what has been presented is only an elementary exposure to the concepts of Management Information Organization. The processes of design, development, operation and evaluation of Management Information
Organization are not discussed here. Those interested in more information in relation to the Management Information Organization may refer to the books cited at the end.

It is motivating to note that a fully computerized and comprehensive Management Information Organization is yet to be seen in libraries and information centers. Though, the underlying principles are followed in manual, mechanical or semi-automated method to gather procedure and exploit information mostly from within the organization required through library managers. Information from the external environment is rarely composed and processed. In mainly cases exploit of periodic statements and statistics can be seen. But they cannot match the aspects of Management Information Organization discussed earlier. It is really a motivating region to know how the information necessities of decision makers and managers of information are scuttling. Since examples, you may think of the following easy situations in a typical library and how equipped Management Information Organization of libraries are to face such decision making situations.

- Monitoring and feedback on require for procuring additional copies of sure books based on heavy demand
- Transform of policy concerning entitlement of number of books to be borrowed through customers since well since the number of days for which books can be kept
- Taking a decision concerning a sudden cut or a windfall of budget for journals

However library statistics and annual statements cannot be measured since substitutes for MIS, they serve the major purposes of providing a foundation for performance assessment of libraries, decision making and public’ dealings. They are aimed primarily at users, library authorities and taxpayers at large rather than library managers and staff. They also serve the purpose of knowing the behaviors of the year, comparing libraries and comparing performance in excess of the years.

Comprehensive, accurate, well intended and up-to-date library statistics help gauging the progress of a library, formulating policy and process, measuring the efficiency of several sub organizations, scheduling a new service or improving an existing service, measuring the output and performance of library staff and scheduling reward and salary building. Since statistics have all the potential for abuse, misuse and overuse, due care and precaution should be taken on by library statistics.

Properly compiled annual statements of libraries help in determining the progress, providing publicity, evaluating the library, and taking remedial measures where needed, separately from serving since a method of seeking public funds, providing feedback to top management, comparing performance with average since well since other libraries and finally serving since historical records.
A typical MIS for library and information centers with reference to Users, Exploit, Exploit time, Collection, Services and Personnel is given below, indicating how such an MIS may be useful in decision making for library managers. This is merely illustrative and not exhaustive.

**Users**

- Regular members who have borrowing privileges and exploit the library well. Visitors who are not regular but exploit intensively the library. Casual visitors.

- Analysis of data relating to their location, duties and responsibilities in their respective institutions, purpose of exploit and how used, frequency of exploit, etc.

- Information obtained from data analysis may give useful indicators for extending support to rigorous users, offer them special facilities and therefore fix priorities for attention to dissimilar categories of users.

**Exploit**

- What materials are heavily used, through whom, materials used within the library, and such other things. These data may be obtained from statistics kept in the circulation division and Reading and reference rooms.

**Exploit Time**

- When is the library heavily used - Throughout a day, throughout a specific era, etc?

- Information on this will enable staff deployment throughout rush hours and satisfy customers with speedy service.

**Collection**

- Collection analysis in words of subject sharing, kinds of material within a collection and such others will throw light on the excellence of collection, if properly assessed.

- This information will be basic for collection, scheduling and structure and therefore improve usefulness and the image of the library.

**Services**

- Services like circulation, reference service, literature search, Current Awareness Service, and Selective Dissemination of Information, etc.

- These services may be assessed for cost effectiveness, cost benefits, and such others to provide indicators for fixing priorities, allotment of financial possessions, deploying personnel, improvements in quality, etc.
Personnel

- Assessment of performances, promotion to deserving persons, manage deployment, capabilities, harmonious development, etc. will lead to a bigger organizational image and performance. This information if systematically composed, organized and stored and accessible for retrieval through multiple access points will be of invaluable support to decision making.

- An MIS can be urbanized which can be accessed through authorized person, providing facilities of access through LAN (Regional Region Network) and also integrated appropriately therefore that data composed in one operation can be used for other purposes, if necessary.

- The aspects of MIS, benefits, troubles and pitfalls, etc., are all relevant to such an MIS for library and information centre Management.

PHYSICAL PLANNING OF LIBRARY

Library Structure

Libraries approach in several kinds and sizes to fulfill sure specific requires of the society it is recognized to serve. Therefore we can have a single room village panchayat or school library to gigantic edifices spread in excess of acres of national library. It may serve a place clientele who have barely mastered the rudiments of the three R’s or highly sophisticated, erudite cream of the community. It may handle a couple of reluctant readers a day or may have to cope with a vast rush of knowledge seekers since in a public or university library. The range is enormous, demands are endless and diversity limitless. Needless to say, scheduling for providing services to this diverse clientele has to be dissimilar, to suit requires of a scrupulous group of clientele. It is not possible to frame rigid guidelines which will be equally applicable under all circumstances. What we shall attempt here is to elaborate few guiding principles which should be kept in mind while scheduling a new library set-up.

Preliminary Thoughts

The task of creating physical facilities and environment involves broadly pre-scheduling behaviors followed through preparation of a program, allocation and utilization of legroom, selection of equipment, furnishing and moving into facility. The pre-scheduling behaviors contain gathering information through visiting other libraries, discussing with colleagues and experts, attending seminars, exhibitions, conferences and reading literature. One should not be surprised or scared at issues cropping up. Rather one should attempt to talk about with colleagues and experts. The proposal should incorporate common characteristics like objectives, kind, status
and location of the library, nature of users and exploit of library, and composition of scheduling team, possessions required, the implementation schedule, etc.

Physical facilities and environment can be looked from three significant view points, namely, marketing of services, excellence of services and customer studies. Before attempting to make physical environment and facilities in libraries to gear up the excellence services it is necessary to identify and understand the nature and aspects of services. Aspects of service institutions like intangibility, non-inventor y ability, variability and inseparability of manufacture and consumption of services call for an extended marketing mix with emphasis on physical proof, people, procedure, PR and social marketing. The role of 'Lay' and 'Physical proof' in the new strategy for marketing of services is to be accentuated while creating physical facilities and environment. Physical environment is packaging for services and hence it requires to be improved for the following reasons and ways:

- Customer judges the service excellence through the procedure of deduction
- Making of service environment should not be left to chance
- Both dominant and peripheral physical evidences should be coordinated to achieve uniformity in projected service image
- Peripheral evidences are small to trivial but have impact on customers
- Perception in relation to the services are sources of competitive differentiation
- When it comes to perception "feelings are facts"
- Help to reinforce the proposed location and image of the organization, i.e., the intangible service through physical environment

**Clientele**

Any attempt to make physical facilities and environment should take into explanation the unique needy and ways of seeking, gathering, by and communicating information through the target users. In other terms, understanding the users in words of their aspects, styles, idiosyncrasies, requires opinions, priorities, preferences, evaluations, attitudes and behavior is essential. A number of findings in the regions of user research give clear and direct input for creating suitable physical facilities and environment. The kind of library, nature of users, pattern of usage, age and status differences, psychological and behavioral patterns of clientele are to-be given due consideration in scheduling a library structure.

Based on the nature of clientele, three broad clusters of libraries are established-academic library, where the users are the students, teachers, or research scholars; public library or a private or subscription library where the clientele are a cross part of the society-both literate and semiliterate; and special library where the clientele constitute industrialists, entrepreneurs, businessman, officials, scientists, techno-crates, professionals, politicians, literate and others.
Location is significant for homogeneous services, location selection and choice of society, area, etc., depend on the factors like convenience, operating cost, proximity to competitor, availability of support organization, geographical or environmental factors like noise, traffic, discourse networks, transport facilities, channels/sharing/service centers, etc.

Ideally, a library should be centrally located therefore that it is easily available to its clientele. It should be setup in serene surroundings, insulated from din and dust. Though, in practice, this ideal condition seldom prevails and there will be competitors within the organization for bigger location. Quite often one room in a structure is indicates since a library. Sometimes aisle vacated through another department is handed in excess of to the library and at times structure donated through a philanthropic person or a body serves since a library. If one is fortunate to have the opportunity to plan a library structure right from the beginning, one should select a location which is mainly convenient for the clientele it is going to serve. It should be large sufficient to have provision for future expansion-both horizontal and vertical, and it should form an integral section of the overall campus plan and should not seem to be an appendage or an after thought. Finally, it should be in accordance with several governmental codes.

Several factors determine the location that is ultimately selected for a library structure. While a central location is of paramount consideration in an academic campus, the similar consideration may not be applicable in the case of a special library. Sometimes safety and other thoughts may dictate the positioning of the library in a remote corner. In addition to safety, aesthetic and cost factors may also be measured. In the procedure of selection of location and location, not only the adequacy of the mass be ensured but population sharing, relation to neighboring structures, traffic flow, orientation, elevation, scope for future expansion, form of the land and nature of the soil, and ground are to be taken into consideration.

Possessions

It is obvious that the mass and architecture of a library will be determined through the volume of its action-the number of clientele it is going to serve. The issue is finally decided through the amount that is accessible to translate the dream into reality. The librarian should have clear thought in relation to the capital budget accessible for the library structure. In other terms, money, land expertise of librarian, consultant, architect, engineer, contractor, interior decorates, etc are the crucial possessions required.

Team Job

Scheduling a library structure is a team job: The team consists of the library power or the management committee, the librarian and the architect. The library power or the management committee is responsible for the selection of a knowledgeable, qualified and experienced librarian, the appointment of an appropriate structure coordination committee, involvement of
senior library staff members, the appointment of a qualified architect with clear mandate, acquisition of an appropriate location and the provision of adequate funds for the structure project.

The librarian is responsible for developing a plan for the common interior arrangements, connection of service regions, legroom requirement for anticipated kinds and volumes of documents, reading regions, equipment necessities, special requires—both present and future and all staff and service necessities.

An extremely crucial role is played through the architect who is able to change the requirement plan drawn up through the librarian into a functionally elegant interior and aesthetically pleasing exterior of a library structure within the limitations of possessions provided. This is possible if there is a good rapport flanked by the librarian and the architect, each understanding the other's strong points and limitations. The librarian and the architect may also require consulting other specialist's interior decorators, equipment and furniture manufacturers, illumination and air-conditioning consultants before drawing up a final plan.

In addition, the team of scheduling committee may have consultants, field representatives, users, library staff, other staff in the organization, construction coordinator, telecommunication staff, engineering staff, interior decorator, facilities planners, etc.

A good library structure is the outcome of a secure connection flanked by the librarian and the architect. An ideal library is a happy combination of both function and design. The librarian not only draws up the preliminary plan based on the thoughts explained earlier, but he is also in touch with the architect at every level of the plan. It may be pointed out here that for few large libraries, the practice is to invite competitive designs for the library structure.

Preparation of a Library Program/Proposal

A written structure program is necessity for any library. It is a vital report in relation to require of the society and can be used since a legal document of necessities to the architect. Further, structure program forces the library to create vital decisions and go through a procedure of soul-searching. It helps to set up the criteria for a location and aids location selection. It also helps to estimate the potential cost necessities. It enables architect to know the necessities in specific words of legroom, function, connection of regions and minimize friction flanked by librarian and the architect. A written structure program is useful to governing bodies, citizen's clusters, the library staff and the architect. It requires being prepared through librarian and senior library staff in consultation with experts, consultants, users, power and architect. Steps involved in preparation of a library structure program/proposal are:

- The contents: The contents of a library program for structure should reflect the following:
  1. Common characteristics:
     - Objectives of the library
- Kind of the library
- Status of the library
- Location of the library & competitors within the organization

2. Nature of library users:
   - Number, kinds and composition of users
   - User behaviors
   - Exploit of library and user-interactions with the library, i.e., pattern of usage, movement and interaction

3. Construction characteristics:
   - Useful life of the facility
   - Rare construction characteristics
   - Environmental controls
   - Legroom for special users
   - Legroom necessities
   - Services offered
   - Future expansion

4. Gathering statistics

5. The scheduling team
   - Library planners
   - Consultants, architects, field representatives
   - Users
   - Library staff and other staff in the organization
   - Construction coordinator, telecom staff, engineering staff, facilities scheduling, interior designers, etc.

6. Possessions required

7. Implementation schedule

Few tips for preparation and execution of a library structure program are:

- Know existing constraints
- Compromises are inevitable
- Have a year of reference
Estimate annual growth rate

Deal off of aesthetic, functional, safety & cost factors is inevitable

Foresee the impact of emerging technologies and expect impact of new technologies on structure, layout and legroom

Have a floor plan with 3-dimensional model racks & furniture

Plan exploits of suitable sign boards.

Few illustrations of input from user studies for the program are:

- Inverse square law of exploit of library
- Psychological aloofness flanked by user and library
- Approximately one-third of users >visit libraries for job legroom and one-eight exclusively for job legroom
- In-house exploit, seat occupancy, length of keep, user movement/ traffic flow pattern
- Aloofness zone studies
- Browsing and current awareness requires, etc.

Mass

The mass of the library structure is determined through the number of clientele it is going to cater to, diversity and range of services provided, document kind, total present collection and the rate of growth, staff strength, extension and other behaviors. While the Fifth law of Library Science states that 'Library is a rising organism', there is a limit to growth since distant since structure legroom is concerned. Normally a library structure is intended with a 15-20 years growth in view. But as the library action cannot approach to a standstill at the end of 20 years, presently because funds are not accessible for a new structure, every library should have an active 'de-acquisition' policy beside with a healthy acquisition policy. There are a lot of ephemeral materials accumulated in the library in excess of the years-old catalogues and brochures, news bulletins, old text books, outdated reference books, torn fiction books, and many other materials which inhabit precious legroom in the library. These should be periodically weeded out to create legroom for the new. In essence, one should ensure that the mass of the structure is adequate from all perspectives.

Architecture

Library action is a dedicated action and it should be intended therefore since to carry out this action efficiently in a congenial environment. The library design should be based upon and correlated with the functions and services of the library. Presently since a temple, a church, or a hospital has a distinctive architecture-both internal and external- the library is also a dedicated
institution, and its individuality should be reflected in its architecture. But all its design should aim at bringing in relation to the economy in management and optimize its operation. For the sake of economy the stack regions may have low ceilings, compared to the other regions. For effect, the lobby may have higher ceiling. Library needs floor stronger than other office structures to withstand load of stocks. While scheduling and execution of plan for a library structure, it should be ensured that load bearing capability of floor, floor height, avoiding interior load bearing walls; quiet comfortable and attracting reading rooms, simplicity, efficiency, economy, comfort, flexibility and functional usefulness of the structure are since per standards. The preliminary thoughts should lead to a proper written proposal/program and that in word should 'get translated into working drawings and specifications for the requisite structure.

**Legroom Allocation, Utilization and Management**

Library scheduling constitutes correct estimation of legroom required for several behaviors, logical juxtaposition of legroom earmarked for several behaviors and optimal exploit of the legroom accessible. As, it is within the confines of a library structure that mainly library behaviors take lay, rational estimation of legroom requirement and optimal utilization of legroom is 'sine qua non' of successful library management. For operation, the library requires legroom for books users and staff. Books are to be stored and, displayed in specific regions and in special furniture, equipment has to be housed in special rooms, readers are to be provided with tables and chair located in congenial reading rooms or revise carrels. The staff requires legroom to job undisturbed. Provision of these legroom necessities is basic in the scheduling of a library structure.

Most the following four broad regions beside with their allied and sub-regions are recognized since general service regions in a library:

- **Circulation region**, which comprises:
  1. Stack rooms or halls
  2. Charging Desk
  3. Public Catalogue/s

- **Reader Action Region**, which comprises:
  1. Reading room/s
  2. Microform reading room
  3. Revise carrels

- **Staff Action Region**, which comprises:
  1. Acquisition part
  2. Technological part
3. Reference part

- Other Regions, which contain:
  1. Senior professionals rooms
  2. Legroom for library staff
  3. Seminar room
  4. Binding part
  5. Reprography part

- Flexibility is the catchword
- Function is more significant than beauty
- Evolutionary steps in orientation & form of structure are I, T, L, U & O
- Primary floor and entrance should be on grade
- Primary floor should be larger than other floors
- Structure parameter should be since straight and uncluttered since possible
- Security and fire safety should be included on priority
- Minimize RCC
- Avoid legroom stealers like balconies, air wells, light wells, etc
- Minimize interior walls
- Don't overuse glass
- All assignable legroom should take a floor load of 150 lb/sq.ft
- Easy open shapes should be preferred
- Informal comfortable atmosphere require to be created
- Accessibility and convenience are extremely significant
- Noise manage should be looked into
- Legroom allocation is a significant action which requires to be done logically and scientifically. It is bigger to believe floor since a series of concentric circles with the centre being the lay where elevator, largest stair case and entrance are located. Even considering legroom three-dimensionally, the similar principle holds. Then proceed with radial assignment of legroom to several behaviors.
- The connection flanked by elements has to be decided in a heuristic way through drawing charts with dissimilar intensity of relationships flanked by elements like essential, significant, desirable, not significant and undesirable.
Seating economies like mass of tables, and stealing legroom from aisles to be given due consideration.

It is here that the finding of the past studies both in librarianship since well since other regions like behavioral science and psychology has to be noted. For instance, it has always been accounted that users prefer to inhabit empty tables even if it is small absent in the reading hall. The next preferred seat in a four seater table is diagonal location and the last chance is sitting through the face of another user.

Circulation Region

The stack rooms, issue and return counter and public catalogue constitute the circulation region. Beside with the reading room, the circulation region is measured the mainly significant section of the library, as, it is in these spaces that the readers approach in direct get in touch with the library personnel and facilities. Hence, great trade of idea and attention should be given to their scheduling.

Stacks

Stacks are the storage places for the several kinds of documents kept in a library. The kinds of documents usually establish in library are: books and monographs; pamphlets and brochures; and periodicals and newspapers. Besides these, dedicated libraries may have sizable collection of patents and standards; maps and drawings; records and cassettes; microfilms and microfiche, and several other kinds of non-book materials. Obviously storage and display devices for these diverse materials of several mass, form, format, and aspects cannot be the similar. Depending on the present and anticipated mix of the document collection, the number of storage elements required for each kind of documents has to be estimated. Normally a book shelf of average 85 cm run can hold 25 books, or 15 bound volumes of periodicals. An average library rack of 145 cm height has six shelves for books or five shelves for bound volumes of periodicals. Recommended shelf depth is 25 cm. It should be kept in mind that the stack region, specially the books and periodicals stack region, has the fastest growth rate in a library and a miscalculation at the scheduling level can lead to serious bottleneck at a future date. While calculating the legroom requirement, not only the dimension of the furniture, but the gangway legroom has to be measured. -Gangway legroom may be calculated on the foundation of minimum 1.30 meter aloofness flanked by the center of two rows of double sided racks. This will leave a free passage method of 80 cm flanked by two rows, which is presently adequate. Though, in better libraries, for less used materials, compact shelving is recommended to save legroom. The racks for compact storage move on rails, and no legroom is left flanked by the rows. But compact shelving is costly and affordable through really large libraries.
Few ways of doing contain 6 volumes per linear foot or 10-15 volumes per sq.ft. Further 5\% growth rate per year, 6\% configuration loss and 25\% legroom may have to be added.

*Charging Desk*

This is the key functional region of the library and a great trade of idea should be given to its location, mass and form. The counter is therefore placed that the persons manning the counter can keep watch on the readers and check unauthorized material receiving in or out. Normally the counter is placed at the largest entrance, and adequate legroom is kept for simple entry and exit. It is therefore intended, that the mainly significant behaviors like issue and return of books are mannered smoothly and unhindered. The mass of the counter will depend on the number of readers to be served at one time. Adequate legroom should be provided in the counter to shelve books returned since well since and to store all essential records, including the charging trays. A property counter or a pigeon whole rack is usually placed close to the issue counter, where the visitors or readers can leave their personal belongings before going inside the library. Provision is made close to the counter for notice boards, display of latest book jackets, or other exhibits.

*Public Catalogue*

Public catalogue is the key to the document collection in a library and regularly used through the readers since well since the library staff. This should also be placed close to the entrance and not distant from the counter. Enough legroom should be left close to the catalogue cabinets to create consultation easier. Some high stools may be placed close to the catalogue cabinet, to create lengthy consultation comfortable. Provision is generally made in the cabinet for small draw out script board where the readers can note down the contents of the catalogue cards. Catalogues grow with the book stock, hence enough legroom should be provided for future expansion. An economy catalogue cabinet need in relation to the 1.75 sq. mtr region. In recent years many libraries have automated their services and functions and hence they have been able to give Online Public Access Catalogue (OPAL) to their customers both within the library since well since on campus through Regional Region Network (LAN).

This region has to accommodate new arrivals display, stacking of reserved books, circulation staff, personal property counter, computer workstation, etc.

*Reader Action Region*

Depending on the mass and nature of the library, there may be one or more reading rooms. A reading room for books and another for magazines and newspapers are fairly general. In many academic organizations and few public libraries a distinct text book room is also provided. In libraries having a sizeable collection of maps and drawings, a room with special devices to revise them properly, is set separately.

*Reading Room*
The reading room should be located adjacent to the document collection concerned. The minimum reading legroom required upon the maximum number of people who may be by the reading room at a time. A thumb rule is to create provision for in relation to the 10 per cent of the members or potential user society. Based on that, provision has to be made for appropriate kind and number of tables and chairs has to be provided. There should be adequate legroom left for moving approximately without disturbing other readers. For books and periodicals reading rooms, roughly 1 sq. meter region is to be provided for each reader legroom in a public or academic library and the similar may go unto 2.75 sq. meters in a special library. In other terms, legroom per reader varies depending on kind of library and kind of user

*Microform Reading Room, Collection and Manufacture Elements*

These days, more and more exploit being made of microforms-microfilm, microfiche, micro opaque cards, slides, video cassettes, etc., for recording and storage of information. While storage of these materials require special care, viewing of these materials require special equipment and a dissimilar environment than obtaining in normal reading rooms. Special reading rooms are set separately for such kind of materials. As, each reader has to be provided with individual reading region, more legroom per reader has to be provided than in a common reading room. In relation to the 150 sq ft region is required for one element of microform reader.

*Revise Carrel*

Revise carrels are exclusive regions, located in quieter and undisturbed section of the library, which are set separately for prolonged exploit of a research or academic staff. Extremely often they are located close to the reference collection or the bound volumes collection, which are extensively used through the researchers. More generous legroom allocation has to be made for these revise carrels, and preferably they should be insulated against intrusion through others. Mainly university libraries and few large public libraries give this facility. Ordinary table mass modular revise carrels can also be intended and kept beside windows in reading room or stacks to give a sort of semi privacy.

*Staff Action Region*

Largest behaviors accepted out through the professional staff of the library are: Acquisition, Technological Processing and Reference service. Besides, a lot of routine behaviors like typing, labeling, stamping, duplicating are accepted out in regions screened off from public view. The legroom allocation for professionals and other staff should take into consideration the information that besides tables and chairs, they would need legroom for book racks, trolleys, card trays etc. Common norm is to give in relation to the 250 sq. ft regions for librarian, 125-150 sq ft for deputy librarian and 50 sq ft for clerical staff. The number of staff obviously depends on the mass of the library and the range of services provided. The staff regions are organized approximately discrete job elements, and their layout should be such that job flows smoothly from one job element to the other.
Acquisition Part

The acquisition job consists of selection, approval, ordering, receipt of books and their transfer to the technological part after accessioning. Adequate legroom should be provided for all these behaviors which will contain legroom for a number of shelves for keeping books and several apparatus required for acquisition job. It should be located close to the catalogue and not distant absent from the largest entrance. Sometimes the inter-library loan action is the responsibility of this part, as; inter-library loan can be measured since a temporary acquisition action. It is an extremely responsible task and special care has to be taken in relation to the safe custody therefore that the document acquired or obtained on loan or on approval are not lost.

Technological Part

Cataloguing and classification are the principal technological behaviors after the acquisition procedure. Besides the technological staff that catalogue, classify and file the cards in the public catalogue, typists or data entry operators, and other supportive administrative staff constitute the members of this team. Though, they may Le seated apart. In smaller libraries, Technological part and Acquisition part are merged into one element.

Reference Part

Reference action is one of the mainly significant behaviors of a library and extremely often it is the precursor of documentation and information action. A Reference librarian not only requires consulting the reference collection of the library, but he has also to consult the public catalogue to answer the reader's queries. Reference librarian is located in secure proximity of the reference collection. For a more active reference service, the reference librarian should frequently scan contents of current periodicals and maintain a file of pertinent information gathered. He requires appropriate equipment to file these records. Small card cabinet or Rolodex may be kept handy through the reference librarian.

Other Regions

This will contain the librarian's room, senior professional’s room legroom for supporting administrative staff, seminar room, reprographic element and bindery. Besides, there are service regions like stairs, corridors, cloak rooms, entrance hall, janitors room, etc. which shapes section of non-assignable region of the structure.

Librarian’s room

The librarian normally has a distinct room of his own, nearest to the job room and opposite to the largest counter region. This room should be centrally located, preferably of wood and glass construction; therefore that he can keep a watch on the behaviors of several parts. Some cupboards for significant reference apparatus and locked almirahs for significant documents are kept in the librarian's room. Generally generous legroom is provided in the librarian's room therefore that readers, vendors; and library staff can approach and sit for discussion or any help. Few senior professional staff is provided with distinct rooms of smaller dimensions.
Legroom for Library Staff

Somewhat interior legroom is provided for the supportive administrative staff like typists, library assistants, etc. They give support service for all the technological behaviors.

Seminar Room or Conference/Meeting/Exhibition Hall

A small hall or a large room may be set separately for seminars, meetings, discussions, etc. These behaviors may be organized through the library staff or at the initiative of other faculty members or research departments. This room can also be used since a projection room for slides, videos and films. Mass of the room will depend on the expected number of clientele. A 45 m or 500 sq ft room will accommodate 40-50 persons.

Binding Part

This part is usually located in the basement or few other obscure regions. Machinery, material and equipment for mending, repairing and binding of books are provided here. However having a separate bindery within the premises of the library, has sure advantages, now-a-days in mainly libraries major binding job is contracted to outside professional binders. Only minor pasting and restoration jobs are accepted out in the library through the junior administrative staff.

Reprography Element

With the advent of cheap and efficient photocopying machines, provision of photocopy service has become a necessity in mainly libraries. In the west, coin operated photocopying machines are placed close to strategic collection of materials, to be used through the readers themselves. In our country, this practice is not in vogue. Managed operation and secure check are maintained to through mainly libraries. With the growing cost of technological and scientific periodical publications, mainly libraries within a municipality or within an area, resort to cooperative acquisition, and supplement their collection through obtaining photocopies of articles needed through their clientele from other libraries. Depending on the volume of job, one or more light or heavy duty copying machines are provided. Besides photocopying machines, desktop offset machines, microform machines are average equipment in few better libraries. A room with subdued light is preferable for this operation. Mass of the room will depend on the number of machines and operators. Binding, reprographic, micrographic and other equipment are discussed under library equipment in the later section of this Element.

There are many other regions like new arrivals display, special materials, audio-visuals, computer and, CD-ROM workstations, lay for carrying out repair and maintenance of furniture and equipment, etc., require to be given due consideration.

Library Furniture

Presently since a library structure is a dedicated building with specific functions, the furniture for a library has to be custom intended for each function. Requires of furniture and equipment of individual departments and parts should be given careful consideration therefore
that the users and the staff experience ease, comfort, convenience and efficiency in their job. Usually library furniture is of two kinds—wooden and metal. Now-a-days plastic furniture is also increasingly in proof. Then again furniture could either be

- Stock-average furniture and equipment made through many manufacturers; or
- Custom-built or made to order in accordance with the specifications provided through the library.

It is advisable to visit few libraries equipped with average and elegant furniture and fittings before taking a decision. Few significant steps in furnishing library are:

- Determine what the furnishing should accomplish for the scrupulous library involved
- Believe what is accessible in the market or what can be obtained to fulfill the necessities determined
- Create the selections and purchases based on

1. Necessities:
   - The primary structure exploit
   - The age of the users
   - The amount of exploit expected
   - The kinds of material to be stored, organized and displayed
   - The number of staff members
   - Future changes anticipated, etc.

2. Function thoughts like:
   - What exploit will be made of the thing
   - Who want to exploit it
   - How it will be used i.e.,
   - How long the thing will be used at any one time
     - How often it will be `used
     - Whether user may transform in the future
     - Maintenance required
     - Appearance, etc.

- Seek input from staff
- Visit recently constructed facilities
- Conveying the requirement
Vendor evaluation, price comparison & visit to factory
Providing specifications and drawings
Comparison of offers
Checking of example

Three significant selection criteria for furnishing and selection of equipment are function, maintenance and appearance. Another significant decision in furnishing is choosing an average thing in the market versus designing a custom made thing.

Library Stack

Library stacks are the mainly ubiquitous piece of furniture establish in a library. It is used to store books, bound volumes of periodicals, and sometimes pamphlet boxes. Each element stack made generally of steel, are 180 cm wide, 195 cm in height and 25 or 50 cm in depth depending on whether it is single sided or double sided. A number of element racks can be joined jointly to create a line. Each shelf or panel has two brackets on right and left face, inserted strongly to the shelf ends. The sliding book stopper and back rest fitted to the grooves of the individual shelf ensure upright positioning of books. Normally shelves are not packed more than 75 per cent of the capability. Stack can be fixed or movable, wooden or metal, modular or legroom determined, angle or skeleton.

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

Periodical Display Rack

Periodical display racks are most of three kinds.

Pigeon hole kind

It has two sections, one is a cupboard in the bottom and the other pigeon holes at the top. Overall height and width are 225 cm x 180 cm. Depth is 30 cm in the pigeon hole portion and 45 cm in the button cupboard section. Each element will hold 36 journals in the pigeon whole section. The back issues of the similar are stored in the cupboard section. It is normally single
sided one disadvantage of this kind display rack is that the journals cannot be displayed prominently.

**Step kind**

In this kind the periodicals are displayed stepwise, each step being 5 cm deep and 15 cm high. Length of the rack is usually 90 cm. There may be 4 to 5 steps and on each step 4 to 5 journals can be displayed and on a single sided rack 20-25 journals can be displayed. Double sided racks are not recommended as the element becomes too bulky. It is better to lay two single sided racks back to back if necessary. Journals are better displayed in this kind, but one great disadvantage is that back issues cannot be accommodated within the element. Normally popular magazines are displayed in this kind of rack.

**Inclined kind**

This is possibly the best kind of display rack. It is a box kind rack with five or six horizontal shelves, sheltered through hinged wooden plank with an inclination of 30 degrees to the shelf plank. Depending on the design, shelves can be partitioned into pigeon holes, each pigeon hole being provided with individual hinged wooden plank. The bottom edge of the inclined plank has a wooden head to rest the journal. The inclined plank gives a bigger display for the periodicals; the back issues are stored in the staff legroom behind the inclined plank. The overall mass of a rack is 195 or 225 cm (H) x 90 or 120 cm (W) x 45 cm (D). As, the rack is fairly heavy, castor wheels are preferable for simple maneuverability. Each rack can give display legroom for 20 to 25 journals.

**Card Catalogue Cabinet**

This is possibly the mainly significant piece of equipment in a library used regularly through both the library staff and the library users. It is an element of card-filing drawers intended specifically to hold library cards and equipped with holding rods. This cabinet may be of wood, steel or the newer plastic material which is finding increased acceptance. The elements approach in a range of sizes from four drawers unto since many since sixty. Although readymade metal cabinets, having drawers right from the floor level are accessible, for convenience and ease of exploit, the cabinets should be placed on stands, and the overall height of the cabinet should not be more than 1.5 m. This will accommodate six vertical rows of drawers of 12.8 (W) x 7.8 (H) x 40 (L) cm dimension. Each tray can hold in relation to the 1,000 cards of medium thickness. It is better to have modular cabinets, each having 24 or 30 drawers, than a monolithic unwieldy piece of furniture.

**Charging pew**

The charging desk or the issue counter is the largest service desk and should be therefore intended that all functions centering in its region can be executed properly. Extremely seldom
this central manage desk is bought from ready stock. Mainly often it is specially intended keeping in view its special location, specific function, and the mass of the library operations in view. A multiplicity of behaviors has to be mannered here.

The height of the counter facing the reader is lm. The width at the top is in relation to the 70 cm. Sufficient drawer legroom is provided to keep all the books and exploit issue counter records. The counter should also have adequate shelving legroom to keep the books which are returned. Normally the counter is intended for two persons to job at a time. Adequate knee legroom is provided at spaces where the library staff sit and job. As, high chairs are necessary to job at high counter, foot-rest is provided to create sitting comfortable. Alternatively, counter can be elevated with wooden or permanent platform. The length and design of the counter modify substantially to suit the specific require of the library. Few of the general designs are: rectangular, L-formed, U-formed, etc. Whatever design is selected for flexibility, it is bigger to have small elements of 90 cm length each, which can be bolted jointly or presently placed face through face to provide the illusion of one piece. The counter is invariably made of wood, and generally have hard wearing top made of declaim or same material.

**Special Furniture Items**

Besides the library furniture, some other items worth considering are:

- Book trolley, which is essentially a small book rack mounted on wheels. It is extremely useful for moving books from one region of the library to the other.
- Stand for outsized and bulky reference books with legroom below for some other reference books.
- Display rack for newly acquired books that can be placed in a prominent location.
- Exhibit cases for display of wide range of items.
- Atlas stand and Newspaper stand with sloping tap.

There is no one way of furnishing all libraries. Many of these items require to be uniquely intended for each library. The possibility of built in display stands, atlas stands, and etc. should also be explored depending on the nature of the structure.

**Library Equipment**

Mainly of the equipment used in the library is average office equipment, sometimes adapted library exploit. A case in point is the catalogue card duplicator which is nothing but an ordinary stencil duplicator, miniaturized for card duplication. Typewriter is a ubiquitous piece of equipment in libraries is slowly receiving replaced through several kinds of equipment that are usually established in a library can be categorized since:
Filing equipment

Record-keeping equipment

Microform reading equipment

Copying equipment

Non-conventional indexing and filing equipment

Miscellaneous supplies and equipment.

**Filing Equipment**

Provision for filing has to be made for much kind of materials, from architectural and technological of extremely large mass to microform copies of several formats. In flanked by there are correspondence, newspaper clippings, patents and standards, and many more of e and material. Numerous kinds of organizations and equipment have been intended to storage and convenient retrieval. But any other kinds of cards for which special provision have to be made. Small rotary files with cards or microfiche that snap in lay easily are useful to indicate special reference materials or significant addresses. Rolodex is one such equipment which is commonly seen in banks in India. For large number of cards, motorized elements such since Kardveyer is more appropriate.

For filing correspondence and other material in loose sheet format vertical filing cabinets with pull out drawers, or lateral filing organizations that open from he sine are appropriate.

For storing pamphlets and catalogues, pamphlet boxes of several kinds are accessible. They are of dissimilar sizes and designs-few, are open at the top and front; others have only one face open; few have a slanted opening; few are more rigid than others. They may be made of cardboard, wood, metal or plastic.

Microforms are of several kinds and sizes-16 mm, 35 mm, 70 mm microfilm, microfiche and micro opaque cards. They should be stored in an environment which is not too humid and there is no extreme range of temperatures. Short strips of microfilms may be put in pockets and filed in drawers. Longer ones are wound in spools, packed in individual cartons with paper identification and filed in drawers. Slides or transparencies need special filing cases. For small collection portable slide boxes are useful.

Microfiche should always be kept in protective covers or envelopes. Top edges of microfiche should be visible for simple filing and identification. Microfiche should be filed in steel cabinets.

Large steel cabinets with shallow drawers are accessible for architectural or technological drawings. Sometimes these are rolled and kept in cylindrical containers.
**Record-keeping Equipment**

Record-keeping equipment in the library is most used for keeping records of periodicals—current issues since they are received and the back files of bound or otherwise preserved volumes. The choice of equipment depends on the number of titles to be accommodated and the kind and range of users. These days, for larger collections, computerized organizations are installed for handling the complete record. The mainly popular manual organization is based on an element card, one for each title and complete record is noted on them. The cards are filed in special transparent holders therefore that the cards overlap, leaving only the titles visible. Complete records of each title is accessible from the card—full title, publishers name and suppliers address, legroom for noting records of issues, note of complete holdings, and location of the holdings. It is desirable to have here subscription records—when ordered, when paid for, and when renewals are due. Equipment used for this purpose contain kardex, linedex and loose leaf binders. Kardex is used in periodicals manage organization. As, cards are housed in protective pockets with transparent plastic tips, they remain clean, flat and do not get "dog-eared". Linedex is a metal cylindrical building revolving on ball bearing, and having a knob at the top and a number of metal panels these panels where perforated strips of paper bearing the title of the journal subscribed through the library with their location are displayed. An easy loose leaf binder which looks like bank ledgers can also be used in lay of Kardex.

**Microform Reading Equipment**

You are going to learn more in relation to the micrographics and reprographics in other courses.

It is significant to develop micrographics since an organization and decide on the formats, kinds, reduction ratios, sources of procurement, organization, maintenance, excellence manage and inspection. Separately from reader, reader-printer or projector, excellence manages since well since cleaning and maintenance equipment are also required. For more details including generation of specialization, evaluation and selection, you may consult references cited.

Micro shapes, generally establish in a special library are slides, microfilms, microfiche, micro cards and aperture cards. To read their contents special devices are necessary—microform reader, reader-printer and projector. Now-a-days many satisfactory microform reading machines are accessible in the market, and new improved ones are being urbanized steadily. There are few which have the facility to create copy of a scrupulous page, through mere press of a button. Catalogues and guides are accessible which provide information in relation to the new micro-reproduction equipment being urbanized and marketed.

**Copying Equipment**

Multiple copies of documents, for several purposes, are often needed in a library. Hence, it is necessary to give few kind of equipment for making copies of materials—both typed and
printed, in quantities from a some to a couple of hundred. For instance, catalogue cards and index file cards, shapes such since routing slips and personal notification slips, library bulletin, and several other services need adequate number of copies. A major copying action is the supply of copies of articles to the readers on request.

**Non-Conventional Indexing and Filing Equipment**

Exploit of mechanical devices for sorting information recorded on special kinds of cards like edge notched cards, optical coincidence cards and aperture cards has become obsolete with increased exploit of new computers. The coded cards can be sorted manually or mechanically. Manual organizations employ specially intended cards, and few exploit extremely easy manipulative devices such since needles. There is an organization based on optical coincidence in which the holes are punched in the body of the card, and not on the edges. Few non-conventional organizations like Rapid Selector and aperture cards combine the filing and indexing operations generally utilizing film copies of documents.

**Miscellaneous Supplies and Equipment**

Besides the furniture and equipment enumerated, a number of items useful for library operations are accessible. Few of the mainly obviously needed items are:

- Stool or ladder for reaching high shelves,
- Storage cabinets-metal ones for office supplies and ones with glass doors for restricted documents,
- Electric stylus for script on the spines of the books,
- Revolving stands,
- Bulletin boards, etc.

**Name and other Sign Boards**

Providing suitable unambiguous sign and name boards is extremely significant in physical scheduling of a library. Few of the significant tips in this respect are:

- Maintaining consistency
- Logical order
- Descriptive, constant and easily understandable terminology
- Avoiding redundancy
- Placing at decision points
- Having short, clear and accurate message in suitable tone
Relating them to architecture

Due consideration to principles of good design like hyper face, mass and spacing of letters, lines, contrast, exploit of representations and color.

Transform sips when circumstances transform.

Three significant thoughts are:

1. Flexible to transform and simple to install
2. Remain attractive and useful for long era of time
3. Should be accessible in the future

**Lighting and Authority**

The largest action in a library is reading for which adequate lighting is essential. Poor light strains the eyes and causes fatigue. On the other hand, glare is equally strenuous, and direct sunlight on the books is positively harmful. While maximum advantage should be taken of natural sunlight and it should be judiciously complemented with artificial light. Glare of the sun inside the structure should be avoided, therefore also shadows cast through artificial lighting particularly in the reading and service regions. There are sure regions where subdues lighting is preferable, and they may be suitably located. It is not only the quantity of light that is significant, but also the excellence of light and a judicious choice has to be made to blend and complement natural light and artificial light. In critical regions, provision has to be made for emergency lighting especially if the library action is accepted out after daylight hours.

Few significant tips in this respect are:

- Excellence of light is more significant than quantity or intensity. Excellence depends on brightness contrast, color contrast, intensity of illumination and absence of glare. Daylight has psychological value
- Brighter sources are tolerable at large angle
- More the no of sources providing light the bigger
- Aloofness flanked by light source and top of rack is extremely significant
- Reflecting authority of wall, ceiling, furniture, etc. contribute to lighting
- Advance scheduling for electrical sharing organization with enough outlets, location of master switch, cost & maintenance are significant
Standards and Specifications

In the field of library job, mainly of the standards or specifications that have evolved in excess of the years are more in the nature of "carried practice". The national standardizing agencies in many countries have idea it suitable to formulate systematically these carried practices and bring them out since national standards. These standards give the necessary guidance to the librarian in choosing the right design with functional efficiency. The National Institute of Designs, Ahmadabad, has also done considerable job in designing functional library furniture. More discussion in relation to the standards for library structure, furniture, equipment, lighting, etc. can be establish in the books cited at the end.

REVIEW QUESTIONS

- Give your understanding of modern scientific management in about 500 words
- What is directing? State the sub functions of "directing".
- Explain State the Principles of Fayol.
- Explain the meaning and importance of "grapevine" in an organization
- Define Management Information System.
- What are the main objectives of Management Information System?
- Enumerate the various types of reading rooms provided in a big library.
- Describe important record keeping equipment for periodicals.
CHAPTER 2

Information Resources Development

STRUCTURE

- Learning Objectives
- Technical processing
- Acquisition of periodicals and serials
- Acquisition procedures: books and non-book material
- Different types of selection tools and their importance
- Types of Information Resources, Selection Principles Including Communication Media
- Review Questions

LEARNING OBJECTIVES

After reading this chapter, you will be able to:

- Identify the factors that govern the various activities and functions of the Technical Department;
- Identify the factors behind selection, procurement and receipt of periodicals;
- Identify the factors behind selection, procurement and accessioning of documents;
- Identify and differentiate types of selection tools
- Explain some of the important principles of collection building

TECHNICAL PROCESSING

Technological Department

One of the significant parts in a library is the Technological Part since it occupies a pivotal location round which all other behaviors take lay: It is described through other names, such since, Processing Department, Technological Processing Part, Cataloguing Department, Technological Department, etc. Irrespective of the name through which it is described, the objective and functions of this part remain the similar. While the acquisition is responsible for the structure up of a good collection, it is the Technological Part that transforms the collection of documents into serviceable elements. This it achieves most through performing two functions, namely, technological processing which comprises classification and cataloguing, and physical preparation of the documents for circulation and exploit through the readers.

Require for Technological Processing

Require for technological processing has been brought in relation to the through a number of reasons/factors. They are:
Accelerated growth of information resulting in the manufacture of a large number of documents and, consequently, user troubles of inadequate time for reading and assimilation.

- Complexity in subject specialization coupled with the interdisciplinary nature of information.
- Demand from readers for bigger services, etc.

In addition, the pressures of the Five Laws of Library Science, especially the second and third laws have forced librarians to seek new processes in the arrangement and management of the collection. This has resulted in the development of new apparatus described Vocabulary Manage Devices—such since, Classification Scheme, Thesauri, Catalogue Codes, Subject Headings Lists, etc.—for the purpose of classification and indexing of information. Few of the advantages of technological processing are:

- It helps in the systematic arrangement of documents / information and thereby facilitates storage and retrieval whenever necessary.
- It facilitates analysis of queries put through users.
- It helps in the preparation of information services and products.

Organizational Building

The Technological Part of a library, especially a university library, may consist of several elements such since, Classification Element, Cataloguing Element, Book Processing Element, etc., to carry out the routine job of technological processing. In the case of a small library, such a demarcation into dissimilar elements may not be there. Irrespective of the mass of the library, though, it is necessary that this part be headed through a dynamic person with enough professional expertise and also be provided with staff to carry out the processing job. In addition, cooperation from other parts of the library is basic.

Scheduling and Organization

The major items of job are classification and cataloguing. They are of a highly technological nature and accuracy is the extremely essence of all technological processing job. It has been suggested through Ranganathan that in libraries, especially large libraries, it will be a good policy to prepare at least two copies of the catalogue to facilitate exploit through the readers on the one hand and through the classifier and the cataloguer on the other. In other terms, one set of the catalogue should be in the Technological Part. This catalogue is described through few since "Official Catalogue".
Factors in Scheduling

The distinctive job of the Technological Part is to be intended with reference to the following factors:

- Classification
- Cataloguing
- Preparation of the volumes for public exploit
- Correction of call numbers and catalogue entries
- Binding
- Classification and cataloguing codes
- Catalogue cabinet

In the contest of the scheduling of the Technological Part, it is necessary to take sure decisions. These relate to:

- Choice of the classification scheme
- Choice of the catalogue code
- Choice of the internal form of the catalogue
- Choice of the physical form of the catalogue
- Adoption of a policy concerning classification and cataloguing
- Arrangement of personnel
- Acquiring the apparatus for exploit in classification and cataloguing
- Acquiring the necessary materials and equipment

Classification Scheme

A scheme of classification is but a tool in the hands of the library to organize subjects and to serve them out in an efficient method. Ranganathan has suggested the following points for consideration:

- Agency for promoting exploit
- Avoidance of the fault of alternative spaces for one and the similar subject
- Crisp terms to denote ideas
- Hospitality in array including extrapolation and interpolation
- Hospitality in chain
- Inner mechanism to discover a helpful lay to a new compound subject
- Length of foundation of notational organization
- Objectively used postulate and principles
- Permanent organization for development
- Provision for "Organizations" of exposition of a Vital Subject
- Provision for "Specials" of a Vital Subject
• Provision for New Vital/Largest Subjects
• Provision of connecting digits
• Sameness of patterns in the sequence of subjects going with dissimilar Vital Subjects
• Scope of classification
• Sequence of Vital/Largest Subjects
• Systematic process for practical classification

He suggests the exploit of four scores: 0 Poor; 1 Passable; 2 Fair; and 3 Good in the scheme. Possibly, this way would be extremely good for the choice of a scheme of classification, especially in special libraries.

The vital tool in classifying documents is the classification scheme. There are many average schemes accessible now. They contain common schemes meant for common libraries since well since special schemes for dedicated libraries. Three of the mainly popular common schemes are already well-known to you. These are the Dewey Decimal Classification (DX), the Universal Decimal Classification (UDC), and the Colon Classification (CC). For details concerning these schemes you may consult Block 4 Elements 11-13 of Course III. These schemes belong to three dissimilar levels in historical development. Your choice Oldie scheme should be based on the special characteristics of each scheme and their relevance to requires of your library. Normally, factors like the mass of the collection, the nature of the library, its clientele and subjects of documents, the scheme already in exploit in associated libraries, if any, the knowledge and skill of the library staff to job with a scrupulous scheme, etc., may govern the choice of the scheme.

Going with the choice of the classification scheme is the choice of the Book Numbering System. If the choice is in favor of the CC this question does not arise since CC has its own Book Numbering Organization. In the case of the other two schemes, an appropriate Book Numbering Organization has to be devised or adopted. It is a general practice in libraries to provide book numbers through by the first three letters of the author's name. There are also modifications on this practice, like Cutter's Author Tables, the Cutter-Sanborne Numbers, Merril's Author Tables, and the Author Tables of Stanley last.

**Catalogue Code**

Since with classification schemes, there are dissimilar catalogue codes accessible for exploit in libraries. Two of them are already recognized to you since they are prescribed for detailed revise in Course IV. These are the Anglo-American Cataloguing Rules, Edition 2 (AACR-2) and the Classified Catalogue Code of Ranganathan, Edition 5 (CCC). The former is a more descriptive catalogue code and is most meant for a dictionary catalogue. The latter, on the other hand, is meant for a classified catalogue and is more easy, scientific and logical. Here again, the final choice of the code is governed through several factors like the internal form of the
catalogue chosen, namely, classified or dictionary, the extent of bibliographical account needed, the code in exploit in associated libraries, if any, etc. Whichever is the code chosen, it should be uniformly followed in all cases therefore that standardization will be ensured in the choice and rendering of the headings and other parts.

If the choice happens to be in favor of AACR-2, there arises require for choosing a list of Subject Headings too. There are two popular lists, namely, the Sears' List of Subject Headings and the L.C. List of Subject Headings. The former is adequate for a small library while a large library will require the exploit of the latter. Both of them are useful for common libraries while special libraries will require dedicated lists. There are also dissimilar indexing techniques like PRECIS and POPSI. Chain indexing is the technique introduced through Ranganathan since section of the CCC primarily for exploit in a classified catalogue.

**Internal Form of the Catalogue**

According to the internal farm, the two major kinds of library catalogues are the Dictionary Catalogue and the Classified Catalogue. Here since suggested, note that each kind has its own advantages and disadvantages. The choice will depend upon the kind of library and the nature of its clientele. The Dictionary Catalogue is more popular with public libraries where the common readers may discover it simple to consul. On the other hand, in research and special libraries where the readers will be more interested in a systematic subject come to documents, the Classified Catalogue will be advantageous.

**Physical Form of the Catalogue**

In Indian libraries today, the Card Catalogue has become increasingly popular although there are few libraries that still follow the old custom of the printed book form of catalogue. The latter may be establishing satisfactory for a small library with only some additions every year. On the other hand, for a fast rising library, the printed book form of catalogue can never be kept up to date. In information, the Card Catalogue has many advantages like its flexibility and updateability. Even libraries that continue to bring out printed book catalogues do have to maintain few form of a card file since their vital record. From this vital record the printed book form of catalogue can be made from time to time. Because of these reasons, knowledge of preparing the Card Catalogue is a vital requirement for all librarians.

**Classification and Cataloguing Policy**

Whatever may be the scheme of classification or catalogue code chosen, a policy should be formulated for their application. Few of the issues on which policy decisions should be taken relate to the following:
**Broad vs. secure classification:** Whether classification should be coextensive with the thought-content of the document or whether it should be broad, i.e., the extent or depth to which one necessity goes in assigning class numbers.

- If in Card Form, whether it should be handwritten or typed.
- If in Ledger Form, whether it should be handwritten or printed. If printed, can it be made available to other libraries and users?
- Whether cataloguing should be descriptive or simplified or selective. The number of largest and added entries to be prepared per document or book should be decided.
- Whether the catalogues should be in Card Form or Ledger Form.
- Whether variations to suit regional necessities can be made.

It is bigger to decide on these issues in the beginning itself since it would be hard to transform course in midstream.

**Personnel**

Technological processing job is, possibly, the region in the entire library job where the highest degree of professional expertise is needed. So, the technological department should be manned through persons who have proven abilities and aptitude for technological job. They should be adept at classification and well conversant with the intricacies of the catalogue code. Since distant since possible, knowledge of dissimilar languages and a backdrop in dissimilar subjects necessity be ensured in the selection of personnel. Further, the staff should have a good handwriting if the catalogue cards are to be handwritten. They should be persons who can do things with a high degree of precision. The chief of the Technological Department should be an experienced hand who can exercise effective supervision in excess of his staff and coordinate the job done through many persons while maintaining consistency and accuracy.

**Apparatus**

The Technological Department necessity possesses all the apparatus necessary for classification and cataloguing job to be done in the library. Few of the significant apparatus are:

- Bibliographies—Indian National Bibliography, British National Bibliography, Accession Lists of significant libraries, etc
- Catalogue Code or Subject Headings List
- Classification schedule
- Reference Apparatus—average dictionaries including language dictionaries, subject dictionaries and bibliographical dictionaries, encyclopedias; geographical sources; handbooks, etc.

In the case of classification schemes and Catalogue Codes, "how-to-exploit" manuals are brought out. These may be acquired for ensuring consistency and uniformity in classification and cataloguing job. Since individual organizations libraries adopt dissimilar practices to suit regional
necessities, it maybe helpful for preparing their own manuals which may be useful not only for technological processing, but also for training new entrants.

**Occupation Analysis**

**Classification**

The job of the Technological Department relating to classification is to consist of the following items:

- Assigning Call Numbers to the volumes, which may be referred to since Call Numbering Job?
- Checking the assigned Call Numbers, which may be referred to since Checking Job?
- Detecting duplication, defect etc in the volumes, and informing the accession part, which may be referred to since Discovery Job; and
- Making a preliminary survey of volumes received from the accession part, which may be referred since Preliminary Job?

**Cataloguing**

The job relating to cataloguing consists of the following:

- **Checking the catalogue cards:** This may be referred to since Checking Job.
- **Dealing with the volumes raising difficulties in cataloguing:** This may be referred to since Refractory Cases Job.
- **Making the necessary entries in the catalogue card already existing:** This maybe referred to since Card Consolidation Job.
- **Script out the necessary fresh catalogue cards:** This may be referred to since Fresh Card Script Job.
- **Sorting the volumes according to cataloguing peculiarities:** This may be referred to since Preliminary Job.
- **Typing catalogue slips:** This may be referred to since Typing Job,

**Preparation of Volumes**

The job relating to the preparation of volumes for public exploit may consist of the following:

- Making the volumes fit for exploit through cutting open, stamping, fixing the data label, tag etc, i.e., Preparation Job.
- Noting the Accession Number or the Call Number since the case may be, i.e., Card Numbering Job.
- Noting the Call Number and Accession Number in dissimilar sections of the volumes, i.e., Volumes Numbering Job.
• Sorting the prepared volumes into sequences and arranging them, i.e. Prepared Volumes Arranging Job.

**Correction of Call Numbers and Catalogue Entries**

This job consists of the following items:

• Carrying out the corrections in all other cards and slips, i.e., Correction Completing Job.
• Carrying out the corrections in the first impression slips, i.e., First Impression Slips Job.
• Collecting the volumes to be corrected and their largest cards and their first impression largest slips, i.e., Preliminary Job.
• Reclassifying the volumes, i.e., Reclassification Job.
• Reinserting the corrected largest cards and the first impression slips, i.e., Reinsertion Job.

**Binding**

The binding job is to consist of:

• Examining the Call Numbers of the volumes selected for binding to see if they need any revision, i.e., Call Number Examining.
• Preparing instructions for tooling, i.e., Binding Slip Preparing.
• Transmitting the volumes and slips to the Binding Part, i.e., Binding Books Transmitting.

**Classification and Catalogue Codes**

This job consists of:

• Bringing the monthly reports of corrections up to date, i.e., Monthly Amendment Report Filing.
• Carrying out the amendments arrived at in the course of the week in the Classification or Catalogue Code, since the case may be, i.e., Code Correcting.
• Transmitting the monthly report of corrections to the Staff Council, i.e., Code Corrections Transmitting.

**Catalogue Cabinet**

This job consists of:

• Discussing the Card with the librarian, i.e., Reviewing Job.
• Inserting the Catalogue Cards in the Public Catalogue Cabinets, i.e., Card Inserting Job.
• Inserting the catalogue slips in the suitable cabinets, i.e., Slip Inserting Job
• Sorting all the cards written in a week, i.e., Sorting Job.
• Transmitting the Accession Cards and the shelf register cards to the Maintenance Part, i.e., Accession Card Transmitting Job.
Processes and Routines

The processes and routines in the preparation of documents for exploit arise out of several behaviors and operations. These can be listed since follows:

- Card filing and catalogue updating job
- Cataloguing job
- Classification job
- Coordinating job
- Physical processing job
- Releasing job

Physical Processing Job

Since and when documents are received from the Accession Department for processing, the chief of the Technological Department will forward them for physical processing. Physical processing job can be done through menial staff under proper supervision and guidance. Physical processing comprises the following specific jobs:

- Cutting open the pages
- Easing the back
- Putting the library stamp
- Fixing the book plate
- Fixing the date label
- Fixing the book tag

Classification Job

Library classification is the job of translating the specific subject of a document into an artificial language of ordinal numbers. This will result in assigning a Class Number to each document which will determine its location in the library in relation to the documents on other subjects. From this point of view, classification job can be seen since having the following steps:

- Assigning the Book Number
- Assigning the Class Number
- Assigning the Collection Number
- Checking with the catalogue
- Determining the specific subject
- Preliminary sorting
- Script the Call Number on the book
Cataloguing Job

The objective of the catalogue is to give nodes tool that provide information in relation to the all documents accessible in a library. The catalogue necessity is intended to meet the dissimilar approaches that readers may create to documents. Readers may seek a document either through its subject or author or tide or series or any of its collaborators like translator, compiler, editor, etc. To meet this multiple come the catalogue has to enter and define one and the similar book under each of its possible search names or headings. This multiple entry way is the vital characteristic of modem library cataloguing. Cataloguing job, so, consists of making the necessary catalogue entries for each document. These entries may belong to dissimilar kinds, each having its own specific function, to perform in the catalogue. Every such entry is to be made in strict conventionality with the rules prescribed in the catalogue code in exploit. The nature and content of each kind of entry may also be convinced through the physical and internal shapes of the catalogue. The job of the cataloguer also comprises sure jobs other than making catalogue entries, like script of the Shelf-list Card and the Book Card. These are necessary to complete the technological processing of a document. The entire process involved in cataloguing job can be outlined since follows:

- Assigning of suitable Subject Headings
- Forwarding
- Preparation of the Added Entries
- Preparation of the Largest Entry
- Script the Book Card
- Script the Shelf-list Card
- Script the Tracing

Coordinating Job

When dissimilar persons are doing dissimilar jobs linked with the processing and preparation of documents there can be chances of inadvertent errors and, inconsistencies. Consistency and accuracy are the two virtues of processing job and ensuring them is the largest objective of coordination. This is the responsibility of the Chief of the Technological Department although he can assign the similar to a dissimilar coordinator. The largest function is to check and pass the physical processing, classification, and cataloguing jobs done through others. The process can be outlined since follows:

- Scrutiny of Accession Numbers
- Scrutiny of Call Numbers
- Scrutiny of Catalogue Entries, Shelf-list Card, and Book Cards.
- Scrutiny of Physical Processing Job
- Scrutiny of Subject Headings
**Releasing Job**

Documents whose physical and technological processing has been completed are released for exploit at prescribed intervals, like once a week, once a fortnight, or once a month, etc. Releasing job also comprises making lists of new additions or Accession List. For this purpose the Largest Entries relating to the released documents are arranged in a classified order and sent for typing out the Accession List. The practice may modify from library to library with regard to the dissemination of information concerning new additions. The Accession List may be put up on the Notice Board, printed or cyclostyled and copies mailed to members, or published in the weekly editions of newspapers, etc. The documents released at a time are generally placed on display for a week or therefore before they are merged in the common collection. Throughout this era the readers can look at the new documents and create reservation if necessary. The following process can be adopted for releasing job:

- Arranging the Largest Entry Cards in the classified order
- Inserting the Book Card in the Book Pocket
- Noting the Date of Release on the Date Label of each document
- Putting the books on the display rack
- Separating the Added Entry Cards
- Separating the Largest Entry Cards
- Separating the Shelf-list Cards
- Typing out the Accession List from the Largest Entry Cards

**Card Filing Job**

After the Accession List is made the catalogue cards relating to the released documents are ready for merging with the catalogue. In the case of the Classified Catalogue, the Largest Entries and the Cross Reference Entries are to be filed in its Classified Section while all the other Added Entries are to be filed in the Alphabetical Section. As, there is no classified section in the dictionary catalogue, all the entries are filed in a single alphabetical sequence. There are prescribed rules for filing. In the classified section of the Classified Catalogue, the ordinal values given to the several representations in the Call Number will take care of this arrangement. Compared to this, the alphabetical arrangement will seem to be easier. But this is not true. There are many cases in alphabetical filing where definite rules are needed for ensuring consistency in arrangement. So, the library should have formulated rules of alphabetization of its own, or have adopted any of the average rules accessible, like the A.L.A. Rules for Filing, or the Standards for alphabetical arrangement. The Shelf-list Cards are filed in the Shelf-list.
Catalogue Updating Job

The updating and maintenance of the library catalogue is the sole responsibility of the Technological Department. This comprises, besides the filing of the entries relating to the newly processed documents, occasional job of corrections, consolidations, and withdrawals. Labeling the catalogue trays and providing adequate Guide Cards inside the trays are also to be attended to. As, the catalogue will be rising corresponding to the growth of the collection there will be a continuous require for the movement of the cards from one tray to another. Similarity to this movement, the labels and guide cards also will have to be moved.

Shapes and Records

The Technological Department does not have to maintain any register unlike other departments, though; it has the exploit of other suitable records, shapes and stationery. The major records are the Catalogue, the Shelf-list and the Power File. Further, there is the Job Diary and the necessary routine files.

The mainly significant record of the department is the Catalogue itself. But this is kept in the library for public exploit; the catalogue will have to be regularly referred to through the staff in the Technological Department. Hence, few libraries prefer to maintain a copy of the public catalogue in the Technological Department for its own exploit. But this involves more job, expenditure and legroom.

The Shelf-list is maintained through the Technological Department under safe custody. The Shelf-list is in card form and the cabinets containing the Shelf-list inhabit substantial legroom in the Technological Department.

The Power File is another card file to be maintained in the Technological Department.

Job Diary

There is requiring for maintaining proper job diaries in the Technological Department. Job diaries can be maintained at two levels, for an individual staff member, and for the department since an entire. The job diary for the department can be written on a daily or weekly foundation and consolidated later on a monthly or annual foundation for statistical reporting since well since for job evaluation purposes. The following can be reported for through the job diary of the Technological Department.

- Items received for processing
- Thing physically processed
- Items classified afresh
- Items catalogue afresh
- Items consolidated with the aid:
  1. copies added
2. editions added
3. volumes added

- Items released
- Items displayed
- Items listed/typed
- Catalogue Cards written:
  4. Largest Entries
  5. CRE/subject analytical
  6. CRIE/See and See also entries
  7. Class Index Entries
  8. Other added Entries
- Shelf-list Cards written
- Book Cards written
- Catalogue Cards filed
- Shelf-list Cards filed

*Files*

The Technological Department may not have many files to maintain unlike other departments. Though, the following may become necessary. Files containing Accession Lists brought out File relating to the purchase of stationery, materials and equipment Files dealing with several policy decisions.

*Shapes and Stationery*

The shapes and stationery in exploit in the Technological Department are most relating to the physical processing job. They are:

- The Book Tag
- The Date Label
- The Book Plate
- The Book Card
- The Book Pocket

In the technological processing job, the major form used is the catalogue card. Few libraries exploit the printed class Index Cards also. Further, the Guide Card is used for giving appropriate characteristic headings in the card catalogue.

**ACQUISITION OF PERIODICALS AND SERIALS**
As periodical publications are now a major information disseminating media, the job of the Periodical Publications Part assumes great magnitude and importance in libraries of universities, research organizations and other learned bodies. They, though, form one of the "sources of perplexity" in library job. "Their vagaries may transcend all imagination dry anticipation. It seems since if nothing relating to a periodical publication can escape the sport of caprice-publishing community, name, periodicity, format, pagination, excrescencies attachments to all story volumes and, last but not the least, the span of the lives and resurrection", says Ranganathan. In other terms, the kinds of complexities pertain to—irregularity in volume—number, irregularity in publication, transform of title and sponsor, amalgamation, splitting, supplement, etc. These vagaries not only make troubles to the cataloguer but also break the back of the Periodical Part which is entrusted with the task of acquiring periodicals. In addition, if the non-receipt of a scrupulous issue is not brought to the notice of the publisher, the chances of the library receiving it later are rather slim.

A brief account of dissimilar kinds of periodicals and sources of information helpful in structure a periodical collection are discussed in Elements 5 and 6 respectively.

**Definition**

A periodical is defined since "a publication issued in successive sections generally at regular intervals and since a rule designed to be sustained indefinitely" through A.L.A. Glossary of Library Words. On the other hand, Ranganathan defines a periodical publication since a Conventional Document of Kind 1 with the following attributes:

- A volume, or a small group of volumes of it, is designed to be published or completed normally once in a year, however irregularity in interval is not ruled out.
- Each successive volume, or periodical group of volumes, is generally distinguished through the year of publication and/or through a number belonging to organization of easy or intricate ordinal number. Such a number is generally described the Volume Number.
- The intention may be to continue the publication of the volumes for ever, however not actually be accepted out,
- The intention may be to continue the similar title in all the volumes, however this may not actually be accepted out.

On the other hand, ISO Average 3297 defines a serial since "a publication in printed form or not issued in successive sections generally having numerical or chronological designations and designed to be sustained indefinitely" Therefore, the word serial encompasses an very wide range of material including journals / periodicals, newsletters, newspapers, technological and research re-ports, yearbooks and annuals, and national and international government publications.
In modern times, it is necessary for the collection manager or librarian to be prepared to trade with periodical / serial literature published in a diversity of physical formats in addition to the traditional print on paper. For instance, microfilm and microfiche have, for many years, been popular serial formats. A significant development in recent years is the rising number of periodicals / serials accessible in electronic formats, either since full text on-line databases or on CD-ROM. CD-ROM is a particularly useful format for indexing and abstracting services, and the number of indexing and abstracting journals on CD-ROM is rising. Core titles such since Biological abstracts, Index medics, Science Citation Index, ERIC databases are widely available, sometimes from many dissimilar publishes.

Whatever may be the format, the behaviors of the Periodicals Department contain those pertaining to selection, ordering and receipt of periodicals / serials.

In this context, the following set of objectives for a periodicals / serials department would be useful:

- To ensure that the periodicals/serials collection is, and remnants, relevant to require s of the user society.
- To ensure prompt and uninterrupted receipt of issues through careful budgeting, regular updating and maintenance through financial manage organizations, timely payment of invoices, claiming sections not received and secure liaison with suppliers.
- To conserve and preserve material through binding and other conservation processes
- To facilitate access to up-to-date information in relation to the range, scope and location of material within the collection, etc.

**Periodicals Selection**

You have seen that acquisition job comprises three separate stages of behaviors. Periodicals selection is the fist stage. The selection of periodicals for subscription, swap or since gift is a significant function of the library. This procedure is harder than book selection. While in the latter case, selection pertains to only one volume, selection of periodicals covers all the successive volumes to be published. Due to this standing commitment, great ewe should be exercised in periodicals selection. This involves two characteristics, namely, scheduling and process.

**Scheduling**

Scheduling is a task or action that is required on a continuous foundation for the management of all behaviors in an organization, including libraries and information organizations. It is ʿ...deciding in advance what to do, how to do it, when to do it and who is to do it ….it is an intellectually challenging procedure and needs the conscious determination of courses of action and the basing of decisions on purpose, knowledge, and measured estimates”.
The selection of periodicals through the library depends on the following factors:

- Scope of the library
- Requires/demands of the users
- Requires of the collection—including availability / accessibility in organization, secure to the library
- Personnel, their knowledge and ability
  Financial possessions accessible

We can look at below these characteristics of scheduling under four heads, namely:

- Ascertaining demand
- Acquiring sources
- Allocating funds
- Arranging personnel

**Selection Process**

There can be two sets of operations in the selection of periodicals: those relating to continuing titles, and those relating to new titles.

**Continuing Titles**

Every library will have a set of periodicals that are currently received. The subscriptions for them have to be renewed every year. The process involved in this renewal job can be outlined since follows:

- Preparing be current list
- Reviewing the current list
- Consulting the cooperating libraries
- Reviewing the financial location
- Selecting items for deletion
- Consulting the experts, and
- obtaining sanction

A complete list of currently received periodicals should be made with the new subscription amounts payable against each title. This list necessity then is subjected to a review through examining the desirability of continuing each thing. Such a review and revision of the list will become necessary due to many reasons, like the unworthiness of sure periodicals, the appearance of new and more worthy publications, the transform in the necessities of the clientele, or inadequacy of funds. Although deletion of items once taken is an unhealthy practice, deletion would become unavoidable in sure conditions. At be similar time it necessity be remembered that periodicals have a permanent value. Even if a temporary decline in value can be establish in the case of a scrupulous periodical, it is more prudent to continue the title than cancel it. Collection
structure with regard to periodicals is a job that needs great forethought. Frequent deletions from current lists only indicate lack of this fore idea in the original selection. There may be occasions when a cooperating library in the neighborhood also is subscribing to the similar journal. In such a case; an understanding should be arrived at flanked by the two libraries to avoid duplication. Deletions effected through such arrangements can be replaced through new titles. In any case, necessary consultation with subject experts is a pre-requisite in finalizing the list. The final list is then presented to the sanctioning power for sanction. The list is then ready for ordering.

New Additions

The process in the selection of new titles can be outlined since follows:

- Suggestions from experts
- Preliminary checking
- Details composed from sources
- Enquiries from publishers
- Fund
- Consulting experts, and
- Obtaining sanction

Since and when specific titles of probable interest to the library are brought to notice, their particulars are taken note of. The library comes to know in relation to the titles from several sources like announcements and advertisements, deal journals, entries in national bibliographies, suggestions from readers or indents from departments. These items are then subjected to a preliminary checking with the current list, and items accessible already in it are scored off. Complete details concerning the remaining items are composed from periodical directories or union catalogues. The correct title, name of be sponsor, if any, name and address of the publishers, periodicity, and subscription rate are the minimum details to be taken note of in each case. In the case of newly published journals, such details may not be established in published sources. Hence, enquiries have to be made from the publishers directly. Selection of periodicals will be more effective if specimen copies are accessible. Extremely often, specimen copies of new periodicals can be acquired from publishers free of cost. In few cases, specimen copies have to be paid for, or returned after examination. The next step in selection is ascertaining the financial location and ensuring that there is sufficient money to pay for the new selections. Proposals for new additions have to be adjusted within the funds accessible. The experts are then consulted for their approval of each thing proposed. The approved items are then presented to the sanctioning power and the final sanction is obtained for ordering.
Periodicals Procurement

We have dealt with the selection of periodicals. Logically, the next step is procurement of the selected periodicals.

Scheduling

Procurement has to be intended with due regard to matters like dissimilar means of procurement, preparations and arrangement for ordering, like the choice of the way of ordering, and in case of the agency way, the turns and circumstances of supply.

Means of Procurement

Since in the case of books, the means for procurement of periodicals are the following:

- Gifts/donations
- Swap
- Institutional membership
- Deposits
- Purchase

Except for the fifth one, these means are general to books and periodicals.

Acquisition Through Gifts

Gifts constitute a significant source for the acquisition of periodicals in the library. For instance, many communities send their periodicals/publications to the library free of cost for the sake of publicity. Few publications also supply few of their periodicals for few time to create the libraries subscribe to them at a later date. Though, the indiscriminate acceptance of gifts may make administrative troubles pertaining to storage, processing, maintenance, cost, etc. Hence they should be carried with much care after ascertaining their usefulness to the users of the library concerned.

Acquisition Through Swap

Acquisition of periodicals through swaps another mechanism through which Collection Development can take lay. The two commonest shapes of swap are on a piece-for-piece foundation or on a value-for-value foundation. While in the former way a publication has to be sent in swap for another publication irrespective of its cost, in the latter the swap is based on the casts of the publications sheltered through the swap connection, The former has he advantage of not requiring much accounting provided that a reasonable and appropriate thing is sent or received in exchange. If the value of the thing received is uncertain it may be advisable to insist on a closer degree of excellencies respect of the materials sent.

Smithsonian Institution, USA, offers for instance the swap of their publications with those interested institutions of several countries. Likewise, there is a swap mechanism flanked by
DRTC and IASLIC for swap of serials/publications. Possibly, swap agreements flanked by organizations concerned is a necessary prerequisite for a successful swap program.

**Institutional Membership**

Institutional membership is another potential resource of structure up a periodical/serial collection. Learned communities usually publish one or more regular publications to communicate their behaviors, programs and attainments to their members frequently. Hence, the library will do well to enlist itself since a member of learned communities and therefore will be able to receive the periodical publications either free of cost or at confessional prices.

**Acquisition through Purchase**

Two dissimilar methods are accessible for ordering of periodicals. They are the direct subscription way and the agency way. In the former case, the library spaces orders directly with the publishers of each periodical. In the latter case, the order is placed with an agent who acts since the intermediary flanked by the library and the publishers. Each of these has its own merits and demerits.

**Direct Subscription Way**

There are many reasons why libraries resort to direct ordering of periodicals with the publisher.

- It is speedier than channelizing orders through mediators.
- It is more economical as the library will not have to pay service charges to mediators. In few cases, the publishers may even offer stimulus discounts to libraries. The mediators do not offer such benefits.
- It is more efficient as the periodicals are more promptly delivered to the library through the publishers than the agent. Mistakes in supply, if any, when pointed out, are immediately rectified through the publishers.
- It is less risky and safer to pay advance subscription to the publishers than entrusting large amounts to the agent.
- There are few publishers who may not be willing to job through mediators unless the agent in question has recognized business connections with the publishers.
- Many government and institutional publications are accessible only since gift or for extra-transform. Mediators do not trade with these categories of publications.

Against the advantages, little point out that direct subscription is more troublesome for libraries because of the administrative job involved in corresponding individually with the publishers in every case of ordering, reminder, mistake in supply, and resolution of claims concerning missing numbers. Further it is pointed out that the expenses of postage in the case of foreign periodicals will job out extremely high. Notwithstanding these evens costs in management and postage, direct subscription ensures prompt and efficient service.
Agency Way

The alternative to direct ordering with publishers is to acquire the periodicals through a duly appointed subscription agent. A subscription agent is a person or firm acting since a liaison flanked by the subscribing library and the publishers. Such an agent may also be described a vendor or a dealer. The advantages of acquiring periodicals through mediators are:

- Much paper job on accounting through the library can be avoided as orders are placed in bulk and payment is effected against consolidated bills of the agent.
- Mediators are more well-known with the peculiarities of individual publishers than the library, and they can act accordingly.

There are also disadvantages:

- Few argue from experience that many mediators do not honor the contractual agreements entered into flanked by themselves and the libraries,
- Periodicals received through mediators become more expensive for the library since they take handling charges, and do not allow the library the benefits of confessional prices or discounts allowed through publishers.
- There can be few time gap flanked by the termination of one contract and the making of another. Since a consequence, timely renewal of subscription cannot be affected and the library is discovered to the risk of broken files.
- Few mediators may not remit the subscription to the publishers in time although they have composed the amount from the library. The publishers will resume supply of the journals only after payments are effected. Here again, there is the risk of partial volumes.

Though, these disadvantages can be remedied to a considerable extent if proper care is taken in the appointment of the agent. Prompt, regular and reliable service should be the chief criterion in the choice of the agent. There are mediators with a good reputation and publishers are happy to trade with such mediators. So, the choice of the agent is the crucial factor in the agency way of periodicals' procurement.

Words and Circumstances of Supply

In case the library decides to appoint an agent for the supply of periodicals, there are dissimilar ways of choosing an agent, like inviting competitive quotations, or negotiating with reputed mediators. In either case the words and circumstances of supply have to be mutually agreed upon. Here since suggested, look at these words and circumstances since well since the other points for consideration in the appointment of an agent.

The following characteristics may be sheltered through the words and circumstances of supply:

- Deal discounts admissible
- Handling charges payable
Conversion rates of foreign currencies
Post-free supply of journals
Supply of title pages, contents pages and indexes of completed volumes
Supply of supplements, if any and
Guarantee for the replacement of missing numbers or for refund of the cost of such numbers.

The library intending to appoint an agent should have prepared an account of requires, including the list of periodicals, the era of subscription, etc. Quotations are invited and received on the foundation of these requires. The library necessity gathers reliable information in relation to the financial soundness of the mediators, their reliability and promptness in relations, etc. Enquiries with other libraries in this regard are helpful. Further, the appointment of the agent should approach into effect before the era of expiry of the subscriptions already paid. Since many subscriptions expire at the end of the calendar year, the appointment of the new agent should become effective throughout the months of September-October every year providing an enough periphery of time for renewal of subscriptions before the beginning of the new year.

Few mediators, so, may be offering a flat discount rate on the bills. Mediators generally take handling charges which may modify froth 5 per cent to 20 per cent of the subscription cost. Conversion rates can become arbitrary. Postage, if payable will be extremely high in the case of foreign journals, The agent has to under-take the supply of periodicals postage-free to the library. He should also undertake to effect Prompt delivery of the issues. But, since losses in transit are bound to happen, it is the responsibility of the library to take immediate action through notifying the agent. The agent in turn is bound to get in touch with the publisher immediately and arrange for the replacement of the missing issues. Any delay in notifying the agent, or his acting upon it, can lead to non-replacement of tile missing numbers as periodicals are usually published in limited numbers only. Irreplaceable cases lead to partial files which become an irreparable loss to the library. Though, if all attempts at replacement fail, the agent should agree to refund at least the cost of the missing numbers. Another significant point is the supply of the final part of every completed volume of a periodical including the title page, the contents pages and the indexes. Since these are likely to be sent only after the last issue is sent, special care should be taken to ensure their receipt. The agent should also take the responsibility for the supply of the supplements brought out through each periodical. The words and circumstances should form section of the agreement executed flanked by the library and the agent.

Ordering Process

We have discussed the process until the selection is finalized and the lists and the cards are forwarded to the Procurement Part for placing orders.

Ordering processes relates to two levels:
• Pre-ordering job
• Order placing job

**Occupation Analysis**

Therefore, the distinctive job of the Periodicals Part is to be intended with reference to the following factors, according to Ranganathan:

• Standing vendors
• Current volumes
• Block volumes

**Troubles in Acquisition of Periodicals**

Periodicals' acquisition job is beset with many troubles and difficulties: There are troubles in the selection, ordering and receipt of periodicals. Troubles in selection arise out of:

• The rising number and diversity of periodicals
• The rising cost of periodicals
• The recurring financial commitment in the selection of a periodicals, and
• The vagaries of periodicals themselves.

Troubles in ordering periodicals arise from:

• The scattered situation of publishers
• The difficulties with regional suppliers
• require to pay subscriptions in advance, and
• The involvement of foreign exchange.

Troubles in getting periodicals are:

• The delay in supply
• The chances for losses in transit, and
• The difficulties in receiving replacements for non-received issues.

**Periodicals Getting Job**

The job of getting periodicals is possibly the mainly hard action in the Periodicals Department. It needs thoughtful scheduling and systematic routines and processes.

**Scheduling**

Scheduling for the job of getting periodicals has to do most with the methods for ensuring the prompt receipt and recording of the periodicals. The methods of recording adopted not only should explanation for the periodicals subscribed to and received, but also should alert the library
in relation to non-receipt of any thing after its expected date. It necessity enable the discovery of the non-receipts therefore that follow-up actions like sending reminders and claiming replacements can be done since a regular routine. The organization necessity also helps in settling claims for non-supply and in avoiding overpayment. Though, there are dissimilar methods in exploit in the middle of libraries, the mainly general being:

- The Ledger Organization
- The Card Organization
- The Three Card Organization, and
- The Kardex

**Process**

Periodical Getting job consists of three kinds of jobs—immediate, daily and weekly. The immediate occupation pertains to getting periodicals that approach in the form of VP packets, and return of wrongly delivered packets.

- Wrapper examining
- Sorting of packets into appropriate clusters
- Current issue collating
- Current issues alphabetizing—Alphabetizing the collated current issues in each group
- Current issue registering
- Current issue cutting and stamping

**Loose Issue Shelving Job**

Loose issue shelving job involves arranging the new issues of periodicals registered in a classified sequence followed through displaying them on the display table/rack. Since and when new issues are displayed, the old issues are shelved.

It may be stated that acquisition of periodicals directly from publishers is more satisfactory and preferable to receiving them through regional mediators in spite of the additional job and, possibly, cost involved. This is because one can be certain of having complete volumes of periodicals subscribed. Here, it is assumed that the library staff would be more efficient than the regional mediators in ensuring receipt of all issues of all periodicals.

**Periodicals Servicing Job**

This includes the jobs linked with facilitating the maximum exploit of current periodicals. Libraries adopt dissimilar methods to ensure the exploit of current periodicals. All libraries, for instance, have the practice of displaying the latest issues of periodicals since and when they are received and registered. Few libraries circulate the issues in the middle of its specialist clientele. Many research and special libraries have the practice of bringing out current awareness bulletins in several shapes based on the recent issues of periodicals. Exploit being the end-product of the
operations in the Periodicals Department; it has to be promoted in all possible ways. Otherwise, the money and power spent on periodicals' acquisition will go waste.

**Records, Shapes and Registers**

The principal records to be maintained in the Periodicals Department are those concerned with the payment of subscriptions and the receipt and registration of the current issues.

The job in the department has an enough scope for the exploit of several shapes and stationery. These have to be evolved from experience according to requirements of the individual library. Likewise, letters inviting quotations and invoices, letters asking for clarifications and further information, letters of reminder, etc, can be standardized and printed shapes can be used to save time and money.

**Job Diary**

The Periodicals Department has to maintain a Job Diary which necessity is on a daily foundation through noting down all quantifiable works completed, like—

- The number of periodicals received
- The number of periodicals registered
- The number of items collated
- The number of items stamped
- The number of items displayed
- The number of wrong periodicals returned
- The number of reminders sent, etc.

**ACQUISITION PROCEDURES: BOOKS AND NON-BOOK MATERIAL**

**Acquisition Department**

Libraries are organized into elements/departments/parts based on the functions that they are expected to perform. Acquisition Department (=AD) is one in the middle of them and is concerned with several behaviors relating to collection development. Its objective is to build up information possessions in conventionality with the objectives of the parent institution on the one hand, and that which is appropriate to the differential information necessities of the dissimilar users on the other. It involves the procedures of selection, procurement and accessioning of documents.

**Selection Needs**

- A Selection Policy
- Selection Aids and Apparatus which will help in selection and verification.
Specification of a Selection Procedure

**Acquisition/Procurement Needs**

In cases where no outright procurement is intended or possible processes for access to sources, e.g., receiving on loan, photocopying pertinent parts, receiving permission to exploit them in another information centre/organization, etc., have to be set.

**Accessioning Needs**

Specification of processes for taking all the books and documents acquired to be added to the stock of the library which involves the assignment of a serial number described Accession Number and, if applicable, a Donation Number. Every thing and its bibliographic details therefore, entered in the Accession Register. Therefore, these three successive levels of operations—selection; procurement and accessioning—correspond to the three parts of the Acquisition Department. The collection of a library, since you know, can include several kinds of documents. Few libraries may have a special preference for specific kinds of documents. Though, in mainly libraries books form the major section of the collection. It is, so, usual to refer to the behaviors in AD since book selection, book ordering and book accessioning respectively. Nevertheless, it may be noted that acquisition of all kinds of documents comes within the scope of AD. Though, there is one exception. Instead it is done through the Periodicals Department. AD has to trade with periodicals and newspapers only when they are received since bound volumes. AD has an extremely crucial lay in the overall organization of a library. Its importance lies in the information that collection is the vital factor in the usefulness of a library and that collection development is primarily the task of this department. AD, so, necessity organize tile possessions made accessible to it in such a method since to facilitate the structure lip of the collection in the mainly efficient and economic method. The fulfillment of this task involves all the vital units and sound principles of scientific management.

**Document Selection**

You have seen that acquisition job comprises three separate stages of behaviors. Document selection is the first stage. There are two characteristics in document selection, namely, scheduling and process.

**Scheduling**

Scheduling here relates to the several preparations and arrangements you have to create to carry out the process efficiently. Book selection is conditioned through three factors: demand, supply and fund. Scheduling, so, necessity be most concerned with these factors. Demand and supply necessity be recognized, and fund secured. Further; men and materials required for the job require to be arranged. Echoing same views, Ranganathan suggest that the distinctive job of
Document Selection is to be intended with reference to the following four factors: Sources, Selection, Indent and Fund. We shall look at below these characteristics of scheduling under four heads, namely:

- Ascertaining demand
- Finding possessions
- Allocating funds
- Arranging personnel.

**Ascertaining Demand**

As, demand is a vital factor in selection you have to develop an organization for ascertaining the demand- Demand comprises both expressed wants and unexpressed wants and unexpressed requires of readers. Likewise, requires of both actual and potential readers should be taken into consideration.

Possibly, the following sources can be made use of in ascertaining demand:

- Statistics relating to books circulated from, and consulted in the library;
- Suggestions from library staff working in the service departments;
- Suggestions from readers;
- Indents from subject experts or departments;
- Findings of user require survey mannered;
- Syllabi and prospectuses of courses of studies; and
- Profiles of researchers.

Demands have to be assessed in terms of their volume, value and diversity. The final rating of the demand should conform with the selection policy of the library. Each library ought to have its own broad selection policy. Few libraries even have a written report of this policy. In either case, the policy is the vital guideline in selection of documents.

**Finding Possessions**

Since said earlier, supply is another vital factor. Supply means availability of documents for acquisition. Information concerning supply can be composed in the form of several selection sources or apparatus. The library will be frequently getting several source materials. If not, they have to be acquired. A good source collection may include the following:

- Deal catalogues issued through individual publishers and booksellers
- Book deal journals
- Previews and announcements issued through publishers
- Book reviews appearing in newspapers and journals
- Book reviewing journals
- Book selection lists brought out through competent bodies
- List of textbooks prescribed for several courses of studies
- Published catalogues of book exhibitions
- Published catalogues of significant libraries
- Subject bibliographies and subject guides to selection
- National bibliographies
- Comprehensive retrospective bibliographies like Books in Print
- Catalogues of second-hand booksellers

The sources have to be sorted and stored for convenient exploit. Updating of the sources and weeding out of old ones should be done on a regular foundation.

**Allocating Funds**

Fund is the mainly significant factor in document selection. Proper scheduling of fund is vital to good acquisition job. Every library works according to its budget. The total budget of the library will contain a distinct provision for books. This amount will have to be apportioned in the middle of three heads, namely books, periodicals, and binding. This amount therefore set separately for books is the budget placed at the disposal of the Acquisition Department. This amount has to be used for purchase of books and other kinds of documents except for current periodicals. For the balanced development of the collection, the books budget should be allocated in the middle of dissimilar subjects and categories. This budget allocation is done through the library power or its delegated body like the Book Selection Committee. The librarian and the acquisition staff are also involved in this procedure as they are the people to give the information required for budget allocation to the authorities. Such information may relate to an actual and the potential requires of the clientele, the current and future programs of the parent organizations, the strength and weakness of the existing collection, the price range of publications in scrupulous subjects, etc. These and other kinds of information can also be used through the library to obtain enhanced budget provisions. Though, once the allocation is finalized, acquisition job has to conform to the financial discipline dictated through it.

**Arranging Personnel**

Scheduling for document selection should also cover the personnel or human factor. The people involved in the selection procedure are the librarian, the acquisition staff, the subject experts and the library power or selection committee. The ultimate responsibility for book selection rests with the librarian. The acquisition staff is there to help him. But, neither the librarian nor his staff is experts in all the dissimilar subjects. So, it becomes necessary to take help from subject specialists. The selection committee may or may not be collected of subject experts. Nevertheless, committee level decisions have the advantage of being more democratic and participatory. You necessity keep in mind that document selection is not a one man occupation. It should be the outcome of good team job. So, you necessity be extremely prudent in
choosing the members of this team. This applies to both the acquisition staff and the subject experts. You require maintaining a panel of subject experts who will be willing to participate in the selection procedure through giving objective opinions and advice.

**Occupation Analysis**

The job of Document Selection relating to the factors consists of the following items:

- **Sources:**
  9. Sources for acquiring job
  10. Sources for arranging job

- **Selection:**
  11. Document Selection job
  12. Document Selection carding job
  13. Document Selection consultation job

- **Indents:**
  14. Indents scrutinizing job
  15. Indents passing job

- **Fund:**
  16. Allotment job
  17. Allotment watching job

In turn, each of the items consists of jobs which may be hourly, daily, weekly, fortnightly, monthly, etc. Details concerning each of the jobs are dealt with in Ranganathan's magnum opus *Library Management*. It would be motivating to note that he has not only given a Table of Correlation showing the jobs that bring the document selection part into get in touch with other parts, but also has given an Illustrative Time Scheme for the dissimilar jobs.

**Process**

The actual procedure of document selection may be initiated in dissimilar ways. The acquisition staff takes note of the desirable items and presents them to the subject experts for approval. Alternatively the subject experts themselves or the subject departments may create indents for items they recommend. In both instances, the acquisition staff is responsible for the routine jobs linked with selection. It is their duty to collect, complete and correct information on the documents. Therefore also it is their risk to allow all unnecessary and unintentional duplications. So, adequate care should be taken to ensure that the items selected are not already accessible in the library. An acceptable selection process can be outlined since follows:

**Scanning**

All the currently received sources should be scanned frequently. Old sources should be scanned only for specific requires. Items establish desirable may be ticked off in the sources:
Your knowledge in relation to the existing collection and in relation to the items already selected or ordered will help you in avoiding duplication at this level. If necessary, the marked items may be forwarded to the librarian and his concurrence obtained.

**Scrutiny**

The purpose of scrutiny is to rule out the possibilities of unnecessary duplication. This is done through checking the marked items with the following:

- Items selected earlier, through checking the "Books Selected" card tray;
- Items ordered already, through checking the "Books-on-Order" card tray;
- Items already received, through checking the "Books Received" card tray and the "Book-in-Procedure" card tray;
- Items accessible in the library, through checking the catalogue.

Only such items which are cleared after the scrutiny are retained with tick spots. Others are scored out. Now you have completed the provisional selection level.

**Recording**

The purpose of recording is to create complete data accessible on each of the provisionally selected documents. The element record can be a standardized selection card of the mass 5” x 3” with suitable columns printed. The following are the essential data units to be sheltered through a selection card:

- Broad subject name or class number.
- Full names(s) of author(s).
- Full title with sub-title, if any.
- Edition number, if any.
- Imprint.
- Series name, if any.
- Collation, like number of pages, kind of binding, etc., and mass.
- ISBN, if any.
- Price.

There are also few desirable units, to be incorporated, like

- Reference to source/indent/suggestion
- Name of the subject expert granting approval
- Order number and date
- Name of the vendor with whom ordered
- Number of copies ordered
- Date of supply
- Bill number and date
All the essential information may not be established initially. You will have to exploit suitable bibliographical apparatus and complete the columns in the selection card since distant since possible. The desirable information is provided for in the cards as they would explain the workflow concerning each thing. The selection cards since prepared are then sorted out and arranged according to subjects or class numbers since the case may be, and filed in a card tray labeled since "Books Selected".

**Consulting**

Consulting job can be done at prescribed intervals or since and when needed for placing an urgent order. For this purpose, subject lists are typed out from the cards in the "Books Selected" tray. Each list should be forwarded to the concerned subject expert with the request that he should return the list after considering everything and making his specific recommendation since to whether "approved", "rejected" or "deferred". Once the list is received back from the expert, you necessity carry forward the recommendations to the respective cards. Cards relating to the "rejected" items necessity first of all be removed and disposed of Cards of the "approved" items necessity be duly noted and removed to another tray labeled since "Books Approved". Cards belonging to the "deferred" items may be apart kept in another tray labeled since "Books Deferred". These items can be presented again to the experts whenever it becomes necessary.

**Indents Passing**

Since and when indents are received from experts or departments they necessity be subjected to the similar procedure of scrutiny. Items establish already accessible in the library or on order should be scored out unless additional copies are recommended. Clarification on this point can be sought from the indenter.

After scrutiny, the indent has to be coated. For this, the price of each thing should be ascertained from proper sources and the total value involved estimated. The indenter should then be informed of the financial location through an Indent Noting Form. The following details should be incorporated in the Indent Noting Form:

- Number of items recommended
- Number of items already accessible or on order
- Number of items recommended for additional copies
- Estimated cost of items neither accessible nor on order
- Estimated cost of items to be duplicated
- Total estimated cost
Total allotment for the subject/department
Amount already appropriated
Balance amount accessible
Remarks, if any.

In the light of the financial statement, the indenter would be making appropriate adjustments in the items designed or reconfirm the indent.

Sanction Obtaining

Book selection becomes final only when the formal sanction is obtained from the librarian or any other sanctioning power. For this purpose, distinct lists have to be typed out from subjects or categories of documents since per the classification in the budget allocation. Necessary financial statement also should be prepared to accompany the lists, including the total estimated cost, total allotment in each case, amount already appropriated, and balance budget accessible. Sanction is obtained for each list. If any alteration or deletion is made in the list the similar should be entered 'in the respective cards also.

Document Procurement

Once selection is finalized the library has to proceed with the procurement of documents.

Scheduling

Procurement has to be intended with due regard to matters like dissimilar means of procurement, preparations and arrangement for ordering, like the choice of the supplier and the words and circumstances of supply, the dissimilar kinds of orders to be placed, etc.

Means of Procurement

Books and other documents can be acquired through five separate methods. They are:

- Gifts/donations
- Exchanges
- Purchase
- Institutional membership
- Deposit organization

As, lie library can have unlimited funds for acquisition of reading materials suitable to the users' requires, it is suggested that a library procure documents by all the methods, the preferred sequence being gifts, swap and purchase.

Acquisition through Gifts/Donations

Gifts and donations constitute a significant source acquisition of reading materials in a library. Many a library has benefited enormously through accepting gifts and donations. Possibly, it is a good practice to solicit gifts and donations. Though, one necessity is careful in accepting
them since it may cause administrative troubles involving the process of acceptance, technological processing, placement, and maintenance. In addition, cost of maintenance should be measured before accepting gifts.

Usually, individuals bequeath their personal collections. While few may not put circumstances, others do. For instance, they may insist that all documents should be carried and also that they should be placed since a special collection. This may not be acceptable to the library concerned due to:

- Irrelevance of few documents to the subjects of interest of the institution.
- Difficulty in maintaining since a distinct collection since merging with the common collection is more helpful.
- Legroom thoughts.
- Financial thoughts, like cost of maintenance, etc.

Therefore, the librarian should create it clear to the donor, right at the beginning, that he is willing to accept the gift collection only and only if he is given a free hand to take decisions—of integrating into the common collection, discarding, exchanging, etc.,—concerning its exploit or otherwise. Hence, it is suggested that every library should formulate a policy concerning acceptance or rejection of gifts.

In addition to personal collections, there are unprimed publications distributed free through many agencies. These also approach under the category of gifts. Hence, it is necessary that the librarian be vigilant sufficient to observe and request for such publications. To ensure that he does not miss such announcements, the librarian should write requesting that the name of his institution be put on the mailing list of these agencies.

Few libraries are indicates since Deposit Centers and receive free copies of publications brought out through Governmental and non-governmental institutions. Karnataka University Library is a Deposit Centre for U.N. Publications. Under provisions of the copyright Act or the Delivery of Books and Newspapers Act, 1956, few national and state level libraries receive free copies of all publications originating in India.

*Acquisition through Swap*

Acquisition through swap is another mechanism through which Collection Development can take lay. Of course, it goes without saying that the library should have material that can be exchanged. The United State Book Exchanges recognized in 1948 acts since a pool for participating libraries who want to dispose of their duplicate materials of value to get in return other materials which they do not possess. Other examples of institutions facilitating swap are Medical Library Association, American Association of Law Libraries, American Theological Library Association and UNESCO's Library Division. Since a mater of information, the UNESCO Bulletin for Libraries used to have a part listing the materials accessible on a swap foundation from foreign libraries.
Acquisition through Purchase

As the library cannot build its collection purely on the foundation of gifts and exchanges, acquisition through purchase becomes inevitable. But no library can purchase all relevant documents owing to limitation of financial possessions. So, it becomes necessary to create a judicious selection of all documents measured relevant to the library before purchasing them. It is here that Ranganathan's Five Laws of Library Science and Principles of Book Selection approach in handy. It is assumed here that the librarian has acquired the necessary knowledge and ability to select the best documents for the library concerned.

In regard to acquisition through purchase, a number of methods are followed through libraries. They are:

- Tender organization
- Quotation way
- Direct ordering with publishers
- Standing vendor way
- Dealer Library Plan (DLP)
- Standing order
- Books-on-approval
- Open purchases

Institutional Membership

Institutional membership is another potential resource in collecting documents. The library may enlist itself since member of learned communities and organizations who publish useful materials. Often the membership subscription may cover the right to receive their publications either free of cost or at confession prices.

Deposit Organization

The deposit organization entitles few specially indicates libraries to receive free copies of the publications brought out through governments, national and international institutions, etc. There are many university libraries and state central libraries enjoying these benefits. There are also the national and state legal libraries indicates to receive free copies of all publications originated in India, either under the provisions of the Copyright Act or the Delivery of Books and Newspapers Act, 1956. In all these cases the recipient library should be continuously on the alert in relation to the new titles and their timely receipt.

Words and Circumstances of Supply

The choice of the supplier is most governed through thoughts of the maximum advantage to the library. Three major items are there in the words of supply, namely,

- Deal discounts
- Conversion rates of currencies, and
Other circumstances of supply

**Kinds of Order**

Book ordering practices cannot be the similar in all cases. There are:

- Specific Orders
- Blanket Orders
- Standing Orders
- Pre-paid Orders

The large bulk of ordering is for specific items. But others may require a dissimilar treatment. Sometimes blanket orders may have to be placed to ensure that no new thing published in a dedicated subject region is missed through the library. Likewise, standing orders will be needed for the supply of all items belonging to a chosen publisher's series, or for getting an unbroken set of multivolume books, or a book published in installments, or books like annuals and year-books. There are also items needing pre-paid orders. Government publications, subscription books and books supplied on pre-publication orders fall in this category.

**Ordering Process**

We have described the process until the selection is finalized and the lists and the cards are forwarded to the Procurement Part for placing orders. What follows in this part is the process relating to ordering the selected items. Ordering process relates to three levels:

- Pre-ordering job
- Order placing job
- Supply getting job

**Occupation Analysis**

Therefore, the distinctive job of the Book Order Part is to be intended with reference to the following factors:

- Standing vendors
- Enquiries and quotations for rare individual books
- Ordinary Books
- Standing order books—Series books, Multi–volume books, Installment books, Subscription books.
- Gift books.

**Troubles in Acquisition**

Acquisition job is not a simple task. It has got its own troubles. Few are general to libraries everywhere while few are peculiar to India. Major troubles are brought out in this part therefore that you can be prepared to face them. They are:
- Conflicting factors of demand, supply and fund;
- The situation created through distant-off book markets;
- The difficulties in dealing with regional book suppliers;
- The troubles relating to foreign publications;
- The special troubles regarding Indian publications;
- Publications needing pre-paid orders; and
- The question of out-of-print and unusual books.

**Document Accessioning**

All the books and documents received in the library are taken into its stock through a procedure described Accessioning which involves the assignment of a serial number described Accession Number. In the case of books donated, they are assigned a Donation Number in addition to the Accession Number. When loose issues of periodicals are bound into a volume, they are given accession numbers. While in few institutions the accession numbers are given to documents after technological processing, in others is done first. Once an accession number is assigned, it is deemed to be the property of the library.

**Scheduling**

Many believe that accessioning is a mechanical procedure and simple to perform. On the contrary, it needs much experience and judgment.

**Definition of "Volume"**

Economy in the cost of binding reduction in the number of undersized volumes hard to handle, require for splitting in excess of dense and composite books that may admit of such treatment and many other thoughts stand in the method of counting every volume that arrives in the library since a distinct book for accessioning solely on the foundation that they were stitched or cased and issued apart through the publisher. Hence, one needs a good trade of judgment in deciding what constitutes a volume for the purpose of assigning a single accession number.

**Periodical Publications**

Periodical publications present a series of complications like dissimilar sequences of pagination and the subsistence of more than one title page in the similar volume. In such situations, the question arises since to whether the volume should be distinct since per the title pages and each section accessioned and bound apart.
Factors in Scheduling

All books and documents received in the library are taken into the stock of the library through a procedure described accessioning. These are received into the library through four separate streams or paths:

- Documents acquired through the Book Order Part
- Documents acquired through the Periodical Part
- Documents received since Unsolicited Gifts
- Documents received on Exchange.

So, the distinctive job of the Accession Part is to be intended with reference to the following factors:

- Ordered books;
- Accession; and
- Unsolicited Gift books.

Accession Register

The vital question involved in accessioning job is the choice of the Accession Register. The Accession Register is the vital record in the library in relation to each document forming section of its collection. The common practice in libraries is to have a single register in which all kinds of documents whether purchased or received since gift or on swap or since deposit are entered. But few libraries have the practice of by distinct accession registers for gifts and for deposited items still another practice is to have the accession list in card form. In this case, the card used at the level of book selection will be converted into the accession card and filed in the accession number sequence and kept under safe custody.

Occupation Analysis

The job of the Accession Part in relation to the factors consists of the following items:

- Ordered Books:
  18. Supply Scrutiny Job
  19. Wrong Supply Job
  20. Bill Passing Job

- Accession:
  21. Collating Job
  22. Transmission Job
  23. Accessioning Job

- Unsolicited Gift Books:
  24. Gift Accepting
  25. Donation Card Script
26. Donation Acknowledging

**Accession Process**

The following jobs are involved in accessioning:

- Arranging the bills and the books in a similarity sequence
- Entering details in the Accession Register
- Script the Accession Number on each book
- Certifying the bills
- Transmitting the bills for passing job
- Transmitting the books for processing
- Noting and filing the cards.

Documents are entered in the Accession Register date-wise according to their receipt in the library. All purchased books are entered in the order of the bills. For this purpose, the bills have to be first arranged in the ascending order of their dates. Books sheltered through each bill then have to be arranged and kept in the order in which they are listed in the bill. Book after book and bill after bill are then entered in the Accession Register keeping the Accession Numbering running continuously. The Accession Number receiving assigned to each document entered in the Accession Register will be a unique number which can identify that document. The Accession Number is then written legibly on the verso of the title page of the book and, if necessary, on a clue page. The similar number is then noted in the bill against the thing. After entering all the items sheltered through one bill a certificate necessity is famished on the bill which should read since follows:

- Certified that all the books since per the bill have been duly entered in the Accession Register vide numbers from.............to...........

The bills relating to the books accessioned are then handed in excess of for Bill Passing Job while the books are sent to the Technological Department for processing. The cards belonging to them, after noting the date of accessioning and the Accession Numbers, are filed in a method labeled since "Books-in-Procedure".

**Passing of Bills**

The several jobs involved in the Bill Passing Job are:

- Checking
- Certifying
- Passing
- Transmitting

A, serious risk involved in Bill Passing Job is either double payment or in excess of payment. Enough caution should be exercised to avoid both. Every bill should be cautiously
scrutinized through checking the calculations and totals, the conversion rates, and the deal discounts provided. When verified and establish correct a certificate to that effect should be famished on each bill. This should read since:

- "Certified that the net published prices at the approved rates of conversion have been charged, and agreed rates of discounts have been allowed."

Each certified bill jointly with the Accession Register should be placed with the librarian for the final passing. He should satisfy himself after checking the bill and the corresponding entries in the Accession Register. He then should put his initials on the Accession Register and pass the bill for payment. This is done through script at the bottom of the bill the terms "Passed for Payment!" and putting his signature and office seal below. The passed bills are then transmitted to the Explanation Part for effecting the payment.

**Non-book Materials**

The word “non-book materials” (=NBM) comprise four categories of information sources drawn from the second edition of the Anglo-American Cataloguing Rules (AACR), namely:

- Sound recordings;
- Video recordings, including interactive video discs;
- Graphic materials—photographs, illustrations, postcards and slides;
- Micro-computer software, including CD-ROM

In addition, other shapes sheltered through the word NBM are microforms—microfilms, microfiche, etc., models, wall charts, etc. Since a matter of information, microform dates back to the year 1839 when John Benjamin Dancer, an optician and professional photographer, produced the first micro-photograph. These microforms, possibly, offer an alternative to book storage and help in solving the legroom troubles encountered through libraries.

Commenting on the value of NBM, it was said through Leslie Gillert and Jan Wright since early since 1971 that

- "NBM have increased the range and means of obtaining and exploiting information for teaching, studying and research purposes, but to distinct books from NBM is to divide information into false compartments. Hence, it is essential that books and non-books can be together recognized and located to meet scrupulous requires"

In spite of this recognition, NBM have not become popular in libraries due to the following reasons:

- A lack of understanding or only recent concern with the studying procedures through university academics.
- The strong belief in the primacy of the printed term for research collections.
- Small demand from users, who, possibly, were dominated through the conventional information possessions and with small exposure or access to NBM.
- Lack of motivation and funds to build up NBM collections, etc.

**Acquisition of NBM**

Once it is decided that NBM will form a section of the collection of the library, attempts should be made through the librarian to create an intended selection of NBM that would satisfy the differential necessities of all the clients. But, it is not a simple task due to few characteristics that are peculiar to NBM. Hence, the librarian should acquire the necessary expertise—i.e., knowledge and ability for identifying several sources of supply and a familiarity with troubles hampering acquisition of NBM.

While the common process for selection and procurement of books would be applicable to non-book materials also, it necessity be remembered that as the physical attributes, manufacture and publishing of NBM are dissimilar, suitable modifications should be effected in their acquisition. Unlike books which can be procured through regional vendors, NBM producers distribute their own material and consequently there is no equivalent to the book shops in the NBM field. Further, as NBM are fragile, the publishers insist on the library paying for any material which is damaged throughout preview. In addition, NBM are not accessible on approval like books due to

- Their fragile nature; and
- Possibly, more significant, due to the dishonesty of few librarians who copy the material and return the original!

Another problem in NBM acquisition is the lack of bibliographic manages which creates it hard to the librarian to identify NBM accessible in the manufacture and sharing agencies. Bibliographic apparatus for NBM are, possibly, conspicuous through their absence, or, if they are present, they are extremely some in number. In other terms, there does not look to be any coherent bibliographic organization for NBM. These are merely hundreds of distinct publishers' catalogues and lists. So, it may be crucial for librarians wanting to build a NBM collection to set up get in touch with other librarians, to attend exhibitions and visit suppliers. It may also be useful to read the case studies of libraries in NBM published in the periodical Audio-Visual Librarian.

**Records and Registers**

The Acquisition Department has to exploit suitable records, registers, files, shapes and other stationery at the several levels of its operation and processes. Necessary shapes and stationery have to be evolved from experience since require arises.
**Book Selection Card**

The purpose of the selection card is to record data relating to the document under consideration. The chief advantage of adopting the card form for this record is the flexibility in arrangement and operation. In information it is the similar card which is written at the level of initial recording of a document that is passing through the dissimilar card files corresponding to successive levels of operation:

- Books Selection
- Books Approved
- Books-on-Order
- Books Received
- Books-in-Procedure

It is usual for libraries to exploit printed selection cards. An appropriate format for this card can be intended through the library.

**Budget Allocation Register**

This is the vital financial guide for acquisition job and this necessity be consulted at the dissimilar levels of document selection, ordering and passing of bills. If necessary, copies of the register can be made for exploit in the Document Selection Part, Document Procurement Part and Document Accessioning Part.

**Accession Register**

The average mass of an Accession Register is 16" X 13". In Illustration 4 you will discover the columns provided in an Accession Register.

**Job Diary**

The Job Diary is a desirable record to be maintained in the Acquisition Department. The diary can be written on a daily or weekly foundation. Monthly and annual statistics can be taken from the diary for reporting since well since for job evaluation. All quantifiable occupation items can be reported for through the diary, like the number of

- Titles noted for selection
- Title designed
- Titles suggested
- Titles scrutinized
- Selection cards written
- Titles forwarded for approval
- Titles listed for order
- Titles checked for ordering
- Titles ordered
• Titles supplied
• Titles carried
• Titles passed for payment
• Titles forwarded for processing etc.

Few Observations

The Acquisition job of a library is one of its home-keeping behaviors. The end re job can be integrated with the other major housekeeping operations such as cataloguing, serial management and circulation. They may be computerized, even in small libraries, with a judicious selection of a hardware configuration and exploit of a suitable software package.

DIFFERENT TYPES OF SELECTION TOOLS AND THEIR IMPORTANCE

Information Materials: Producers and Products

Let us revise in brief how information materials are produced, the agencies that produce them and the information channels through which information in relation to the published documents are disseminated, etc. It may be worthwhile to possess this backdrop knowledge in relation to the book and non-book world and their behaviors therefore since to facilitate choosing the right kind of information materials. In addition, it would be useful to be knowledgeable in relation to the current and future trends in the knowledge industry.

Producers of information materials can broadly be divided into three major clusters:

• Producers of print materials—common books, textbooks, reference books, periodicals and serials, bibliographical publication, patents and specifications and other;
• Microforms and audio visuals;
• Electronic and machine readable materials.

In recent years, though, a motivating trend is steadily emerging. These shapes are receiving integrated, in that a print document is also concurrently being made accessible in microforms since well since in machine readable form. For instance, many of the secondary publications such as indexing and abstracting services are accessible in print, microforms and machine readable data bases. This trend is likely to continue for many more years, since facilities for making exploit of these newer media modify in the middle of countries; the acceptance of these newer media through users is also rather slow and halting. Hence the producers of information materials and publishers have to tune themselves to dissimilar market circumstances. Notwithstanding these growths, the print medium continues to control, particularly in developing countries like India. So, we begin our revise in relation to the publishers of printed documents.
Print Materials

The author, publisher and bookseller are all partners in turning ideas into a finished product. These clusters operate since a team with division of responsibilities but with proper linkages flanked by them. Usually, publishing of documents involves the following behaviors:

- **Flow of manuscripts to publishers office**;
- **Publishing preliminaries**: Selection and evaluation of manuscripts, in words of excellence and marketability, contract flanked by author and publisher, etc;
- **Manufacture**: Editing, printing, binding;
- **Sharing**: Dissemination of information in relation to the published documents, promotional behaviors, including advertising, bringing out catalogues, bibliographies, announcement bulletins, leaflets, folders, etc.;
- **Sales and marketing**

While little intimate knowledge of all these behaviors is desirable for collection development, we shall concern ourselves only with sharing behaviors with which libraries are directly related. Publishing agencies fall under three broad categories:

- **Deal Publishing Homes /Companies, Booksellers and Others**: they publish
  
  27. Books of all diversities;
  28. Periodicals and serials;
  29. Bibliographical publications such as indexing publications, abstracting publications, reviews, etc.

- **Not-for-Profit Publishers**: Taught communities, professional bodies, etc. These publishing agencies concentrate on publishing
  
  30. Scholarly and research journals
  31. Conference proceedings
  32. Technological statements.

- **Government agencies**: Ministries, Departments, Directorates, and such other agencies:
  
  Government is an extremely major publisher today; all diversities of documents such as books, monographs, statements, periodicals, serials, and secondary publications are brought out through government agencies and organizations.

In the middle of these categories of publishing agencies, deal publishers are the ones who are extremely active in promoting their sales, through advertisements, issue of catalogues and bibliographies, announcement bulletins, leaflets, folders, etc. Information in relation to the newly published books, forthcoming publications in a diversity of subjects keep constantly flowing into libraries. In information, this flood of announcements, catalogues and folders, etc., pose a problem to libraries, not only because of their bulk and weeding job involved but also because of the paucity of time to scarf them.
Publishers specialize in subject regions such as medicine, science and technology, law, arts, music, etc. and bring out books for special clusters—children's books; textbooks for schools and colleges; paperbacks, reference books, reprints of out-of-print books and such other.

The publishing deal is therefore well organized and information in relation to the books published and to be published flows systematically and frequently into libraries. There is a well recognized rapport flanked by the book deal and libraries and hence collection structure in this region operates satisfactorily.

In the case of materials published through learned communities, professional associations, etc., libraries have to set up regular contacts with them through becoming institutional members, to be on their mailing lists to get information in relation to their publications, exhibitions, etc., organized through professional bodies to keep track of their publishing behaviors.

Since there is no organized organization operating collectively for publications of these bodies selection and acquisition of materials published through these bodies poses troubles for libraries.

Government publications are in the middle of the mainly hard regions in collection development. Through its extremely nature, the government set up is a slow machinery; extremely often it operates without any time schedule, particularly in its publication job. Announcements of new publications, catalogues and special lists do approach out, but without the necessary speed to market them, particularly in countries like India. But these publications are of immense value for special and academic libraries.

**Non-Print Materials**

Non-print materials entered the mainstream of collection development in libraries in the last two decades. Audio, visual and audio-visual materials are establish to be excellent supplements to printed packages for teaching and studying in schools and colleges and in other instructional and training organizations. Films, filmstrips, slides, audio tapes, records, etc. are used in conjunction with conventional instructional materials with good results. This provides opportunities to many enterprising business companies to invest in these regions. These business firms have most chosen to concentrate on one aspect of the field of non-print materials and to develop and refine it.

Moreover growths in the educational set-up and advances in information technology have offered new scope to libraries for storing and retrieving information through the newer media such since computers, microforms and other electronic devices. This has led to the practice of structure collections in microforms of backfills of periodicals, newspapers and other kinds of less used materials therefore saving precious storage legroom. Online access to data and information through computer networks emphasized the advantage of by these newer media in libraries. Collection structure in libraries in industrially advanced countries laid equal emphasis on non-print materials, although in developing countries, only a beginning has been made to think in these
directions. In India, mainly of non-print materials will have to be imported which poses troubles of selection and acquisition besides being highly expensive. There are also no dedicated agencies which produce these kinds of materials while there are mediators for procuring them from countries where they are produced and marketed.

Non-book materials, particularly microforms and audio visual materials are produced through firms specializing in microfilms and microfiches and those specializing in educational teaching and studying materials respectively. Machine readable databases are produced through major publishing agencies like American Chemical Community, Institute of Scientific Information, Engineers Joint Council and such others, in their respective field of specialization. Library wholesalers stocked these materials, particularly audio visual material and supply them. These producers advertise their wares most in professional periodicals and other publications and occasionally bring out catalogues, promotional materials like folders, pamphlets etc. Video cassettes, tape-slide kits are accessible for machine readable data bases like chemical abstracts, citation index etc., and helping the procedure of exploit. All these give good facilities to know these non-print materials, and decide on their acquisition.

In addition to contemporary physical media, electronic media have arrived and changed the concept of a library's role in community. These contain the magnetic media—magnetic tape, magnetic disk, floppy disk—and the optical media—CD-ROM, WORM, etc.,—and rewritable magnets optical disk, etc. Increasingly, these are being produced through firms and are being acquired through contemporary libraries due to the many separate advantages they possess and also because they have become one of the key units in ensuring effectiveness of libraries and information centers.

Selection Apparatus: Books

Information Possessions Development is a significant action of any library or information centre since it ensures efficient and effective functioning of libraries. This is because it facilitates not only provision of suitable reading material to users, but also shapes the foundation for the generation of information services and products. Information possessions development is possible only through the exploit of suitable selection apparatus or guides or sources giving information in relation to the dissimilar publications. These sources, in their turn, may either provide information of existing publications and / or new and forthcoming publications. While to the former belong the category of bibliographies and published Manny catalogues emanating from publishers, printers, booksellers, etc., the latter—namely, sources for new and forthcoming publications—are brought out through a number of booksellers in the form of an announcement service/mechanism for new publications, since well since through organizations like National Library of India, Calcutta or deal agencies, or periodical publishers or news-papers which have a convention of publishing book reviews in their weekly parts under the caption "new arrivals". In
addition, Current Accession Lists issued through scientific and techno-logical organizations can form apparatus for document selection.

The six common categories of selection aides are:

- Current lists of books which are produced in the form of pamphlets, bulletins, leaflets, announcement folders, etc.
- Catalogues and bibliographies.
- National bibliographies.
- Subject bibliographies.
- Current reviews.
- Special lists that provide data on books recommended or booksellers, or core publications in a scrupulous region or discipline.

**Current Lists**

Current books—those that are published throughout the year—symbolize the majority of materials generally acquired through mainly libraries, although it may not always be therefore in case of large re-search, industrial and academic libraries which cater to the special necessities of their respective users. But even in these libraries, a large proportion of their acquisition may relate to current books.

In countries with a high volume of publications in a year such since the USA and the UK, there may be weekly listings of new books. Listing of this kind normally gives information on author, title, and publisher, lay of publication, year of publication, pagination, special characteristics including series information, and International Average Book Number (ISBN). Sometimes cataloguing data, including subjects are also given. Information on subject contents in the form of subject headings is particularly precious, since extremely often the titles of documents do not convey adequate information in relation to their contents.

Monthly lists are general, either since accumulations of weekly lists or since first listing; there may be quarterly, half yearly and annual accumulations of such lists. Lists of forthcoming publications are also issued regularly, but there are two limiting factors in these cases. Quite often they may not be on schedule and in some cases; these titles never get released for one cause or the other.

Publishers market their products however announcement leaflets, pamphlets and other such methods. Usually such announcements include more information in relation to the books than those published since weekly or monthly lists. A lot of useful data is accessible such since a brief note on the contents and other descriptive characteristics. Useful since this information is, it should be noted that these announcements are to promote sales and hence information contained in them may not always be reliable or objective.
Catalogues and Bibliographies

There are a number of commercial institutions like publishers, booksellers, distributors and printers whose largest action is to bring out publications in relation to the publications with a business motive. These publications are brought out at periodic intervals, i.e., regular periodicity, and while few of these are priced publications, few are sent free to organizations and individuals either on request or in anticipation of a demand.

Book Deal Periodicals

- **Cumulative Book Index**: A World List of Books in English Language. 1898—Fl. W. Wilson, New York. Being one of the comprehensive book selection apparatus and the manufacture cost being believe-ably high, it is not accessible on a regular subscription foundation, but subscription is charged on a service foundation.


- **A Catalogue**: Monthly South Asia Publications, New Delhi.

- **Concept News**: Monthly, Concept Publishing Company, New Delhi.

- **AMS Publications Update**: Bimonthly American Mathematical Community Providence, Rhode Island, U.S.A


- **Booklist and Reference Books' Bulletin**: A fortnight publication flanked by September and June and monthly in July and August. American Library Association, Chicago. The purpose of Booklist is to give materials worthy of consideration through small and medium-mass libraries and school library media centers

Bibliographies

Table 2.1 those who produce bibliographies fall into the following chain if arranged in evolutionary sequence; the kinds of bibliographies corresponding to each are shown in juxtaposition:

Table 2.1. Chains of Bibliographics

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The kinds of bibliographies can be either primary or secondary, depending upon whether or not:

- The agency producing it is a publisher or the copyright power; and
- It is prepared through a physical examination of the books incorporated in it.

Library catalogues, bibliophilic bibliographies, printer's bibliographies, and binder's bibliographies are few of the primary bibliographies. Another instance would be the Deutsche National Bibliography.

The often used secondary bibliographies are:

- Bookseller's catalogues
- Book-selection lists
- Library catalogues
- Subject catalogues
- Author bibliographies and
- Reading lists.

From the point of view of book-selection value, the sequence of preference maybe since follows:

- Copyright lists
- Publisher's catalogues
- Bookseller's catalogues
- Book-selection lists
- Library catalogues
- Subject bibliographies
- Reading lists
- Author's bibliographies
• Author bibliographies
• Bibliophilic bibliographies
• Printer's bibliographies and
• Binder's bibliographies.

Some of the recognized sources of primary bibliographies are:
• BOWKER'S Books in Print and Subject Guide to Books in Print.

Current Bibliographies

• Reed Reference Publishing Catalogue 1996. It not only comprises the frequently updated editions of the institutions well recognized reference works but also the introduction of new products, such since, Bowker-Saur's European Research and Development Data-foundation.

Retrospective Bibliographies

• Indian Books in Print: A bibliography of Indian books in English language published through Indian Bureau of Bibliographies, Delhi.

National Bibliographies

Ranganathan defines the word National Bibliography since "A list of books, periodicals, and of their published in a country or on the country, or the citizens of the country, or in the language of the country, or written through any citizen of the country irrespective of the country of publication". Therefore, national bibliographies are not necessarily confined to books or printed materials but may bring out national lists of films, records, audio-visuals and other kind of non-print material.

Depending upon the policy, it may contain only one of the categories or any combination of them. Since publication of a book is a continuous procedure, a national bibliography may be published weekly, monthly, quarterly, or since fascicules and cumulated at intervals of time ranging from quarterly to yearly or more.
Mainly countries with a book deal, except for the United States of America, have few form of national bibliography. They are authoritative and highly reliable sources of information of recorded knowledge of a country. So they serve since excellent selection apparatus not only for current materials but also good for retrospective materials. The only limitation is that they symbolize only the national outputs.

The Indian National Bibliography (INB) is a classified list of current Indian publications in all the major Indian languages and English. INB is compiled from the materials received at the National Library under the Delivery of Books and Newspapers Act, 1954. The categories of publications excluded are:

- Musical sources,
- Maps,
- Periodicals and newspapers, except for the first issue of a new periodical and the first issue of the periodical under a new title,
- Keys and guides to text-books and
- Ephemeral items.

INB was published in two sections—common publications and government publications, throughout 1959 to 1972. From 1973, the two sections have been combined into one, comprising two parts—classified and alphabetical. The arrangement of entries in the classified part is through Dewey Decimal Classification. Bibliographic data given are class number, author, title, imprint, pagination, illustrations, mass, price, series note, etc. The second part is an alphabetical index to the classified section, with author and subject approaches.

The author and title of publications in Indian languages are transliterated into Roman writing and arranged in one alphabetical sequence under each class.

For current and retrospective selection of Indian books, this is possibly the best source. The only limitations are time lag in the publication of INB and the items left out because of non supply of these through publishers. INB is cumulated annually and every five years.

The British National Bibliography (BNB) is a weekly list of newly published books in Great Britain, compiled on the foundation of books received through the Copyright Receipt Office of the British Library. The categories of material excluded are: periodicals, except for the first issue of a new periodical and the first issue of a periodical under a new title, music, maps, sure government publications, publications without a British imprint and cheap novelettes, etc.

There are monthly, quarterly, half yearly and annual accumulations. The classified section is also cumulated once in five years.

BNB is in two sections classified and alphabetical. Entries in the classified section are arranged through the Dewey Decimal Classification. The alphabetical section provides the author and subject indexes. BNB is accessible in print, microforms and in machine readable form.
BNB is a comprehensive and excellent guide for British books. The technological excellence its maintenance of international standards in its computerized form, innovative subject index and the common layout and manufacture are examples to follow. BNB is one of the best book selection apparatus for books with the British imprint.

With the advent of computer networks, national bibliographies of many countries are available online. This enables access to international publications and is an invaluable facility for collection structure in large academic and special libraries.

Subject Bibliographies

Subject bibliographies are useful selection apparatus for retrospective books. If they are compiled through professionals with a subject backdrop of the field, these bibliographies could be of great value in selection and collection development. Few examples of subject bibliographies are:

- Aiyar C.P R. *Bibliography of Indian Philosophy*. Madras, Sanskrit College, 1968.2V.

These kinds of publications generally do not get disseminated in time and widely, and hence access to them becomes hard. Many of these kinds of bibliographies are not always available in print and therefore special attempts have to be made to get them for the library. The limitations of this kind of apparatus are the excellence of items selected, correctness and availability of documents listed.

Since indicated earlier, no single source can meet all the necessities of selection and collection development. A judicious combination of selection apparatus, both for current and retrospective publications have to be made and their inflow into the library necessity is assured.

Current Reviews

Review columns appearing in newspapers and periodicals are a significant aid for book selection. While selection apparatus discussed therefore distant do not provide enough information to judge the value of a book in words of quality, or suitability to a scrupulous requirement, one can infer the excellence of a book to a sure extent from the reputation of the author and the publishers. Book reviews appearing in newspapers and periodicals are often reliable sources to evaluate the excellence of books.
A book review, in common, provides information in relation to the contents of a book, the treatment of the topic discussed in it, its excellence since also its suitability for a scrupulous kind of user in a library. It is, in essence, a critical evaluation of it. Book reviews can be divided into three common kinds:

- Reviews for persons in the book deal and for libraries;
- Reviews for specialists in dissimilar subjects;
- Reviews for the common public.

Book selectors exploit all three kinds, but the greatest exploit is made of deal and professional re-views. Few differences in emphasis do exist in the middle of kinds of libraries in making exploit of book reviews. Since noted earlier, special libraries create the least exploit of reviews, but when reviews are needed the first two categories are given the greatest credence, with a preference for the specialist review. In academic organizations also, the first two kinds of reviews are used extensively. Public libraries, on the other hand, create exploit of popular reviews more often.

Reviews for persons in the book deal and for libraries, can be examined in two sub-categories: a) those intended to promote the sale of books, and b) those intended to evaluate books and to indicate their suitability for libraries. Publishers Weekly and Book Seller are primarily aimed at the book deal, although they are used extensively in libraries for book selection. Reviews written specially for book selection through professional experts are the ones that serve the purpose of libraries. Library Journal, Wilson Library Bulletin, Library Association Record—all these are primary journals in library science, and carry book review parts where professional review provide their evaluation of books. These reviews are not only descriptive and evaluative but also occasionally relative. Reviews of this kinds are particularly precious since they are written with library requires in view.

A second category is the specialist reviews published in specialist periodicals. Scientific and research journals acquired through the library often include sure scholarly and technological articles in basic subject meadows and also carry many papers of regular book columns, containing re-views that are scholarly, informed and pinpointed. These reviews, in practice, are useful for:

- Deciding selection, in doubtful cases; and
- Examining whether any significant thing has been left out through oversight in the procedure of book selection from other sources.

Deserving special attention is the British Book News, the bimonthly reviewing journal of the British Council Library. Although meant to cater to the special requires of British Council Libraries, it can be usefully scanned since separately from the brief, descriptive and evaluative reviews, every issue contains a useful bibliographical characteristic, for instance, "Recent British Books on Chemistry." These are invaluable since a tool for stock revision.
Though, the major drawback of all reviews is their haphazard appearance in relation to a book's date of publication. The time-lag flanked by the appearance of the review and the publication date is sometimes since much since one year, which renders it invaluable for retrospective stock revision, but rather less timely since an aid to selection of new books. The following are few examples of periodicals carrying reviews:

**Science**

This weekly periodical issued through the American Association for the Advancement of Science, Publishes reviews of some significant titles and announcements of twenty to thirty others.

**Nature**

Therefore British weekly journal of science publishes excellent reviews of few books, announcements and advertisements of others: Once a month, it comprises a comprehensive listing indicated since a supplement: Recent Scientific and Technological Books.

**Library Journal**

Publishes quarterly lists of scientific, technological and medical books announced for publication through publishers.

The third category of review sources is directed towards the common public. Daily newspapers have a convention of publishing book reviews of selected books in their weekly review parts and are indeed extremely precious. Reviews of Times Literary Supplement, New York Time Book Review, those that seem in leading Indian daily newspapers carry precious sources for book selection, particularly for public libraries. Book Review Digest (BRD) and Book Review Index (BRI) are two publications exclusively devoted to book reviews. Both are American Publications. BRD publishes every year 5000 to 6000 summaries of new books, covering 70 leading journals and newspapers. BRI notices reviews that seem in 325 journals and gives citation to 40,000 reviews each year. In addition, many of the common periodical indexes contain book review citations which also give access to reviews.

While book reviews are excellent sources for book selections, there are limitations which compel us to look for other sources. A small percentage of published books get reviewed; even these reviews seem with a time gap of many months after the book has been published; and the excellence of reviews varies. In spite of all these limitations, book reviews serve since extremely significant selection apparatus.

**Special Lists**

Special lists of best books, recommended books, core collections in specific regions and for specified periods are compiled and produced. They serve since useful selection apparatus for structure up representative collections in a subject or for a scrupulous group. Examples of this
kind of list are: Public Library Catalogue, H. W Wilson, New York; Books for Secondary Schools, R.R. Bowker, New York. Books for College Libraries, American Library Association, Chicago. The choice of items in these compilations is made through the compilers and hence subjective.

**Selection Apparatus: Other Print Materials**

We discussed printed books, in common, brought out through commercial publishers and other agencies and disseminated through several kinds of catalogues, including deal and national bibliographies. Let us talk about selection apparatus for sure significant categories of print materials like periodicals and serials, government publications reference books, theses and children's books.

**Periodicals and Serials**

Primary periodicals constitute one of the mainly indispensable categories of publications in academic research and special libraries. A substantial section of the collection in these libraries is periodical literature. More than 50 per cent of the funds are spent in the acquisition of current titles of periodicals. Subscriptions to primary and secondary periodicals are steadily growing and there are hundreds and thousands of titles in many disciplines competing with each other for inclusion. It is unwise to contain a title of a periodical for some years and discontinue subscribing to it later. Considerable idea and attention ought to be given to decide the inclusion of a title.

India is an extremely heavy importer of current titles of periodicals and many crores of rupees through method of foreign swap are spent on periodicals subscription.

Besides these kinds of directories, lists brought out through major abstracting and indexing services like Chemical Abstracts, Science Citation Index, the Engineering Index etc., are invaluable sources of information for selection of current titles in the respective disciplines. The lists symbolize international coverage, irrespective of language or lay of publications. The Science Citation Index provides the mainly cited titles of in relation to the 4,000 scientific periodicals from in the middle of thousands that are published.

**Government Publications**

Government publications approach from all branches, divisions and levels of government. They embrace the whole universe of information, since there are extremely some subjects outside the scope of government behaviors. They give reasonably priced current information on a diversity of subjects: history, geography, law and order, legislation and parliament, demography, weather, flood, famine, industry, business, banking, fund, health, nutrition, food, agriculture, women, minorities, sports and games, science and technology, discourse and transport, standards
and specifications: in information, on all imaginable subjects. This immense body of information, at a modest cost, creates government publications a worthwhile information resource for collection development.

Government documents also approach in a diversity of shapes. They can be in dissimilar sizes, channels or media. There are books, technological statements, periodicals, pamphlets, microforms, posters, films, slides, photographs, maps, presently to name some possible diversity.

Besides publications of national government, international governmental agencies such since the United Nations and its family of institutions do bring out an extremely large body of precious literature. Few libraries have a depository privilege of receiving them but man', other libraries may have to procure them.

**Reference Books**

All kinds of libraries stock a good selection of reference books without which information and reference services in libraries would be impossible. Reference books contain bibliographical apparatus also, few of which serve the purpose of book selection since well.

**Patents**

Patents are a significant source of information. Several primary and secondary journals publish information concerning current patents in specific subject meadows. Official gazetteers of patent offices of several countries are precious sources of patent information. Some examples of sources of patent information are:

- Official Gazette of U.S. Patent Office
- Chemical Abstracts—Cites significant patents granted in all countries pertaining to chemical industry.
- HOUGHTON. Technological information sources: A guide to patents, standards and technological statement literature.

**Standards and Specifications**

Standards and specifications are documents which state how materials and products should be manufactured, defined, considered or tested. They are documents which place down sets of circumstances which should be fulfilled. Examples of sources of information pertaining to standards are given below:

- British Average Year Book. British Standards Institute.

**Translations**

There is a rising require for translation of articles and books from foreign languages into English in the field of fundamental and applied research. So, several commercial and non-
governmental institutions undertake translation job. Few of the sources of translation are listed below:

- Technological Translations. Published through U.S Dept. of Commerce.
- Index Translation: International Bibliography of Translations. UNESCO.

**Dissertations and Theses**

A lot of precious information is contained in doctoral theses and other dissertations and is most untapped as much of it is not published. Some sources of information concerning dissertations and theses are given below:

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

**Selection Apparatus: Non-Print Materials**

The manufacture and sharing of non-print materials, is a recent development and so not since well organized since in the ease of print materials, particularly from the point of issuing selection aids. The major kinds—microforms, audio-visuals and machine readable form are produced and distributed through the Unites States and countries like India have to import them. Another constraint is that these materials can be used only with special equipment. Though, despite these constraints, Indian libraries cannot ignore these materials. Naturally selection of such materials will have to be done extremely cautiously.

**Microforms**

Micropublishing is retrospective, being merely the reprinting of previously existing materials. Back files of newspapers, periodicals and out-of-print materials are accessible in microfilms. Scientific journal publishers were experimenting with publishing their journals both in hard copy, i.e., paper-print, and also in microprint. This has not been a success, although few journals are accessible in both the formats.

Technological statements are accessible in microfiche, particularly in subject meadows where a large number of such statements are produced. Technological and research statements in nuclear science and agricultural sciences are accessible in microfiche.

Another kind of original publications of rising importance to libraries are the bibliographies and catalogues produced through the computer-output-microfilm (COM) way. In this, computerized data is reproduced on microfilm or microfiche without first being produced in paper-print form. COM products, such since the British Library's Books in English, are now being produced on a size level.
Microforms can be used only with microfilm or microfiche readers. These cannot be owned through individuals and so they will have to visit the library for making exploit of them.

**Audio-Visual Materials**

No comprehensive bibliography exists at present for identifying and selecting useful audio-visual materials. One series of indexes published through the US National Information Centre for Educational Media, focuses on audio visuals in the field of education with a fairly wide definition of education. These publications are useful to all kinds of libraries, since they are constantly revised and updated. Few of their vital publications are:

- Index to 16 mm Educational films
- Index to 35 mm Educational filmstrips
- Index to 8 mm Motion cartridges
- Index to Overhead transparencies
- Index to Educational Audio tapes
- Index to Educational slides
- Index to Educational video tapes
- Index to Producers and Distributors

**Computer-based Materials**

Computer-based materials are a recent development but have become extremely significant to contemporary libraries of all kinds, specifically computerized bibliographic databases. Marketing of these products to libraries is accomplished most through advertising these products at library and information science meetings and conferences. This is an expanding industry of rising importance to libraries.

**Equipment for Non-Print Materials**

Exploit of non-print information materials can be possible only if the library acquires the necessary and suitable equipment. Selection of equipment also is since significant since selecting and collection of non-print materials. Two significant factors in the selection of equipment are:

- Standardization and
- Changing media field.

These two factors combine to create equipment buying too hazardous to risk collection of non-print materials. Though, this aspect is given the greatest attention through all concerned, nationally and internationally.

**TYPES OF INFORMATION RESOURCES, SELECTION PRINCIPLES INCLUDING COMMUNICATION MEDIA**
Users' Studies

One of the essential pre-requisites in the scheduling of libraries is to revise the information requires of actual and potential users. This would involve collection of information on institutional projects and programs since well since individual users' interests and requires. Such a revise would facilitate decision-making in relation to the kind of collection to be built and the information services to be intended to meet with users' requires individually and collectively.

Institutional Aspects

A come to an understanding of the meadows of interest of individuals to be served and of the organization since an entire could begin through acquiring backdrop information in relation to the organization / mission / project. This would involve finding answers to the following questions:

- What are the goals' or objectives of the organization / mission I project Reports answering this question may be establish in few –internal" document, such since memorandum of association, charter of incorporation, policy report, etc.

- What are the meadows of action and the scope of each discernible action of the persons involved?

- Such information is generally given in few –internal" documents or in organizational and functional charts.

- What information do they exploit or require in order performing efficiently their respective tasks? Such information may have to be gathered through interviews of, questionnaires to be filled up through, and/or potential users.

- Where do they now get the information?

- Such information may have to be gathered through interviews, questionnaires, etc.

- Through what channels and media do they now get the information? Information on the channels and media may have to be gathered through and observation of information flow patterns, a revise of organizational charts, interviewing and a questionnaire based survey of potential users.

- Is the information accessible adequate, timely, reliable and available at reasonable cost? Such information has to be obtained through survey, through interviews and questionnaires.

- Is there in the middle of the users and interest in or awareness of the value of information and of an information centre?

- Can the existing information centre be customized for a bigger information service or is a new information centre (IC) needed?
User Clusters

The next step would be to identify more specifically the potential user clusters. This may be done on the foundation of interviews, questionnaires, revise of organizational and functional charts, etc. The kinds of questions to which answers will have to be established contain:

- Can the user group be recognized? Is it a separate, visible, homogeneous group?
- Can the recognized group be benefited from the information services?
- How diverse is the information requirement of the group with respect to professional objectives, functions, job patterns, educational backdrop, etc?
- What are the user-related constraints on the services? For instance:
  33. Are there sub-group or individuals who would be given a higher priority in providing information services?
  34. Is the composition of the group regularly changing and is there a mechanism through which the changes can be quickly recognized?
  35. Is there a preference in the middle of sub-clusters and individuals for scrupulous kinds of in-formation services, the time when such services are to be rendered, etc.?
  36. Will little information be restricted in dissemination for named persons only?
  37. Will few, all, or none of the services be charged for? If there will be a charge, on which category of users will the charges be levied?
  38. Are there individual differences in personal attitude, educational backdrop, training, experience, competence, region of specialization, etc., in the middle of the users that may power the kinds of services requested?

Individual User Interests

More specific information in relation to the users could cover the following:

- Subjects and associated interest—e.g. specific subjects, allied subjects; authors—individual or corporate—whose works are of interest; series in which the user is interested; periodicals, in which the articles are to be specifically notified; language constraints
- Education, training, and special expertise
- Foreign language competence
- Functions, behaviors and responsibilities in the institution
- Professional bodies in which the user is a member
- Technological periodicals which the user is getting through community membership, subscription, etc.
- Kinds of statements—internal and external—received through the user
- Kinds of statements which the user is not getting but would like to receive
Outside institutions with which the user has academic or professional contacts

Channels of discourse flanked by the user and other clusters in the organization

Kinds of information materials preferred through the user: periodicals, statements, deal literature, newspapers, etc.

Kinds of information notices I services preferred through the user: Current awareness services, abstracts, digests, data, state-of-art statement, critical reviews, etc.

Is the user an "information gatekeeper" in the institution?

Is the user associated with any "information gatekeeper" in the institution?

Approximate time accessible to the user in a day or week for reading scientific and technological information material

Time mainly convenient to the user to receive few of the information service, e.g., may wish to read at night, or throughout intervals in an experiment, etc.

Sarajevo and Wood have categorized the data to be composed on individual users since demographic data, social status data, psychological data, educational data, and common job data.

The IC may be able to arrive at decisions on the following:

- What subject-meadows and their respective sub-divisions should be sheltered through the document collection and the information services to be provided?
- What related peripheral meadows should be sheltered and to what extent?
- What kind of information—e.g. theoretical, experimental, commercial, equipment, machinery, processing—should be selected in each subject-field to meet specific user interests?
- Which sources of information—e.g. periodicals, technological statements, deal literature, patents, etc—should be sheltered, and to what extent and depth, in each subject region?
- Which indexing, abstracting and review periodicals should be obtained?
- Which are the institutions—regional, national, international—and which experts in the field with whom get in touch with should be recognized?

**Methods of Survey and Revise**

No single way may give all the necessary information; so, many of the methods may have to be used and the findings synthesized therefore since to get a more complete picture.

- Revise of the organizational charts(s) of the institutes(s)
- Revise of the functions / behaviors charts(s) of the institution(s)
- Revise of the annual statements, plans and programs, and other internal documents of the institution(s)
- Survey of potential users by suitable questionnaires
- Interviewing users, that is:
  - 39. Interviewing potential user directly
40. Interviewing supervisors of the user
41. Interviewing subordinates of the user
42. Interviewing persons of coordinate status I colleagues of the user

- Revise of papers, hooks, etc. published through the users
- Attending seminars, symposia, colloquia, etc., in which user participates
- Observing the user at his workplace
- Personal informal get in touch with users individually
- Meeting users in small, preferably homogenous, clusters periodically
- Feedback from information services rendered
- Providing for suggestions through users in relation to the subject interest, preferred services, etc.
- Attending technological meetings within the institution at which projects, programs, and troubles may be discussed
- Perusing memoranda, letters, statements, etc., sent and received through users where practicable
- Revise of document usage patterns of users
- Revise of reference queries received from users
- Participation in institutional / wok orientation programs
- Revise of handbooks, subject outlines, guidebooks, syllabi, classification schemes, etc., for the subjects of interest to the institution.
- Liaison job

Studies may have to be done periodically in order to update the IC's knowledge of user interests, institutional programs, etc. There should be a built-in mechanism in the information organization for this purpose.

**Information Possessions**

Information possessions are of two kinds, namely, Documentary and Non-Documentary Sources.

**Documentary Sources**

A document embodies thought. It is a record of job on paper or other material for simple physical handling, transportation crossways legroom, and preservation through time. It may be said that the idea content of a document symbolizes the information it contains. A document may be a macro-document like a book, monograph, thesis, dissertation, statement, etc., or a micro-document like an article in a periodical. Documents have also been grouped since Conventional, Non-Conventional, Neo-Conventional, Meta documents, etc. Since a matter of information, these
documents are accessible in several physical shapes such as books, periodicals and also audio-visuals.

**Non-Documentary Sources**

On the other hand, non-documentary sources contain:

- Institutional Sources
- Human Sources
- Colleagues
- Peers
- Information Gatekeepers
- Guides, Advisors, Consultants
- Vendors, Contractors, Collaborators, etc.

**Classification of Documents**

Documents of several kinds have been classified on the foundation of their physical aspects, familiarity and usage into four classes through Dr. S.R Ranganathan. On the other hand, C.W. Hanson and Denis Grogan have categorized these documents on the foundation of information aspects.

**Through Physical Aspects**

The following fig. 2.1 is the schematic representation of the classification of documents since given through Ranganathan:

![Figure 2.1. Schematic Representation of the Classification of Documents](image)

Conventional documents are those which are generally recorded on paper in a natural language through script, typing, printing or little close to-printing procedure. These are the mainly popular documents in exploit. These contain books, periodicals, maps, atlases, etc. Neo-conventional documents are a new class of micro-documents, such as standards, specifications, patents, data, etc. Non-conventional documents are a record in non-conventional mass, form or material. Audios, visuals, audio-visuals, microforms, etc. are incorporated in this category. Meta-documents are a record of phenomena made directly, unmediated, through the human mind. They are an instrument-record of natural and social phenomena made possible through instrument technology, photography, radar, etc.
Ranganathan's classification clusters documents in the chronological order of their development and does not take into consideration the information aspects of a 'document. He does not create any variation flanked by an ordinary periodical and an indexing periodical. Also a book and a periodical belong to the similar category according to him.

**Through Information Aspects**

The schemes of classification advocated through Hanson and Grogan are most based on the information aspects of documents. Hanson divides documents into two categories—primary and secondary. Grogan goes further and categorizes them since primary, secondary and tertiary.

- **Primary Documents:** These documents symbolize new knowledge or new interpretation of old knowledge. They are the first published records of original research and development. Often a primary document may be the only source of information in subsistence. According to researchers, books, journals, statements, patents, theses, deal literature, and standards are the primary documents. Grogan adds to the list conference proceedings and official publications, but excludes books.

- **Secondary Documents:** Secondary documents do not carry new and original information but guide users to primary documents. They are compiled from primary documents. They organize the primary literature in a convenient form. These documents are of three kinds: (a) Those which index selected portions of primary literature and help users in finding what has been published on a provide subject, such since indexes, bibliographies, abstracts, etc. (b) Those which survey selected portions of the primary literature to help users discover the state-of-the-art knowledge on a given subject, such since reviews, treatises, etc. (c) Those documents which themselves include the desired information composed and selected from primary documents. This information, such since biographies, facts, formulae, histories, processes, theories, etc., is derived from primary documents and is arranged systematically in little convenient order in such secondary documents. Dictionaries, encyclopedias, handbooks, manuals, etc., are few documents of this kind.

- **Tertiary Documents:** Tertiary documents list secondary documents. Their function is to help researchers in retrieving secondary sources. Directories, Yearbooks, Bibliographies of Bibliographies, Lists of Research-in-Progress projects, Guides to Literature, Guides to Institutions, Guides to Libraries, and Textbooks are incorporated in this category of documents.

**Books**

Books form one of the primary sources of information. They give cohesively organized information on a specific subject of optimum depth. As, book script, editing, processing and publishing call for a considerable amount of time, books can be said to include ideas which are
fairly well recognized. They form useful repositories of information both for teachers and learners in a scrupulous field since they include a crystallized presentation of ideas helpful to the majority of readers.

A book is a physically self-governing document since distinguished from a periodical publication, that is, it has been completed in a definite number of volumes. A book normally trades with a subject of great extension and less intension. It is therefore a macro-document.

A book may be a single-volume or multi-volume document. It may be a common document or a textbook or a reference book

- **Single-volumed book:** A book maybe in a single volume or in more than one volume. The latter is recognized since a multi-volumed book. A multi-volumed book generally has a general index. It also has the similar sequence of pagination sustained in all the volumes of the set.

- **Easy book and Composite book:** A book, either through a single author or through two or more authors, that provides a continuous exposition of the subject, is recognized since a easy book. A book through more than one author, all contributions of which do not form a continuous exposition but have one title separate and self-governing, is a composite book. If a composite book has a single generic title to denote all the contributions collectively, it is an ordinary composite book, otherwise it is an artificial composite book.


A textbook is one that supports a teaching program. It trades with the fundamentals of the subject by the language and approach that suits the students. An author's newly propounded theory is generally not establish in it. Dissimilar courses of revise have dissimilar textbooks to support them. Guha's Documentation and Information, Prasher's Introduction to Reprography, Vishwanathan's Cataloguing—Theory and Practice and Krishan Kumar's Theory of Classification are textbooks on documentation, reprography, cataloguing and classification, respectively, meant for library science students.

Whereas a common book or a textbook belongs to the category of books that can be read through for information, education or inspiration, there is another class of books meant to be consulted or referred to for a definite piece of information. These are recognized since Reference books.

**Periodicals and Serials**

Periodical publications form a significant section of today's information world. It is one of the oft chosen shapes of research discourse. There are in excess of 100,000 periodical
publications, which publish informative research articles. Mainly of these periodicals or journals publish papers sent through dissimilar authors after due refereeing and editing. An analysis of the titles listed in the **Directory of Indian Scientific Periodicals** illustrates that India is publishing 1323 primary periodicals containing research articles, review articles, news and notes, short communications, etc. It has also been estimated that there is a standard augment rate of 50 new titles every year. Though, considering the death rate of periodicals, it has been estimated that there are in relation to the only 2000 live periodicals in science and technology, equal number is estimated to be published in the meadows of social sciences and humanities. Of those, 500 are in local languages, or are magazines for common circulation and targeted at readers who are not required to possess professional knowledge of the information presented. While magazine articles lay great emphasis on what is happening and how it affects people, periodicals, on the other hand, lay stress on how and why things occur and their power on a scrupulous profession or scientific society. A periodical publication is that which seems in sections or volumes at regular intervals with the intention to continue its publication for ever. Besides the unit of periodicity and stability, a periodical publication has a distinguishing number for each successive volume, recognized since its volume number. Annals of Library Science and Documentation, ILA Bulletin, IASLIC Bulletin, and Journal of Library and Information Science are few significant periodicals in library science. The periodicity of the first three is quarterly, and that of the last one is half-yearly. Annals of Library Science brought out its 32nd volume in 1985, ILA Bulletin its 31st volume throughout 1986, and the Journal its 10th volume throughout 1985.

A serial is also a periodical publication but each volume embodies more or less same information but updated, most relating to its year or era of coverage, India—A Reference Annual is an instance of a serial.

The hand-written book was the major vehicle of information discourse during the transitional ages. This way was slow and tedious. Flanked by 1430 and 1440, Gutenberg urbanized printing from movable metal kind and this improved the dissemination procedure. Books then became one of the major ways of transferring information. But, they too lacked speed and were not helpful in the dissemination of information since fast since was needed. Since a method out, scientists and researchers started by personal letters to communicate scientific information with each other and with the leaders of clusters in a scrupulous region. From these letters grew the first scientific periodical. As, the 17th century, the periodical has been the disseminating medium. In library collections, the location of periodicals and serials comes next to that of books.

**Government Documents**

Government publications are the official documents brought out at government expense. They are the records of behaviors of the:
Executive,
Legislature,
Judiciary, and
Research institutions sponsored through the government and same others.

The power under which these documents are brought out, may modify, such since a ministry, a department, a government undertaking, an institute or any authorized agency of either central or state government or this power holds responsibility for the authenticity of the contents of the documents.

Government documents are a class through themselves, dissimilar from common publications. In mass they range from pamphlets to voluminous books and in content they modify from an article with a popular appeal to technological treatises of value to scientists and academicians. Theses documents are usually divided into two categories:

- Parliamentary documents, and
- Non-parliamentary documents.

Another significant kind of documents is post-graduate dissertations and doctoral theses submitted to the universities for degrees. They are precious primary sources which statement original job in specific meadows. Besides yielding invaluable unpublished information on a specific subject, lay or person, these documents have long bibliographies and footnotes which are generally of immense exploit to researchers. These documents often remain unpublished. This creates difficulties in their selection and procurement.

Theses are primarily useful for their original contribution. Subjects dealt with in theses may not have commercial application. Dissertation Abstracts International published through Universal Microfilms Inc. generally covers doctoral theses in many subjects.

**Statements**

Statement literature is a significant primary source of information, particularly for a research library. This new medium for discourse of information came into being throughout World War II due to scarcity of paper, restrictions in sharing, and delays in bringing out periodicals. Statements not only solved the troubles then, but proved quite useful to be sustained after the war.

Statements originate in several research institutions and government departments and seem in a wide diversity. Mainly of them statement in relation to the research and development projects, in progress or completed. They may present quick preliminary information in relation to the job in progress; or they may provide complete information in relation to the job presently completed. In few subjects, such since nuclear science and aeronautics, a good amount of literature is accessible in the form of statements.
Technological statements may be issued ad hoc or in series periodically. Examples of statements are NASA statements, EURATOM statements, EEC statements, etc. Even in India, many organizations publish statements. National Aerospace Laboratories, Bangalore, publishes many statements every year. A special feature of a statement is that it contains details of the project and comprises a large amount of data. Information in statements is usually meant for internal audience. It may be said to be a nascent, unedited, non-formalized presentation of findings with a considerable amount of usage of jargon, acronyms, abbreviations, etc.

**Pamphlets**

A pamphlet is a self-governing publication. It is normally a document of some printed pages, generally less than 49. Pamphlets cover a very wide range of subjects, but their uniqueness is that an individual dedicated topic is dealt with precisely and concisely. It is an ideal resource for anyone learning in depth a dedicated topic. Further, much of the information seems in pamphlets before it is included in books. Pamphlets are a current source of information and are indispensable to libraries because they may include information not available from any other source. They are relatively less expensive than a periodical or book. As, they include information on a narrow subject-field and are presented in a unique manner, they are extremely useful to dedicated users. Their usefulness increases if they are objective and balanced in presentation.

**Patents**

In science and technology, patents form a significant source of information. A patent specification is a kind of legal defense for the inventor. In addition to a detailed account, patent specifications contain a report of claim through an applicant concerning the scope of the monopoly he seeks to cover in his invention. The claim is relatively broad in nature, its purpose being to specify the range of products or procedures that the patentee claims to monopolize. It, so, covers variations of the invention referred to in the patent. Therefore, while a patent is a legal document, it can also be used since a source of industrial information.

A patent is an agreement flanked by a government and an inventor whereby the latter discloses his invention to the public in swap for an exclusive right of use for a fixed era. Each patent presents a detailed explanation of a new manufacturing procedure or an improvement of an existing procedure, a new product a new way of testing and manage, etc., which may not be accessible in this form in other sources.

Every nation has a Patent Office. The Patent Office at Calcutta and its sub-offices grant in excess of 3,000 patents each year. The output of each urbanized nation is much more.

A comprehensive collection of national and foreign patents necessity be urbanized through all special and research libraries because of the following advantages:

- They provide technical information which is not established in any other source.
• In addition to the information on the common utility of the invention, they inform us in relation to the practical application of the invention in industry since also little backdrop material.
• They reveal information on specific technical items more totally and earlier than other sources do.

**Deal Literature**

Deal literature consists of documents that provide information on the procedures and materials involved in the production of a product, several kinds of product catalogues, compilation of deal data, manuals, guides, home journals, etc. Deal literature is issued through manufacturers and dealers. The vital purpose is product advertisement. These documents normally give accurate technological information in relation to the products and materials that are offered for sale. This information is generally not accessible from tinny other source. In a special library, deal literature is a significant source of information.

The information contents of deal catalogues contain details in relation to the uses, mass and specification of products, the range of the products of a firm, properties of materials, design data, test results, operating instructions, etc. Though, deal catalogues become obsolete quickly and are superseded through newer catalogues.

**Maps, Atlases and Globes**

Maps show the sharing of many things that happen on the surface of the earth. Information is presented through the exploit of a huge array of representations, codes, and colors that effort to communicate such characteristics since form, mass, outline, pattern, arrangements, land relief or elevation, and the sharing of statistical values of an actual or comparative quantity. Therefore, the map user has the graphic means which create it simple and efficient to recognize, compare and look at patterns, relationships, surface characteristics, locational data, scientific data, spaces, ocean cur-rents, geological formations, climate, weather, demographic distributions, political bound arise, economic data, agricultural capabilities, industrial manufacture, military development, etc. The discourse should be made easier through adoption of well-known representations and buildings. The legend assignment, color charting, relief defense scheduling should be symbolic to one another. There is a diversity of ways in which maps are presented and stored. The following are few:

• **Atlas:** The atlas is a volume consisting of a collection of maps. Atlases are accessible in several dimensions. They are designed for individual exploit.

• **Wall Maps:** Wall maps are measured to be entities, meaning they are unbound. They are generally 40-65 inches wide. It is significant to know the map level. Wall maps are designed for display and group exploit. They can be folded, mounted on spring rollers, or attached to dowels for hand rolling.
- **Bound Wall Maps:** Bound wall maps are intended to be attached to a tripod or stand permitting them to be flipped in excess of.

- **Overhead Transparencies:** Maps on overhead transparencies are intended to be used exclusively on an overhead projector. Information can be added through the exploit of overlays or can be written on to transparencies with water-soluble ink.

- **Relief Maps:** Relief maps give a three-dimensional perspective of the earth's surface. The relief, to be effective, necessity is grossly exaggerated in few of its proportions. For instance, if a relief map of the world 72 inches square were to depict Mount Everest concretely in relief, it would be less than 1/60 of an inch high.

A map is a representation of a section or the entire of the surface of the earth or of a celestial body, delineated on a plane surface, each point in the drawing designed to correspond to a geographical or celestial location. It may be of a country, state, municipality, and village or of a still smaller region irrespective of the level or extent of region. Maps are of several kinds, such since physical maps, political maps, thematic maps, Indian maps are issued through the Survey of India, Debra Dun.

An atlas is a volume consisting of a collection of maps. It may also include photographs and other supplementary material. The Britannica Atlas, Hammond Medalline Term Atlas and Times Atlas of the World are three significant examples of atlases. A globe is a spherical representation of the earth. Maps, atlases, and globes form a significant source of geographical information. These are; so, a useful section of any library collection.

**Photographs and Illustrations**

Photographs and illustrations are documents which give a visual or pictorial representation of a person, lay or situation which terms fail to define or discover hard to depict. Terms cannot tell what Pandit Nehru looked like, only his photograph can do that. Terms cannot define the Kumbha mela in progress at Hardwar or the Burning Ghats of Banaras or the Taj Mahal of Agra since accurately since their respective photographs can. Likewise, a complicated subject may be easily explained through an easy illustration. Graphical representation is always helpful in making readers grasp textual matter easily. A radio or television set cannot be assembled without the help of its drawings. Nor can a structure be constructed unless the architect's plan is made accessible to the engineer. These documents, so, form and significant section of a library collection.

**Microforms**

Microforms are those documents which embody idea in a reduced form that cannot be read with the naked eye. They need few devices for reading. They comprise microfilms, microfiche, and micro-opaques. These documents are now general in libraries. The reasons for their popularity are:
- Micro-shapes reduce the bulk of documents and help the libraries save considerable legroom.
- Out-of-print documents which are either not easily accessible or too expensive in the original form can be easily acquired in micro-form
- Documents in original are too bulky to be transported rapidly. Micro shapes, greatly reduced in bulk, are more appropriate for simple and quick transportation, since also for airlifting.
- A readable photocopy can be prepared from a microform easily. Microforms are accessible indifferent diversities and dimensions. Their organization and maintenance also needs special care.

**Audio-visuals**

These documents consist of slides, gramophone records, phonotypes, cassettes, motion pictures, video records, etc. Through the exploit of these documents, one can hear the original voice or can see the incident since it happened. A gramophone record or a phototape when played can bring to us the chirping of birds, the hissing of a cobra, roar of a lion or Rabindranath Tagore singing his own songs. Likewise, a motion picture or a video record can bring back to us Mahatma Gandhi and his followers taking section in the Salt Satyagraha. You can also witness a cricket match sitting right in your drawing room. No other form of document can give this facility. These documents are being extensively used since teaching aids these days.

Audio-visual documents today form a significant section of any collection in a contemporary library.

**Selection Principles**

Selection of materials for a library needs sagacity, adroitness and attention to people requires for everything from books and periodicals to films and recordings. The kind of library is a major factor that powers selection. Since a good selection you should have a substantial tolerance and flexible attitude to enable you to the varied requires of the users. You necessity be capable of telling dispassionately what is the best, and why, and for whom. At the similar time, you should also be aware in relation to the possessions – budget, manpower, legroom, etc. – and the constraints they would bring in.

The principles of selection are significant and should be given due aright, but require s of the users served necessity be catered to.

Public libraries are recognized for their variety since each one of them is to serve its own society. Selection priorities, so, do differ from library to library. Nevertheless a public library should cater to such material since gives information on social and cultural matters and on the daily requires of life.
Academic libraries have an advantage in excess of public libraries. Their clientele is homogeneous. They exist to support and promote the educational programs of the institution with which each one of them is attached. The selection should cater to the curricular, co-curricular, and research requires of the respective organizations.

Special libraries are for dedicated users, having collections of dedicated material to support the research programs of their parent institutions. They generally buildup a collection of current literature comprising periodicals, government publications, statements, standards, patents, reviews, advances, handbooks, manuals, data books, etc.

So, dissimilar selection principles have been enunciated through librarians and/or information professionals.

**Drury's Principles**

The vital principle, which still governs the selection of reading material for a library, was enunciated through Drury in 1930. It states: "To give the right book to the right reader at the right time". The reader is the central character. A document is right or otherwise in relation to the reader. It is to be provided when the reader requires it for exploit. The selector should know the readers and their necessities. He should select only that material which caters to the information, educational and recreational requires of the readers. The selected material should be procured expeditiously to be made accessible to the user when he requires it. Knowing requires of the readers and knowing the documents which can meet these requires is significant in making the selection of documents. But more significant than this is the making of an efficient mechanism to ensure the availability of the selected material at the light time.

The more significant of the principles of Drury's book-selection are given below:

- Revise open-mindedly the society, endeavoring to examine its desires, diagnose its ailments, give for its wants and satisfy its requires.
- Give for both actual and potential users. Satisfy the former's common and specific demands since distant since possible; expect the demands which might or should corm from the latter.
- Enact appropriate standards for judging all books and strive to accommodate then.
- Apply criteria intelligently and evaluate contents for inherent worn.
- Survey for established clusters, reflecting every class, deal, employment, or recreation which develops a natural interest.
- Be willing to buy, since distant since funds permit, the works asked for through specialists and society leaders.
- Select books that symbolize any Endeavour aiming at human development material, mental or moral.
Do not strive for completeness in sets, series, or subjects unless influenced that this is necessary.

Restrain the unduly aggressive patron but recognize the inarticulate one.

Aim at receiving the best on any subject; but do not hesitate to install a mediocre book that will be read in preference to a larger one that will not be read.

Stock the classics and the average works in attractive editions.

Duplicate the best rather than acquire many.

Select for positive exploit. A book should not be basically good, but good for something. It necessity do service.

Develop the regional history collection; its items will be sought for in the library.

Refrain from bias-personal, literary, economic, political or religious, and select with tolerance and without prejudice.

Do not be intolerant of fiction if it measures up to average. It has educational since well since recreational value and is now the dominant forage of creative art.

Buy volumes which are appropriate for the library purpose in format since well since in contents, and are attractive and durable in binding, paper, and printing.

Get to know the publishers, their output and specialties; the authors, their works and their ranking; and the costs. In short get to know everything in relation to the books.

Control possessions through cooperation with regional, local and national institutions.

Discard or refrain from adding books for which there is no actual or anticipated demand.

Keep within the budget, knowing the total amount accessible and maintaining a presently proportion in allotments.

If followed cautiously, may ensure the selection of the best reading for the users.

**Dewey's Principle**

Melvil Dewey's principle states: "The best reading for the largest number at the least cost". According to this principle a library should select, within the financial possessions accessible, the best documents which may satisfy the information requires of the maximum number of readers.

The word "best" is comparative. It means a document which "may be the best in its own field, the best that will be read, the bet, of which good exploit will be made, and the best that will answer sure demands". The best documents are those which satisfy the presently demands of the users for recreation, knowledge and revise; the documents which cater to the social and cultural requires of the users. A classic or a masterpiece may not be in demand for the time being, but it is the best book to be selected for its literary worth and for its exploit to the coming generations.

The second section of Dewey's principle—for the largest numbers—refers to the users of the library and their information requires, specified or unspecified. Our selection of documents
should be such since to satisfy since many readers since possible, the limitation of possessions notwithstanding. This is possible when we know our readers and their reading requires.

The last section of the principle — at the least cost—reminds us that the book budget of a library is never sufficient to meet all the information requires of the users. The confessional rates, acquisition of documents through gift and exchange, are few of the methods to save the limited funds for more purchases. The suggestion is that whatsoever is to be bought necessity be bought, but with an eye on strict economy. At the similar time it should be seen that this economy does not result in the development of a poor book collection consisting of cheap books through incompetent authors. The principle expects us to be careful in our selection and economical in our purchases to ensure optimum satisfaction to the maximum number of our readers.

**McColvin's Principles**

L.R McColvin advanced his Demand and Supply Theory of Book Selection in 1925. He states, "Books in themselves are nothing. They have no more meaning than the white paper upon which they are printed, until they are made serviceable through demand. The more closely book selection is related to demand, the greater is the resultant and possible service". The word "supply" refers to the availability of reading material in all its diversities. "Demand", on the other hand, means expressed and unexpressed informational requires of the users. This theory advocates the selection of only those documents which are demanded through the users for their informational requires. Whereas the development of the collection should be require-based, it should at the similar time be seen that we develop a balanced collection. No document of value should be left out even if demand does not exist for it. Such documents are likely to be in demand in future.

**Ranganathan's Principles**

Possibly it would be worthwhile to believe the Five Laws of Library Science of Dr. S. R. Ranganathan since the vital guidelines for formulating the objectives/policies and processes for document selection and procurement.

Ranganathan's first three Laws of Library Science are helpful in formulating the principles of document selection.

The First Law—books are for exploit—create it obligatory that only those documents should be selected which are of exploit to the clientele of a scrupulous library. While selecting the documents, the present and potential necessities of the user's necessity are kept in view. A school or public library should avoid the selection of costly books which are not likely to be in frequent demand. For a children's library, the books should be illustrated in bold typeface and attractive.

The Second Law of Library Science—every reader his for book—directs the selector to cater to the informational requires of all the users of the library. The subject or the language or
the approach of exposition of documents to be selected should be in accordance with requirement of the users. This is possible only when the selector of documents knows the users and their necessities well.

Ranganathan's Third Law of Library Science—Every book its reader—suggests that all attempts should be made to put to exploit those documents of value which have been selected in anticipation of requirements of the users.

Though, few of the vital principles and policies from Five Laws are given below:

- Procure since exhaustively since possible only selective/ representative documents in the region of interest of the library.
- Enter into an agreement of coordination / cooperation in acquisition with organizations distribution same interests;
- Depend since much since possible on inter-library cooperation to meet the information weds in the penumbral area of interest of the library.
- Depend entirely on inter-library cooperation to meet the information requires in the then area of interest of the library.
- For the purpose of procurement, whenever feasible, adopt the mode in the following order of preference: Gratis, Swap and Purchase.
- Whenever a section of the document purpose, prefer it to the entire document.
- Prefer microform to a microform if it serves the purpose.

**Policies, Norms and Standards**

Information source; structure, and significant function of the library, should be based on sound policies and programs. Based on the principles enunciated through Drury, Dewey, McCollvin and Ranganathan, one can formulate a Collection Development Policy considering for instance the following objectives:

- To identify the programs or user requires to be supported.
- To identify the common subject boundaries of the collection.
- To identify the common priorities and limitations governing selection, including
  - Degree of continuing support for strong collections;
  - Shapes of material to be composed or excluded;
  - Languages, geographical regions to be measured/sheltered or excluded;
  - Other duplications;
  - Extent of duplication, if any.
- To formulate cooperative collection agreements, if any, with other institutions which complement or otherwise affect the policy of the library.
- To identify the source for selection and the selection and acquisition processes to be adopted.
For a detailed analysis of the Collection Development Policy for subject meadows sheltered through the library, the following requires to be indicated:

- Level of collection intensity codes to indicate
  - 48. Existing strength of collection
  - 49. Actual current level of collection action
  - 50. Desirable level of collection to meet program requires

- Languages
- Chronological periods to be sheltered
- Geographical regions to be sheltered
- Shapes of material collection
- The element in the library or selector with primary selection responsibility for the field.

The vital question of who should hold power and responsibility for structure a stock of documents and ensure their excellence necessity is unambiguously stated.

While the financial and administrative powers would rest with the highest executive power, the Library Advisory Committee which lays down policies on all matters of the library would also set broad guidelines on which the library should build its collection. Book selection committees for dissimilar clusters of subjects, represented through subject experts, form the second level who would recommend individual items to be acquired through the library, keeping in view the necessities and the excellence of the publications. The third level responsibility rests with the head of the library and the library staff at senior levels, which have knowledge in relation to the clientele since well since the world of documents. The librarian and his staff are concerned with the comprehensiveness, balance and up datedness of the collection. Their duty is not to take direct responsibility for the excellence of the collection but also to keep informed the other committee members to help them evolve suitable policy guidelines. It would be a good process if all these characteristics are recorded in a policy report.

Norms and standards generally pertain to:

- Optimum mass of the collection;
- Proportion of allocation of funds to books, journals, and other categories of documents,
- Proportion of allocation of funds on the foundation of service to dissimilar user clusters, for instance, children, adults and the blind, the undergraduate students and research scholars in academic libraries, operational and research staff in dedicated libraries.

There are no carried standards for all these, particularly in India. Few norms are accessible in the context of the western industrialized countries but they may have to be examined in the Indian context. Since distant since public libraries are concerned, few norms and standards have been prescribed through several library committees which have gone into this problem. These can provide broad guidelines to evolve more acceptable standards in the present context of
the country, keeping in view population growth and sharing, literacy/illiteracy, job, students at
dissimilar levels, bureaucracy, etc.

REVIEW QUESTIONS

- Explain the functions of the Technical Department of a library
- What information should a Shelf-list Card contain?
- Describe the responsibilities of a coordinator of the Technical Department of a library.
- Explain the methods of ascertaining the demands for periodicals in a library.
- Explain the concept of document selection.
- Describe the selection tools.
- Describe the use and functions in a library.
- Distinguish the characteristics that differentiate a primary document from a secondary
document.
CHAPTER 3
Use and Maintenance of the Library

STRUCTURE
- Learning Objectives
- Circulation work
- Maintenance, shelving and stock verification, etc
- Elements of binding and preservation
- Review Questions

LEARNING OBJECTIVES
- After reading this chapter, you will be able to:
  - Identify the factors with reference to which circulation work can be planned;
  - Suggest a suitable stacking system for a library
  - Procedures and routines of binding work in a library

CIRCULATION WORK
Circulation work is the primary task of mainly modern service libraries. A collection of documents, thoughtfully and painstakingly built up since a library, is meant to be used and hence should not be allowed to idle on the shelves. In effect, every reader should discover a book in the library useful to him/her and every book should have a user. Libraries, so, have introduced a service, through which books can be borrowed through users for reading at their own convenient time at their houses or at any lay outside the library, or even within the library in research cubicles or in the common reading room. Such a situation though arises in university libraries or in libraries attached to archives or museums. There are sure categories of publications which, for security or other consideration, are not allowed to be taken out of the library. In other terms, books are allowed to circulate in the middle of readers. All jobs related to a way of borrowing books and returning them after exploit, making and maintenance of relevant records and files, and therefore on are referred to, since circulation job.

Goals of Circulation Job
Circulation aims to maximize the availability of all library material to users and thereby optimize their exploit. The major concern of any circulation service is to perform this task with economy and efficiency. This means, adopting effective charging and discharging organizations, and processes of lending for all kinds of users with reference to the dissimilar kinds of documents. It also implies the formulation of policies that will serve to create library material
optimally accessible to users while ensuring effective manages of their movements. Archiving these goals through the circulation division of a library is a management objective.

**Scope of Circulation Job**

Circulation job comprises:
- Registration of members,
- Lending, i.e., charging and discharging,
- Renewals, i.e., persons who seek extension of time for borrowed books,
- Recall, i.e., requesting a borrower to return a book,
- Holds, i.e., books that are reserved for a member that are already on issue,
- Notification, i.e., since requires arise.

The other behaviors of the circulation division may contain additional lending services such as interlibrary loan and reserve book collections. Since circulation counters are generally located secure to the entrance/exit gates of libraries, the circulation division of a library may also manage the gate register and the property counter. The exact range of circulation job, though, varies from library to library.

**Circulation Organizations**

A circulation organization helps a library user in the exploit of books and other library material that have been sent through the technological processing division of the library to the maintenance division mainly effectively.

The components of circulation organizations will normally contain:
- A file of registered borrowers,
- A record of all loan transactions,
- A organization of charging and discharging,
- A renewal mechanism for extending due dates for return of books, and
- Reservation of books already on loan for members who require them.

In addition to these, the circulation division may be required to take responsibility for the shelving of materials, recording and maintenance of circulation statistics and protecting the collection to ensure its fullest long-word exploit. It also helps to remove any obstacles flanked by the individual user and the library material.

**Historical Development**

The charging organization which just exists in Indian libraries has evolved in excess of an era of time. From an easy register organization of recording loan transactions, circulation organizations have now evolved into sophisticated computer-based organizations. A number of factors have contributed to this development and development: Firstly the concept of
librarianship has shifted from excessive conservation and preservation of books to increased concern for public exploit of books. Secondly public library organizations are fast developing. There has been a phenomenal augment in book collections which are accessed through a large user population. In information, the development of charging organizations is closely connected with the growth of public libraries. So, it became necessary to develop more liberal set of rules and simplified processes for the circulation of books. Many kinds of organizations were urbanized. We shall effort a quick review of these organizations, in four broad clusters since given below:

- Register organizations
- Card organizations
- Semi-mechanical organizations
- Automated organizations

**Register Organizations**

The earliest way of charging books for house exploit was a relatively easy one of script the author, title and borrower's name in a _Day book_. A _Day book_ was a register that recorded all daily transactions sequentially in a register. Later, this way was superseded through the _Ledger organization_ with distinct pages for each registered borrower. Each borrower's transactions were recorded in his/her respective page. This avoided the tedium of searching through the _Day book_ for a single entry. The _ledger organization_ remained in exploit until the transitional of the nineteenth century.

The disadvantage of both the _Day Book_ and _Ledger_ organizations was the absence of a mechanism to locate the whereabouts of the books. A solution to this shortcoming was established in the _Dummy Organization_. In this organization a block of wood or cardboard in relation to the mass of an ordinary book was sheltered with sheet of ruled paper on the back of which was entered the number of the borrower, call number, title of the book and date of issue. The wooden dummy was filed on the shelf in lay of the book that was withdrawn. This way eliminated require for going through lists of names and titles to discover a specific book. This way made possible, for the first time, to identify of both the borrower and the book charged out.

The next step forward was the development of the _Temporary Slip Organization_. In this organization, a slip is prepared at the time of issue of a book, with the particulars of the book such since the call number, author title, and the particulars of the borrower, i.e., name registration number, address, etc., and the date of issue: These slips are arranged at the counter either date wise, or through alphabetically in the name of the borrowers or the registration numbers of borrowers. These slips are either destroyed or given back to the reader since a receipt upon the return of the books. The largest advantage of this organization in excess of the _Dummy organization_ was that it kept the circulation record jointly at the circulation counter instead of
scattering during the shelves: These temporary slips were later replaced through a permanent slip or a card for each book.

**Card Organizations**

With the augment in the number of readers by libraries, it became necessary to devise few way of identifying both the book and the borrower. Therefore the two card organization, one card for the book and one for the borrower came into subsistence. First, identification cards were used, which were later substituted through borrower's card on which all book transactions were entered.

Of the two card organizations, two organizations, namely the Browne and the Newark are popular and widely used even today in libraries, particularly in India. Since suggested, talk about briefly these two organizations.

- **Browne organization:** Towards the end of the 19th century, Nina E. Browne devised a charging organization which used pockets or envelopes for each borrower instead of cards. When a book was to be charged, the book-card was removed and placed in the borrower's pocket which bore the borrower's name, address and registration number. These borrower's pockets, each containing one book card were then filed under the date either through call number, author or title of the book under circulation. This organization involved only a single operation to create books accessible. Although measured to be notable advance in excess of the temporary and permanent slip organization, it had one shortcoming there was no permanent record of the loan.

- **Newark organization:** Approximately the turn of the century a new organization came into exploit, which utilized the borrower’s card and book card to the best advantage. This new organization was adapted through the Newark Public Library, and soon became popular. The simplicity and flexibility of this organization made it adaptable to both small and large public libraries. Its positive attributes contain accurate files, conveniently located at the circulation desk through patron’s name, due date and call number. It can also generate accurate statistical statements and accommodate dissimilar loan periods. The largest disadvantages are the labor rigorous nature of the operations: It set the level for associating patron information to items through the loan transaction and the eventual exploit of transaction numbers.

**Semi-Mechanical Organizations**

The next level saw the replacement of human labor through machines when mechanical charging organizations were urbanized, essentially mainly subsequent organizations, involved the exploit of cards with pre-punched holes approximately the edges, one of which could be cut to indicate the date on which an thing is due. The cards are arranged through call number in a single sequence. The insertion of a knitting needle through a given hole will allow all the books overdue
for a given date to fall free of the bunch of punched cards. This organization is characterized through inventory and date access but placed a greater burden on the borrower. A borrower had to write the borrower’s name and address and the call number, author and title of a book borrowed.

The next organization to be urbanized was the photo charge organization. In this organization micro photos were taken of the borrower’s card, the book card and a sequentially numbered date of issue or date due slips. This due date slip contained all the necessary information in relation to the book since well since the borrower. Nevertheless this also had many drawbacks since the availability whole information on loan transactions was limited to a roll microfilm which introduced major operations difficulties.

**Automated Circulation Organization**

For many decades now, ingenious librarians and library equipment manufacturers in western countries have intended circulation organizations by: the latest technology. The advent of the computer in the 1960" and microcomputers in the 70s and 80s radically altered ground rules. Now all sequences of encoded units are possible and information on any management data can be derived. Significant statistical data pertaining to collection exploit and library users can be obtained through manipulating the data accumulated in the circulation procedure. Advantages of speed, the skill to control large amounts of data, and the long word trends of rising computer authority and decreasing cost have attracted libraries to automated circulation. In the urbanized countries of the world, it is now possible for all but the negligible libraries to have access to and manage their material through the current range of computers. The situation in India may not be since promising; though a slow procedure of transform is taking lay in at least the special libraries towards computerization. The computers were expected to enter other kinds of libraries too through the next decade or therefore. A rising number of university and college libraries already are to be moving towards automated circulation organizations. The situation now seems to be quite encouraging.

**Circulation Functions**

**User Registration**

An obvious first step in any circulation organization is to register the users or borrowers. This is a time consuming and somewhat expensive process but mandatory for many reasons. This process establishes the potential borrower since a legitimate member of the library. Registration specifies the borrower since a member of the society in the case of public libraries or since an enrolled student or faculty staff member in a typical academic environment. This identification is necessary for the accomplishment of the controlling procedures like holds, recalls, fines, etc. Separately from this, it also serves since a useful point for informing the clientele of the library
policy and processes. It is one of the initial get in touch with points with the user society. Another significant purpose of registration, particularly in the case of public libraries, is that it gives an accurate statistical account of the user population.

**Registration Process**

The registration process is fairly well standardized. The borrower to be is given an application form to fill. The application form may preferably be in a card form, therefore that the similar is alphabetically filed to serve since an alphabetical registration record. The information generally requested is the name, address, telephone number, job, business address and telephone number. If it is a public library, the job, name, address and telephone number of a referee or a guarantor is sought. The signature of the applicant and the guarantor is also insisted upon.

College and university libraries grant borrowing privileges to all faculty, staff and registered students. The way of student identification differs in the middle of organizations. The student may be asked to illustrate his/her identification card issued at the time of entry into the current academic session. Another alternative is to need the borrower to illustrate his/her admission receipt. The third alternative needs the student to get the head of his institution or Department to countersign his application and in case of faculty or, administrative staff a copy of the appointment letter. It is significant to set up the bonfires of the student or faculty. Registration enables the user to create exploit of the privileges of the library. The form of registration is directly convinced through the kind of circulation organization. The borrowing privileges of members are also indicated in the borrowers’ register. Borrowing privileges refer to the kinds of documents that can be borrowed, the length of retention, recall right of the library, etc.

**Charging and Discharging Functions**

Circulation is an action whereby library materials are lent to borrowers and records of such loan transactions are kept in an orderly method. We have noted that this is a significant vital action of a service-library. It is this service that brings users into direct get in touch with the operating organization of the library. Librarians have, so, spared no attempts in designing and developing efficient and economical charging organizations to provide borrowers excellent service. Not only it is necessary to give efficient service to borrowers, but it is also crucial to maintain a reliable record of loan transactions to know where a book is at any given point of time. This is essential in all kinds of libraries but more therefore in academic libraries where sure titles are in consistent demand.

An ideal charging organization should so have the following capabilities: it should be able to:

- Identify the books that are charged, i.e., be able to ascertain whether a book is in the library or out;
Identify the borrower of a scrupulous book;
Identify when a book is due back in the library;
Measure the extent of exploit of books, i.e., give a permanent record of the number of times a sure book has been circulated;
Indicate the extent to which a reader is making exploit of the library’s borrowing facility, i.e., indicate the number and kind of book a user has borrowed, etc.; and
Indicate the number of books circulated per day and also other subject wise circulation statistics.

There are three categories of records on which circulation manage is based: These contain:

- Items of documents that are on loan;
- Borrower's list with all details including books borrowed;
- Time record linking the above two records.

The excellence of operational competence is evaluated with reference to:

- Speed, i.e., the issuing and returning of books should be earned out with speed without sacrificing efficiency;
- Economy, i.e., the organization should economize on staff, time, money, materials, plant and stationery;
- Its being foolproof, i.e., versatile in words of identifying the whereabouts of a book;
- The smooth flow of traffic, i.e., no congestion at the counter at any time,
- A minimum backlog, i.e., all the filing should be done on the similar day; and
- A minimum require for preparatory job.

A minimal circulation model is a set of processes of record keeping with respect to only their category, i.e., records of the materials held through a borrower. A total or complete organization is one that gives for all three categories of records. The earliest organization, the ‘day book’ met the minimal circulation necessities of recording the transactions. The ‘ledger’ organization was an improvement in that was a more orderly manages of charges since opposed to the former. Mainly of the later organizations like Browne, Newark have included characteristics which meet mainly of the necessities directly but the rest only indirectly. It is only the computer based organization that can meet all necessities.

Controlling Procedures

The controlling procedures further regulate the circulation of library materials.

Renewals

Renewals symbolize an extension of the loan era through recharging the similar thing to the similar borrower. Few books are required through readers for a longer era for several reasons.
Books may be renewed if there is no demand for the similar book, since indicated through the reserves record. Books may be renewed through presenting the book in person or through telephone depending on the library policy.

Reserves

The reserve process is also recognized since hold process. In this library materials already on loan are recognized and held or reserved upon request for other patrons. A record is then made at the circulation desk that serves to identify the user making the request and the book in question. The next step occurs upon the return of the book. When the book in question is returned the charge record designates that the book is now on hold' for another user. Such On hold' books are separated and a notification to the requesting patron is sent to the user who made the request.

In academic libraries, textbooks and other related materials are in great demand through the students. Due to paucity of funds or non-availability of the thing, college and university libraries are not in a location to acquire multiple copies to satisfy the demand for the similar books through many students. With fixed book funds, a balance has to be struck flanked by multiple copies and ensuring equitable access to sure titles for all users for house exploit.

Recalls

Another significant controlling action concerns circulation is recalls. Libraries often allow patrons to renew books on the condition that the thing will be promptly returned if another patron later requires it. The action of calling books back into the library therefore that they can be lent to the other person is recognized since recall. Therefore, a request for a hold or reserve initiates a recall of a book on first loan or already renewed;

Reminders

Sending regular reminders for overdue books is one of the mainly significant jobs of counter staff. Readers may not return books in time either for selfish reasons or due to forgetfulness. The library's inability to locate the book promptly and ensure availability may also prompt the readers to retain the books with them for a long time. To avoid such monopoly of books through some persons and to provide every reader a fair chance to exploit these books, reminders should be sent at regular intervals. A record of the overdue books, the concerned readers' name and address necessity is made frequently. Printed reminder shapes may also be used. In college and university libraries help of faculty is also sought in making reminders more effective.

Fines / Overdue Charges

It is a common practice in libraries to collect overdue charges/ fines for books returned after the due date. The policy of fines/overdoes is primarily a measure of manage for the proper
The policy of overdoes is most to dissuade the practice of cornering sure books in demand. This also results helps to enforce discipline. The fines action is also closely related to the charge and discharge behaviors. The amount of fine and the ways of cumulating fines varies and depends on the library’s policy.

The process of collecting overdue charges is either through issuing regular receipts or through keeping a conscience box for this purpose. The process depends on the library policy. Considering the cost and time involved in issuing receipts few libraries prefer the conscience box way. A conscience box is a way through which the defaulter puts the amount of overdue charge in a locked box with a slit on top. The total collection for the day is taken out and entered in the cash book of the library.

All these manage behaviors of recall, fines, etc., can be more complicated if multiple copies, multiple branches, multiple patrons, varied loan periods for dissimilar patron kinds, media kinds are involved. All these behaviors are dependent upon the library’s skill to send notices to users. The proper functioning of the notification procedure most depends on accurately maintained user registration files, clearly defined policies of loan periods and fines and finally the response of the user to the notice itself.

**Charging Organizations**

These organizations are: the Browne Charging Organization and the Newark Charging Organization. We shall define these organizations in detail with reference to the following characteristics.

- Equipment and materials used
- Charging routine
- Discharging routine
- Reserves
- Advantages of the organization
- Disadvantages of the organization
- Specimen of materials

**Browne Charging Organization**

The Browne Charging Organization was devised through Nina E. Browne who was librarian of the Library Bureau in Boston and served since the secretary of the Publishing Board of the American Library Association.

Even however the organization originated in the United States, it is not much in exploit in the country of its origin. But it has become quite popular in India.

- **Equipment and material used:** The special equipment and stationary material required to operate the organization are the following.
Registration cards of all borrowers arranged alphabetically:

51. Borrower's tickets or pockets. Each borrower is given since many tickets/pockets of manila or rough paper since he/she is entitled. This ticket is in the form of a pocket of 3"x2" mass with openings on two sides. This ticket bears the names and address of the borrower, the date of expiry of membership. In many libraries a code number is devised and written/typed on the top of the card to symbolize category/subject of interest and date of validity of the membership. It also bears the signature and stamp of the librarian and the signature of the borrower on it.

52. Book cards of mass 4"x2" bearing the call number; accession number, author and title of the book

53. Book pockets of mass 5"x3" which are pasted on the inside back/front cover of the book. The book cards are kept in these pockets when they are not in circulation.

- Date slip on which the date due or date of issue are stamped, to be pasted on the back or front flyleaf of the book.
- Date stamp and ink pad
- Date guide cards
- Charging trays
- Circulation statistical sheets
- Reminder cards, reservation cards, overdue fine slips, etc.

**Charging Routine:** Charging is the issue of books that are presented at the circulation counter to borrowers. This routine involves the following steps:

54. The book to be borrowed and the borrower's ticket are presented through the user to the assistant at the circulation desk counter.

55. The counter assistant after the identification of the reader either through familiarity or through the identification card/membership card, takes the book card out of the book pocket or slips it into the borrower's ticket/pocket.

56. The due date is stamped on the due date slip pasted on the back or from the flyleaf of the book and the charged book is handed in excess of to the patron.

57. The book card coupled with the reader's pocket is filed in the charging tray behind the respective due date card through call number.

- The call number and the borrower number are recorded in the daily circulation statistics sheet.

**Discharging Routine:** Discharging is the job of securing books borrowed and releasing the borrower's tickets. This routine will involve the following:

- When the book is presented at the counter for return, the due date/issue date is ascertained from the due date slip.
58. The book card coupled with the reader's ticket is picked up from behind the Circulation Job suitable date guide card from the charging tray,

59. The due date/issue date is cancelled on the due date slip and the reader's ticket is returned to the reader.

60. The book card inserted into the book pocket and the book is therefore discharged and the reader is absolved of his responsibility.

61. If the book is returned after the due date, due overdue amount is computed and an overdue charge slip is given. The reader's ticket is returned only after the receipt for the overdue charge is presented.

- **Reserves:** Reserves' constitute a facility of a circulation organization through which a reader can reserve a book that is out on loan. This facility is built into a charging organization. The routine involved is explained below:

   62. If there is a request for reservation of a book in circulation, the reserve ticket is filled up through the reader and the reserve ticket containing the details of the book and the reader is inserted into the reader's pocket in the charging tray. When that book 'on hold' is returned the reserve card beside with the book card will be slipped into the book pocket and the book will be kept in a special sequence and intimation will be sent to the reader who has reserved the book.

- **Advantages:** The context creates itself explanatory.

   63. Being easy the process results in economy of time and attempts. It is estimated that at least 300 books can be issued per hour.

   - The issue of reminders and calculation of fines/overdoses is simplified.

   - The statistics of issue can be prepared easily.

   64. Reserves and Recalls can be accepted out promptly.

   - No signatures are required at the time of issue or return.

   - Disadvantages:

   65. No permanent record of issue is accessible.

   66. It is hard to ascertain the number of books issued to a person since the borrower's tickets are scattered.

   67. In case of loss of tickets, misuse is possible since the signature of the reader is not necessary.

   68. Caution and vigilance are necessary while inserting book cards into the readers' pockets since there is only one record of issue. Otherwise book cards and readers pockets may be mismatched.

   69. Though in spite of these limitations this organization is extremely popular in Commonwealth countries including India because of the simplicity of the process. This organization saves the time of the staff and reader to a great extent. To
overcome few of its limitations many modifications are included into the organization in many libraries in India.
Newark Charging Organization

Equipment and Materials Used

Since this organization is a small more elaborate than the Browne Charging Organization, it needs more equipment and materials. They regions follow:

- Registration files of all borrowers. These are collected in an alphabetical file of the application blanks of registered borrowers and also a numerical file of numbers assigned to each borrower generally tipped on sheets in a loose-leaf notebook or in the form of a register.
- Borrower's cards bearing the name, address and registration number of each registered borrower with legroom for recording transactions.
- Borrower's cards bearing the call number, author and short title of the book.
- Date slips which are pasted on the back or front flyleaf of the book.
- Book pockets giving the call number, author and short title of the book.
- Pencil, dater, date stamp and ink pad.
- Date guide cards for tiling the day's circulation.
- Fine record slips.
- Circulation statistical sheets
- Overdue reminder cards, reserve cards, etc.

Charging Routines

Charging routines are a small more elaborate and time consuming in this organization than in the Browne Charging Organization. The steps involved in charging are follows:

- Borrower's Cards are presented through the user to the assistant at the circulation counter.
- The due date or date of issue, whichever is used, is stamped on the date slip in the book through the assistant.
- Likewise the due date is stamped on the book card taken out of the book pocket and the borrower's card.
- The borrower's number is written opposite the date in the book card and filed behind the concerned date guide card.
- The borrower's card and the book are returned to the patron. Therefore, the book is duly charged,

Discharging Routines

The steps involved in discharging routines are:
When the book is presented for return beside with the membership card, date of return is stamped on the borrower's card, therefore cancelling the charge for the book. The borrower's card is returned to the patron.

The book card is located in the circulation file from the date on the date slip and placed in the book pocket.

If the book is returned after the due date, the fine is computed and composed. The date of return is stamped only after the fine is paid.

**Reserves**

Reservation process in this organization is same to the Browne Charging organization. It is in information easier. The reserve ticket: filled in through reader is attached to the borrower's card in the charging tray. When the scrupulous book 'on hold' is returned, the reserve card beside with the book card is pinned with the borrower's card and the book is kept in a special sequence and Intimation is then sent to the reader who has reserved the book.

**Advantages**

- There is a permanent record of the number and kind of books circulated and the kind of books borrowed through each reader.
- It is possible to know at all times, where a given book is, to whom it is charged, and when it is due.
- The record of the number of times a book has been circulated is accessible even when the book is not in the library,
- As, the transaction is recorded both on the borrowers' card since well since on the book cards the danger of dislocation is minimal. If the borrowers' cards are lost, the record on the book cards is accessible and vice-versa.
- Many assistants can carry on the routines simultaneously.
- The borrowers can be allowed to borrow books from any branch library of a larger library organization, provided there is a central registration file at the largest library where an alphabetically arranged copy of all branch registrations is accessible.

**Disadvantages**

- Routines are slow, and cumbersome. The process of script/stamping of the date of issue/due-date and the borrower's membership number on the book cards are script/stamping of issue/due date on the borrower's cards are time-consuming.
- There are chances of inaccuracies creeping in, especially when transcribing borrowers' card numbers. This is particularly true throughout rush hours.
- Two registration files are necessary: an alphabetical file through borrower's name and addresses and a file of registration numbers assigned to each borrower.
• On the entire, the Newark Organization is measured to be foolproof and safe. This advantage may not always be accessible

**Inter-Library Loan**

Since it is neither desirable nor feasible for a library to be completely self-sufficient, they require to depend on other cooperating libraries in the municipality or area, to obtain books and other library materials required through the patrons. The resource distribution networks and programs of libraries facilitate behaviors like borrowing material not accessible in a specific library from other participating libraries. Such loans flanked by libraries are recognized since an inter-library loan. It is regularly the responsibility of the circulation department.

The inter-library loan is possibly the oldest form of cooperation in the middle of libraries. Inter-library loan operations can be divided into two: those relating to borrowing and those relating to lending. Both these behaviors are a more complicated difference of the common circulation functions.

This process is simplified if proper apparatus like union lists and union catalogues are accessible. Once the libraries are recognized, depending on the policy and process of interlibrary loan arrangement a request is sent to a library owning the material through an average form or letter. After the receipt of the requested book, the user is notified of its arrival and the thing is charged out to him. In many libraries books acquired in a library on inter-library loan are not allowed to be taken out of the borrowing library to ensure its prompt return on requisition through the lending library since also to safeguard against possible damage due to negligence. Once the user returns the book at the end of the loan era, it is in turn sent back to the owning library. The lending behaviors for the inter-library loan are initiated upon receipt of a requested best from a borrowing library. Then the availability is checked by the library catalogue and other bibliographical apparatus. Once the thing is located, it is sent to the requesting library. A record of these inter-library loan transactions are generally maintained apart in the form of a register.

**Scheduling and Management**

One of the mainly significant characteristics of any library service to its users is the circulation procedure. Scheduling is essential in this region to insure quick, efficient, and convenient processes. As, the get in touch with made at the circulation desk is the only one for many readers, the circulation procedure becomes a significant public relation factor for the library. The library management must' be concerned with the development of an efficient circulation organization.
Factors in Scheduling

In scheduling the circulation procedure, there are many factors that the management necessity believes. They are:

- **Multiplicity of materials:** It is necessary to give for a multiplicity of materials like conventional books, periodicals, media; etc., since well since the special equipment needed to utilize these materials. The procedure necessity is intended to handle the mass of the collection, daily volume expected and kinds of material circulating. The larger the collection and volume of circulation, the larger and more involved the circulation procedure.

- **Multiplicity of users:** A public library, for instance, caters to a more heterogeneous group of users, while a special library would have a more homogeneous group with an identifiable nature of interests. Since it is possible to have more managed and access to patrons in a special library, the circulation procedure can be much simpler.

- **Degree of service:** It is an additional factor that requires careful consideration while scheduling. Are all materials to be circulated? Should dedicated materials like cassettes, films be circulated? If therefore, is the equipment to be made accessible to the patron for house exploit? Limited circulation of few items is necessary for a diversity of reasons. The length of time for which materials may be charged out or to whom is another matter to be measured. In academic libraries, for instance, dedicated materials like non-print materials and reference materials are loaned to faculty only. Books under categories such since manuscripts, personal papers of eminent scholars, average reference books are normally not loaned even to faculty. Generally a varying loan era relevant to the format of material and the kind of patron is followed in many libraries. Sure materials may be accessible only to faculty for overnight borrowing only. The old problem of overdoes and fines is another region which requires to be clearly spelt out. Professional literature is full of pros and cons relating to this problem. To fine or not to fine for overdoes is a controversial issue. Circulation regulations generally define the parameters which apply to circulation. Many libraries have limits on the number of items and the length of time the materials may be kept. Other thoughts contain whether materials may be renewed and if therefore, whether renewals may be made through telephones; whether books on loan may be reserved etc. All these questions require to be cautiously measured before arriving at a decision. The goals and specific objectives of the library necessity are measured since the foundation for any decisions reached.

- The choice of charging organization is an extremely significant factor that requires to be measured while scheduling a circulation procedure.

- The provision of personnel is another factor that management necessity believes. The circulation procedure can be operated quite adequately be semi-professionals, clerical
personnel and others. Professional involvement is usually restricted to determination of vital policies and processes and common supervision. Once the vital procedure including policies has been recognized a semi professional or clerk can handle the day-to-day supervision.

**Circulation Management**

Circulation is a necessary on going action. Since the environment of the library changes, the circulation operations necessity also adapts. The choice of a suitable charging organization necessity is periodically reviewed in view of the accessible technology. Since long since the environment continues to transform, librarians will require to do a periodic review of the organization.

Many contemporary management techniques like cost benefit analysis, organization revise are made exploit of in evaluating circulation organizations. These methods identify the comparative costs of organizations and effort to balance these costs against the comparative advantages of each choice. Capital equipment, labor and material are weighed against such benefits since patron satisfaction, operational efficiency and economy, and statistical information:

**Records and Statistics**

The maintenance of records in the circulation department is extremely significant because these records form the foundation of collecting statistics on documents taken on loan, the kinds of users and what they have been borrowing, how often a scrupulous title has been borrowed, defaulters, etc. These statistics are invaluable in providing useful indicators to the library to playa its acquisition policy, nature of services, the range and kind of users, etc. Such analysis goes into the annual statements of the library. Several registers like "patron register", "interlibrary loan register", "overdoes and fine register", "suggestions register", "gate register" are maintained through the circulation department.

**Miscellaneous Jobs**

Since the circulation counter is generally located secure to the entrance/exit gate, the circulation department is entrusted with the task of maintaining of the gate register and the property counter.

- **Gate register**: A record of the daily visitors and their purpose of visit to the library are maintained in the form of a gate register. Each visitor to the library is asked to enter the details of personal information in the specified columns of the gate register which is kept at the entrance of the library. This is a useful record to know the visitors. Analysis of the gate register may throw light on the patrons of the library. Though it has limited value in
university and college libraries where the users are a defined group who remain the similar daily and visit the library many a times in a day.

- **Property counter:** Since users are not allowed to bring books other materials and other belongings inside the library a ‘property counter’ is generally installed close to the entrance. In small and special libraries the property counter staff can also do the vigilance occupation which is necessary to eliminate the unsocial habit of few members walking absent with books of the library.

**MAINTENANCE, SHELVING AND STOCK VERIFICATION, ETC**

**Maintenance Job and Management**

Of all the functions in a library, the maintenance job is the least discussed in professional literature. Though, the importance of maintenance job cannot be in excess of accentuated. In information, the ultimate success of several other functions like acquisition, classification and cataloguing rests on the efficiency of maintenance job. No matter how well a collection is classified or catalogued, books cannot be serviceable to users unless proper care is taken to organize and maintain the book collection. It is one of those less glamorous, nonetheless, extremely significant tasks in a library. Now let us talk about what constitutes maintenance job. Maintenance job involves continuous monitoring of the proper stocking, arrangement and display of books on the shelves in the stack rooms and taking care of them. This essentially implies two characteristics:

- Organization of the stack room and arrangements of books on the shelves
- Conservation of books i.e. overseeing and supervising the physical circumstances of books, overall cleanliness of the stack regions, etc.

**Organization**

In an open access library which allows users to browse, choose and select books of their interest, shelf organization and arrangement of books are of primary importance. Books on dissimilar subjects that are constantly on demand are to be easily available to readers. This means that the professional classification schedules are rarely in tune with the layman’s expectations of sequence of books on shelves. In public library books of fiction, travelogues, biography may be more popular from the reader’s point of view than the more serious books on literature, sciences and social sciences. A classification scheme does not give the sequence of subjects of books on their popularity.

Besides, reference books like encyclopedias, dictionaries, year books, directories, etc. should be kept in a distinct lay for simple reach and uninterrupted exploit through readers. Recent arrivals and books on current interest necessity are displayed at a prominent lay to draw the attention of readers.
**Conservation**

The second aspect of maintenance job is book conservation. Only books in good physical condition should be allowed to keep on shelves. Consistent shelf checking would remove torn, soiled and damaged books from shelves for repair, rebinding or to be withdrawn from circulation. This is a healthy practice and should never be underestimated.

Another significant aspect of conservation is that the stacks necessity be cleaned frequently to protect books from dust, dirt and insects. Air-conditioning of stack rooms would be ideal to protect books from dust, heat and moisture.

All these attempts are to aid the fundamental task of locating a book when it is wanted and returning to its assigned lay when it is no longer needed; maintaining the order of books and taking care of the books that they are wanted again:

- All these tasks are generally entrusted to a maintenance part/division in addition to the other functions.

**Regions of Responsibility**

The largest regions of responsibility of the maintenance part or division are:

- Taking responsibilities concerning:
  70. the way of stacking and kind of storage equipment;
  71. the arrangement of the collection, including special arrangement for category of materials—oversized books, non-book materials, etc.,
  72. the effective and efficient exploit of the architectural characteristics of the structure for stacking books:
- Maintaining orderliness and cleanliness in the stockrooms;
- Training and supervising the job of the maintenance part/division staff;
- Decisions concerning the conservation of material, repair, binding, etc.;
- Maintenance of records pertaining to stock manages.

**Functions**

The specific functions of the maintenance job contain:

- Shelving
- Location of documents
- Shifting of collections
- Dusting and cleaning
- Preparation and maintenance of guides
- Maintenance of documents
- Shelf rectification
- Maintenance of shelf list or register
Dealings with Other Parts

The maintenance part is functionally related to approximately all other regions of the library, especially to the processing part which feeds this part with new additions and the circulation part which withdraws books from the stacks and sends back the returned books to the stacks. This part is also related to the reference part, bindery and all other parts in one method or the other. The dealings of maintenance part with other parts are shown in the Figure 3.1.

Fig.3.1: Schematic of the Dealings of the Maintenance Part with other Parts

Management

The magnitude of maintenance job, like all other job in the library, depends on the mass and complexity of the library and the quantum of operations. Decision concerning whether to have a distinct maintenance part or not depends most on the intensity of operations. In small/medium sized libraries maintenance may be under the circulation part. Separately from the mass; another contributory factors whether the library is open access or closed access. In a closed access library, shelving job is relatively less, while paging job is more. Paging involves the occupation of locating the requisitioned book on the shelf and bringing it from the shelf and giving it to the reader.

In open access, users quite often remove books from the shelves for browsing or consultations and they are not, since a rule, allowed to replace the books on the shelves since they are not likely to know the exact location. This task is invariably taken care of through the library staff. In an actively used library, this job may keep the staff continuously busy during the day, making shelving a major function.
It is a general practice to have a distinct maintenance part/division with one or more assistant librarians in large libraries like university libraries. The number of junior staff needed for shelf job depends upon the mass of the collection and the number of books circulated and the number of users. In larger libraries, having multistoried stacks, at least one shelf worker should be provided for each wing of the stacks.

**Stacking Principles**

Ranganathan’s Laws of Library Science provide clear guidelines to the ways of organizing stack rooms and the arrangement of books on shelves. Exploit of documents, rather than preservation being the largest concern of libraries leading to the introduction of open access organization, rising attention has been given to library architecture and structures with specially intended stack room, specifically intended furniture for improving stacking facility and display, etc. All these have contributed to improved facilities for the user of books.

Separately from these facilities, there are also few useful guiding principles that govern stacking of documents in libraries. They are:

- Ensuring maximum capability with minimum wastage of legroom;
- Facilities for accommodating books and also other book-like and non-book materials;
- Simple accessibility to books and also other related regions like Library catalogue, Circulation desk, etc;
- Proper ventilation for adequate flow of fresh and dust-free air, beside with temperature and humidity manage;
- Adequate artificial lighting; and
- Provision for future expansion.

Having noted the principles that govern stacking and display of documents in a library, we shall now talk about some of the stacking organizations which give several facilities for storing documents.

**Stacking Organizations**

The largest consideration in stacking is to achieve economy of legroom while ensuring ease of accessibility for the readers to the contents of the shelves. Legroom is at a premium in approximately all libraries and the problem of legroom is faced through libraries with a large and rising collection. Solutions for this problem are established in the dissimilar methods of stacking.

*Double Rows on Fixed Shelves*

In this way, you can arrange books in double rows on normal fixed shelves. While this increases capability, it hinders access to the rear line. A modification of this is to exploit two
distinct shelves for ‘two layers’ with the facility to swing one layer to the face to have access to the rear line.

**Hinged Stacks**

In this way two shelves are joined jointly with hinges at one face. One shelf is fixed, while the other is mounted in front of it at the hinges. In this organization, the entire shelf can be opened since a door to reach the books on the rear shelf. In order to facilitate the operation of the hinged shelf a roller is attached to the bottom edge, running on a curved metal rack on the floor.

**Rolling Stacks**

These are metal stack elements mounted on ball bearing wheels which are placed face through face. The ball bearing wheels help the individual elements to roll easily when they are pulled aside.

**Multitude Stacks**

This way has been adopted through many large libraries during the world to solve the legroom troubles particularly in the past. It consists of wooden stacks, supported through metal framework extending from basement to the roof. The load of books and shelves rests on the basement which has a strong basis to bear the load. The vertical extension of stacks is economical than the horizontal one in this way since the floor on each stack is a temporary one, which may be either a wooden framework or a lighter steel or concrete framework. This kind of multitude stacks is used in many libraries in India.

**Compact Storage**

Another way of storage equipment is the compact storage organization. Compact storage methods have been advocated and explored as the last century. Though, these became popular only as the last two decades, due to the availability of many kinds of equipment for compact shelving.

Compact shelves are a special kind of storage equipment which creates possible a substantial augment in the capability of storage legroom through several arrangements of elements, parts and complete shelving organizations, since well since version of the shelf loading surface themselves. The construction, organization, and the way of employment of this equipment differ from the traditional shelves and traditional storage equipment.

The storage of collections shelved with this equipment is recognized since ‘Compact Storage’ because of the higher degree of compactness achieved. Compact shelving falls into the following kinds:

- Stationary shelves combined with movable revolving segments.
- Stationary shelves with movable drawers, and
Movable sliding shelves.

All revolving compact shelves exploit a suspended construction with vertically hung hinged parts of several kinds generally combined with a guide rail arrangement. It could be either doubling faced or single faced. The essential principle of compact shelving results in firmly packed collections since against more porous or dispersed fashion of shelving. While traditional shelves exploit up only 30 per cent of the floor legroom, the dissimilar methods of compact shelving are said to augment the capability of the stacks having the similar region from 50 to 65 per cent.

Though, compact storage in addition to decreasing the accessibility, it has other disadvantages. They are: Cost of the shelving equipment‘—since the cost of fixtures themselves are reasonable; augment in structure costs for mainly of these equipment needs structures intended specifically for their exploit; mechanical functioning and safety characteristics. Librarians have to be judicious in the matter and ensure that compact storage has enough advantages to offset its obvious disadvantages.

Conventional Shelving

Since you may have observed in mainly libraries, books are kept on open shelves which are generally arranged in similarity rows with passages from 75 to 80 cm in width flanked by the rows. The normal height of the shelves is 190 to 205 cm which permits taking books from the upper mainly shelf. Single faced shelves are placed beside the walls. Within the rooms themselves, flanked by the aisles, the shelves are double-faced. Single faced parts have six or seven one meter shelves. While double faced parts have twelve to fourteen one meter shelves. Under these conditions, taking into explanation all aisles and gangways and approaches only in relation to the 30 per cent of the floor legroom is actually used for shelves themselves. The conventional shelving organization is high on accessibility, but quite low on economy. Therefore the question is that of striking the right balance flanked by the two opposing thoughts.

The degree of usage of dissimilar sections of the stacks of a library necessity becomes the foundation for selecting the mainly rational arrangement of shelves. For collections which are \_n active exploit or Etc. those that are open to free exploit through readers, the conventional shelving is measured to be more appropriate. For collections that are rarely requested or used, a more compact arrangement of shelves necessity be undertaken—with a view to augment considerable to the capability of the region of the stacks in which they are stored. A recent trend is to combine stacking of reading materials with provision for reading legroom.

Current Issues of Periodicals and Non-Book Material-Storing, Shelving and Arrangement

Mainly libraries have periodical collections, the current issues having to be display for browsing reading. Back numbers of them for a year stored beside with current issues. Special display racks are accessible for this kind of storage and display. Special storage facilities are also
required for storing Audio visual materials, microfilms of newspapers, CD-ROMS, etc. which are acquired through university, research and other kinds of large libraries. The troubles here are their preservation and storing for simple of retrieval. They cannot be browsed and hence their shelving and storage require special attention. Depending on the mass of these collections, storage and arrangements characteristics of these materials have to be measured. Special storage shelves are accessible which have to be thoughtfully acquired, satisfying all functional and service characteristics.

**Library Material Arrangement**

Irrespective of the category to which a library belongs, collection of a library is first broken into sequences. Depending upon the mass of a library collection may be arranged only under two sequences- books and periodicals- or more than two sequences. Once the material has been grouped through sequence the question of arrangement on shelf comes up.

**Sequence Arrangement**

Sharing of library materials in the library may be based on any one or more of the following characteristics.

- **Access Consideration:** The library may divide its collection into open access and closed-access. Usually microfilms, manuscripts, art books, and books which are extremely old and become rare, are placed under closed sequence. Likewise classified documents, personal papers are also placed in closed sequence. Few libraries have a policy of putting publications unto a sure date of printing in closed sequence.

- **Mass of Books:** Dividing books into dissimilar sizes—normal, in excess of mass, under mass—helps more efficient exploit of shelf legroom. Books much smaller than this are placed under undersize sequence and much larger under oversize sequence,

- **Purpose:** In an academic library, the collection is arranged through purpose for which patron will exploit them. Books with brief ready information such since dictionaries, encyclopedias, bibliographies are kept in reference sequence. A set of books prescribed for several courses of revise is placed in text book sequence.

- **Category of Materials:** Category of Materials through level or approach of treatment is grouped in sequences such since children books, adult readings etc in public libraries.

- **Physical Characteristics:** As, material such since manuscripts on palm leaf, on clay tablets, or on chemically prepared foundation material such since gramophone record, tapes, films, paintings etc. present their own problem of preservation, they are arranged in a distinct sequence.
• **Special Sequence:** Sometimes a library specializing in a specific field may arrange books in the field concerned in a distinct sequence e.g. Gandhiana Nehruana Publications of the parent institution, etc.

• **Arrangement through a Combination of Sequences:** In order to satisfy the varied and at times intricate approaches to documents, the arrangement cannot be unitary, based on subject alone. Normally a shelf arrangement based on a combination of the feature characteristics of the books is followed. The combination depends most on the nature of library service. For instance, in a public library, it is general practice to have a distinct sequence for children/juvenile books, while in a university or college library such a sequence is not at all relevant. It is a usual practice in mainly of the libraries to have distinct sequence for Periodicals, Reference works, Microforms, Statements, etc. Mother norm is to have distinct collections based on purpose or service status, i.e., books for lending, for reading, etc. Within these distinct collections, dissimilar kinds of sequences are followed. While it is general to have classified arrangement for books and also for reference works, periodicals are, since a rule, arranged alphabetically through title when the broad subject groupings. Dedicated collections are arranged on sure criteria which are feature of that kind of material.

**Shelf Arrangement**

Once the library has a taken decision on the number of sequences in which the total collection is to be organized the material in the shelf in each sequence is arranged.

• **Alphabetical through Author/Title:** In small libraries it may prove more helpful to arrange books through the alphabet in the name of the author or title. Usually books of fiction are arranged in a distinct sequence through author of the book. Author arrangement in large libraries does not satisfy laws of library science.

• **Classified Arrangement:** Since has already been noted, ‘subject is the permanent and more useful foundation for the arrangement of books. Mass, title, sometimes even author may transform from one edition to another edition of the book, but the subject remnants simply unchanged. Hence books necessity is arranged systematically through subject if the goal of library service is to be achieved. Arrangement of books on shelves has to be in accordance with the majority approaches to the documents. Approaches of the users to documents can be conveniently grouped since ‘searching for recognized documents‘ and ‘searching for strange documents‘. A document whose subsistence is recognized to the user i.e., the user knows that there is a document written through such and such author/s, with such and such, a title, are described since recognized documents. When the user is not aware of the subsistence of the documents, such documents are described ‘strange documents‘. The categorization ‘recognized‘ and ‘strange‘ are from the point of view of a
user. Approaches to the recognized documents—which are relatively less, are generally through author title etc., and approaches to the ‘strange documents’ is invariably the subject come. Approaches to recognized documents are armed since Specific documents come and approaches to the ‘strange documents’ is termed since ‘specific subject come per cent The subject come is the mainly predominant come and therefore a classified arrangement is extremely useful for the readers since they can discover all the related materials at one lay, browse through them and select the ones that they require. A systematic arrangement also leads them to the required materials.

- **Block Arrangement:** This is the way of shelving books in a regular shelf to shelf, case to case order according to the classification scheme. In few busy public libraries a variant of this way is followed through having a rack of non-fiction books in flanked by busy congested fiction racks. Though, there is always the danger of mixing fiction and non-fiction books through the reader while browsing.

- **Broken Order Arrangement:** Libraries following the classified arrangement do not necessarily adhere strictly to the order of the chosen classification scheme. The general practice of breaking absent from the order of the chosen classification, for several justifiable reasons, is recognized since the broken order. This practice leads to a more efficient shelf arrangement, due to the following reasons:
  73. To shelve books, belonging to sure regularly used ‘classes’ like fiction, at the beginning of the stacks.
  74. To bring two thematically related but classificatory separated clusters of books jointly, like 650 Management Science and 380 Commerce, or 400 Languages and 800 Literature.

- **Accession Number:** Arrangement through accession number could also be extremely effective in providing access provided that the stacks are closed and readers have no access to the stack, there are an extremely detailed and in-depth subject and author catalogues providing access to content of the materials. That the requests are for specific documents whose subsistence is recognized to the user. As, these circumstances are hard to fulfill, arrangement through accession number is not generally preferred.

**Stack Maintenance**

We have explained that maintenance job implies the organization of stack rooms, arrangements of books on shelve in stack rooms and conservation. We are dealing with the maintenance of stack rooms which involves the following job:

- Preparation and maintenance of guides
- Shelf rectification
- Maintenance of shelf register/list
Maintenance routines
Apparatus needed in the maintenance part.

**Stack Guides**

Guides are to be put up at dissimilar spaces in the library in order to enable a user to discover his/ her method into dissimilar sections of the library with minimum of assistance from library staff. In a stack room, the following guides will have to be provided.

- **Tier Guide:** Each tier of stacks should have one tier guide showing the arrangement of books on the shelves in that tier. These should illustrate the subjects sheltered in the respective tier giving the inclusive class numbers and their verbal headings.

- **Gangway Guide:** Each gangway should be provided with a gangway guide, indicating the subjects sheltered in the scrupulous gangway with the help of class numbers and equivalents in the form of verbal headings.

- **Bay Guide:** Every bay of shelves is provided with a bay guide containing the concerned class numbers and their verbal headings.

- **Shelf Guide:** Every shelf should be provided with a shelf guide giving the class numbers to denote the subject on which the books are establish in a scrupulous shelf.

- **Common Guide:** A guide giving an overall view of the stacks and the arrangement of books has to be provided preferably in the lobby or somewhere close to the entrance.

- **Common Instruction Guides:** The maintenance section should give the following guides:
  75. No Smoking Please
  76. Talk and Walk Softly
  77. Silence Please
  78. Do not shelve the books. Leave them on the table etc.

**Shelf Register/Shelf List**

Shelf register or shelf list is a significant record of books; which illustrates the location of any book on the shelves. In order to manage the movement of books in a library a shelf list is made exploit of. A shelf list is generally maintained in average size cards. These cards are arranged similarity to the corresponding arrangement of books on the shelves. Books in the library are kept in multiple sequences. So, there would be many clusters of shelf list card. The shelf list enables the library to maintain correct sequence on the shelves. It can also indicate immediately the location of any book on the shelf... Shelf list is nothing but a stock register and so comes in handy for stock verification purposes.
**Maintenance Routine**

In addition to the regions of responsibility related to the dissimilar functions like stacking, shelf arrangement and stock verification, the maintenance part/division should also attend to day-to-day routines.

**Dusting and Cleaning of Shelves**

These are significant and indispensable routines of libraries which have to be attended meticulously. Books have to be protected from dust and dirt. No room should be given to readers to complain in relation to the dust and dirt on the shelves. In a library where stack region is extremely large, cleaning can be done through mechanical devices like vacuum cleaners.

**Shelving**

Books received from the processing parts of the library require to be displayed for a week or ten days on the latest additions shelf, before are taken to the stacks for shelving. This may be a weekly action. But books received from borrower's necessity are returned to the shelves frequently, preferably the similar day therefore that they are readily accessible for exploit through others.

**Shelf Revise and Shelf Rectification**

The maintenance staff at all levels in a library would do well to devote their free time to learning the books on the shelves therefore since to develop a fair knowledge of their contents. This knowledge is of basic importance to the efficiency of their job, particularly in their relation to the reference part. An intimate knowledge of the book collection would be invaluable in answering reference enquiries which involves prolonged search.

Books are extremely often misplaced on the shelves through readers who browse through them. Readers are to be strictly instructed not to replace books on shelves but still it may occur quite often. A book wrongly placed is since good since lost. Hence restoring order in the middle of the books is absolutely essential. This job is referred to since shelf rectification.

**Damaged Books**

Shelf revise and shelf rectification would also enable the maintenance staff to identify books that require mending, repair, rebinding, etc. Unsocial units could also mutilate books which can be exposed throughout shelf revise or rectification. These books have to be withdrawn from circulation temporarily till they are repaired or replaced through a fresh copy if they are significant.
Shifting and Re-shifting Books

In order to take absent the monotony of appearance of shelf arrangement and to introduce a unit of novelty, books have to be reshuffled to keep in tune with the changing popularity of subjects with the reading public. While this cannot be done too regularly, the whole library may be reshuffled once in five years. But this is necessary; however it involves extra job and little dislocation in service.

Assistance to Readers

Readers often require advice and help in locating and identifying books of their interest. Although reference assistant may do this occupation, the maintenance staff that have a closer knowledge of the contents of the library could go to the name of their colleagues in the reference part.

Maintenance of Book Tags

Book tags carry call number of books fixed at the bottom of books or on their spines. This helps the arrangement of books on the shelf. These book tags get damaged or worn out after repeated exploit and they have to be re-fixed if they get soiled. In many libraries, book tags have been replaced through tooling, a procedure through which call numbers of books could be written on the spines or at the bottom of the covers. This will reduce the job of the library.

Apparatus

The maintenance part requires to be provided with the following apparatus:

- **Books ends or book supporters:** At least two book supporters are required for each plank of the shelves to ensure that the books are standing upright.
- **Book lifts and trollies:** In a multi-storeyed library structure book lifts are needed to carry books from one floor to another. Likewise book trollies are needed to transfer books from one end to the other end of each floor.
- **Shelving tables:** One table for sorting out books for shelving should be made accessible on each floor of stacks.
- A number of stools for short persons to browse books kept on top shelves and also for simple replacement of the books.
- Two step or three step ladders for reaching upper shelves for shelving, cleaning and dusting.

Stock Verification

Stock verification implies the physical check up of the articles on record. This is a general practice in all institutions whether private companies or government departments. Strictly speaking it is undertaken to ascertain that all the books acquired through the library are reported.
for. In a narrow sense it means physical check up but in a broader sense it would mean to have an assessment of the collection of documents.

Stock verification is a controversial subject in the middle of librarians due to the conservative attitude of authorities for holding librarian responsible for losses due to theft while no facility is provided or provision is made to develop security arrangement.

**Require for Stock Verification**

Despite its disadvantages and disfavor through librarians, few kind of accounting for the stock is usually felt to be necessary. Few are of the opinion that an annual inventory is essential to identify the administrative defects and slackness and to take necessary action to rectify these tendencies. Stock verification require not be viewed since an unnecessary evil. There are many advantages of stock taking. Though the desirability or otherwise of stock verification depends on the mass of the library collection. In large libraries, it is hard to have a thorough regular physical checking. Such libraries may carry out example verification of several parts in stages to ascertain the stock location.

**Methods**

*Stock Verification through Accession Numbers*

The accession numbers of the books from the shelves are read through one person and another person checks and tick spots the corresponding accession number in the register. When all the books in the library and out in circulation are checked in this manner, the unmarked accession numbers provide us a list of lost books.

This way is cumbersome and time consuming since the books on the shelves are arranged through class numbers. The exploit of accession register, which is an extremely significant record, also spoils. A customized way is to prepare and exploit a duplicate accession register. But then the task of preparing another duplicate accession register is stupendous and also involves unnecessary wastage of time, power and money.

Another simplified variant of this way is to prepare slips with only the accession numbers and exploit these slips for stock taking. Alternatively a register bearing only serial numbers in columns in a page may be used. Numbers may be crossed out for books on the shelf. Though, this way may lead to malpractices; for instance, a lost book may be replaced through another cheap book with the similar accession number, as bibliographical details are not provided.

*Numerical Counting Way*

This is another easy way, wherein all the books on the shelves and the books out on loan are counted and tallied with the total number of books since per records. The comparison designates the less of books in words of only numbers. Though, it does not reveal the particulars
of the books and hence it serves only a limited purpose of stock verification, though, this way provides a rough thought of the extent of loss.

**Stock Verification through Shelf List Way**

Maintenance of an up-to-date and accurate, shelf list is a pre-condition for this way of stock taking. Shelf list on cards is extremely flexible and facilitates speedy stock verification. The cards are taken to the stack and call number of each book on the shelf is read through one person and another person either ticks it or takes out and keeps it in another tray. Otherwise the cards of missing books can be removed and kept in another tray. This is a simple, easy and quick way. The trays containing the shelf register cards can be distributed in the middle of a number of persons and simultaneous stock verification of several parts of the stack is possible. However time-consuming, this is an extremely efficient way of stock taking, and stock verification is also achieved in this way.

**Advantages and Disadvantages of Stock Verification**

**Advantages**

- Through revealing the number of books lost in a library it helps to replace the lost books.
- Provides an indication of books popular with readers although often in academic libraries such books are not necessarily those recommended in the course.
- Enables the library staff to get a bigger acquaintance with the books, which is extremely necessary for the maintenance staff.
- Ensures thorough dusting, cleaning and rearrangement.
- Facilitates identification of worn-out books for mending, repair and binding.
- Helps to keep the library catalogue and other stock manage records up-to-date.
- Provides an indication of the efficiency of the library staff with reference to vigilance and carefulness in maintaining the collection.

**Disadvantages**

- Regular routine of library job gets disturbed
- Inconvenience to readers is caused;
- Measured to be a waste of time, power and money through few;
- May turn out to be a futility as the reality may never be revealed for several reasons.

**Loss of Books**

Loss of books is inevitable in open access libraries wherein the users have the freedom to browse through books, however a closed access organization is also not immune from loss as theft may take lay through staff which has access to the stock. The reasons for stealing or mutilating of books may be since follows:
Few are regular thieves and stealing is their inherent character. Despite necessary precautions it may be hard to manage this kind of thieves;

- Poor vigilance may tempt few people to steal. The reader may discover stealing an simple method out compared to borrowing;
- Extremely strict rules and regulations concerning the exploit of books may also induce people to steal. For instance, sure materials are not lent out for house reading and a reader may be disinclined to refer the similar within the library premises for several reasons. It is extremely general in academic libraries to discover issues of periodicals with pages missing, because of this cause.
- Few book lovers have a pervert possessive attitude towards books and may steal them.
- Lack of proper security policy in libraries.
- Wrong assumption that theft is only through library users and staff is free from such trait.

**Responsibility for Loss of Books**

In a majority of libraries of the western countries, librarians are not held responsible for books losses, but many institutions in India continue to hold librarians responsible for book losses. The situation has fortunately, changed now for the bigger, most due to the attempts of professional bodies like library associations. It is usually carried that a loss of three books per thousand books circulated since a normal loss which may be written off.

**Measures to Minimize Book Losses**

Steep rise in cost of books, ill-organized Indian book market which creates replacement of lost material hard, dependence on foreign publishers jointly with rising tendency towards theft and mutilation lead us to provide more serious idea to the security measures in libraries. Few of the measures adopted through the library may clash with policy of efficient access to library materials. But the librarian is responsible also for preservation of library material for the future generation. Instead of *ad hoc* measures such since installation of electronic theft discovery mechanism, the Library necessity formulate a definite well spelled security policy.

**Withdrawal and Weeding**

In order to maintain a strong and efficient book stock withdrawal and weeding both are essential behaviors of a library.

**Withdrawal**

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

- It is outdated
- Worn out beyond repair
- Establish lost in stock verification
- Damaged to the extent that it is unusable.
The library should have a policy report spelling out appropriate circumstances and time schedule for withdrawal of books. To withdraw a thing from the collection, first match the shelf list card to the thing or its books card.

- If shelf list designates only one copy one of the two courses is open
  79. The thing can be reordered
  80. The thing can be discarded, in which case the whole set of catalogue card including the shelf list card necessity be discarded.
- If the shelf list designates more than one copy of the title, the record concerning the withdrawn copy may be indicated on the largest card/tracing part since "lost" "damaged", "withdrawn".

**Weeding**

In course of time few books in the library become outdated. Few time later research result into making information in earlier edition inaccurate. Same are books less circulated or fatigued one. Not all old books are precious in each library. Require for weeding out such books can not be in excess of accentuated. The following steps are suggested for weeding out unwanted material.

- Arrange such books in correct order
- Assemble the necessary relevant catalogue record
- Put a disposition slip in books to be withdrawn.

A tabular record for books withdrawn/weeded since per illustration may be maintained. In all such cases approval of the relevant parent body also necessity be taken before effective withdrawal/weeding.

**ELEMENTS OF BINDING AND PRESERVATION**

**Binding and Preservation Job**

Preservation and binding are those characteristics of librarianship that have regularly been neglected. It is usually acknowledged that in the present day pre-job with exploit of library materials’ preservation aspect of documents has received too small attention. In order to build up a good collection, you should have acknowledged since well since an appreciation of the collector’s feelings in relation to the books. Few are of the opinion that the profession since an entire necessity demonstrates a bigger appreciation of books since substances of art in addition to their value since sources of knowledge.

**Purpose and Objectives of Binding**

Unlike private collection, books in libraries are to be used through successive clusters-be it a public library or an academic library-and hence require greater care in handling and preservation. Library collection is no more limited to books printed on paper. It now comprises
non-book materials—films, magnetic tapes, discs, etc. A tabular record for books withdrawn/weeded since per illustration may be maintained. In all such cases approval of the relevant parent body also necessity be taken before effective withdrawal/weeding. Books are consumable commodities. They are to be preserved for posterity. The paper which constitutes that book is delicate and subject to wear and tear. There necessity is few covering material therefore that it can be saved from its several enemies such since insects, dampness, dirt, heat, cold, etc.

The largest objective of binding is to build strength into a book, subjected to the rigorous and abuses of library usage. Binding ensures the preservation of written, printed or close to print material. The objectives of library binding are:

- To enhance the life span of library materials through insulating against wear and tear.
- To improve the durable excellence of library materials i.e.; maintaining them in good form while being used, and
- To improve their aesthetic qualities through creating a new book and thereby attracting readers to them.

**Library Binding: A Historical Sketch**

Historically the purpose of binding has been the preservation of the written term. Prior to the contemporary book, the earliest library materials of the Alexandria-Assyrian clay tablets with their cuneiform inscriptions, were enveloped in outer clay shells. Early Egyptian Papyrus rolls were preserved in rectangular grooves cut out of wood. The rolled up scrolls of vellum, papyrus of paper were encased in cylinders or same form. With the advent of manuscripts in book form, came the development of fine bindings, splendid job in leathers and metals, ornamented with jewels, enamels, and sheltered ivory. It became the art job of great craftsmen. The development of printing brought in publishers' binding which is often of poor excellence and workmanship. Therefore binding was transformed from an art to a mere craft.

**Binding Policy for Libraries**

Mainly libraries acquire several kinds of materials which require differential handling and care. The question is: what is an adequate program of conservation and binding?

Binding does not present a serious problem when library materials are not used heavily, where periodicals are not kept permanently and where special materials are not composed. A library require not bind every thing it acquires: though, every thing should be maintained in such physical condition that it can be used through patrons without injury to the material. Neglect of binding action in libraries would result in issues of periodicals receiving lost or mutilated, books being used beyond repair, unusual volumes being needlessly damaged, leather bindings being allowed to deteriorate, and special materials being destroyed.
The largest guiding principles of binding documents are the kind of material in words of their physical excellence and content value and extent and nature of exploit. All materials do not necessarily require the similar kind of binding in all libraries. Estimates of their useful life and of the extent of exploit that will be made of them, will help determine the best policy. Over binding can be since wasteful since under-binding. Hence a judicious and cautious book-binding policy is to be evolved.

Materials of heaviest exploit should be bound according to prescribed standards and specification; those that are of less exploit but which for historical or research purpose will be precious in excess of an era of time, will also require this kind of binding. Generally large or heavy volumes and those which receive extra-ordinary exploit should have reinforced bindings. Indexes, bibliographies, dictionaries, encyclopedias, book catalogues and same reference works require this kind of binding.

Periodicals

Now let us talk about the kind of documents that require binding in libraries. In the middle of these, periodicals require to ‘be bound for their archival value. Periodicals constitute an extremely important segment of library collection, especially research libraries and university libraries. The binding of these materials in a research library symbolizes a significant unit of conservation. They should be cautiously checked at intervals all through the year for completeness and due care should be taken to obtain for every periodical its title page, contents and index from the publishers when accessible. The checked sets may then be bound according to the exploit anticipated. The advent of their wear and tear is comparatively less. Therefore libraries can save legroom and money through going in for light storage bindings, that is, a cloth binding with boards of strength adequate to save unnecessary expense. It is not advisable to bind permanent materials which are fragile, unusual items, archives and newspapers. For their defense, they should be laminated. File envelopes and specially sized flat storage boxes are more appropriate for archival material: Special collections, rarities and other beautiful works may be bound with special ‘fine bindings’.

Newspapers

Of all the library materials, the newspaper is almost certainly the mainly comprehensive, the easiest, to collect and the mainly vanishing kind of a source. The newspapers reflect the circumstances, measures and forces of its time and the information contained in a newspaper is precious. As, newspapers are printed on newsprint they disintegrate extremely fast. So, they have to be conserved in a suitable manner. Temporary bindings may result in few savings but such way is generally not satisfactory for long range conservation. Microfilming offers the best accessible solution to the problem of conservation of newspapers. Newspapers can be bound in canvas covers or in an economy-binding consisting of stout boards sheltered with a paper like
material with cloth of leather spines. Documents not measured since permanent to the collection require not be bound even if their initial exploit is heavy sufficient to warrant it. Few libraries prefer to acquire multiple copies to satisfy heavy initial demand and bind only one copy for the occasional request later. To this category belong current fiction and textbooks which are regularly revised.

**Fiction**

Fiction requires mainly careful consideration in view of heavy demand and exploit and its ephemeral nature. Still its heavy exploit may prompt librarians to decide on binding, but at the similar time has to retain a large stock to avoid complaints from readers that there are no fiction books accessible on the shelves. Binding a worn-out fiction is no less expensive, if not more expensive than purchasing another copy. Fiction has also been given the similar treatment since other books in the past, resulting in excess of-binding. Since a reaction against this policy many librarians today advocate cessation of binding for fiction which they claim can be purchased since cheaply since the cost of binding, with an improved psychological effect on readers. Though few librarian consider that in order to keep stability of actual volume of book stock, binding is still necessary.

Materials of temporary value and limited exploit can be bound according to the specifications or the library and binder jointly can develop a kind of appropriate binding. Though, such material does not require more durable binding.

**Pamphlets**

Pamphlets are paper sheltered materials of fewer than fifty pages. Mainly libraries collect pamphlets and if these materials are to be used effectively and efficiently, considerable attention must-be given to their proper care. They may be treated in many ways. One of the earlier methods was to bind an appropriate number of these pamphlets into a book form. This practice is not at all satisfactory from the point of arrangement, although it has the primary advantage of ease of handling and economy. Another practice is to lay pamphlets in vertical files, boxes or envelopes or wire-staple them into manila covers. Another alternative is to exploit contemporary suspension filing organization. This way has the great advantage of permitting extremely secure subdivision, of giving visual indexing.

The decision since to which way a library should follow depends upon the emphasis given to preservation of pamphlet materials, upon the nature of the pamphlets and also the mass of the pamphlet collection. Handling of special material requires careful consideration. The specifications have to be clearly spelt out. Technological statements have to be stored in little form of pamphlet or storage boxes. Since standards and specifications and few other materials, are subjected to frequent revision they need few form of loose binding.
House Bindery vs. Commercial Bindery

The decision whether to send material to a commercial binder or to have a binder in the library is to be decided first. Since binderies become more and more mechanized, the investment in machinery alone creates one to hesitate to take the latter decision. Rising labor costs, lack of trained help and excessive labor turnover tend to raise operational costs. The amount of Liberian’s time and power that necessity be expended in supervision and maintenance is also another factor to be measured.

Having library binderies has many advantages such since the closer manage of the job, a possible speeding up of the job, and the skill to decide the approach and excellence of the product. Having books and especially periodicals always on the premises is both desirable and convenient. Though, comparative economies, benefits and convenience have to be worked out clearly. A house bindery is possibly of great value in university libraries and few research libraries where the consistent demand for the materials create it advisable to keep them on the premises. According to one power unless there are more than 20,000 items for binding annually, no substantial economy can be achieved through a public library. There are claims that a library bindery can economically used also for jobs such since making book card pockets, illustration-mounting, magazine cover making. In the final analysis though, regional facilities, conditions and situations naturally affect the decision. The question of whether or not a library should operate its own bindery is a significant one but one which cannot be settled categorically for all libraries.

Choice of Bindery: Factors to be Measured

Outside binders are normally selected through competitive bidding or through free selection. Whatever the case, the librarians should give specific data to the binder concerning the mass and condition of the volumes to be bound and also the expected workmanship and excellence of materials. While choosing a binder the library should take into consideration the binder’s reputation for good workmanship, accessibility, the price schedule and therefore on.

The bindery should assume financial responsibilities for the material in its care. Other responsibilities of the bindery are to keep sufficient cloth and buckrams that the library has chosen to supply example of cover materials for selection, send notifications of pick up schedules and supply boxes for convenient packing. Billing process should be acceptable to the library, confirming to the necessities of its accounting department.

Binding Procedures

The, binding of books is both a craft and an art although the artistic aspect has receded to the backdrop in modem binding, except for few special categories of books. The manufacture of binding is in two sections. All the procedures of binding books before lettering and decoration are recognized since Forwarding. This is a craft, requiring a high degree of technological ability
and also a good knowledge of materials and procedures used in book’s manufacture. ‘Finishing’ i.e. decoration of the cover in several styles, is an art in which few, fitted binders of the past have attained substantial heights of attainment, comparable to artistic creativity. Finishing which embellishes a book with artistry is regarded more hard but forwarding is the mainly significant. However the lettering and decoration contribute nothing to the life of the binding, they though identify the book and create it pleasing to look and handle. Separately from the utility value of a good binding, forwarding provides pleasure in the compactness of the book the method in which it opens and the precision of execution, while finishing delights the eye through the brilliance of gold, the harmony of the colors and the form of decoration.

**Collation**

Collation is the first task in the binding procedures. All the sections and the pages of a volume have to be correctly sequenced. In the case of periodicals, collation is extremely significant since it involves correct sequencing of the distinct issues and insertion of usual title and content and index pages in the proper spaces. While binding worn out, torn, soiled and damaged books, special care has to be taken while collating: It is to be ensured that the paging sequence is in order and that no page is either defective or missing. Collation is a hard occupation in the case of manuscripts and other printed books since they are usually not paged.

If a book is to be rebound it necessity is ‘pulled’. Pulling is the procedure of separating cover from text and removing old threads, tapes and glue which is often a tedious procedure. If folds of old books are damaged, a ‘guard’ would be necessary. ‘Guard’ is a narrow strip of paper used to repair a damaged fold or to attach a plate or a single leaf. Special techniques are employed in guarding and mounting maps and folded sheets.

**Sewing**

Before sewing, the pages of a book necessity are pressed firmly, to expel air and also to crease the folds of the sheets. Books are to be trimmed before sewing. There are several styles of sewing. Stabbing is the mainly primitive of these. Over sewing was urbanized in the eighteenth century to hold heavy plate books jointly firmly. It is a way for making a series of parts, then sewing all beside them. Over sewing machines are the mainstays of contemporary library binders.

**Attaching Covers**

Regardless of the sewing way used, the sewn book necessity be "knocked up" to be square at head and spine. Through hammering beside the back edges, the expansion resulting from the sewing can be reduced. The spine is glued with thin hot glue diluted with little insecticide such since DDT. The book again is "knocked up" to round the spine and the spine, line. Preparation of cover boards for the book case needs exact measurements. To prevent the
authentication of coloring matter of the boards from showing through the end papers, the boards are to be lined up and marked for sewing and for fixing tapes. The board is then attached to the book and pressed and the glue is let to arid.

**Endpapers**

Marbling is the classic kind of decoration used and commercial binders often exploit maps, engravings or pertinent photographs for endpaper illustration. The endpapers perform a protective function and therefore need leaves for good excellence paper.

**Gilding**

Gilding or coloring edges may be done either at the time of trimming the edges or after cutting the boards. The purpose of gilding or coloring is primarily or protects the books. Gilding or coloring of the edges provides a smooth solid surface that will prevent dust accumulation. Secondly, the gilding or coloring enhances the ‗seems‘ of the hook.

**Headbands**

Headbands function since decorative pieces. The back is lined up by dissimilar Methods of lining up. Though, the dissimilar methods of lining up have one item in general, that is, smoothening of the surface of the spine through gluing a soft Kraft paper in excess of it.

**Hollow Backs**

Hollow backs help save the spine from cracking. This kind of back is achieved through marking a kind of ‘tube‘ with heavy wrapping paper. A paper three times the width of the spine is taken and one thickness is glued with the spine and two thicknesses separately from the spine. The binding is sheltered either wholly or partially through leather, cloth or paper.

**Finishing**

Finishing is the final procedure of making the binding more artistic and attractive. This comprises:

- Preparation of the leather covering
- Imaginative design for the cover
- Tooling i.e. fixing the title, call number of the book, etc. On the spine or at any other lay on the cover decoration i.e. giving the final touches to get a finish

Usually leather is used to give fine covering for the bound book, but cloth or canvas is also used for this purpose. These covering materials have to be prepared for tooling. Tooling is the procedure of fixing the letters of titles, call numbers, etc. This is done to create the lettering on the spine stand out in relief not only to create the binding more attractive but also to read them easily when they are kept on library shelves. When tooling is done through gold leaf, it is described ‘gold tooling‘. When gold not any coloring matter is used, it is described ‘blind
tooling’. Lettering may also be done through script individual letters by an electric stylus. Finally the outer leather or cloth binding is given a polish and the lettering is given an embellishment needed to get an artistic finish.

**Kinds of Library Bindings**

Having got a brief introduction to the procedures of binding, let us talk about the kinds of binding required for the dissimilar kinds of documents in a library. These Contain:

- Publishers’ casings and paperbacks
- Library reinforced binding
- Library binding: Full leather binding; Half leather binding, pull cloth binding; Half cloth binding.

While dealing with reinforced binding and library binding, extracts from standards of Binding through the American Library Association and Ranganathan’s specifications for books that are to be either rebound and to be bound for the first time, are given.

**Publishers’ Casings and Paperbacks**

It is a light straw-board cover, in excess of which an attractive colored cloth is glued. This casing is attached to the book itself through narrow tapes projecting beyond the spins to which they are glued. This is generally reinforced through mull fabric and protected through the end papers pasted on the inside of the cover.

Since a rule majority of fiction, popular editions of books, student editions and others are published in this form of binding. These kinds of books are meant for public and hence their price has to be within their reach. It is possible only if the paper and binding is of inferior kind. The paper used in such books is a bit stronger that that of newsprint and the binding is of hard paper only.

**Library Binding**

Binding should be suitable to the kind of material and to the expected exploit. Early binding for libraries stressed strength, appearance being only a secondary consideration. Books were usually bound in half leather with cloth sides. Magazines and newspapers were usually bound with leather backs and corner and with cloth sides lettering was stamped in gold. Scarcity of leather throughout World War I led to the exploit of cloth for whole cover.

In 1935 the American Library Association issued its ‘minimum specification for class a library binding’ followed in 1939 through its ‘Standards for reinforced New Books’ issued with the Library Binding Institute. These standards have been combined and have been revised since
needed, to reflect new materials and new procedures through the Library Binding Institute. These standards which are useful are given below:

- All books shall be careful collated before being taken separately to detect any missing or damaged leaves or any peculiarities of paper or constructions that might take rebinding inadvisable.
- All tears through print shall be mended with Japanese tissue or onion skin bond, and all tears in margins with bond paper of appropriate weight.
- Books unsuited for in excess of sewing shall be prepared and reinforced through their folded parts.
- Books that are to be over sewed shall be divided into uniform parts, each part not to exceed .050 inch in thickness, except for flexible pulpy paper which may be thicker parts not to exceed .606 inch each.
- All end papers shall consist of three functional sections: a paste-down or outward end-leaf which becomes the cover lining; at least two free-leaves, and reinforcing fabric.
- The construction of end papers shall be such that the sewing will go through the reinforcing fabric similar since through the parts of the book.
- Mainly books having proper inner margins and appropriate paper shall be sewed with thread through Over sewing way, either through machine or through hand. If sewed through machines, all parts shall be pasted. No over sewing shall exceed 3/16 inch from the back of the edge of the volume and no nearer to the head and tail than 1/2 inch.
- All books shall be trimmed since slightly since possible.
- Edges shall be sprinkled, stained or left plain since instructed.
- Backs of books shall be glued with approved flexible glue, well rounded and backed, and lined with approved canton flannel extending to within 1/4 inch of head and tail of books and well onto each end paper.
- Covers shall be made of heavy weighty starch-filled or propylene-filled buckram or drill foundation propylene-coated material of an excellence at least equal to the standards set forth in section v of these specifications.
- Covers shall be made cover hard-rolled binder’s board, with uniform squares, in a neat manner. The thickness of the board shall be suited to the mass and weight of the book.
- Books shall be cased in with glycol paste and pressed flanked by metal-edged boards until thoroughly arid.
- Lettering shall be done after proper sizing in clear tape of a mass suitable to the book in approach and location since instructed, by X.X.23 carat gold deeply impressed to insure long adhesion to the cover.
- All books shall be sprayed or treated with a protective material evenly and lightly applied in excess of their lettered backs.
**Full Leather Binding**

Full leather binding means that entire of the card board is sheltered through leather. Books which are extremely expensive and are unusual may require this kind of binding. Generally reference books such since encyclopedias, dictionaries, atlases, etc., are given full-leather binding.

**Half-leather Binding**

This is a kind of binding, wherein half the board is sheltered with leather and the rest through cloth or buckram. The back and the corners are sheltered through leather since they are the portions which require defense. Back runs of periodicals and magazines, may require this kind of binding.

**Full Cloth Binding**

The cover boards of books are' sheltered totally with cloth in this kind of binding. Usually this kind of binding is given to average books and textbooks which are extremely heavily used.

**Half Cloth Binding**

The spine and corners of the board are sheltered through cloth and the rest of the cover boards are sheltered through cheaper materials such since paper and other decorative materials. Books which are slightly cheaper are given this kind of binding.

**Perfect Binding**

Require to discover a less expensive procedure for binding paperbacks led to the development of the „perfect binding‘—Measured since the mainly imperfect. This substitutes an adhesive for sewing. Development of new materials has made these adhesive bindings approximately since durable since over sewn bindings. Though, they are not appropriate for large or heavy volumes or coated papers. They are, excellent for cheap and porous papers, for publications with narrow inner margins and where it is desired for books to open flat without undue strain on the spine.

Binders are able to create up special variations on any of these bindings appropriate to the individual require of their customers. Because not all library material requires excellence binding the ALA has also approved minimum specification for small used materials. These are referred to since LUMSPECs. For these, Class A specifications are followed in relation to materials, where applicable, but covers consist of hard rolled binder’s boards with buckram spines.

Plastic covering for books: Librarian are always interested in efforts at preserving the freshness of newly purchased books for since long since possible, particularly those with artistic and decorative dust jackets. Colorful dust jackets draw the patrons to the books. Several methods
have been tried to prolong the, life of these fragile papers, such since backing them, with differ paper or attaching them to the books cover. Though, the mainly effective way is to attach transparent plastic covers to the book. These covers are reasonably priced and can be easily fitted. The book is also protected from the units, thereby achieving the objectives of conversation. They are sometime accessible in prepared ‘sleeves‘ and the foil is accessible in rolls of several gauges of thickness.

**Binding Materials**

The excellence of binding depends on the kind of materials. Since a working librarian or a prospective librarian you would require being conversant with the kinds and excellence of binding materials.

**Covering Materials**

- **Leather:** Leather was the primary covering material for books until the third decade of the last century. It is only later that the commercial publishers began to exploit cloth since a covering material. Goatskin, sheepskin and calfskin have also been used in the past. Calfskin was popular in the sixteenth century and sheepskin in the seventeenth and eighteenth century. Morocco was widely used in the eighteenth and the nineteenth century and is still in exploit today. Because of its pliability, strength and permanence leather is measured to be an ideal covering material for forwarding, finishing, tooling and lettering purposes.

- **Kinds of leather:** The principal leathers used in fine bindings are:
  - **Morocco:** Levant morocco or real morocco is made from goat skin. Its feature characteristics are its long fiber and prominent granules on the surface. This material should only be used for extremely precious books which need a handsome and dignified binding. It is extremely durable and satisfactory provided is of good quality. There are diversities of morocco like Persian, Niger and Levant morocco, of which Levant morocco is the best.
  - **Roan:** This is a kind of inferior skin with a dissimilar grain and surface from Persian morocco and is cheap leather often used for sure classes of books like, less popular works of travel, science, theology, fiction, etc. This is now most superseded through cloth binding.
  - **Pigskin:** It is the strongest leather of all, and also the mainly durable for much used heavy books. All reference works since such since dictionaries, atlases, directories and other volumes which are constantly used are to be bound in this because it is hardwiring and also attractive in appearance. It is mainly useful for binding large volumes like newspapers. The largest defects are its thickness and inflexibility.
• **Sheep skin:** Sheep skin is good excellence leather and is attractive, brown in color, extremely soft and durable. Proper tanning is essential to retain its original quality. It is used for rebinding and covering old books.

• **Calf leather:** However nondurable, calf leather is smooth, delicate and beautiful. As, strength or durability is more significant than appearance in book binding it is measured quite inadequate for binding purposes.

• **Imitation leather:** Rising cost and unavailability of real leather and also the accessible technology has given method to imitation leather and leather cloth. These are cheaper stronger than real ones and since such have substituted for leather. It is accessible in a diversity of qualities, shades and colors. It is accessible in a diversity of qualities, shades and colors. It is stain resistant, has good finish and has grained surface but is sticky.

• **Cloth:** It is claimed that good leather and good binder’s cloth have small variation in durability and cost. Good excellence binder’s cloth is amazingly durable and creates excellent covers for all kinds of library materials: The technology now accessible has made this cloth water evidence and oil resistant, with many diversities in graininess and color combinations.

  The total thread count including wrap and filling, shall not be less than 110 threads per inch. The breathing strength shall not be less than 120 pounds per inch for the filling and not less than 200 pounds per inch for the sum of wrap and filling.—

• **Cloth substitutes:** A material made up of strong fiber like unlaunched paper is substituted for binder’s cloth. This substitute seems strong sufficient but is in information weaker than cloth.

• **Paper:** Cover boards are sheltered with little colorful or chancy thicker paper, therefore giving a pleasing look and since well since protecting the cardboard. Many children’s books and other popular books are bound in this manner. Wooden boards were used before paper boards were accessible but now a diversity of paper boards is accessible. They are straw board, mill board, grey board, split boards.

• **Straw boards:** Straw boards are a cheaper excellence of board used for smaller and cheaper books. It is made up of straw and is establish in abundance in Holland.

• **Mill Board:** Mill board is manufactured from old hump ropes and other rags etc. Fine excellence mill board is highly calendared. Calendaring adds strength to boards and therefore they are made tough and hard wearing. This is a good excellence popular board used for average, books.

• **Grey board:** This is a medium excellence board since it is compact and hardwearing.

• **Split boards:** Split boards are usually used for reinforced library binding. Dense black mill board is glued to dense straw board to get these split boards.
Sewing Materials

Thread

Sewing is the central operation in binding. The life of binding depends extremely much on the kind of sewing and the material used for sewing. Thickness of the thread necessity is suitable to the thickness of the book. Too dense thread for a thin volume or vice-versa will result in damage to the book or to binding. Thread used should be of larger excellence otherwise, binding may become undone causing wastage. Irrespective of the sewing way, sewing depends on the excellence of thread.

The diversities of threads contain cotton, linen, silk, nylon and ethylene. These diversities differ in quality. Linen thread is much stronger and cheaper than cotton. Silk thread is much stronger and cheaper than cotton. Silk thread however used in the past it establishes to be unsatisfactory since it is hard to handle. Contemporary synthetic fibers are much stronger and uniform. These are free from any tendency to rot in dampness and retain strength upon wetting. Unlike cotton these fibers maintain a perfectly smooth know-free surface. In view of these qualities they are measured to be larger to traditional thread.

Thread Gauze

A closely woven cotton mesh is glued to the spine of the book and both of its ends are inverted into the inner face of the covering board. This is thread gauze adds strength to binding.

Tapes and Cords

Tapes and cords for library binding are made from dissimilar fibers. Strips of vellum are measured larger to tapes made of other fibers since they are durable. Though synthetic kinds - nylon and ethylene are measured larger to vellum because of their longer fibers. Tapes are used for connecting one part with the other parts. For larger books, cords made up of pigskin, vellum catgut are used for ensuring strong and durable bindings.

Adhesives

Adhesive, however necessary for binding also damage the binding. The damage drying is prone to, cracking. The characteristics expected of a good adhesive, after drying is prone to cracking. The characteristics expected of a good adhesive are its skill to wet the surface of the—materials, fluid form, quick setting and the bond strength.

There are diversities of adhesive accessible in the market now. They contain starch past, industrial pastes, glues and gelatins and other kinds of glues.

Decoration Materials

Usually leather, cloth and canvas have been used for the purpose of fine covering for the binding. Usually gold tooling or white lettering is used for decorative purposes.
If we believe the practice in several libraries, we can conclude that there is haphazard organization of binding in mainly of the libraries. Binding has not usually received the attention that has been given to acquisitions, cataloguing, circulation and reference. In few libraries binding is combined with acquisitions; in others binding may be the responsibility of the periodical department, the maintenance part, the circulation department or the cataloguing department.

The scope of book conservation covers a series of tasks from the time of receipt or library materials to the time of discard. The tasks contain—selection of material keeping in view its usability and useful life; examining circumstances of all materials acquired; providing proper storage and housing in accordance with its conservation requires since well since its exploit; assuming responsibility for its condition at all times: ensuring its proper handing through staff and patrons; inspection and supervision of collection in order to identify the materials needing conservation; deciding on the proper treatment of all material needing attention; supervising the treatment and, deciding on storing and discarding.

It can be readily be seen from the binding is the concern of the library and not of any one department. It is for this cause, that binding is not easily integrated into the average organizational pattern and therefore has not received the systematic come given to other characteristics of library services. Recognition of binding since a section of a total program of conservation would result in giving suitable status for the binding job/division. The responsibility of a Binding Division/Part/ Department in a library is towards the newly accessioned and catalogued books received in an unbound state or with unsuitable binding.

**Behaviors of a Binding Division**

- Identification and preparation of materials for binding
- Recording of all such materials requiring binding
- Specification of the approach of binding, lettering and special instruction to the binder in accordance with the library binding policy.
- Reviewing materials, especially periodicals and other special materials prepared for binding
- Maintaining current records of material in the procedure of binding and permanent records of materials bound
- Compiling statistics of binding in terms of the approach of binding and of the divisions/parts of the library from which the materials was received.
Care and Preservation of Library Materials

Since should not be shelved too tightly or too loosely. The former damages the binding en other books are forceful inserted and the latter causes larger books to sag and to strain sewing. The public will also not respect books or keep them cautiously if the staff is seen throwing books carelessly into heaps, or casually dropping them on the floor. A regularly overlooked point is requiring for caution in opening new or newly bound books. If these books are too abruptly opened the glue on the spine or even the stitches will be strained and permanent weakness will result. A significant aspect of stock management is knowledge of conservation methods and preservation of library material. Conservation comprises:

- Prevention of deterioration and restoration of deteriorated library material, and
- Treatment, storage and handling techniques to ensure that the material remnants in current state of preservation.

Manhandling, clumsy or excessive photocopying, injudicious rebinding and improper storage condition do great harm to the library stock. More than the library user it is the lower grade keep who due to lack of essential knowledge and careless handling inflict great amount of injury to library stock. To implement a successful conservation program, the staff necessity knows:

- The nature of foundation materials and manufacturing procedures of the library materials.
- Principles of exploit of the equipment necessary to exploit them.
- The environmental circumstances and special storage methods mainly suited to each form.
- Methods of cleaning and maintenance handling of each thing.

Preservation is since much a management responsibility since binding. In information binding is only one aspect of preservation. Preservation comprises maintenance of substances in their original condition through retention, proper care and if it is damaged restoration. A pre requisite for successful preservation program is the require for clear understanding of materials from which items to be stored are made: Paper based materials, photographs, slides, microforms, films, video tapes, sound, recording, view discs and computer tapes and disks. Robert Patterson has suggested the following steps for a successful preservation scheduling:

- Look at the environment in the library and the condition of the collection.
- Prepare a disaster plan
- Look at current practices, recommend changes and ascertain additional necessities to meet current standards.
- Ascertain what professional conservation advice and expertise are accessible to the library.
Time when a thing requires treatment beyond the facilities accessible in the library or requires being withdrawn from circulation.

The greatest enemies of books are dust and dirt. However, air-conditioning is the only final solution, regular dusting and routine cleaning would help avoid the damage. Dust and dirt should not be allowed to accumulate on open shelves. Insect pests can be disposed off through placing the book, with leaves opened, in a warm cupboard containing paradichlorbenzene crystals for in relation to the two weeks. Special attention should be given to old or unusual books collection. Ancient bindings with metal bosses and corners and fine ornamental bindings require special care. These bindings have to be either protected through loose cloth covers or enclosed in cautiously fitted boxes lined with little soft material to guard against friction, separately from careful handling; this material should be complemented through judicious application of leather preservative where suitable. This fluid cleanses a great amount of dirt from the old bindings and also enhances the appearances of old leather since well since retarding deterioration, without harming the skin.

REVIEW QUESTIONS

1. What are main objectives of a circulation system?
2. Explain the limitations of the ledger system of circulation.
3. Describe stock verification work of a library.
4. Distinguish between open access and closed access libraries with reference to shelf work.
5. Explain the library material arrangement.
6. Describe the objectives of conservation of library materials.
CHAPTER 4
Human Resources Development

STRUCTURE
- Learning Objectives
- Human resource development: concept and contours
- Personnel planning
- Participative management and total quality management (TQM)
- Review questions

LEARNING OBJECTIVES
- After reading this chapter, you will be able to:
- Explain strategic and operational planning for HRD
- Perceive the advantages of applying HRD principles to Indian libraries and information centers
- Explain the personnel planning.
- Know the meaning, components and applicability of Participative Management in libraries and information centers

HUMAN RESOURCE DEVELOPMENT: CONCEPT AND CONTOURS

Human Possessions Development (HRD)

The effective participation and excellence performance of human beings in the several behaviors of an organization result in an HRD procedure which gets built into the management operational building, lends credibility to the organization and provides it a direction for further growth and development. This is necessary for organizational success and might suggest diversification of products and services and give directions for further growth. In consequence, this come would benefit the personnel in the organization in a numerous ways. So HRD should be the concern of every group and individual at all levels of an organization.

What is Human Possessions Development (HRD)

Human Possessions Development is a procedure of helping employees in an organization to acquire new skills and competence on a continuing foundation. The organization should give facilities to the employees in an intended and systematic method to:
- Acquire and sharpen skills and capabilities to perform several tasks associated with their present and expected future roles;
Require and Purpose

The personnel of an organization play the mainly basic role through converting all the other possessions into tangible products and services. So attention to HRD scheduling and policy is worthwhile to achieve success in every aspect of the development procedure of an organization. In order to ensure positive results, the knowledge and skills of the employees have to be constantly upgraded. Not only employees' competencies and abilities have to be enhanced but their motivation, specialized participation, involvement and commitment, to achieve targeted goals and objectives of the organization also have to be encouraged and enriched.

The twin factors that will ensure success to any organization in enhancing its goodwill and reputation in the field are customer satisfaction and excellence of products and services offered.

The purpose of involving employees with rising knowledge and skills is obviously to achieve the objective. HRD, so, is necessary for any kind of organization for:

- Subsistence and continuity; growth and development;
- Transform and diversification;
- Retuning the behaviors to become more effective;
- Providing highest excellence in products and services;
- Playing a leadership role in the field; and
- Obtaining goodwill and reputation through customer satisfaction.

Components of HRD

Institutions should facilitate Human Possessions Development through allocating adequate possessions to exemplify the HRD philosophy that valuing human beings consciously promotes their willing participation. The premises to this thinking are based on three vital concepts of HRD, viz.,

- Develop their common capabilities, discover and use their inner potential for their own and/or organizational development purposes;
- Help bring in relation to the an organizational civilization in which collaboration in the middle of sub-elements is strong and contributes to the supervisor-subordinate relationships, team job and the professional well-being and pride of employees;
- Facilitate upgrading of skills through mechanisms and instruments; and
- Improve abilities through the introduction of strategic and operational HRD scheduling and execution.
The require to invest time, money and attempt in the personnel of an organization, concerning them since invaluable possessions;

- Human possessions have special aspects that call for special treatment and cannot be handled like other possessions; and

- Human resource handling has to focus on employees since human elements of the organization and not merely since individual employees.

An HRD program for an organization has, so, to be an intended action. It should contain a clear report of objectives and goals, strategic and operational scheduling, and suitable means, mechanisms and instruments for execution.

**Strategic and Operational Scheduling**

Strategic and operational scheduling is most confined to defining the objectives of the organization, preparing policy guidelines, evolving pragmatic plans and strategies for executive actions, and establishing suitable processes, rules and regulations for implementation at all levels. This would ensure:

- Professionalism;
- Personal involvement in job in achieving set targets;
- Formalization;
- Enhancement of job skills
- Rising application of information technologies;
- Development of a corporate civilization; and
- Sustained progress and development.

This come would encourage institutions to plan their future staffing buildings and to take into explanation changes in services and technology. Exercised properly, and on a continuing foundation, it should eliminate troubles of oversupply or undersupply of scrupulous skills within an organization. It also aids the determination of training requires in relation to new skills required.

Operational scheduling would take care to implement and execute the behaviors and program to achieve the targets set through the objectives and goals of an organization. Further it handles personnel recruitment, selection, placement and deployment, and personnel ability development through training and hands-on experience. The sharing of personnel to the several elements, divisions and departments and done through task analysis, occupation analysis, occupation account, occupation specification, competencies etc. The implication of this exercise is that the right person should fit into the right occupation that would not only ensure job efficiency and excellence but also provide the concerned person occupation satisfaction.
Mechanisms

The first step towards HRD is to set up an element in the organization to trade exclusively with personnel development programs. The mechanisms to implement these programs are to introduce a procedure of performance evaluation of staff at all levels, assess deficiencies or under performance, and such other shortfalls in performance. Corrective steps are to conceive and design specific instruments to set things right and get maximum productivity through the optimum efficiency of the staff.

Performance Appraisal

It is a periodical evaluation of employees' performance. Proper evaluation is accepted out with suitable yardsticks; data on performance review and feedback from the employee are estimated with reference to the employee's optimum potential. Performance coaching and counseling would enable employees to contribute to their optimum potential.

Role Analysis

Role is the location an employee occupies since defined through expectations of dissimilar important persons has for the person. Role analysis is concerned with optimum stress, linkages and autonomy. Optimum stress refers to tuning a person to raise his contribution to the optimum level. Linkages give for infra and interrelations flanked by individuals and teams within the elements and outside. Autonomy permits an individual to display initiative in dealing with a new problem and finding a solution to it.

Training Policies

These are widely laid down and practiced in mainly institutions to build up staff skills. Training has to be with reference to the kinds of training required through an organization, in-home training or training through professional bodies or organizations, evaluation of trained employees and utilization of the training obtained.

Discourse Policies

Discourse policies contribute considerably to the health of the organization. Through suitable internal discourse channels, the organizational behaviors can be authentically reported. This would prevent unnecessary faith in grapevine and gossip in the middle of the employees.
The employees would also be properly informed in relation to the behaviors and progress of the organization.

**Occupation Rotation**

Judicious transfer of persons to pick up experience and expertise in dissimilar regions of job in dissimilar elements of an organization also would contribute to the health of the organization.

**Organization Development**

An organization has to be dynamic and should positively respond to changes in the environment, advances in technology, and diversification of products and services. Growth, impact in the field and self-developing mechanisms are significant for organization development.

**Award, Reward and Incentives**

Another significant aspect relates to awards, rewards, incentives schemes, both for individuals and clusters, which would generate greater involvement of employees in job and contribute to excellence assurance. This scheme requires extremely judicious implementation, i.e., only after a foolproof way has been evolved. If this precaution is not taken, undesirable results detrimental to organizational growth may follow.

**Organizational Civilization**

For the development of an organizational civilization, a suitable environmental climate is necessary. Discourse within the organization that permits top-down, bottom-up, horizontal, circular and external discourse has to be built into the organization.

**HRD Procedure**

HRD is a continuous procedure and not merely a set of scheduling, and setting of mechanisms, instruments, techniques, etc. The mechanism and techniques such as performance appraisal, counseling, innovations in organizational development, etc., are meant to initiate, facilitate and promote the procedure of implementation. These mechanisms, instruments, and techniques require to be constantly reviewed for their effectiveness.

Every job-related issue should be examined at periodic intervals and at every level managerial since well since operational Task analysis, excellence of job life that comprises job laid democracy, autonomous job clusters, active participation, etc.

A healthy atmosphere contributes to success and growth of an organization. Behaviors, methods and techniques will have to be reviewed constantly to improve the impact and
effectiveness of the organization... This is done through organization development which is concerned with the development of competency through effective teams to diagnose troubles and initiate the procedure of collaborative job to trade with them. Procedure competence is improved, aiming to monitor and maintain sound: organizational health, assisting non-performing elements, helping healthy elements and departments in self-renewal, clash management, making of strong teams, etc.

Organizational studying is a procedure of obtaining new skills through involvement, thereby picking up precious experience. This is a certain method of adding value to every function in the organization. This is extremely greatly helped through a research wing in the organization which would collect data on dissimilar issues, examine such data, interpret, evaluate and apply positive results to solve troubles.

To sum up, discussions on strategic and operational scheduling, mechanisms, instruments, techniques and all other ideas are to be taken in their integration and not in separation; although for the sake of presentation here they have been broken up into parts and sub-parts. Concepts such since appraisal, career orientation, training, job analysis, organizational and job civilization. Self-renewal, etc. are to be superimposed on organizational scheduling and operational analysis and scheduling.

Generally it is the top management that is responsible for a well defined program, for evolving strategies and for achieving targeted goals and objectives, but it is persons operating at lower levels of management who have the responsibility of implementation.

**HRD in Indian Libraries and Information Centres**

HRD since discussed in this Element may look to be somewhat irrelevant to the circumstances prevailing in Indian libraries and information elements (LIU). The large majority of LIUs are small in words of staff deployed and budgetary provisions. There are, of course, national library and information centers operating since self-governing and distinct organizations. Universities, institutes of technology and such other academic and research organizations have large libraries and information centers. But even in these larger organizations, these ideas of intended HRD are not operative. Since it stands now, in mainly LIUs personnel characteristics - are handled, through and large, through their respective parent bodies. The administrative departments of these parent bodies trade with personnel, mostly in relation to salary and allowance, discipline and manage, training and deputation to conferences, performance appraisal in a limited method and such others. Moreover few of the limited personnel developmental avenues are accessible only to sure levels of staff; seldom percolating to lower levels. No personnel/HRD departments look to exclusively exist to take care of all personnel characteristics since discussed in this Element.
The relevance of this Element or HRD, though, is with reference to future possibilities; separately from the exposure it gives you to comprehend HRD concepts and issues. Libraries and information services at the national level and at the higher education and research level are rising in terms of collection, mass, diversity, and services with computerization and networking. Personnel troubles, not necessarily to trade with the large number of employees but few of the other characteristics like designing suitable instruments for performance appraisal, training to all levels of employees, development of organizational and job civilization, which are discussed in this Element are certain to crop up. These characteristics and others that might help even smaller LIUF to design and develop high excellence products and services may contain:

- Personnel scheduling;
- Orientation towards contemporary information products and services;
- Productivity;
- Customer satisfaction;
- Excellence of products and services;
- Acquisition of new skills and knowledge;
- Task analysis for deployment of personnel;
- Performance appraisal, counseling and coaching;
- Motivational characteristics;
- Organizational development; and
- R & D.

Stress should be on excellence and value added information organizations and services, aiming at quality. HRD is one and a significant strategy to build up a cadre of highly competent professional staff.

**PERSONNEL PLANNING**

Human possessions being invaluable to any developmental procedure for any organization, the job relating to receiving the right kind of persons for an organization is an essential attempt. An entire series of behaviors are involved in this procedure of assembling a qualified and competent staff. The dissimilar behaviors that help institutions to give for an adequate number of competent persons and-to provide them continuous facilities to upscale their level of performance to achieve current and future requires of organizational growth are described personnel scheduling.

While the employees give the necessary bones and sinews for achieving targeted results, the organization should also compensate them adequately therefore that employees' loyalty to the organization and motivation to provide their best to the organization do not suffer at any point of
time. So, all the methods, apparatus and techniques that set up the smooth and willing participation of the employees in the management of the organization have to be necessarily based on a well idea out program. The preparation with the techniques and methods of such well idea out plan would constitute personnel scheduling.

The ideas and procedure of scheduling have to be usefully recapitulated here for putting our discussion on personnel scheduling in the right perspective. Since you already have learnt, scheduling involves in the middle of other things.

- Determination of desired goals, and objectives, and setting targets to fit into a time frame;
- An assessment of the future in relation to changes;
- Selection of behaviors, programs and projects to achieve the set targets; an estimation of the possessions required to carry out the tasks decided;
- Preparation of a written plan; and
- Setting a program of implementation of the plan.

**Require and Purpose of Personnel Scheduling**

A library and/or an information centre is essentially a service institution; it serves information and knowledge to users on the foundation of their information requires from its collection of documents that carry information and knowledge.

Naturally persons who are involved in this service should be knowledgeable in words of both the ramifications of subjects and the sources from which the required information can be furnished. It is not merely these intellectual skills that are enough to render library and information service. A spirit of service is essential to trade with dissimilar categories of persons with varied temperaments who seek information for diverse purposes. The apparatus and techniques that would give the necessary the anchor for providing this kind of highly skilled service form section of the infrastructural facilities built up in an institution.

Libraries and information organizations are currently in a state of continuous transform. Information technology (IT) seems to be the principal instrument, transforming and restructuring libraries and information organizations. Persons with specialization in a discipline combined with matching skills of IT, oral and written discourse, and management techniques combined with professional education and training are possibly the right group of talented persons to be assembled in a library or information centre.

This mix of talents is not easily accessible in the current state of the professional market in the country. So the recruitment of personnel needs extremely special attention in order to pick up right persons and develop them to fit into the demanding demands of modern libraries and information centers.
Units of Personnel Scheduling and Policy

The following are the dissimilar units of personnel scheduling:

- Estimating manpower necessities quantitatively and qualitatively.
- Recruitment and selection of persons.
- Induction and deployment.
- Development of knowledge and skills.
- Performance assessment, counseling and coaching.
- Discourse.

Methods and Techniques of Personnel Scheduling

Scheduling and policy making are the two sides of the similar coin. They are complementary and supplementary to each other. A policy is a guide, helping a specific course of action. Policies can be specific or common. Common policies are generally broad and comprehensive, directing a course of action for the whole organization. Specific policies relate to operational levels of job, having significance to regions of job. Rules and processes are to be framed in accordance with policy guidelines.

Personnel policies serve a number of dissimilar functions. Firstly, formulation of policies may relate to the practices to be recognized flanked by employers and employees. Secondly it may lead to a constant application of rules and processes to all employees. Thirdly such policies would assure stability of action, irrespective of transform in supervisors in any department or division. Policies are communicated to employees through discourse channels and should be administered consistently and equitably.

Estimating Manpower Necessities

With the fast changing dimensions of library and information services and with institutional mechanisms taking new shapes, the problem of estimating manpower necessities is not only critical but also intricate. The current and future personnel to trade with the dissimilar kinds of job and responsibilities are a blend of dissimilar educational and professional backgrounds and skills. Even in a small library or information set-up, wherein some person’s job, the dissimilar categories of services demands correspondingly dissimilar skills and knowledge. So a proper estimation of manpower necessities both in words of quantity and excellence is significant.

These estimates of the personnel of a library/information centre have to be based on the current behaviors, programs and projects on the foundation of targets to be achieved in excess of an era time, say three to five years. The qualitative nature of persons required have to be
simultaneously assessed, through techniques such since occupation analysis, occupation account and occupation evaluation.

**Recruitment and Selection**

Once a proper assessment of manpower necessities is made, the procedure of recruitment would begin. The steps are:

- Obtaining sanction to filling up the vacancies from the personnel department therefore that the procedure of recruitment and selection gets the right attention and speed.
- Advertisements in suitable newspapers and/or professional journals of the kinds and number of posts to be filled up, with other details like circumstances of employment, opportunities professional advancement, career prospects, salary building and fringe benefits and other related characteristics. All these or any group of occupation information, since desired through the parent organization have to be determined. Even in small institutions, the person in charge of the library should initiate suitable action at the right time.

The routine operations involved in recruitment and selection of persons are generally mannered through the personnel departments of the parent organization. Screening applications to shortlist candidates for interview, conducting personal interviews or other methods to ensure the suitability of persons for dissimilar positions, are in the middle of the steps for recruitment and selection.

In doing this job, the initiative has to be taken through the head of the library/information centre, even however the procedure of recruitment and selection are handled through the personnel department of the parent organization. The interests of the library have to be well guarded.

**Induction and Deployment**

One of the surest ways to retain and motivate the selected persons distant a location is to induct the person properly into the organization to create the person get a feeling that he/she has approach to the right organization. The steps involved in this procedure are:

- An orientation program, mannered generally through the personnel division of the parent organization;
- Induction into the library/information centre through the head;
- Introduction to the several parts/elements/divisions of the library information centre; and
- Introduction to the job that the person is assigned through the head of the element.
An orientation program is an informal introduction to the organization in words of the organization's goals and objectives, its organizational set up, discipline, employee benefits, salary schedules, health and safety provisions, attendance, leave rules, holidays, grievance processes, hours of job, lunch and coffee break, telephone facilities and such others that are not commonly recognized to a newcomer when the person joins a new organization.

The head of the library provides a full picture of the library with reference to the library's role vis-à-vis the parent organization, structural organization of the library, the part to which the person has been posted with its nature of job, etc.. It is also significant to get introduced to the other staff of the library.

The person under whom the new recruit has to job has to explain the nature of the occupation to be assigned to the person with scrupulous reference to the nature of practices and routines recognized in the library.

This kind of initial systematic induction and deployment would pay rich dividends in the course of time in receiving the newcomer a familiarity with the environment and persons. These initial attempts ensure a greater chance of receiving the best from the individual. They also ensure that he stays in the organization.

**Development of Knowledge and Skills**

Training and development of personnel to acquire higher and new skills is to build up the capability and skill of the employees to attune themselves to the changing necessities of the library. These may contain, in the middle of others:

- Orientation courses to provide new entrants an exposure and acclimatization to the job, environment and persons;
- In-service training programs are meant to provide junior persons an opportunity to pick up practical skills in a scrupulous element;
- Workshops in specific regions to transitional level technological staff to enable them to acquaint themselves with current growths in a, given field;
- Short word courses in new regions to any, group to enable its members to emulate current trends; and
- Continuing education programs to, clusters to enable them know current trends and advances in their scrupulous regions of job.

In scheduling training programs the following points freed care and attention:

- Require for training identification of regions of training and number of persons to be trained in a time frame,
Assessment of training programs, internal since well since external to decides which one would fulfill the requires of the library and staff,
The excellence of the training programs,
Evaluation of candidates who have undergone the training,
Every region of training necessities requires to be measured, viz., administrative, financial, professional and others.

**Performance Assessment, Counseling and Coaching**

Performance assessment is a systematic evaluation of an individual employee's occupation-related strengths and weaknesses. The assessment of performance has to be done against carried standards.

The object of performance assessment is that all jobs in a library/information centre are to conform in content, form and amount -to few preset standards. The purpose of this exercise is to lead to improved performance, awards/rewards/incentives for best performances, etc. Persons who require proper guidance and advice to improve their output and excellence also have to be recognized and that ordered new region/rigorous has to be intended and given. The common aim is to discover avenues to improve the overall performance of all employees. Such evaluation is useful to identify regions of rigorous training to be given to those who require such improvement facilities. It is simple to condemn an employee for his/her poor performance but no one is unfit for every job. It is the supervisor's responsibility and duty to see where that person would fit best if he/she is given proper guidance, training and motivation.

**Discourse**

A discourse organization in an organization serves to supplement and complement training programs for staff. Jointly these two give the synergetic effect in structure up staff strength, capabilities, behavior and professional quality. Discourse may help personnel development through:

- Organizational civilization, viz., values, ideas and practices in establishing a societal connection. This notion ethical value builds a behavioral pattern in the middle of employees that is described organizational civilization. This civilization is meant to promote adherence to a set of - do's and don'ts and not concern does any concrete methods and techniques but may serve to guide and building concrete action.
- Periodic meetings of employees to talk about a general interest, to achieve few purpose or goal. This is a healthy method to cultivate organizational behavior. The constitution of dissimilar committees for dissimilar purposes ensures staff participation in scheduling, decision making, problem solving, performance appraisal and other regions. Handled
effectively and efficiently, meetings will result in creative thinking, multiple idea input, enhanced group cohesiveness, cooperation and discourse leading to bigger decision making and problem solving.

- Written terms which contain annual statements, periodic statements at shorter intervals, statements on special issues. These give opportunities for the employees to announce their attainments, if any. Internal newsletters, staff bulletins and others are good discourse media to keep everyone in the organization properly informed in relation to the programs and behaviors of the organization.

- Excellence Circles (QC) which is the current way of opening up news channels of discourse in participative management is a significant means of discourse. QCs are small clusters of employees who normally job jointly, meeting frequently to agree upon ways of improving quality, productivity and other characteristics of their day to day working arrangements. These kinds meetings are encouraged through management since a healthy means to improve job quality.

**Personnel Scheduling for Libraries and Information Centres in India**

Mainly of the libraries/information centers in India are functioning since constituents of several institutional complexes like R & D establishments, Universities, Government departments and agencies, Public/Private industrial undertakings and therefore on. So, the common scheduling and policies governing the parent bodies are also applicable to all their constituents, keeping in view their special necessities. With the rising and changing patterns of information organizations, management plans and formulation of policies exclusively for libraries and information organizations relevant to the new circumstances look to be necessary. Besides, several compulsions - like IT applications, funds crunch, volume and diversity of information, rising demand for information consequent on the widening user clusters, the emerging information business and marketing of information products and services, and emphasis on quality, etc., - are driving information organizations to restructure their management strategies and operational buildings.

A design methodology for personnel scheduling in the changing context would have to be based on broad goals that would keep users and their information requires at the centre, structure up information collections and stocks relevant and suitable to users requires, with the provision for access and availability of information irrespective of their location by IT facilities, and for innovative user services. The steps in personnel scheduling would constitute the following:

- Establishing result oriented recruitment processes;
- Inducting newly recruited staff appropriately;
- Enhancing staff skills through training;
Ensuring excellence products and services,
Evaluating results at periodic intervals;
Estimating personnel requires for the present and future; and
Returning the organization at proper intervals.

PARTICIPATIVE MANAGEMENT AND TOTAL QUALITY MANAGEMENT (TQM)

Decision making is a significant management procedure in any organization. Without decision, nothing can be properly intended or accomplished. Decisions may be easy - and with enough foresight - or intricate and with lack of foresight. Contemporary management techniques encourage the exploit of participative decision making, stressing that productive and efficient results can approach out of this decision making procedure. This management technique allows its employees, individuals or clusters to take section in decision making. This is recognized since participative management.

The availability of information is basic to the decision making procedure. Involvement of the staff in the decision making procedure is a major strength of participative management.

As, participative management pushes decision making down to lower levels, the higher level officials require to develop their competence, expertise and experience. It does not consider in punishment since a tool of manage. The group is supportive of the individuals/employees comprising it and designed to fulfill the organizational objectives.

Components of Participative Management

The involvement of staff in the decision making procedure of the organization and having increased awareness of the organization's purpose, depend upon two significant factors:

- Leadership
- Organizational Approach.

Leadership

Leadership behaviours lead to highly motivated staff. Subordinates rely upon the leadership skills of their superiors to illustrate them how to achieve requires of motivation, rewards and skill to perform their allocated tasks. Leaders resolve interpersonal differences. Formal organizations are simplified and efforts are made to make a more open, reactive organizational environment. Require for leadership qualities turns more towards the skill to get people to interact. The capability to mediate is extremely significant, and the skill to plan and
examine feedback is accentuated. The leader's role is not diminished but it is changed in its nature. Participative leadership involves employee participation in management. Subordinates are consulted for their opinions since section of the decision-making procedure.

**Organizational Approach**

Whether the participative come can really job depends upon the kind of organization and its' functioning. An open organization is more likely to encourage participative management than a mechanistic one. The emphasis in organizational discourse from top to bottom through informal, group, team and party meetings is laid on self-starting qualities, the capability of staff to develop themselves in their own jobs and to grow professionally. The organizational approach of functioning should encourage that people at job require satisfying their higher level requires, for success, self respect and self-actualization, since well since their vital requires for material support and security. Participative decision making has its effect on the organization's objectives.

**Participative Management in Libraries and Information Centers**

Like mainly other institutions, libraries and information centers have the dual social responsibility of satisfying requires of both the employees and the public at large. One of the methods through which this can be achieved is through employee participation in facilitating the accomplishment of the library's goals. Today there is increased emphasis on measuring performance, which generally means efficiency and effectiveness.

Efficiency ensures that the optimum level of service is provided at the lowest possible cost: Though the skill to meet the effectiveness criterion is not always simple as the interests of the stakeholder clusters are not stable. Stakeholders are those persons who take an interest in the library, or who have the capability to power its skill to achieve its objectives. Of course the concept of Participative Management in libraries and information centers has been relatively neglected. Recent theories in management have proved that Participative Management and group decision making seem to have significant applications to libraries and to personnel development. It not only affects the excellence of decisions but their implications for productivity also. The involvement of library staff in determining the library's objectives and the means to attain these might improve library service.

The availability of information is basic to the decision-making procedure. The information required to create decisions in relation to the action within a library organization differs from that required to create decisions in relation to the total organization. Library and information professionals often possess relevant, practical information relating to library operations which is not accessible to senior official because they do not perform the similar task. Library staff acquires a lot of information and share it in the decision making procedure. At the operational level this will result in a more practical solution. This leads to greater creativity in
finding a solution. Professionals who have been involved in the decision making procedure are more likely than others to be motivated to ensure that the proposals are accepted out since there is a feeling of commitment to the decisions. This sense of involvement also leads to increased awareness of the library's goals after participating in the decision making procedure.

**Advantages and Disadvantages of Participative Management**

**Advantages**

For improving the library and information service, the management follows the technique of participatory decision making which has got the following advantages.

- **High Productivity:** Participative Management assures high productivity in the sense that involvement of staff in the decision making procedure gives one and all good working condition, motivation, and skill to job and introduce the desired result in time. The outcome of the decisions is always target oriented to meet the goals and objectives of the organization. It taps the talents, the ideas, the knowledge and the skills of individuals who might not otherwise be incorporated in the decision making procedure.

- **Larger Quality:** Participative Management stresses that higher excellence decisions and excellence of library services often result from these practices. Decisions are establish to be larger especially if the group is collected of individuals of dissimilar regions of expertise with a general require for a solution.

- **Wider Acceptability:** Group decisions tend to be more readily carried through the group. Participative decision making is also useful for resolving differences in the middle of group members. The decisions are acceptable to all clusters or individuals.

**Disadvantages**

There are also disadvantages to participative decision-making.

- Implementation of the tough decisions taken through the management through participative decision-making sometimes stalls the whole behaviors taking the problem from one committee to another committee.

- Group decision-making can be expensive in words of staff time. A group decision normally takes more time than an executive action. In order to estimate the full cost of participative decision-making the decision-making time should be multiplied through the number of people attending the group meeting.

- Lower excellence decisions are also expected through participative decision-making which is not truly effective. If superiors are present or if one member has a dominant personality, the decision of the group may in reality not be a group decision. This can
have a lowering effect on group morale and of a negative factor for motivation making for feelings of frustration and uselessness.

**Total Quality Management (TQM)**

Total Quality Management (TQM) is focused on the necessities of the customer. A library patron or user is a customer. He or she is challenging a service and expects that service. Total Quality Management offers a come for an organization to design procedures, policies, and jobs therefore that they are the best, mainly effective methods for serving users' requires, eliminating inefficiencies and assuring excellence service. TQM is a significant strategic management tool and a systematic come with strong internal and external customer orientation. The service is defined through library users in the TQM context. As, users' require will continue to transform, quality service will need a continuous improvement procedure. Libraries will continue to:

- Identify customers' - who matters?
- Identify customer expectations or requires - what do they want?
- Translate customer's expectations into operational procedures - what do we require to do to meet users' expectations?
- Decide on how to measure services - how will we know how we are doing?
- Conduct evaluation of services based on recognized performance measures - what procedures should we continue or transform?

Basically defined, TQM is "an organization of continuous improvement employing participative management and centered on requires of customers".

**Units of Total Quality Management (TQM)**

The philosophy of Total Quality Management is based on understanding customer requires and improving customer service and satisfaction. There are many units of TQM addressed to dissimilar regions for transform. Few of the largest units are depicted in **Figure. 4. 1** and discussed below:

**Figure 4.1: The Largest Units of TQM**
**Quality is Customer Defined**

Quality of service or service quality is a desire to maintain or strengthen the commitment to the library's philosophy of service to users. Quality is defined since the gap flanked by a customer's expectations and perceptions. Such customer focus needs not only an attention to internal procedures but also an awareness of the external marketplace. Only a match flanked by the necessities of the marketplace and the internal procedures and operations will lead to quality service.

**Internal and External Customers**

The library shall be functioning since a "studying and resource centre" in its attempts to keep abreast of changes in its internal and external environment and to augment the training and skills structure programs for revitalization and renewal. The library should have direct get in touch with internal and external customers and to encourage each employee to identify those to whom he gives a service and to view such people since the library's internal customers. In this method the customer orientation can spread into the organization.

**Employee Involvement**

Employee involvement and team structure helps in fostering collaboration, trust, open, honest discourse and more structured and constant come to teamwork and problem-solving. Employee involvement means that each individual necessity takes the initiative and not relies upon someone else. Everyone necessity understand the equally and can only succeed through co-operation and support.
**Error-free Procedure**

The objective of TQM is to prevent waste, reduce costs and achieve more effective, efficient and error-free procedures. The procedures should give a method to gain more knowledge to entire procedures and to keep them open to critical analysis and evaluation:

**Performance Measurement**

Performance measurement requires to be based upon timely measures of, and feedback on, performance. It gives information on today's service and provides an indication of the level of improvement compared with the previous feedback. A suitable questionnaire should be intended for the purpose therefore since to examine and measure progress and understand perceived strengths and weaknesses.

**Continuous Improvement**

The library should set goals for continuous improvement. To develop this focus on training, education, discourse, recognition of attainments and team job are extremely essential. Management should fulfill its responsibilities to motivate and train all employees at all levels to improve all regions of operation. Statistical surveys and techniques may be applied if necessary to collect data in relation to the customers, employees, technology and equipment that are required. Charts and diagrams should be used to identify troubles, map workflow, illustrate progress and point to solutions. Graphical techniques can illustrate an organization how its procedures job, what its baselines are, where the variations lay, the comparative importance of troubles to be solved, and whether changes made have had the desired impact. Continuous improvement rests on the easy premise that a structured, problem solving procedure produces bigger results than an unstructured one: Instead of presently trying to "do bigger" in an undefined, intuitive method, the problem solving person should be based on quantitative performance indicators and monitor progress towards these goals.

**Implementing TQM Techniques in Library and Information Centre Management**

Total Quality Management (TQM) since a management tool requires to radically rethinking the method in which a library is organized and performs its functions. With its
emphasis on meeting users' requires TQM is seen since a commitment to service with a flexible and future-oriented come to management. Susan and Barnard present a model for the implementation of TQM in the library setting. It outlines a ten-step procedure divided into four levels shown at Figure 2. The come is a flexible one that can be applied in dissimilar ways to a diversity of situations depending on the level of support for implementing TQM both within and outside the library.

The behaviors sheltered in Stage one is quite useful to arrange a seminar exploring the implications of current technical growths and other societal changes that enhance the growth of the library society.

Stage two provides emphasis on organizing excellence once the commitment to TQM and the decision on the TQM methodology "and building is made. Quality/service awareness, several characteristics of library automation training should be given to all employees.

Stage three involves a long evaluation of current job procedures and the connection of these procedures to customer requires and expectations. Laying heavy emphasis on team action, team members will require long training on the customer service dimension of the excellence procedure including how customers judge services. In the procedure of expansion and integration, training can be long. Few employees even may require training even in new occupation skills since a result of changed job procedures particularly when a manual library is being converted into an automated library.

Figure 4.2. Total Quality Management Library Implementation Model
While implementing TQM in library services, a dissimilar set of skills is required of the staff. Training is a key component in TQM which upgrades the skills of the staff. Implementation of TQM gives a library organization with the opportunity to update and enhance the abilities of the staff to job effectively and collectively. Of course there are many factors or issues that require to be addressed on the road to a successful implementation of TQM.

**Identification of Customers**

Who are the external and internal customers? Can customers be segmented either on the foundation of the service that they need, or their attitudes to effective service delivery? This will no doubt bring out dissimilar opinions from dissimilar clusters. Since a starting point, libraries should focus their attempts on identifying the customers and determining their expectations. The objective is to give excellent service to existing customers. Satisfied customers bring new customers, dissatisfied customers discourage new and existing customers. Of course improved customer service and satisfaction is a long-word strategic initiative. It needs commitment from the head of the organization, staff, funds and time.

**Standardization of Job Procedures**

The interrelated procedures of an organization require to be standardized which help to determine how job is organized and how customer requires are met. A procedure is a "flow of job that progresses from one person or one action to another." A critical procedure is "a significant procedure, defined through customer requires, that is a major section of the mission of the organization. Identifying and evaluating the critical procedures that drive an organization are basic to the continuous improvement of organizations fundamental to TQM. In selecting procedures for pilot projects, consideration should be given to:

- Importance of the procedure to primary customers,
- Whether the procedure is experiencing difficulty and is established since needing attention, and
- Likelihood of eliminating waste.

**Quality Measurement Process**

Quality since a strategic issue implies:

- Acceptance of the importance of customer necessities during the organization,
The identification of continuous improvement as a key organizational objective, and
the introduction of meaningful performance indicators.

There are a number of dissimilar approaches to measuring quality such as:
- Complaints from customers
- Customer surveys
- Benchmarking or comparing the organization with its competitors,
- Employee surveys and suggestion boxes.

None of this will work without top management commitment which is basic for the
credibility, stability and longevity of the TQM initiative.

**Improvement in Internal Organization Management**

If Total Quality Management is to be successful it needs a civilization that actively
promotes customer necessities, continuous improvement, creative problem solving and a team
ethos. Institutions considering the implementation of TQM require identifying and taking into
explanation their organizational cultures. Internal organizational civilization is associated with
the philosophy and values which make a general understanding amongst organizational members
regarding the organization's mission and how its members should behave.

**Improvement of Human Possessions Management**

Total Quality Management is extremely much a people centered come to management. A
central concern is employee commitment. Successful TQM depends upon employee
commitment. De Cotiis and Summers have recognized a number of procedures which impact
upon commitment:
- Leader behavior in relation to subordinates;
- Social involvement;
- The challenge, responsibility, and power offered through the occupation;
- Participation in decision making; and
- Open communications.

In implementing TQM in a library and information service environment, it is necessary to
set up few vital definitions through answering questions such as "what is quality?" "Who are
our customers?" "How can quality are considered". The establishment of quality since a strategic
issue is central to successful implementation and top management commitment will be necessary.
Full employee commitment will only be achieved through suitable human resource management buildings.

**Barriers to Implementing TQM**

The implementation of TQM in library institutions gives an opportunity to update and enhance the abilities of the staff to job effectively, yet it is still not free from few barriers. These could be listed since under:

- **The vocabulary barrier:** The terms "total", "quality" and "management" imply that standards are not already being observed, nor is quality job valued.

- **The commitment barrier:** TQM needs tong-word commitment, possibly even longer in the service sectors like libraries and information centers. Cultural transform which can not be accomplished in excess of night or in a year, may be positive changes, particularly in staff attitudes and studying, but they should happen early in the procedure.

- **The procedure barrier:** Sometimes the procedure merely symbolizes a desire to postpone decision making or reluctance to resolve the issue. We should learn to describe troubles bigger at the outset and then provide them the kind of systematic analysis which can lead to lasting solutions.

- **The professional barrier:** The higher the degree of professionalization within an organization, the greater the resistance to sure units of TQM, particularly its customer focus. Professionals basically are mystified through, if not fearful of, the consequences of what they think could mean turning in excess of their services and practices, which are based on custom, standards and respected bodies of knowledge, to the uninformed whims of customers.

**REVIEW QUESTIONS**

- What is human resources development?
- Explain the need and purpose of HRD for Library and Information Centers
- Distinguish between strategic planning and operational planning
- Describe the different elements of personnel planning.
- Explain the different techniques of personnel planning.
- What is participative management and how it works in a library or information centre?
- What do you mean by TQM and what are its basic elements?
LEARNING OBJECTIVES

After reading this chapter, you will be able to:

- Know the need and purpose of financial management and its application in library and information centers.
- Identify its facets as far as libraries are concerned.
- Know the meaning of budgeting and financial planning
- Acquaint yourself with the process of budget preparation, budgetary control, accounting and auditing.

LIBRARY FINANCE

Financial Management

Financial management is not presently managing cash or providing funds. It is the revise of the principles and practices involved in the financial operations of an organizations, industry or state. The fund function is the task of providing funds needed for the enterprise i.e., provision of funds and their effective utilization. It trades with the troubles and processes of acquiring, distributing and effectively utilizing funds, balancing of revenue and expenditure and accounting of the whole transactions for bigger manage and evaluation. In other terms, significant stages or components of financial management are:

- Financial scheduling
- Forecasting of receipts and disbursements
- Realization of funds and revenues
- Allocation of funds
- Utilization of funds
- Financial accounting
- Financial manage
Financial auditing

The task of finding money, investing funds, managing property and receiving the sanction for the budget and all other related matters of fund are the responsibility of the central executive power of the parent organization to which the library belongs. Though, the library has a major share of responsibility in estimating its own financial necessities, preparing a budget for its functions, behaviors and programs, managing the funds appropriated and spending within the specified era, maintaining accounts, and finally preparing a statement.

**Principles of Financial Management**

For effective financial management, few guiding principles are necessary. An understanding of these principles is useful.

- **Effective Manage:** Financial management can job efficiently only when it is controlled properly. The way of financial manage should be easy and simple. Manage is also necessary for the economical exploit and canalization of possessions therefore that there is small wastage and the limited financial possessions can be put to maximum exploit.

- **Simplicity:** Processes for financial management should be easy and simple to operate. Simplicity results' in efficiency and economy.

- **Regularity and Farsightedness:** Financial management programs should have a typical timetable therefore since to acquaint everybody with what he/she is expected to do at a scrupulous point of time. For instance, in the preparation of the budget for a library, inputs should approach from the heads of parts who would in turn expect cooperation from their staff. The preparation of the budget would be time-bound and the budget should be submitted to the authorities on time therefore that the budgetary sanctions can be obtained in time to operate it. Likewise subscriptions to current journals should be sent to the publishers at a scrupulous time of the year. Sticking to a timetable facilitates advance thinking and preparation. Not only present requires but future necessities should be kept in view when making provisions for fund.

- **Economy:** Economy should be affected in any action and every action, more therefore in financial matters. All precautions should be taken to avoid unnecessary expenditure and wasteful exploit of scarce finances.

- **Flexibility:** Financial management should keep in mind the virtues of elasticity therefore since to learn scope for adjustment according to conditions. Only then can it be successful in times of emergency and crisis. But this does not mean that one should take undue advantage of its flexible nature. There are provisions and practices in utilizing or diverting funds appropriated for a sure thing of expenditure to the purchase of books or any equipment. But this flexibility should be within the framework of financial rules and
processes. This kind of adjustment generally is done at the fag end of the financial year when unutilized funds are accessible in other items.

While these principles are useful in operating and managing finances in libraries, there are statutory financial rules and processes laid down through the executive authorities. Libraries have no option but to follow financial rules.

The other related meadows which require to be kept in mind through library and information professionals contain cost accounting and economics, several apparatus and techniques of financial management, economics and cost accounting like funds flow analysis, ratio analysis, break even analysis, operating and financial averages. Financial forecasting, capital budgeting, economic theory, theory of manufacture, costing, etc. have adequate scope for application in library and information centre management.

**Financial Management in Service-Oriented and Not-for-Profit Institutions**

Information centers are paternalistic, service-oriented and not-for-profit institutions. Financial management in such institutions is more intricate and significant than in profit-oriented institutions. Money management in service-oriented and not-for-profit institutions involves systematic scheduling, receiving funds, judicious spending and meticulous accounting of funds.

There are sure difficulties in the financial management of service-oriented and not-for-profit institutions. The problem becomes acute if the budgets of such organizations are not intended since section of the scheduling of the parent body and if they worry more in relation to the accounting than scheduling.

In the middle of the significant aspects of service-oriented and not-for-profit institutions are these are normally labor rigorous compared to profit-oriented organization, will not have any inventory of services, will have dominance of professionals and the quality of service cannot be inspected and considered in advance i.e., before rendering the service.

Further, there seems to be lack of a profit measure in such organizations and the absence of a profit motive treasure is quite typical to service-oriented and not-for-profit institutions. Profit-oriented institutions measure their output through the amount of revenue earned based on prices charged for goods and services sold. For individual profit centers, revenue is considered through transfer prices. Service-oriented and not-for-profit institutions either should devise same monetary measures of output or rely on no monetary measures. Through and large, the output measurement is a problem in service and NFP organizations.

Usually, there is no single criterion to measure the success of such institutions. Multiple objectives, lack of a connection flanked by costs and benefits and difficulties in measuring
performance and comparing performance of dissimilar elements of the similar organization are few peculiarities of such institutions.

There seems to be no direct connection flanked by the costs and benefits in service institutions. There is a clear difficulty in measuring the performance of service-oriented and not-for-profit institutions. Further, due to different functions, the organizational elements cannot be compared in service-oriented and not-for-profit institutions.

Market forces play a less important role in service-oriented and not-for-profit institutions. Due to lack of shareholders, there seem to be differences in ownership and authority. Consequently there is a tendency for service-oriented and not-for-profit institutions to be political institutions.

Historically the cost accounting and other manage techniques were urbanized for manufacturing companies and hence they have less applicability to service-oriented and not-for-profit institutions. Further, inadequate management controls have become a custom in such organizations. Lastly, mainly service institutions are relatively small and operate at a single location.

Information centers have not given adequate attention to output measurement. In the absence of a monetary output measure, sure non-monetary measures could be employed through service and NFP institutions. The non-monetary output measures could be classified in many ways. They can be subjective or objective, discrete or scalar, quantitative or qualitative. Significant non-monetary output measures are:

- Results measures
- Procedure measures
- Social indicators
- Inputs since proxy output measures

Sources of Funds

Library fund comprises both the funds appropriated to a library and its expenditure. Libraries depend heavily on a continuous supply of funds for organizing their behaviors, programs and services. In dealing with this, ensuring a continuous supply of funds not merely on a yearly foundation but in excess of an era of time, i.e., dime or five years is extremely significant. Fund plays an extremely important role in the organization and management of any institution, more therefore in the case of libraries which have to acquire and build up a collection on a continuous foundation during the year and even longer. With the rising costs of books and journal subscriptions, it would be impossible to plan a collection development program, constant with requires of users, without an ensured supply of funds. While appropriations are made for the acquisition of books and journals, funding bodies quite often overlook or underestimate the must
of funds for processing the acquired materials and making them accessible for exploit. Therefore competent persons should invariably procedure the expenditure on books. Further, a regular flow of funds ensures the rhythm and tempo of the user services. These services have to run on a continuing foundation. Unless adequate funds are provided for all these behaviors, libraries will remain ineffective.

Dissimilar kinds of libraries receive funds from dissimilar sources; however few sources are general, such since government grants. The greatest percentage of operating funds increasingly approach from public funds raised through taxes. Funds are required on a continuing foundation and a judicial estimation of funds required has to be done well in advance. The sources of funds for libraries can be broadly grouped since follows:

- Regular grants from parent body
- Ad hoc grants from other departments/organizations
- Grants from endowments and charitable organizations
- Fees, subscriptions, sale of service and miscellaneous revenues earned through the library
- Fines and miscellaneous sources: Few libraries impose fines on the late return of books since well since for loss or misuse of books. Income from this source is extremely meager. Since a matter of information, it cannot be measured since a source of income, because the aim of the fine is not to raise revenue but to compel the user to return the borrowed book in time and not to damage or lose it throughout his/her possession. Moreover, libraries may not have the power to expropriate amount composed since fine or overdue charges for any purpose
- Miscellaneous sources may consist of money received through the sale of library publications and waste paper, reprographic services, translation and other documentation services rendered, etc. These services are rendered through libraries generally on a non-profit foundation. Normally, such funds are added to the common finance of the parent organization for allocation through normal budgeting.

The financial support given to libraries is of two kinds:

- Recurring and
- Non-recurring.

The recurring grants are usually given for the purchase of books and periodicals, maintenance of regular services, and for anticipated contingent expenditure. The non-recurring grants are given for specific purposes such since construction of library structure, purchase of furniture and equipment and sometimes for special collections. The third kind of grant, recognized since an ad hoc grant is given on special recommendations for special purchases.
University Libraries

University libraries receive their funds, in varying degrees from two sources. They get financial support from the universities out of their own Ends and since special grants from both the University Grants Commission and the state governments.

The UGC grants are most plan grants, whereas the state government grants are most non-plan grants. Though, government grants are not given to the libraries directly. Generally the government provides grants to the university and then the university allots to the library the necessary share out of be similar. Grants from the University Grants Commission are most of three kinds - recurring, non-recurring, and ad hoc.

Some university libraries charge a fee from their student members for the exploit of the library. A charge or fee for library exploit is not made without protest from users. These days there is a rising feeling that the university should give library services free of charge, presently since it gives lecture rooms, laboratories, and other facilities free.

College Libraries

A question often asked is - "How much does it cost each year to run a good library?" The amount will modify from college to college, depending on the nature of the curriculum, the quantity and excellence of service expected, and the excellence of the present collection. The total student strength in a college is another criterion to be taken into consideration while allotting funds for the library. The troubles of financing the library of a recognized institution are extremely dissimilar from those of a new college. Requires of the former are confined to acquiring materials to remedy weaknesses and to keep the collection up-to-date; the latter necessity give for a complete vital collection.

There are three largest sources of funds for college libraries. The principal source is the allocation from the current operating funds of the college. Whether the college is public or privately controlled matters less in this relationship than the amount of additional money the library may require throughout any one budgetary year. Sometimes a section of the Amalgamated Finance Collection is given to the college library for the purchase of reading materials. Occasionally few portion of the contingency grant of the college is made accessible to the library through the principal. A second source of income for college libraries is grants, individual gifts, and endowments. But this is not extremely popular in India. A large number of college libraries during our country receive grants from the University Grants Commission. Other sources of income for college libraries are subscription/membership fee charged from the students, and annual recurring and non-recurring grants from the state government concerned or the governing body of the institution.
School Libraries

Promoting a good library service in schools depends extremely much on fund. In the case of transitional schools, lower fee rates for library services can be fixed since there will be less expensive books needed for students of lower classes. At present there are no fixed norms for the provision of finances to school libraries in India.

The library finance of a school should preferably comprise a fee composed from pupils, and equal contribution from the management, a matching contribution from the government or regional body, other gift or special grants that may at any time be received specifically for the library and donations from the public.

The library fee composed from students should be spent exclusively on books and equipment. The state government or any education power administering the school should meet the initial expenditure on be setting up of the school library including cost of new library structures and the initial expenditure on fittings and books covering the vital stock needed since a nucleus for library behaviors.

Public Libraries

The largest sources of public library revenues are subscriptions, a library and grants from the government and endowments. Considering the library subscription since a source of funds is widely disputed. An equally forceful opposite view is that subscription defeats the entire concept of a free public library service advocated through Ranganathan. The statement of the Advisory Committee for Libraries, Government of India, also supports the inadvisability of considering subscription since a source of revenue. The Advisory Committee describes such subscription libraries since "stagnating pools."

Of the five States of the Indian Union which have library legislation, few, viz., Tamil Nadu, Andhra Pradesh and Karnataka, have provision for a library. Tamil Nadu and Andhra Pradesh Library Acts have provided in the form of a surcharge on land and property tax at the rate of six per cent. The Karnataka Act has provided for a library cess in the form of a surcharge at the rate of three percent not only on land and home tax but also on octroi duty, vehicle tax and professional tax. In addition to the library cess, Karnataka public libraries receive a grant from the government equivalent to three per cent of the total land revenue collection. The other two states i.e., Maharashtra and West Bengal, have not proposed any library cess. In these states the respective governments have made provision for grants for public libraries. Experience illustrates that library cess/rate alone cannot be enough to meet the continuously rising requires of public libraries. Besides, the taxable capacities of several regional regions differ, thereby making average and uniform public library service during the country hard.

A public library service should be completely supported through regular budget grants of the government, presently like education, public health and therefore on. Unluckily, in many
countries including India, this is not the location. Since a result finances for public libraries have become inadequate. Only library legislation at the national level can transform things for the bigger. It would be proper for the government to give for the initial expenditure, while recurring demands of the libraries should be met from the proceeds of library cess, etc. Moreover, the regional authorities should be encouraged to collect more funds through giving them matching government grants.

Endowments, charitable trusts and private benefactions could be another source of public library revenue. In countries like the USA this is a general characteristic, whereas in India it is not therefore. The financial demands of the libraries are recurring in nature. Hence endowments and benefactions, however welcome, should not be taken since a permanent or continuing and adequate source of income. Endowments can best be used for constructing library structures, acquiring furniture and fittings and therefore on.

Other sources of public library revenue are fees and fines, gifts in cash or kind. The income from these sources is usually extremely meager and cannot be measured an important source of revenue.

**Special Libraries**

Special libraries get their funds from appropriations made through their respective parent institutions. Whenever the parent body takes up a new project or program, which requires library and information support, adequate finances may be provided to the library to meet the special support facilities. The library is expected to inquire for funds for any additional or special services which are generally examined before funds are provided for such services. In addition, ad hoc grants from governmental agencies are obtained for specific purposes. Of late, special libraries have been seriously considering the ways and means of generating section of their own possessions.

**Financial Estimation**

Through now you have realized the information that the success of any institution depends upon an adequate and regular flow of finances. This is true of libraries also. The basis of proper financing depends upon correct and effective estimation. Presently like the government, organizations, individuals and families effort to create financial estimations of requires and possessions, 6L.-cries also have to prepare financial estimates. How to estimate, on what foundation, and how much fund a library needs depends upon the age, jurisdiction, quantity and excellence of reading material, number of readers, and other factors’ relating to that scrupulous library. Few significant bases for financial estimation for libraries are:
User population and its composition

Material to be acquired

Services to be provided vis-à-vis objectives

Hardware and software requirement

Unsatisfied service pressures, if any, are the mainly regularly used factors in determining the financial requires -of a library

Recognized national And international standards for excellence in services often expressed since minima of materials, personnel and operational funds for a given mass of library

Augment in prices of reading materials and inflation.

**Per Capita Way**

In this way, a minimum amount per head is fixed which is measured essential for providing average library services. The educational and cultural standards of a society, the expectations of its future requires, the per capita income of the community, the standard cost of published reading material, and the salary levels of the library staff are the general factors that go to determine the per capita library fund in public and academic libraries. The per capita estimate can be based either on the number either of literate persons or of adults. Though, the safest way is to calculate library fund per head of population.

Tice University Grants Commission Library Committee recommended that a university should give Rs. 15 per student and Rs. 200 per teacher for acquiring reading material for its library. The Kothari Education Commission, though, recommended that since a norm, a university should spend each year in relation to the Rs. 25 for each student and Rs. 300 per teacher. Ranganathan suggested that per capita expenditure on university and college libraries should be Rs. 20 per student and Rs. 300 per teacher or Rs. 50 per student. In schools, per student appropriation at the rate of Rs. 10 should be made accessible for the library. For public libraries, Ranganathan suggested a 50 paise per capita expenditure method back in 1950. Now, the per capita figure necessity is much higher and this is the inherent limitation of the way since it does not give for inflation and devaluation.

**Proportional Way**

This way presupposes that the authorities give adequate finances to the library out of their regular budget, and that a scrupulous minimum limit is fixed. A usually used measure of adequate support is the percentage of the institutional budget which is allocated for library purposes. Several standards have been recommended for deciding this limit in India. The
University Education Commission had recommended that 6.5 per cent of a university's budget would be a reasonable expenditure on its library. The Commission suggested that this expenditure could modify from 6.5 to 10 per cent, depending on the level of development of each university library. In practice, the majority of the universities in India hardly spend three percent of their total budget on their libraries. It is usually agreed through mainly authorities that a college should allocate to the library four to five per cent of its total expenditure. Ranganathan suggested that either 10 per cent of the total budget or 6 per cent should be earmarked for public library purposes. This way is likely to lead to a high disparity in case of special libraries since the budgets of high technology and capital rigorous institutions are much larger than the budgets of pure research, social science and humanities organizations.

**Way of Details**

According to this way all items of expenditure of a library are reported for while preparing the financial estimates. These are of two kinds, viz,

- Recurring or current expenditure and
- Non-recurring or capital expenditure.

For estimating public library finances, Ranganathan suggested the circulation of recurring/current expenditure and non-recurring/capital expenditure. The Advisory Committee for libraries, Government of India followed approximately a same way for estimating the financial necessities for establishing a countrywide public library organization.

The UGC Library Committee in its statement suggested a staff formula for finding out the quantum of library staff members of several categories required for college and university libraries. It has also laid down their respective pay levels. The total amount required for meeting the cost of the staff can be calculated through this formula. For cost of books and other reading materials, the Committee has suggested a per capita expenditure formula.

**Library Expenditure Scheduling**

You now have a thought of how a library gets finances for running its services. Expenditure is the second significant aspect of financial management. Library expenditure occupies the similar lay in the revise of financial management since consumption does in the daily life of an individual. Since consumption is the end of all economic behaviors, therefore also library expenditure is the end of all the financial behaviors of a library.

**Importance of Library Expenditure**

Presently since you spend money on your books and studies, therefore do libraries spend money on books and periodicals, readers' services, references and bibliographical services,
documentation and information services, etc? The objective behind all these is the supply of the right document to the right reader at the right time. The library expenditure is usually undertaken to satisfy the intellectual necessities of the readers and give those documents which the readers in their individual capability cannot and do not want to purchase. Besides, no individual can purchase all the literature which comes out of the printing presses of dissimilar countries, on dissimilar subjects, in several languages, and in diverse shapes. The only agency which can acquire procedure and create accessible all this literature to readers is the library. All this means spending money and more money.

**Nature of Library Expenditure**

There are three major aspects in the nature of library expenditure.

- **Library is a spending institution**: Libraries, unlike many government departments, are not revenue-fetching agencies. They are spending organizations, and they participate in nation-structure behaviors. The money spent through the library is a long-word investment in human capital.

- **Library is a rising organism**: The library trinity of documents, readers and staff always grows. It implies that the necessities of the library will always go on rising day through day. All this means more expenditure.

- **Library expenditure is recurring**: Libraries are not only spending and rising organizations, they are also permanent bodies. In a period of educational advancement, library services will have to maintain a continuous rhythm to cope with the academic necessities of the clientele. This means that library expenditure is recurring in nature.
**Principles of Library Expenditure**

- **Principle of maximum aggregate benefit:** The library exists for the service of dissimilar kinds of readers. So since a librarian, you should be neutral, and should see that no scrupulous individual is specially benefited through your expenditure policy. You should plan your library expenditure in such a manner that the majority of readers derive maximum benefit of library exploit.

- **Principle of advance scheduling:** Library expenditure should be intended in advance and a proper estimate should be made for dissimilar items therefore that adequate and balanced revenue may be allotted to dissimilar heads. Orders should be placed in advance therefore that the needed materials are acquired in time. The librarian should avoid last minute purchases.

- **Principle of equitable allocation:** Library funds should be equitably allocated for spending on dissimilar kinds of reading material covering several subject regions. For instance, books on science and technology are costlier than language books. Costly reference books become out of date faster in few subject regions are others. Though, in special libraries their principle may be applicable since mainly document has to be spent in reference and periodical literature. Normally, 70 per cent of the publication grant is allowed for periodicals. All such factors are to be taken into consideration while spending money for library exploit.

- **Principle of economy:** It means that you should not spend more than the necessary amount on any thing, and the expenditure should not exceed your sanctioned grant. Duplication should be avoided, because the extra amount therefore saved could be bigger spent on purchasing new alternative titles covering additional subject regions.

**Classification of Library Expenditure**

Usually speaking, money spent on structures, costly equipment and furniture is shown against capital expenditure, and other items which happen approximately during the year like books and periodicals, stationery and postage, binding and contingency, salaries and wages, etc. are shown against current expenditure. Though, you can classify library expenditure according to dissimilar heads, viz.

- Salaries and wages,
- Binding,
- Stationery,
- Postage,
- Contingency,
Books and periodicals,
Furniture,
Structure,
Equipment, and
Publications.

BUDGETING AND ACCOUNTING

Library Budget and Financial Scheduling

Budgeting is a scheduling procedure in which the expenditure and revenue of the organization in excess of a specific time era are reported for. The budget is a plan document and a financial report which gives details of the proposed revenues and their utilization for expenditure for a specific era, generally a year. It is a means of check and manages on what money should have been received and how money is to be spent. Budgeting require not be presently confined to money. It can be expressed both in financial and non-financial words. But it is a practice that it is expressed with a general denominator described the rupee. Hence, budgeting is the procedure of quantifying all the plans of an operation to determine whether they will achieve the desired results and to adjust accordingly where they will not achieve the desired results. The budget is a quantitative expression of a plan of action, a tool in the hands of the library or information centre manager, a management actions towards the destination, and a tracking device ay highlight variations from the plan and illustrate the require for corrective actions to put the operation back on track. In other terms, the budget aids orderly and progressive scheduling, coordination and implementation, serves since an instrument of financial a device for evaluating result.

It has already been stated that the budget is a systematically prepared report revenue and expenditure of an institution for an era of time, generally a year. The objective of this procedure is to produce a financial plan. The budget serves the dual purpose of limiting expenditure to income and assuring wisely intended spending.

Financial scheduling and budgeting have sure obvious advantages. They create goals clearer, assist in fixing responsibility, reveal weaknesses in the building of the organization force quantification of targets and attainments, lead to the waist productive exploit of possessions, pinpoint timely actions and indicate the require for corrections from deviations, if any. Therefore much therefore budgeting in common can also cause few troubles.

- It may place much emphasis on easily observable factors.
- The budget may tempt one to become routine without improving operations.
- Library services are not quantifiable in words of the rupee.
The budget needs continues version to meet changed conditions.

It does not job automatically.

The budget and, budgetary manage are required to be used intelligently.

The budget is a guide on how to incur expenditure for the dissimilar behaviors and operations of an institution during the year. The common principle is that the estimated expenditure should not exceed the revenue. In other terms, income and expenditure should balance each other. The budget should not be confused with annual financial statements. The latter is an official document to know what was achieved and what was not achieved throughout a given year. It is in information a factual record of the state of affairs of the finances of an institution throughout a scrupulous year. The budget, on the other hand, is only an estimate for the forthcoming year. In short, a budget is a preparation for the future whereas the financial statement is an analysis and evaluation of the past.

The budget is also an extremely significant instrument of manage, discourse, co-ordination, evaluation and motivation. It controls since it canalizes the expenditure according to set financial rules and processes. Budget estimates communicate to the staff and others concerned the total financial outlay of the institution and the allocation of funds for each major thing of expenditure and regulate spending; coordinate through distribution of general expenditure of dissimilar elements not only to economize on expenditure but also to maximize finance utilization; evaluate performance on the foundation of the utilization of funds within the prescribed era; motivate staff to perform well, for funds have been provided for the behaviors for which they were sought, envisaging future growths.

**Budgetary Methods**

Every library, no matter how small, has to operate with a budget. In mainly libraries, the librarian and his senior staff prepare the budget, according to budgetary norms issued through the authorities. The budget is scrutinized, vetted, if necessary, and approved through the Library Executive Committee before it is sent to the higher authorities for final approval and sanction. The common practice is to follow the methods and processes of the parent organization. If they are special service of a comparatively limited scope, few small special libraries may be exempted from the preparation of a detailed budget. There are few methods of budgeting for preparing library budgets which contain traditional ones practiced through many libraries and the more innovative ones that have, in recent years, establish their method into libraries.

*Line Thing or Incremental or Historical or Substance-of-Expenditure Kind budgeting*

Almost certainly the mainly general kind of budget is the one that divides items of expenditure, line-through-line, into broad categories such since books and journals, salaries and allowances, equipment, supplies, capital expenditure, contingencies, etc. with further subdivisions for each of these broad categories. This is the usual traditional way which, through
taking into explanation past expenditure on each thing, prepares the current budget, hence described historical budgeting. The budget is prepared with a small augment of say 5 or 10 percent for each major thing of expenditure of the previous year's allocation, assuming that all current programs are since good and necessary.

The advantage of this way of budgeting is that it is relatively simple to prepare, present and understand. To little extent it ensures that the funds provided are spent for the purpose stated. It is extensively practiced. But it has sure weaknesses. This way does not suggest any future projections. It does not necessarily involve any review since to what amount ought to be spent in words of behaviors and services. Secondly, it moves in the similar manner since in the past year, without any forward push. Thirdly, this tends to ossify and rigidify the budget. In other terms, budget funds earmarked for a scrupulous thing cannot be spent for any other purpose i.e., the financial rules would not permit the shifting of expenditure from one head to another. For example, funds allotted for equipment, if unspent, cannot be shifted to acquisition of some significant titles of current journals even if fully justified. It emphasizes apparatus rather than what these apparatus have to achieve. It also has a tendency to tempt to disguise requires and inquire for more money than needed.

**Formula Budgeting**

Based on financial norms and standards this way tries to relate few inputs like users served, academic programs supported and ratio of book stock to total funds of parent body. The formulae are used for financial estimation since well since budget justification. This seems to be a broad and quick way and hence saves a lot of time. But it does not explanation for firer variations in respect of each library and its customers and services.

**Program Budgeting**

This way propounded originally in the Hoover Commission Statement has three steps. They are:

- Report of agency objectives,
- Full consideration of alternative ways and
- Logical selection of the best based on effectiveness and efficiency.

Extended from the line-thing way, this way tries to answer the questions for “what purpose the money is being spent?” and “how have the possessions to be deployed for each program?” and more appropriate for a contracting economy. The financial plan is presented since programs and subprograms built upon job elements or job loads. Job elements are assumed to be measurable and the job element costs are the structure blocks of the program budget.

The focus in this way of budgeting is on the library's behaviors and the funds are to be earmarked for programs or services that the library plans to give. For example, if a library decides to give a Current Awareness Service, the cost of that service is calculated and the
expenditure estimated. The budget is therefore prepared on the foundation of the cost of programs and whether a program has to continue, get customized or deleted.

A library may also group its major programs or functions, which may correspond to the organizational building of the library like administrative services, technological services, reader services, etc. Each of these services may be organized through departments such since acquisition, classification and cataloguing, reference and bibliographical services, documentation and information services, jointly with summary descriptions of these functions or programs and relative figures of current and proposed expenditure. In this kind of budget, provision is made for several behaviors of each department to gauge their necessities and watch their expenditures.

**Performance Budgeting**

This budgeting way is same to program budgeting but the emphasis shifts from programs to performance. The expenditure is based on the performance of behaviors and the stress is laid upon operational efficiency. This way needs careful accumulation of quantitative data on all the behaviors in excess of an era of time. Management techniques such since cost-benefit analysis are used to measure the performance and set up norms. For instance, data on the number of books acquired, classified and catalogued, actual man-hours for doing the whole processing job, etc. are composed to determine the manpower and materials needed to perform the tasks.

It emphasizes the performance and operational efficiency of the programs. Like program budgeting starting with a report of agency objectives, full consideration to alternate ways of achieving the objectives and a logical selection of the best is made based on effectiveness, efficiency and cost-benefit analysis. The element cost for specific operations multiplied through the volume of operations anticipated would provide the budget.

The advantage of the way is the emphasis on the service mission of the library. Though, it is hard to quantity service excellence and behaviors. In other terms, this way measures only quantity not excellence which is rather hard to measure in words of money. In information, the budget allocation for a service institution like a library has small direct connection to the degree of satisfaction users receive from library services. Measuring benefits of libraries in rupees, the intricate interrelationship of costs of dissimilar operations and the non-linear difference of cost for every element output are few of the troubles. It may look too humble and begging for a review of each operation through power.

**Scheduling Programming Budgeting Organization (PPBS)**

This way of budgeting was first proposed through USDOD. Two key units of PPBS are budgeting and organizations analysis. Since an extension of program budgeting, PPBS involves organizations analysis, and/or other cost-effectiveness procedures to give a more systematic and comprehensive comparison of costs and benefits of alternative approaches to a policy goal or
program objective. This establishes a rational foundation to enable the decision-maker to choose flanked by alternative programs.

This way combines the best of both program budgeting and performance budgeting. The focus in this way is on scheduling. It begins with the establishment of goals and objectives and ends with the formulation of programs or services. The controlling aspect of measurement, which is central to performance budgeting, is also an aspect of PPBS. This way combines the functions of scheduling behaviors, programs and services, translating them into tangible projects and finally presents the necessities in budgetary words.

Great disparities do exist in practice and lack of standards for measuring program effectiveness/performance are the difficulties of implementing PPBS. It also suffers from other implementation troubles and few critical gaps like:

- Focusing on what will be done rather than how to do it,
- Failing to give an operating tool,
- Lack of a mechanism to evaluate the impact of several funding levels,
- Focuses on new programs or major increases on ongoing programs rather than forcing continuous evaluation of existing programs, and
- Cost calculation is based on the decisions made in the scheduling and programming steps."

**Zero-BASE Budgeting (ZBB)**

This way, urbanized through Peter Pharr throughout early the 1970s, needs a thorough knowledge of the organization and a lot of time, attempt and training. Having much in general with PPBS and opposite of historical budgeting, it emphasizes current behaviors and the must to justify each section of the program every year. It assumes a budget of 'zero' for each program until one convinces the appropriating power that the program is worthwhile and deserving of support at a specified level. It does not allow for incremental growth in budget. ZBB is an operating, scheduling and budgeting procedure which needs each manager to justify his whole budget request in detail from scratch and shifts the burden of evidence to each manager to justify why he should spend at all. This come needs that all behaviors be recognized and urbanized since "decision packages" and that there should be a systematic evaluation and ranking of these "decision packages" preferably by a computer. It does not take into explanation what happened in the past but spaces emphasis on current behaviors. Every program and action is spelled out in detail and the financial necessities are worked out without any reference to the past. In other terms the request for financial support has to be recognized afresh every year. No action, in information, could continue basically because that action was undertaken in the previous year. In other terms, the whole budget is justified from scratch. Steps involved in preparation of ZBB are:
Behaviors/programs are grouped to lowest level entity
Objectives and behaviors of each program examined and alternative methods evaluated
Programs are then grouped into a series of "decision packages" with their report of purpose
Ranking of the "decision packages"
Cut-off point corresponds to the total budget allocation.

ZBB improves the plans and budgets of libraries and helps to develop good management teams. It also helps to add follow on benefits in excess of the years. Yet the serious problem of the enormous time and attempts required jointly with other administrative troubles and troubles of developing and ranking "decision packages" prevents its adoption in libraries.

Few of these budgetary methods are of recent origin and present a more readily understandable view of the budgetary necessities of behaviors and services, a more objective justification for them and are bigger instruments for purposeful spending. In practice it is necessary to understand the "politics" of the budget procedure within the parent organization and look for opportunity for personally participating in the final negotiations/ deliberations since well since by personal informal contacts effectively.

In India, approximately all libraries follow the conventional historical way of budgeting. It is only in recent years that little attention is given to other, newer, methods. One aspect that requires careful examination is that mainly library functions and services are of a continuing nature and cannot be discontinued on any explanation without reference to the past. While it is necessary to evaluate performance and effect improvements to ensure excellence of service, discontinuity of existing services would prove undesirable, particularly if circumstances do not warrant. It is, though, possible to create a more objective assessment of these methods of budgeting only if Indian libraries start making their budgets through these newer methods and gain enough experience in their operations.

**Budgetary Norms and Standards**

For the purpose of financial scheduling and budgeting, standards and norms have been set/ proposed through professional experts, committees and bodies. They are quite useful in estimating the budget, seeking and justifying funds since well since allocating the budget in the middle of several items of expenditure.

Having got few thought of the methods of budgeting, let us now talk about the standards and norms that form the foundation of estimating be requirement of library funds required and also the sharing of funds to major items of expenditure within the total library budget. We have studied three methods of estimating funds, namely,
- Per capita way,
- Proportional way and
- Way of details.

The second aspect of budgetary norms and standards that requires attention in this element is the actual sharing of budgetary funds to dissimilar competing heads of expenditure. The major heads of expenditure in libraries are books and journals, and salaries and allowances, both of which are to be combined to generate services. Ranganathan has suggested that the proportion of the expenditure of a university library on these two major items be since follows:

- Staff: 50 per cent
- Books and other reading, materials: 40 per cent
- Miscellaneous: 10 per cent

The University Grants Commission Library Committee has suggested that a university library with 5,000 students and 500 teachers and research fellows should have a budgetary provision of Rs. 3,50,000 out of which Rs. 175,000 would be spent on books, journals and other kindred materials, and a same amount on staff, implying thereby that the expenditure on books and staff may be equal. But common trend is that the expenditure on staff salaries trends to be higher than on books. Item into amount the recommendations of University Grants Commission, university and education commissions and library experts, the common norms seem to be since follows:

- Salaries and allowances 50 per cent
- Books 20 per cent
- Periodicals 13 per cent
- Binding 75 per cent
- Others 10 per cent

In the case of public libraries, the sharing is more or less the similar for the major items of expenditure.

- Salaries and allowances 50 per cent
- Books 20 per cent
- Periodicals and Newspapers 5 per cent
- Binding 5 per cent
- Others 20 per cent

Current thinking on library and information services, library budgeting and related characteristics, is on the following lines:
• Library and information services are to be completely oriented to user requires, irrespective of the kinds of libraries. User requires necessity be systematically assessed and obtained, on the foundation of which libraries should organize their services.

• Library budgets, consequently, are to be in tune with requiring based services.

• The element cost of every operation in a library has to be worked out and budgetary estimates have to be built on this data. The cost of library operations and services, particularly in India, is not attempted. Libraries mostly operate on appropriated funds through the parent institutions without any scientific foundation for allotment. Cost accounting is essential for fixing budgetary estimates.

• With the tremendous augment in the cost of books, journal subscriptions, staff salaries, library and information services, etc., the question extremely often arises whether library services should be sustained to be given without any charge. Few of these services like literature search, document supply, compilation of bibliographies, SDI, CAS etc. can be priced. Of course, in the context of Indian circumstances these services may be subsidized partially. On the entire, a more scientific foundation for library expenditure has to be evolved in view of the importance of library services. Library budgeting has to be more innovative and in tune with the new demands.

Preparation of Library Budget

The preparation of the budget is the responsibility of the chief librarian who also has the responsibility for allocating and administering funds within the overall behaviors and services of the library. This responsibility can be delegated to the next level department or part heads but the overall coordination and accountability still rests with the chief librarian. Adequate discussion should take lay flanked by the chief librarian and his part heads, When the information needed for making the estimates for the library budget has been assembled the next step is the preparation of the budget itself. Preparation of a budget takes substantial time and attempts. Usually throughout the transitional of a financial year, budget estimates (BE) for the next financial year and revised estimates (RE) for the current financial year are described for through the office concerned. Estimates are prepared on the foundation of past experience, present demands and future expectations of necessities. The estimates should take into explanation the actual expenditure of the previous financial year, spillover's, if any, amount spent up to the date of preparation of the budget throughout the current financial year; foreign swap (FE) necessities, advance commitments to be made for the next financial year, capital items, etc. No set of rules can be given for preparing this report, but the librarian should bear in mind the impact of inflation on the cost of books, periodicals, binding, and other supplies. The augment in enrolment, the probable require for annual salary increases at least comparable to those of the past five years and the possible impact of new technical growths on library economy and
efficiency are few of the other factors. The librarian discusses the budget proposals with the sectional and departmental heads before the final consolidation. Budget necessities are filled up in a preformed approved through the institution. The preformed commonly used for a historical budget in academic libraries is of two kinds.

- Schedule of expenditure on pay and allowances of staff and
- Schedule of expenditure on all other items.

**Schedule of Expenditure on Staff Salaries**

It is generally prepared under the following heads:

- Serial number
- Designation of staff member
- Pay stale
- Vital pay. on 1st April
- Total for twelve months
- Date of increment
- Rate of increment
- Total amount of increment
- Dearness pay rate and amount
- Dearness allowance rate and amount
- Home rent rate and amount
- Contribution to GPF/CPF rate and amount-
- Any other honorarium rate and amount
- Interim relief rate and amount
- Total of amounts of columns 5,8 to 14

**Schedule of Expenditure on all other Items**

This contains, inter alia, the following heads:

- Establishment
- Salaries
- Allowances
- Contribution to provident finance, gratuity
- Other recurring expenditure
- Binding
- Stationery
• Postage
• Contingency
• Books, periodicals and back sets
• Other non-recurring expenditure
• Construction or expansion of library structure
• Maintenance or library structure
• Purchase of repair of furniture
• Equipment
• Employing additional staff for specific time and purpose such since processing for books needed for special purposes
• Special collections

All the items are to be shown in four kinds, viz., and actual expenditure for the last year; estimated expenditure for the current year; revised financial estimates for the current year; and estimated expenditure for the next year. Therefore the budget is a linkage flanked by three years.

Principles of Budget Making

The budgets of dissimilar libraries modify substantially. Nevertheless, there are few units which are essential and general for dissimilar library budgets. They may be reduced to some guiding principles and applied to the perpetration of any library budget.

The librarian should be invited through the authorities to submit the library budget. The librarian in turn necessity consults his departmental heads in relation to the book funds, and the library staff members in relation to the personnel and other administrative costs. The final choice of what goes into the budget and how much to inquire for should rest with the librarian.

The librarian should request enough funds in each head of the budget to support a sound program of library development. Calculating the expenditure and anticipating income, inflation rate, foreign swap rates, salary increases, insurance rate, public utility charges, etc. since well since time-delay are extremely significant.

The budget should be prepared and submitted in time. This facilitates recruitment of additional staff, ordering of materials and therefore on in a proper method. The budget should symbolize library scheduling in words of educational goals and should not basically be a "crisis" operation in which urgent current requires are hastily converted into rupee estimates to meet a budget deadline. Scheduling to meet educational goals implies that the library will take into explanation proposed new curricular changes, the impact of new courses on library books and personnel, the effect of price increases in binding and the like.
The budget should be reasonably flexible in its execution; Classification of the budget categories should enable the library to check its financial records easily against the periodic balance reports. Few significant sources of fund for a library or information centre contain

- Regular grants from parent organization and/or government,
- Ad hoc grants or subsidies,
- Fines, fees and service charges.

Significant heads of expenditure of an information centre or library are:

- Collection structure and updating
- Binding and other maintenance costs,
- Furniture and equipment,
- Structure,
- Salaries and wages,
- Stationery, postage, etc.

Depending on the mass of the library or information centre and the nature of its parent organization the complexity of the budget and the budgetary manage organization may modify from a easy fairly fixed voted grant of the budget from the parent organization for books, journals and other reading materials to a mainly intricate situation where grants are received from the parent institution and other agencies in addition to sure revenues earned. These sources of fund may have many restrictions in their deployment. Allocation has to be done to all heads since explained through kind of material through subjects, or through departments and therefore on.

“Effective budgeting can display endless diversity”. The budgeting way used through a library or information centre is normally decided through the parent institution.

Justifying the Budget Request

The final decision in relation to the library budget is often taken through the chief executive of the parent organization. The officials who are responsible for providing library funds will quite naturally want to know why the funds are required. They will believe critically the merits of the library request in relation to those of other departments or agencies and the total financial possessions at their disposal. It is probable that funds will not be enough to meet all the necessities in full and that budget allocations may be affected accordingly. The library budget request should state apart and clearly the purposes for which funds are requested and explain why additional funds may be required in sure categories. The supportive documentation and justification for the budget has to be urbanized during the year. The justification for the library's budget will already have been made if the arguments for services have been well presented in detailed and timely statements other terms, budget preparation should not become a once-a
earlier. It is also necessary to understand the "politics" of the budget procedure and build up effective rapport with the key members of the team or committee.

Sometimes the librarians may think it expedient to present an inflate information that the authorities generally sanction less than what is ash" practice. Padding the budget is not only ethically questionable but because it is hard to justify amounts in excess of proven requires, of the college/university or other parent body and, since such, necessity realize that there are many demands and constraints on the limited possessions in the majority of organizations. The librarian should neither minimize the necessities of the library, nor be unduly discouraged if the library committee or fund committee is unable to provide all that he asks for because of other pressing and urgent necessities of the parent institution. The best that can be done is to present an honest picture of the cost of running a library, in words of material needed and of services expected for the clientele. After making an honest budget, the budget request necessity be accompanied through a free, clear, and forceful argument proving require for the amount asked. Keep in mind that there is no bigger method of sowing suspicion in the minds of the generally hard-headed fund authorities than presenting an unrealistically inflated budget.

While preparing the budget you should remind yourself that, regardless of any other values it may have, the budget document necessity be easily understood and therefore convincing in its arguments that the appropriating power will be persuaded to accept it and give the necessary funds. To produce such a document, you should exploit all the techniques and supporting data that are accessible with you.

Approval of the Budget

The librarian presents the budget to the library committee or any other power distant discussion and approval. The library budget, with the approval and recommendations of the committee, is sent to the university institutions office or any suitable office to be included in the total university or organization budget. The whole university budget is passed through the Executive Council/ Syndicate of the university. Plan necessities of the university library are assessed through the visiting committee of the University Grants Commission. The visiting committee visits the library and discusses the library necessities with the librarian. The approved recommendations are consolidated and submitted for sanction to the University Grants Commission.

In a college, generally the principal of the college approves the library budget, after taking into explanation the necessities and opinions of the heads of dissimilar teaching departments, and the necessities in dissimilar subject regions. In public and special libraries, same processes are there to get the budget approved and sanctioned through suitable authorities.
Notification of the Budget to the Library

When the budget is passed, the similar is communicated to the library. This comprises both plan and non-plan budgets. The plan budget is approved through the university authorities in consultation with the state government wherever necessary. After the budget notification, the university librarian informs the dissimilar academic departments concerning the budget allocations. These allocations, in information, are funds in the names of dissimilar departments placed at the disposal of the university librarian. Money is spent through the librarian on items recommended through the heads of the departments. The subject-wise allocations for books and periodicals are done through the library committee. This is purely an internal arrangement of the library after the passing of the budget. If there are differences of opinion on allocations to dissimilar subjects, they are generally adjusted, erased and balanced through the library committee. Likewise is the case for special libraries.

Budget Excess

Bill or library commitments which exceed the sanctioned budget, if any, for the library are generally adjusted in two ways, i.e.:

- Through adjustment of the excess amount in next year's budget and/or
- Through additional allocation subject to agreement through the authorities.

Though, it has been observed in practice that the second alternative is not only theoretical but also a doubtful and remote possibility. A budget excess adversely reflects on the attitudes and awareness of the management towards the library.

Exploit of Funds, Financial Manage and Accounting

Mainly practitioners of librarianship are much concerned and serious in relation to the stage of actual exploit of funds, accounting, auditing and financial manage. This stage in itself involves allocation of funds since envisaged in the budget, encumbering funds under each head, finance accounting and financial audit.

Allocation of Funds

Allocation of funds might have been based on past practices and performance, differential publication rate and inflation nut, level of demand, actual exploit and the total program of the library or information centre. Actual allocation could be through departments/elements, through subjects, through kind of material, through users, through language or through format. Such an allocation of funds gives bigger manage and a more effective method to monitor funds and has the best chance to achieve fair balance in the development of programs and services. Though, a
rigid allocation, particularly for collection development, may lead to difficulty in transferring funds from one explanation to another and consequently under spending may happen in few cases when the other heads starve for funds. In addition to such ineffectiveness, approval, blanket and standing order plans since well since development of reference, common and special collections may not fit into any heads. Further, matching requires and money accessible becomes complicated, time consuming and it may be hard to develop models even after massive attempts. Though, it may be noted that such formal allocation of funds may not be necessary in a small library.

Encumbering Funds

The mainly hard task in the budgetary manages procedure in libraries or information centers are encumbering funds. Encumbering funds is an intricate procedure that allows one to set aside money to pay for ordered items. The procedure of encumbering funds is hard and complicated for several reasons. Firstly, it is general that there will be other under spending and/or overspending in few heads. Secondly, there are few uncertainties in relation to the supplies. Libraries create many orders for documents under many heads in a given financial year and supplies are received continuously at non-fixed intervals. Usually there is no automatic cancellation of non-supplied or unbilled orders and hence no disencumbering done automatically. It is extremely general that prices, discounts and handling charges of documents since well since swap rates for foreign currencies keep changing regularly causing difference in the value of funds encumbered. Lastly, moving money back and forth through encumbering and disencumbering in a manual organization can lead to 'errors.

Financial Manage

It has been stated earlier that the budget is a tracking device to measure progress, highlight variations from the plan and illustrate require for corrective actions to put the operation back on track. Nobody has the luxury of working without financial restrictions. Nobody gets money without justifying why it is required. One should be prepared to face both sudden windfalls since well since severe cuts in budgets. The budgetary manage organization is an instance of an organization since well since a widely established manage function of the management.

Budgetary manage is one of the oldest and middle manage techniques used through managers. Budgetary manage is the procedure of comparing what was intended with what has been accomplished throughout the budget era. It is not a past-oriented or post-action manage but a future-oriented manages organization. It is not a post-mortem kind assessment but a continuous examination of the progress made, comparing it with the cost standards and time lapsed therefore
that the manager is able to create adjustments in the operation on a day-to-day, week-to-week, or month-to-month foundation for the rest of the era of the budget.

Since the budget is only a futuristic plan, how distant the actual operations of the library or information centre have conformed to the budgeted program will be recognized only after the completion of the budget era. Knowing post-facto how much deviation or under spending or ineffective utilization of possessions has taken lay is like discussing the ways of avoiding accidents after the accident has occurred. Hence continuously monitoring the operations to look at how the operations are accepted out, whether there are any deviations, the causes for deviations and ways to rectify deviations within a week or a month will be of immense help. However the budget is prepared once in a year, the budgetary manage procedure is a day-to-day, weak-to-week, fortnight-to-fortnight, month-to-month and quarter-to-quarter action for a check of all revenues and expenditures budgeted and stated beforehand.

The three vital steps in the manage procedure are establishing standards, comparing: results with standards and taking corrective action. Preparation of the budget is nothing but establishing the cost average. This procedure begins with the top management setting goals and objectives and the lower level managers developing budgets for their elements and the similar successively reviewed and integrated at each higher level. Unlike profit-oriented institutions where the budget for marketing expenses can power the amount of revenue, the service-oriented and not-for-profit institutions should have dissimilar kind of easy matching of revenues and expenses.

Reports relating to commitments and actual expenditure should be frequently checked and continuously reviewed to manage the budget. In the actual practice of the budgetary manage organization; operating reports have to be prepared for each of the budget centers involved. These reports should form section of the management information organization (MIS) used to manage the performance of the library or information centre against the budget plan. A good budgetary manage organization should follow the theory of "management through exception" and focus its attention on matters that are adverse or that illustrate an rare difference in addition to providing full details of budget reports.

In practice, it may suffice to have monthly reporting in the beginning of the financial year and changing it to fortnightly throughout later section of the year. Though, the element heads my have data on a daily or weekly foundation during the year to facilitate operational manage and the similar require not be sent to the head of the library or information centre.

**Finance Accounting**

Accounting means a systematic maintenance of the income and expenditure flow on records. A properly mannered accounting organization is a vital prerequisite of efficient financial management. Its largest purpose is to ensure that the library funds are spent correctly, properly
and within limits. It also helps in scheduling future budgets and for making special studies. In other terms, the purpose of finance or financial accounting for not-for-profit institutions is to assure proper exploit of monies provided and to create it possible to track expenditure.

The major section of the finance in a library is the operating finance. For finance accounting purposes the operating finance can be divided into restricted finance and unrestricted finance. Unrestricted finance allows flexibility in exploit for purposes other than that specified whereas restricted finance cannot be used for other purposes.

The cardinal principle of finance accounting is that every financial transaction is charged too little explanation and a record exists of what the transaction involved. The finance accounting organization should allow for verification of all the transactions and give an accurate statement. Proper finance accounting through allowing one to know how much money is spent, how much is left and how much is encumbered or committed aids the budgetary manage procedure and enables a continuous checking and reviewing of the situation and examination of the require for reallocation or expropriation of funds. It creates clear to the spender how much amount he has spent and how much is left, therefore that there is neither under-spending nor in excess of-spending.

It helps the management to remain alert against misappropriations and maladjustments. Before setting up a book keeping organization, the librarian should consult the fund part to determine the process of accounting therefore since to serve best their mutual purposes.

Financial Records

All organizations which want to survive necessity meet sure standards of business organization and the library is no exception to the common rule. Its financial records, like its budget, should be set up in accordance with the largest accounting processes of the parent office. It is no longer measured a good practice to maintain a distinct library explanation, handled directly through the librarian. In mainly organizations, all library payments are made through a central office. The fund part of the organization maintains the library explanation while the library maintains the records of outstanding orders, bills forwarded, etc.

Since stated earlier, the largest purpose of library accounting is to keep expenditures within the budget. In addition, accounting helps in the preparation of the annual statement and budget, gives the factual monetary foundation for making decisions, assists the departments in making a wise and systematic exploit of funds and gives information for library statements, studies surveys.

Mainly of the libraries keep their financial records according to a single-entry organization. However a sure amount of variety is establish in the maintenance of financial records in dissimilar libraries, one largest point to be kept in mind is that these records should be
the simplest possible, constant with efficiency and should permit rapid and convenient checking against office ledgers.

**Financial Audit**

Lastly, the financial audit section of the procedure enables a meticulous but example scrutiny of financial transactions to have proper manages in excess of irregular, inappropriate and wasteful expenditures. Auditing is a scrutiny of the financial transactions of government and semi government bodies. It gives manage in excess of irregular, inappropriate and wasteful spending. It is deemed necessary from the power's point of view for their satisfaction.

Libraries and information centers normally have post-audit through external/central/statutory auditors, who generally look into the loss of reading materials, irregularities in procurement procedures and outstanding advance payments and supplies. Even however two kinds of audit organizations are prevalent in our country, government departments and libraries usually follow post-audit. Post-audit means that the drawing and disbursing officer prepares the bills, signs them and sends them to the treasury/bank/principal for payment. The drawing and disbursing officer is responsible for the correctness of the bills. The officer or the librarian necessity satisfies himself fully before signing the bill. In the post-audit organization, only random audit is resorted to, after the financial year comes to a secure. Every thing is not checked, but few months are selected at random. Payment items occurring throughout these selected months are thoroughly and minutely verified. Mistakes, if any, are pointed out. The person concerned is advised and warned to be careful in future.

The pre-audit organization is usually followed in autonomous bodies in which the audit is under the regional finance explanation. In case of pre-audit, no thing can be passed for payment unless it has been first audited. The pre-audit organization reduces the responsibility of the drawing/disbursing officer in the sense that all the necessary verifications such since checking of items, accessioning of items, charging of approved rates, correctness of calculations, debiting to proper heads of explanation, etc. have already been done through the audit part in advance. Here instead of the drawing officer, the auditors satisfy themselves before the bills are passed for payment. Auditing is accepted out both through an internal audit team since well since an external/statutory audit team. The problem of collecting and noting of vouchers does not arise in pre-audit processes. This simplifies matters somewhat and reduces the auditing responsibility of the librarian.

**REVIEW QUESTIONS**

- Explain financial management in a library.
- Explain the features of Zero-Base Budgeting.
- Why do we need a budgetary control system?
• Explain the need and purpose of financial management and its application in library.
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