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Indira Gandhi
National Open University
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Block

1

PRINCIPLES AND PRACTICES OF MANAGEMENT

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BLOCK 1 PRINCIPLES AND PRACTICES OF MANAGEMENT

Introduction

The very first block of this course introduces you to certain basic managerial functions (POSDCORB), management principles and management techniques. The meaning, purpose and scope of scientific management with its relevance to library management are discussed in **Unit 1**. The managerial skills that are required for different levels of management are explained together with scientific analysis and methods of modern management and their applications to library functions and work. The unit also presents some illustrative examples of scientific methods, tools and techniques to organise and manage modern libraries.

In **Unit 2** the concept of quality and total quality management (TQM) are presented. Quality circle and ISO series of standards on service quality are also explained. The philosophy of TQM is that any organisation is successful if its customers are satisfied. This Unit explains how TQM approach is implemented in libraries and information centres.

Unit 3 deals with managing changes in libraries. Periodic changes, small or big, are inevitable. Consciously deciding and gracefully implementing changes are upheaval tasks, which only an effective leader can successfully achieve. As a manger of library one needs to know the intricacies of 'change management'. The macro-level professional changes are plenty in the history of librarianship. Right from chained books and closed access system to open access system and democratisation of private libraries many changes like library cooperation, adoption of microforms, networking and resource sharing of libraries, library automation, OPAC, digital libraries, etc. have swept the profession over time. Changes like library automation, OPAC, digital libraries, which are more recent developments together with change of classification of books and organisational changes are also some of the internal changes where specific library is required to decide and carry out smoothly. Irrespective of whether changes are caused by external factors or by internal organisation-specific factors, 'change management' is highly sensitive, complex and challenging. Hence 'change management' is a consciously decided and planned activity. These changes throw challenges and provide opportunities to any organisation and libraries are no exceptions. No librarian can afford to ignore these changes and try to accept changes post-facto as they occur.

This unit presents the sources of change and types of change as well as steps to manage changes. The challenging task of implementation of change involves having effective leader, good planning, having appropriate strategy, efficient communication, anticipation of resistance from team and managing reactions. Some important types of change affecting libraries are also discussed to enable you to smoothly sail through these changes in libraries.

Unit 4 highlights various application of managerial functions as well as principles and techniques of management to libraries and information centres. Library being a service-oriented organisation, its success depends much on its ability to deliver service to users and satisfy them. Library work is an end product of three basic

functions — acquisition, organisation and service. With the advancement in the areas like library automation and arrival of digital era, many operations of libraries have become increasingly complex and the challenge in the present day is to nurture libraries for posterity. These increasing organisational complexities make it critical for libraries to depend on and utilise management techniques for their operations and management. Of course, management techniques that are used in libraries may necessitate adoption with some modifications/ changes as libraries are non-profit and service-oriented organisations. Librarians as library managers should have the knowledge of concepts, theories and principles of management and their application in library context. Other usual social, technical and personnel skills are not undermined when we emphasise the need for managerial skills required by librarians.

UNIT 1 PRINCIPLES AND FUNCTIONS OF MANAGEMENT

Structure

1.0 OBJECTIVES

After reading this Unit, you will be able to:

- explain the meaning and purpose of management;

- elucidate scientific management, different levels of management and the managerial skills required;

- describe managerial functions or elements of management and their importance and limitations;

- explain general principles of management; and

- understand the application of modem management techniques and methods in managing a library.

1.1 INTRODUCTION

This Unit introduces you to the basics of management discipline and its general principles and functional elements. We shall study the meaning, purpose and scope of scientific management in relation to the aims and objectives of any organisation, specifically for library management.

1.2 MANAGEMENT – MEANING AND SCOPE

It is very difficult to accurately define management. There is no universally accepted definition of management. Management involves both acquisition and application of knowledge. It does not go by rule of thumb or intuition alone even though it is considered to be an extension of common sense. Hence, management is a combination of both an art and a science. The scientific approach lies in decision-making, planning and in the appropriate use of technology. The artistic approach to management can be found in the tasks of communicating, leadership and goal-setting. A few commonly used definitions of management are given below:

- Managing is an art or process of getting things done through the efforts of other people.

- Managing is the art of creation and maintenance of an internal environment in an enterprise where individuals, working together in groups, can perform efficiently and effectively towards the attainment of group goals.

- Management is the process of setting and achieving goals through the execution of five basic management functions (i.e. Planning, Organising, Staffing, Directing and Controlling) that utilise human, financial and material resources.

- Management is a process or an activity that brings together several varied resources like persons, materials, techniques and technologies to accomplish a task or tasks.

- Management, as a distinct field of study, is also the body of organised knowledge which underlies the art of management.

The above definitions and a study of management literature would reveal the following characteristics of management:

- Managing is an activity or process (not a person or group of persons);

- Management refers to both the discipline as the well as group which manages the organisation;

- It makes things happen (and not let things happen);

- It is purposeful, i.e., the achievement of the organisation's goals and objectives is the supreme purpose;

- It uses available resources economically to maximise outputs;

- The organisation's objectives are accomplished by, with and through the efforts of others (group activity);

- Managing implies using certain skills, knowledge and practices to bring effectiveness;

- It is aided and not replaced by the computer; and

- It is intangible.

1.3 SCIENTIFIC MANAGEMENT

Scientific management is almost synonymous with the teachings and practices of Frederick W. Taylor (1850-1915). Throughout his life Taylor struggled to increase efficiency in production, not only to lower costs and raise profits but also to make possible increased pay for workers through higher productivity. Scientific management is the name given to the principles and practices that grew out of the work of Taylor and his followers (Carl George Berth, Henry L Gantt, Frank and Lillian Gilbreth, etc.) and that are characterised by concern for efficiency and systematisation in management. You may note that the management science is the application of mathematical modeling in managerial decision-making and is quite different from scientific management.

The schools of management thought are broadly divided into three parts, they are:

1) Classical Management Theory (1880's-1920's) which is organisation-centred and has dealt with the economic "rational man", and included scientific management, administrative management, (Henry Fayol, C.I. Barnard, L Urwick) and bureaucratic organisation (Max Weber).

2) Neoclassical Theory (1920's-1950's) which is person-centered and human-oriented and has emphasised the needs, behaviours and attitudes of individuals (i.e., "social person" view) and included human relations schools (Elton Mayo, F.J. Roethlisberger, W.J Dickson) and behavioural schools (Maslow, McGregor, Argyris, Herzberg, Lickert, Lewin).

3) Modern Management Theory (1950's-) which emphasises the complete employee view by revisionist researcher (Litchfield) which includes systems theory, contingency theory, organisational humanism and management science.

Modern management is characterised by a scientific approach, which involves:

• the application of scientific methods and analysis to managerial functions and problems;

• serious consideration of human elements in management, based on psychological studies and behaviour analysis in different situations;

• increasing emphasis on economic effectiveness in all management functions;

• a systems approach, focusing equal attention on all functions of management; and

• use of electronic computers for analysis and studies.

Beginning from the fifties of 20th Century, contributions have been made to management through disciplines such as mathematics, statistics and economics. Mathematical models have been designed and constructed for use in planning, decision making and forecasting. Operations research studies for operational efficiency, and econometric analysis for cost benefits and effectiveness, are some 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 system. These have become vital components in scientific management.

Theories of leadership and organisation including human motivation and behaviour**,** organisation relationships and nature of authority of the psychological and sociological methods applied to studying personnel management. The systems approach has enriched management operations by unifying to achieve a common goal. Thus we see that modern management has drawn from studies and experiences from other disciplines and has successfully applied them to enhance productivity.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

1)   Give your understanding of modern scientific management.

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1.4   LEVELS OF MANAGEMENT AND MANAGERIAL SKILLS

A manager is anyone, at any level of the organisation, who directs the efforts of other people. S/he is the catalyst who makes things happen. It may be noted that the management of an organisation is performed at different levels. Although the distinctions are by no means clear it is useful to think of managers as being divided into three groups (or levels): (i) Supervisory (or- First line or Operational) Managers are those who directly oversee the efforts of those who actually perform the work. Performance of various routine tasks to obtain desired outputs of every unit and concomitant activities is taken care of at this level; (ii) Middle managers are above the supervisory level but subordinate to the most senior executives of the organisation; they have the responsibility to develop implementation strategies for the concepts determined by top management. Execution, supervision, monitoring and other related functions are taken care of by them; (iii) Top managers are the most senior executives of the organisation. Top managers are responsible for providing the overall direction of the organisation. They carry out planning, maintenance of relations with other agencies, policy making, standardisation, control, evaluation, resources mobilisation, etc. As far as libraries are concerned, often two hierarchies of management operate within libraries. One is that of the library, and the other is that of the organisation to which the library belongs.

Each level of management requires a different composition of managerial skills. Skill is an ability to translate knowledge into action that results in a desired performance. Normally, three kinds of basic skills are identified to be required by managers – (i) Technical skill is the ability to use specific knowledge, methods, processes, practices, techniques or tools of a speciality in performing the work; (ii) Human skill is the ability to interact with other persons successfully, i.e.,

ability to understand, work with, motivate and get along with other people; and (iii) Conceptual skill deals with ideas and abstract relationships. It is the mental ability to comprehend abstract or general ideas and apply them to specific situation. It requires a holistic approach to understand the relationship of parts to the whole, the whole to the parts and cause and effect. In other words, viewing the organisation as a whole and to see how the parts of the organisation relate to and depend on one another and the ability to imagine the integration and coordination of the parts of the organisation are essential for this skill.

The importance of these skills depends on levels of management. Technical skill is most important for supervisory level managers and becomes less important as the manager move up to the middle and top levels. Conceptual skill is increasingly important as manager moves up the levels of management. However, human skills are important at every level in the organisation. It may be noted here that there are other kinds of skills required for managers and they are not discussed here. For example, top and middle managers need to have diagnostic and analytical skills. Diagnostic skill is the ability to acquire, analyse and interpret information to determine the cause of change either in inputs or outputs or in the transformation process. Analytical skill (which is complimentary to diagnostic skill) is the ability to determine the cause of change and either to provide corrective action or take advantage of the situation.

All functions or elements of management (to be discussed in next section) will be common to all levels of management in some form or the other. However, the duties and responsibilities of the staff operating at different levels will vary. The chart given below indicates how these three levels of management share their duties and responsibilities as well as the skills required for them.

Table showing levels of management, their responsibilities, duties & skills

Skills	Levels	Duties & responsibilities
Conceptual	Top	Planning, Policy making, Quality control and Evaluation, Resources Mobilisation
Human	Middle	Execution of Activities, Supervision, Monitoring
Technical	Supervisory	Routine tasks, concomitant activities

In the above table, while all the activities are shared by the three levels of management, the proportion of responsibilities, duties and skills with reference to the activities vary. It should be noted, however that the system will work efficiently only if the three levels work in unison. Top management does very little routine operations, while the operational management level staff does not do much planning. But the middle level management is involved in both planning and routine operational work.

1.5 MANAGERIAL FUNCTIONS

We have already seen that there are several definitions given by experts to explain the meaning and scope of management. One way is to view management as a set of common processes or functions which, when carried out well, lead to organisational efficiency and effectiveness. These processes or functions have been broken down into a set of related elements forming a useful framework.

A function is a type of work activity that can be identified and distinguished from other work. Experts have identified several managerial functions as important elements of management. While Newman and Summer have identified four functions namely, organising, planning, leading and controlling, Henry Fayol has recommended five basic functions namely, planning, organising, commanding, coordinating and controlling. Most authors present the following five as the essential functions: planning, organising, staffing, directing and controlling. Luther Gulick and L. Urwick have coined an acronym for seven functions namely POSDCORB which stands for Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting. Some of these functions are presented and discussed here separately. It is important to remember that they are carried out simultaneously and concurrently. The view of this approach is that an organisation is a total system and these functional elements are interrelated and interdependent. The major advantage of separating and discussing these functional elements individually is that this provides a helpful means to examine the various threads that are interwoven into the fabric of what managers actually do.

1.5.1 Planning

Planning is a bridge taking us from where we are to where we want to reach. It is the process of determining in advance what should be accomplished and how to do it. In other words, it is an analytical process of establishing goals, objectives and targets, assessing the future, premising, generating and evaluating alternatives, selecting programs, projects or courses, estimating resources, preparing the plan document with derivative plans and implementing the plan.

Four important characteristics of planning are (i) The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purposes and objectives; (ii) Planning is the "first" function and logically precedes the execution of all other managerial functions; (iii) Managers at all levels are involved in planning; (iv) The efficiency of a plan is measured by the amount it contributes to the purpose and objectives as offset by the costs of other unsought consequences required to formulate and operate. In other words, planning is characterised by its primacy, efficient contribution to purpose and objectives and all pervasiveness. Some types of plan usually developed and operated include objectives (or goals), strategies (or grand plans), policies, procedures, rules, programs and budgets.

The process of developing a plan consists of a few logical and basic steps. Being aware of opportunities and a sort of SWOT (Strength, Weaknesses, Opportunities and Threats) analysis is the first step followed by establishing specific and clear objectives. The third logical step in planning is premising, i.e., taking note of planning assumptions. Establishing complete premises and keeping them up-to-date is a difficult and complex task. The success of a plan depends on the degree of accuracy in premising. The fourth step is to search for and examine alternative courses of action. The step is immediately followed by 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 to numberise the plan along with derivative plans by converting them into budgetary figures.

Many scientific techniques and models are available to determine the goals and objectives assess future trends, formulate policies, choose among different alternatives (decision making), preparation and production of plans, etc. There are rational approaches and principles to follow in the planning process. A few of them, in addition to those mentioned above, are listed below:

- Planning should start with where we are (premising) rather than with where we want to be;

- Individuals involved in the planning process should agree to use consistent planning premises;

- Flexibility must be built into the plans;

- The plans must be closely integrated;

- The plans should be documented and distributed to all members of the management team;

- Planning has value only if it is transformed into action; and

- Plans should be reviewed periodically throughout the year.

Inputs to a plan have to come from every unit of the organisation to ensure the involvement and participation of the staff working at the operation supervisory level, besides the top management which is more directly connected with the planning process and responsible for it.

A plan document provides a directive course of executive action incorporating every aspect of the development of the organisation. Policies are framed to help the implementation process. 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 change at any point of time.

The significance and advantages of planning are:

- it offsets uncertainty and change;

- provides a framework for execution and direction; focuses attention on objectives;

- improves services, leads to operations and facilitates control;

- ensures rational and effective development;

- permits the anticipation and future resources needs; and

- brings the skills and experience of staff members to the planning process.

1.5.2 Organising

Organising is the process of prescribing formal relationships among people and resources (i.e., personnel, raw materials, tools, capital, etc.) to accomplish the goals.

Organising involves:

- analysing the entire activities of an organisation into homogeneous types of works and jobs;

- sorting and grouping the resulting works and jobs into a logical structure;

- assigning these activities to specific positions and persons; and

- providing a means for coordinating the efforts of individuals and groups.

The term organisation refers to both the process of organisation and the result of that process. Organisation refers to the structure which results from (i) assembling the resources necessary to achieve the organisation objectives, (ii) identifying and grouping work, (iii) defining and delegating responsibility and authority, and (iv) establishing activity-authority relationships. In other words, organisation differentiates and integrates the activities necessary to achieve the objectives. Activities are grouped into working divisions, departments, or other identifiable units primarily by clustering similar and related duties. The result is a network of interdependent units.

Organisational structures usually comprise departments, divisions, sections, units or cells, obtained on the basis of division of works and jobs, These structural patterns reflect horizontal and vertical positions, indicating distribution of work, authority and responsibility, span of control, nature of duties, outflow of work, means for evaluation of work output, staff discipline mechanism, smooth flow, functional points and coordination points, etc.

Studies have been conducted to develop techniques for activity and workload analysis, work and job analysis, job definitions and descriptions, models of organisational structure and similar others. Organisation charts, block diagrams, work flow charts, etc., portray the functions of an organisation vividly, indicating its managerial strength. Some basic principles of organising are listed below:

- The key activities should be clearly defined;

- The activities should be grouped on some logical basis;

- The responsibilities of each division, department, unit and job should be clearly defined;

- Authority should be delegated as far down in the organisation as possible;

- Responsibility and authority should be made equal;

- The number of persons reporting to each manager should be reasonable;

- The organisation should be designed to provide stability, flexibility, perpetuation and self-renewal; and

- The organisation structure should be evaluated on the basis of its contribution to enterprise objectives.

Libraries are generally organised on the basis of their functions, viz., collection development, technical processing, users' services, etc. But, they can be organised on the basis of user groups served, subjects/areas handled, products and services generated, or a combination of these. However, organisational structure varies according to the types of libraries, viz., national, public, academic and special libraries.

1.5.3   Staffing

If organisational structure creates positions at different levels for performing various functions, staffing deals with providing the right type of persons to man them. Indeed persons are the key to the effective functioning of any organisation. In fact, the real strength of an organisation is its personnel; they can make or mar the organisation.

Staffing is the formal process of ensuring that the organisation has qualified workers available at all levels to meet its short and long term objectives. This function includes (i) Human resource planning (ii) Recruitment and selection (iii) Training and development (iv) Rewards and compensations (v) Health and safety (vi) Career planning and management (vii) Employee assistance, coaching and orientation (viii) Performance appraisal. Some important basic concepts of staffing are job analysis, job description, job specification, job enlargement and job enrichment (see key words at the end of the unit).

Personnel management has assumed very great importance in modern management studies. Attention is increasingly given to composition of staff, their types and levels, proper recruitment methods and procedures, work distribution and assignment, staff training and development, salary, status and career development opportunities, incentives and other related aspects.

With the increasing complexities of libraries and the services they are expected to offer, the staffing pattern is constantly changing. Different categories of specialists are being recruited to operate at various levels in libraries. Staff function and personnel management are discussed in more detail in Human Resource Management in Block 4.

1.5.4   Directing

Directing is the managerial function concerned with the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives. It is aimed at getting the members of the organisation to move in the direction that will achieve its objectives. In other words, 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 organisation. While staffing is concerned with providing and maintaining human resources, directing deals with leading and motivating the human resources to give out the best. It is the most interpersonal aspect of management. Directing is closely related to the communicating function and motivating; actuating and leading are sub-functions of directing (see key words at the end of this Unit).

Directing is not the singular function of the top management. In fact, it pervades the organisation at all supervisory levels. This calls for good interpersonal communication, both oral and written. Written communications are often through memos, letters, reports, directives, policy guidelines, staff and work manuals and similar others. It is essential to get them drafted unambiguously to give proper direction to the employees. This is supported by oral communication, formally at staff meetings and informally on other occasions.

It is necessary to note some important principles of directing. The more effective the directing process, the greater will be the contribution of subordinates to organisational goals (the principle of directing objective) and the more individuals perceive that their personal goals are in harmony with enterprise objectives (the principle of Harmony of Objectives). The more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling of personal responsibility for results (the principle of Unity of Command). Interestingly, reporting is the converse function

of directing. In other words, between two persons in the hierarchy, if A directs B, then B reports to A.

1.5.5 Controlling

Another important aspect of directing is exercise of control over the system. Control does not merely mean restrictions or restraints to be forced on the system, but they are guidelines for the organisation 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 authority on their productivity both in terms of quality and quantity. But these would need yardsticks and measurement tools and techniques for evaluating performance. Thus, both directing and reporting are closely related to the controlling function.

In simple terms, controlling can be defined as the process of comparing actual performance with standards and taking any necessary corrective action. Hence, the control process consists of (i) establishment of standards (ii) measurement of performance, and (iii) correction of deviations. The standards may be physical standards, cost standards, revenue standards or even intangible standards. Some of the common traditional control measures are budgets, statistical data, special reports, breakeven point analysis, internal audit and personal observation. Other control measures include time-event network analysis like milestone budgeting, program evaluation and review techniques (PERT/CPM), programme budgeting, profit and loss control, return on investment (ROI) and general key result areas like profitability, market position, 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 basic steps involved in measurement of performance. Performance is closely related to techniques of operations and technology employed. Modern management uses techniques of Operations Research, Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM), system analysis and others for improving quality.

A good control system should be forward looking, objective, flexible, economical, understandable, reflect nature and needs of activity as well as the organisation pattern, promptly report deviations and exceptions at critical points and lead to corrective actions. The other important principles of controlling are listed below:

- Controls require a clearly defined organisational structure;

- Controls must be based on plans;

- Controlling is a primary responsibility of every manager charged with executing plans;

- The control itself should be exercised where the malfunction is likely to occur;

- Controls must focus on key variables;

- Controls must be meaningful and economical;

- Controls must provide accurate and timely feedback;

- Feed forward controls should be used to supplement feedback control; and

- Controlling requires action.

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

1.5.6 Other Managerial Functions

There are some more managerial functions other than the five most important elements discussed above. Motivating, actuating and leading are already mentioned as sub-functions of directing. In addition, communicating, delegating, coordinating, reporting, budgeting, innovating, influencing, representing, etc., are often mentioned as managerial functions. Let us try to understand some of them.

Coordinating

This is the process of linking several activities to achieve a functional whole in the organisation. In other words, it is the process of ensuring that persons who perform interdependent activities work together in a way that contributes to overall goal attainment. Coordinating is the management of interdependence in a work situation. It is much more than just cooperation and it involves an information giving function. We have learnt in the organising function that the work of an organisation is divided into various functional units and it is the coordinating function that ensures that all these units efficiently contribute to the objective. It is in the coordinating process that a manager has to act like a leader and her/his leadership skills are put to test. The best coordination occurs when individuals see how their jobs contribute to the goals of the organisation. To avoid splintering efforts, the dominant goal of the organisation should be clearly defined and communicated to everyone concerned. Goals of subordinate departments should be designed to contribute to the goals of the organisation. Coordination calls for skill of leadership, communication and delegation.

Communicating

As mentioned earlier, communicating is the transfer of information, ideas, understanding or feeling between people. In other words, it is the process of passing information and understanding from one person to another. It needs no further emphasis amongst library and information people. Communication is an all-pervasive 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. Communication, both written and oral, is used to obtain and give information for planning and decision making. Even though it may be outside the scope of this unit, you may note that there are many obstacles or barriers to effective communication.

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 about the performance, achievements and shortfalls for a specific period. This function not only helps with a healthy self assessment but also by maintaining good public relations. Libraries usually generate a great amount of statistical data and reports.

Budgeting

The budget is one of the plan documents. It is a statement of planned allocation of resources expressed in financial or numerical terms. Budgeting includes financial planning, accounting and controlling. Budgeting techniques and budget preparation are discussed in greater detail in Units 10 and 11.

Innovating

As every organisation has to constantly grow bigger and better, innovation becomes an important function of a manager. Innovation means creating new ideas which may either result in the development of new products or finding the new user for the old ones.

Representing

Today's manager is required to spend a part of his time representing his organisation before various outside groups (stake holders) like Government officials, labour unions, financial institutions, 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 so far.

Self Check Exercises

Note: i)   Write your answers in the space given below.

  ii)   Check your answers with the answers given at the end of this Unit.

2)   State five important managerial functions and indicate their significance in effective management.

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3)   What is directing? State the sub functions of "directing".

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1.6   GENERAL PRINCIPLES OF MANAGEMENT

Thinkers, experts and writers on scientific management have evolved useful principles to have practical guidance for management operations. In this section some basic principles provided by F.W Taylor, Henry Fayol and Charles Barnard,

respectively representing scientific management school, operational management theory and systems theory, are presented.

1.6.1 Taylor's Principles

The fundamental principles that Taylor saw underlying the scientific approach to management may be summarised as follows:

- Replacing rules of thumb with science (organised knowledge);

- 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 basic principles of Taylor are not far from the fundamental beliefs of the modern manager, even though some of the techniques Taylor and his colleagues and followers developed in order to put his philosophy and principles into practice, had certain mechanistic aspects.

1.6.2 Fayol's Principles

Noting that the principles of management are flexible, not obsolete and must be usable regardless of changing and special conditions, Fayol listed fourteen principles based on his experience. They are summarised below:

- **Division of work**: Specialisation allows workers and managers to acquire an ability, sureness, and accuracy which will increase output. More and better work will be produced with the same effort.

- **Authority:** The right to give orders and the power to exact obedience are the essence of authority. Its roots are in the person and the position. It cannot be conceived of apart from responsibility.

- **Discipline:** Discipline is composed of obedience, application, energy, behaviour and outward marks of respect between employers and employees. It is essential to any business. Without it no enterprise can prosper. It is what leaders make it.

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

- **Unity of direction:** One head and one plan should lead a group of activities. It is necessary that all sing the same objective and that is one head, one plan.

- **Subordination of individual interest to general interest:** The interest of one person or group in a business should not prevail over that of the organisation.

- **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 organisation and on factors independent of an employee's worth - such as cost of living, availability of personnel and general business conditions.

- **Centralisation:** Everything that serves to reduce the importance of an individual subordinate's role is centralisation. Everything that increases the subordinate's importance is decentralisation. All situations call for a balance between these two positions.

- **Scalar chain:** The chain formed by managers from the highest to the lowest is called 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 need exists to do so.

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

- **Equity:** Kindliness and justice should be practised by persons in authority to extract the best that their subordinates have to give.

- **Stability 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 part of subordinates is far superior to one who is unable to do so.

- **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.

1.6.3   Barnard's Principles

Along with scientific management and the manager's tasks, many scholars and practitioners were thinking about experimenting with, and writing on, industrial psychology and on social theory both of which, in many instances, were stimulated by the scientific management movement. We can get the flavour of these developments by looking briefly at the emergence of industrial psychology, the growth of personnel management, and the development of a sociological approach to human relations and management.

In determining that the task of executives (by which he meant all kinds of managers) was one of maintaining a system of cooperative effort in a formal organisation, Barnard addressed herself/himself first to the reasons for, and the nature of, cooperative systems. The logic of her/his analysis can be seen in the following steps.

Physical and biological limitations of individuals lead them to cooperate, to work in groups; while the basic limitations are physical and biological, once people cooperate, psychological and social limitations of individuals also play a part in inducing cooperation.

The act of cooperation leads to the establishment of a cooperative system in which physical, biological, personal, and social factors or elements are present. S/he also makes the point that the continuation of cooperation depends on effectiveness (does it accomplish the cooperative purpose?) and efficiency (does

it accomplish the purpose with a minimum of dissatisfaction and costs to cooperating members?). Any cooperative system may be divided into two parts: "organisation" which includes only the interactions of people in the system, and other elements.

Organisations can in turn be divided into two kinds: the "formal" organisation which is that set of consciously coordinated social interactions that have a deliberate and joint purpose, and the "informal" organisation which refers to those social interactions without a common or consciously coordinated joint purpose. The formal organisation cannot exist unless there are persons who (a) are able to communicate with one another, (b) are willing to contribute to group action, and (c) have a conscious common purpose.

Every formal organisation must include the following elements:(a) a system of functionalisation so that people can specialise (that is, various forms of departmentalisation), (b) a system of effective and efficient incentives that will induce people to contribute to group action, (c) a system of power (authority) which will lead group members to accept the decisions of executives, and (d) a system of logical decision making. The executive functions enter the process through the work of the executive in integrating the whole and in finding the best balance between conflicting forces and events.

To make the executive effective requires a high order of responsible leadership as Barnard so well emphasises, "Cooperation", not leadership, is the creative process, but leadership is the indispensable culminator of its forces. Bernard's thesis is a social systems approach, concentrating on major elements of the managerial job, containing extraordinary insights on decision making and leadership.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

4)   State the Principles of Fayol.

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1.7   SUMMARY

This Unit covered the following subjects:

•   The meaning, purpose and scope of scientific management and its relevance to library management.

•   Different levels of management and different managerial skills needed at each level.

- Scientific analysis and methods applied to modern management with indications of their applications to library functions and work.

- Managerial functions like planning, organising, staffing, directing and controlling are discussed with some principles, illustrations of techniques and methods developed.

- Principles of scientific management those are applicable as guidelines to all aspects of management.

- Some illustrative examples of scientific methods, tools and techniques to organise and manage modern libraries.

1.8 ANSWERS TO SELF CHECK EXERCISES

1) Modern scientific management involves:

   - A systematic analysis of the functions and activities of an organisation into smaller workable units based on a set of logical principles and also synthesising these smaller workable units into a coherent system of operational efficiency.

   - A human approach in dealing with the staff, as the staff constitute the real backbone of an organisation.

   - Obtaining optimal efficiency and productivity by cutting down cost in terms of money and time.

   - An integrated approach in operating the different units as every activity of an. organisation is a component of the total system; the best performance of each one of them is of primary importance to achieve desired results.

   For all these, management draws from several other disciplines to, work out the principles and practices.

2) Five important managerial functions are:

   i) Planning, ii) Organising, iii) Staffing, iv) Directing, and v) Controlling

   These elements represent the major functional components of the management process. Each one of these major components is further analysed, into sub-components to steamline actual performance. While each one of these components is viewed separately for the sake of convenience, the inter-relationships and interdependencies necessitate their concurrent and simultaneous operation.

3) Directing is getting things done through persons, individually and collectively. It is a process of exercising control over the system by providing guideline to performance according to set standards of efficiency and quality. It also calls for good interpersonal relationship and effective leadership. Three subfunctions of directing are motivating, actuating and leading.

4) Fayol enunciated the following fourteen principles:

   i) Division of work: Specialisation allows workers and managers to acquire an ability, sureness, and accuracy which will increase output.

ii) Authority: The right to give orders and the power to exact obedience are the essence of authority. Its roots are in the person and the position. It cannot be conceived of apart from responsibility.

iii) Discipline: Discipline is compose of obedience, application, energy, behaviour and outward marks of respect between employers and employees.

iv) Unity of command: For any action whatsoever, an employee should receive orders from one superior only. One person, one boss.

v) Unity of direction: One head and one plan should lead a group of activities having the same objective.

vi) Subordination of individual interest, to general interest: The interest of one person or group in a business should not prevail over that of the organisation.

vii) Remuneration of personnel: The price of services rendered should be fair and should be satisfactory to both employees and employer.

viii) Centralisation: Everything that serves to reduce the importance of an individual subordinate's role is centralisation. Everything that increases the subordinate's importance is decentralisation. All situations call for a balance between these two positions.

ix) Scalar chain: The chain formed by managers from the highest to the lowest is called the scalar chain or the chain of command. Managers are the links in the chain.

x) Order: This principle is simple advocacy of a place for everyone, and everyone in his or her place; a place for everything, and everything in its place. The objective of order is to avoid loss and waste.

xi) Equity: Kindliness and justice should be practised by persons in authority to extract the best that their subordinates have to give.

xii) Stability of tenure of personnel: Reducing the turnover of personnel will result in more efficiency and fewer expenses.

xiii) 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 part of subordinates is far superior to one who is unable to do so.

xiv) 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.

1.9 KEY WORDS

Breakeven Analysis : An approach used to determine the amount of a particular product that must be sold if the firm has to generate enough revenue to cover costs.

Communication : The transfer of -information, ideas, understanding or feelings between people.

CPM (Critical Path Method)	:	A planning and control technique that; involves the display of a complex project as a network with a onetime estimate used for each step in the project.
Effectiveness	:	The degree to which the process produces, the intended outputs. (The relationship between a responsibility centre's output and its objectives. The more these outputs contribute to the objectives, the more effective the unit is).
Efficiency	:	The proportional relationships between the quality and quantity of input and the quality and quantity of output produced or the ratio of output to input.
Job Analysis	:	The process of determining the skills and knowledge required for performing jobs in the organisation
Job Description	:	A document that provides information regarding the tasks, duties and responsibilities of the job.
Job Specification	:	A statement of the minimum acceptable qualifications that a person should possess to perform a particular job.
Job Enlargement	:	Changes in the scope of a job so as to provide greater variety to the worker.
Job Enrichment	:	Basic changes in the content and level of responsibility of a job so as to provide greater challenge to- the worker.
Leadership	:	The process by which a manager guides and influences the work of her/his subordinates (or influences others to do what the leader wants them to do).
Linear Programming	:	A mathematical simulating method and process of calculating, evaluating and programming optimum path of action, process or operation for management consideration.
Management Information:		Collective term reporting to any advanced organisational (electronic, mechanical; modular, evolutionary) communication device, process, network, or system that is capable of generating recording, storing, and making available information and data as required by management for planning; organising, decision making and control.
Marketing Technique	:	The systematic gathering, recording and analysing of data about problems relating to marketing of goods and services.

Motivation	:	Arousing the desire in the minds of workers to give of their best to the enterprise, i.e., an act of stimulating or inspiring workers.
Network Analysis	:	Planning, scheduling, monitoring and evaluation of systems for management.
Operations Research (OR):		A management function and process of studying organisational activities and problems with the framework of mathematical, statistical and related scientific methods or processes in order to develop, test and apply models and methods of planning, forecasting, solving problems and decision making.
Programme Evaluation	:	A computer implemented planning and control system designed to help top management in planning, research, problem solving, decision, making and control of organisational process.
Queuing Theory	:	A form of probability theory used by management to determine and/or to develop optimum methods of handling relationships between units, locations, events, facilities or activities to avoid delays.
Simulation Techniques	:	A computer technique to create a model by assuming General Principles of Management or imitating a particular method, appearance, form or shape.
Systems Analysis	:	The scientific study and analysis of all related aspects of an organisational management system to determine the necessary steps for continuation, improvement or correction.

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UNIT 2   TOTAL QUALITY MANAGEMENT

Structure

2.0   OBJECTIVES

After reading this Unit, you will be able to:

* explain the concept of quality and total quality management (TQM);

* discuss the organisation's need for quality;

* identify the process of TQM;

* describe how TQM is applied in library and information centres; and

* highlight the requirements and problems of implementing TQM in libraries.

2.1   INTRODUCTION

A new approach of management which is known as Total Quality Management (TQM) was originated in 1950's in Japan and later became popular in the whole world. The approach is basically related with satisfying customer needs that further leads to quality in all processes of the organisation. TQM is basically for the customer focused organisations and for those involving all employees for producing quality products and rendering quality services. TQM is a structured system of continuous improvement, employing participative management technique and centered around the needs of the customers. It is a way of managing, to improve the effectiveness, flexibility and competitiveness of an organisation as a whole. TQM is also called the method of removing waste by involving each and every one and improving the way things are done. In this way TQM is the art of managing the whole organisation to achieve excellence.

2.2 QUALITY

Quality is a measure of the achievement of an organisation in terms of customer satisfaction. It means everything that an organisation does, in the eyes of the customers. It is the excellence that is better than a minimum standard. Some of the important definitions of the concept quality are given below for your understanding:

Joseph M Juran said "Quality is fitness for use or purpose".

ISO 9000:2000 defines "Quality is the degree to which a set of inherent characteristics fulfills requirements".

Bill Conway defines quality as "Development, manufacture, administration and distribution of consistently low cost and products and services that customers need and want".

W. Edwards Deming defines it as "A predictable degree of uniformity and dependability at low cost and suited to market".

According to **Sarkar**, "Quality of a product or service is the ability of the product or service to meet the customers' requirements".

Based on the above definitions it becomes clear that quality is a multidimensional concept that relates human needs to human actions as well as to organisational goals. It is not a static process or concept but as a dynamic process it changes according to changes in the needs of the customers. Hence the quality is deeply user-oriented.

2.2.1 Why do We Need Quality?

Any organisation needs quality for:
- Customer satisfaction and happiness
- Goodwill (image of the organisation) and high productivity
- Capturing the market
- Minimising the cost as well as losses
- Maximising the profit
- Recognising the role of everyone in the organisation
- Fixing a common goal for the entire organisation
- Emphasising teamwork among the staff
- Establishing performance measures for the employees
- Betterment of employees
- Increased viability.

2.3 TOTAL QUALITY MANAGEMENT

TQM is a philosophy and not a technique. It is based on three basic concepts: quality control, employee participation and customer satisfaction. "TQM is a management approach for an organisation, centered on quality, based on the

participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organisation and to society." In TQM customer satisfaction, is the organisation's foremost priority because success of the organisation depends upon the customer satisfaction. TQM can be elaborately defined as:

- **Total:** It means everyone in the organisation is responsible for Quality irrespective of their position and functions. In this way it takes systems view (total view) which is exhaustive and rigorous.

- **Quality:** Meeting customer's needs at the lowest cost, first time and every time. Produce and serve according to customer needs.

- **Management:** Continuous improvement by an interactive network of communication and control. Commitment of top managers and optimum utilisation of resources.

In this way TQM is the art of managing the whole to achieve excellence. It is based on:

- **One objective:** Continuous improvement

- **Three principles:** Customer focus, Process improvement, Total involvement

- **Six Elements:** Leadership, Education and Training, Communication, Supportive structure, Measurement, Reward and Recognition.

2.3.1 Principal Objectives

- Continuous improvement

- Customer focus

- Continuous and relentless cost reduction and quality improvement

- Total participation

- Prevention and zero defects

Continuous improvement is the heart of TQM as it links product quality and customer satisfaction. This leads to measuring and monitoring all activities of the process cycle so best products can be obtained. The theory of prevention rather than detection is followed in this context. The customer-driven approach helps to prevent errors. For successful implementation of TQM, committed and well trained work force is required. Participation of employees is reinforced by award, reward and recognition system. The education and training of employees is also very essential for the quality. This involves the continuous improvement of organisational processes, resulting in high quality products and services. Good quality leads to more productivity and results in:

- Increased sales

- Profit

- Minimum losses

- Error reduction

- Reducing customer complaints

In a manufacturing concern, the customer is remote, where as in service organisation like a library, producers and consumer meet face to face. Managing service organisations is more complex. TQM is a way of life for such organisations.

Deming is credited with providing the foundation of the Japanese quality miracle. He developed the following 14 points for managing the improvement of quality, productivity, and competitive position:

1) Create constancy of purpose for improving products and services

2) Adopt the new philosophy

3) Cease dependence on inspection to achieve quality

4) End the practice of awarding business on price alone; instead, minimise total cost by working with a single supplier

5) Improve constantly and forever every process for planning, production, and service

6) Institute training on the job

7) Adopt and institute leadership

8) Drive out fear

9) Break down barriers between staff areas

10) Eliminate slogans, exhortations, and targets for the workforce

11) Eliminate numerical quotas for the workforce and numerical goals for management

12) Remove barriers that rob people of pride in their work, and eliminate the annual rating or merit system

13) Institute a vigorous program of education and self-improvement for everyone

14) Put everybody in the company to work to accomplish the transformation

Based on the above discussion it is pertinent to say that the three main components of TQM are:

• Planning;

• Review; and

• Performance tracking.

2.3.2   Gurus of TQM

Many experts have given theories of TQM. These experts are known as Guru's of TQM. The main among them are:

• Walter. A. Shewhart – TQC &PDSA

• W. Edwards Deming – 14 Points, SPC (Statistical Process Control) & PDCA (Plan, Do, Check and Act)

• Joseph. M. Juran-Juran's – Trilogy (Quality Planning, Quality Control and Quality Improvement)

- Armand.V. Feiganbaum – Customer requirement, CWQC, Employee Involvement, TQC (Total Quality Control).

- Kaoru Ishikawa-Disciple of Juran & Feigenbaum. Introduced Quality Control Circles (QCCs), also introduced seven tools for quality control purposes they are: Histograms, Check sheets, Pareto diagrams, Control charts, Scatter diagram, Flow charts and Cause &Effect Diagram (also known as Fishbone or Ishikawa diagram).

- Philips.B.Crosby – Four Absolutes-Quality-Requirements, Prevention of NC, Zero Defects & Measure of NC, 14 steps to implement quality programs.

- Shigeo Shingo- Zero defect.

- Taguchi.G-Loss Function, Orthogonal Arrays and Linear Graphs, Robustness.

The details about these gurus of TQM and their theories are part of MLIS syllabus, we are not discussing them here in detail.

Self Check Exercises

Note: i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

1) Define quality and explain why do we need quality?

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2) What are the principle objectives of TQM?

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3) Name the main Gurus related with the concept of TQM

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2.3.3 Quality Circles

The quality circle was first developed in Japan, during 1960s and later it became popular elsewhere. The concept is based on the recognition of the value of the employees.

- The concept of Quality Circle is central to TQM and it ensures staff participation in full measure towards achieving the targeted goals of the organisation

- A Quality circle is a small group of people which meets regularly for solving problems

- They are helpful in developing team spirit in the organisation as well as well as lead to improved organisational culture

- These circles improve communication within the organisation and also act as motivation to employees of the organisation

- They are the best examples of participative management in organisations. They promote job involvement of employees

- They are helpful in bringing leadership qualities in the employees

- It can also be used as a human resource development technique.

ISO 9000
- It is tool for improvement and improves professional image of the organisation where it is implemented

- The ISO series comprise 9000, 9001, 9002, 9003 and 9004

- The ISO series does not lay down the goals and objectives; it rather provides a framework, methods and structure for organisations to adopt quality systems. It is applicable to any type of organisation

We can say that training and teamwork is very important for TQM. Commitment and personal involvement of the top managers is very essential for the successful implementation of TQM. It is the management process for improving all the functions in the organisation. It supports meeting customer requirements through continous improvement. Customer satisfaction is given the highest priority in TQM. Internal monitoring is very essential for TQM implementation.

2.4 IMPLEMENTING TQM IN LIBRARIES AND INFORMATION CENTRES

Quality management is used for a long time in industries but the service institutions like libraries have more recently started applying TQM to provide quality services to the users. As we have discussed in the previous section of this Unit that TQM is focused on the requirements of the customer. Library is a service oriented organisation with major goal to serve the customers. A library patron or user as a customer demands a service and expects that library should provide that service. The prime objective of the library is to provide information, services and products to the users. TQM offers an approach for libraries to design processes, policies and jobs so that they are the best and most effective methods for serving users' needs by eliminating inefficiencies and assuring quality service.

Librarians must find out what readers want and concentrate upon providing it. Designing an appropriate service means asking:

- Who are the customers?

- What do they want?

- What can the library provide and need to do to meet the user's expectations?

- How libraries know about their performance?

- What needs to be changed or continued according to performance of the service or product of the library?

- How do library communicate with the users?

- To what extent, library knows the current and potential needs of the users?

TQM is seen as a commitment to service with a flexible and future-oriented approach to management. It links the services and products with user demands. The importance of TQM for libraries is not just limited to know about users needs but also to assess her/his need in anticipation. However while applying TQM one has to remember that it does not provide a quick solution and TQM needs integrated efforts for improving the quality of the services.

A good understanding of applying appropriate quality management concepts and techniques is essential for effectively implementing TQM in libraries. In the context of libraries, customer satisfaction means fulfilling expectations of users.

In libraries, users generally judge quality in relation to:
- Collection
- Services
- Products
- Skills and behaviour of Staff
- Infrastructure
- Display of information about the facilities provided by the library
- Proper communication facilities to the users
- Complaint and suggestion system for the users.

Generally any user of the library judges the quality of the library by keeping in view the following points:

- accuracy of the services;
- adequacy of the need-based services;
- timeliness of the services
- exactness of the information provided
- cost of the service
- professionally trained and committed staff
- attitude of the staff towards users.

User-based approach is based on the idea that quality lies in the eyes of the beholder and that the customer (or user) is the ultimate judge of quality. Yet, it is not very easy to apply TQM in libraries because of wide range of user needs and ever increasing demands.

Implementing TQM in libraries is not just changing certain procedures but to have a total rethinking. Change in whole culture is needed to make libraries completely quality-driven and customer-oriented. For this purpose not only words but actions and teamwork are essential. The role of library staff is also very crucial in this regard. To implement TQM in libraries, a long-term plan with clear objectives and vision is needed. It is considered fruitful only if we make library work more with achievement-orientation. In libraries we measure performance of products and services not only quantitatively but qualitatively also.

2.4.1 How to Use the Principles of TQM in Libraries

We know that product quality is the result of process quality and the quality products lead to customer satisfaction. Rapidly responding to customer requirements is very necessary for the library staff for providing them their desired products and services in time. Measuring and monitoring the whole process are also essential in TQM implementation.

"Sirkin" suggests some ways a library might use the principles of TQM to enhance library services.

- Create service brochures and information kits.
- Conduct a user survey about library services.
- Improve signage.
- Change hours of operation.
- Provide a more convenient material return.
- Simplify checkout of material.
- Use flexibility in staff assignment.
- Co-operate with local government.
- Ask vendors to give products demonstration.
- Give new staff a through orientation.
- Create inter departmental library advisory groups.
- Improve the physical layout of the library.
- Track complaints.
- Develop an active outreach programme.
- Open satellite offices.
- Publicise new services or changes in services.
- Develop user and staff training materials.
- Target services to specific groups.
- Offer electronic document delivery.
- Follow the mission statement.

Several methods, tools and techniques are used to measure the dimensions of quality of services that are utilised by a user in the process of evaluating library services (Dash, 2008).

- Performance – Performance of library services according to the user's need.

- Features - Special features of library those appeals to users.

- Access – Approachability to library and easy access to document.

- Competence – Possession of special skills and knowledge required for performing the library services in the changing context.

- Responsiveness – Whole-hearted endeavour to provide services as soon as possible.

- Courtesy – Respect, politeness and tidy appearance of library staff.

- Communication – Listening carefully to the users, educating and informing them in the language in which they can understand easily.

- Reliability – Providing reliable information thus making users free from doubt and confusion.

- Credibility – Trust worthiness, belief that staff is having the user's best interest at heart.

- Tangibles – The physical evidence of various services, tools, equipments, and latest information technologies.

For effectively implementing TQM in libraries quality will have to be introduced at design stage of product and service keeping in view the theory of prevention rather than later detection and rectification. For this purpose short product introduction cycles needs to be introduced so that the product will reach to the customer in time.

The following figure shows that how TQM is being implemented in libraries and information centres:

	Before Service ⟶	**During Service** ⟶	**After Service**
System	Resource development system	Information service system	Service support system
Function	Acquisition Information organisation Preservation	Circulation Reference service Access service	Administrative Management
Characteristics	Routine; Process-oriented	Dynamic; Customer-oriented	Periodic; Customer-oriented
Quality Management Approach	Quality by process control	Quality by design	Service quality evaluation
Quality Management Tools	Deming Cycle 7 QC Tools 7 QM Tools 7 Creativity Tools	Quality Function Deployment Service Blueprint Failure Mode and Effect Analysis	SERVQUAL Model Critical Incident Technique Benclumarking

Fig. 2.1: Quality Management Approaches in Libraries and Information Services

Source: http://www.librijournal.org/pdf/200-3pp191-201.pdf

The expectations with which a customer comes to a library have a critical effect upon her/his perceptions of quality. It is better to acquire a reputation for one or two factors which are important to customers and to concentrate upon developing them. Service delivery is like a theatrical performance. It is also important to find out which services can be automated without losing the personal touch.

The circulation desk staff is the front line staff that play a critical role in a library because they represent the library; they are the first to deal with inquiries/crises; manage the reader interface. Similarly Reference staff is also very helpful in building the image of the library among the users so public services staff must be carefully-appointed and must be given periodic training to keep up-to-date.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

4)   Explain how to implement TQM in libraries and information centres?

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2.4.2   Requirements for Implementing TQM in Libraries

Effective implementation of TQM in libraries presupposes certain requirements. They are:

Proper Infrastructure: Support systems should reflect customers' priorities. Lack of infrastructure is a common problem in libraries. It is important that management must ensure appropriate infrastructure that are required for providing quality services are provided to libraries.

User education: Making users aware of processes, products and services of libraries is an important necessity. If customers are to gain maximum benefit from a service, they must know how to use it. Well-planned user education is a must for implementing TQM in libraries. For this purpose, libraries should organise workshops, lectures, seminars and invite users to participate so as to have better communication with them.

Training of Staff: In order to enable staff to deal effectively with the changing environment and serve users as required, the staff have to undergo training. All library staff must receive training including on–the–job guidance and training. Well-trained staff is the competitive weapon for better quality service in a library. Constructive role of library staff is very essential in implementing TQM in libraries. It is not enough if a library provides a good product or service to its users. The attitude of the staff matters the most. If staff is not helpful to the users, it becomes a major hindrance in providing total quality to the customer.

User Studies: To know about the feedback of users regular/ periodic user studies are required. Getting feedback from the users is important to ascertain the quality

of service. Regular users of a library can be given a questionnaire to get feedback from them for improving service. User satisfaction surveys will also give good feedback to make service more effective and such services create positive impact on the customers. These are the ways to find out loop holes in the system. This will help not only in improving the existing services but also introducing new services according to the needs of the users. It is not enough to collect user feedback, but proper analysis of the data should also be carried out to have the clear picture.

2.4.3 Problems in Implementing TQM in Libraries

Some major hindrances in implementing TQM in libraries are:

- Paucity of funds

- Lack of adequate infrastructure

- Lack of support from top management

- Rigid organisational culture and structure

- Employees resistance to change

- Improper and irregular training and education of the library staff

- Improper planning as well as lack of long-term planning

- Lack of coordination among staff and management and also at various level in the library

- Not applying marketing approach in libraries

- Not conducting proper market research (user research) to know about user requirements.

2.5 SUMMARY

In this Unit, we have discussed the concept of quality, total quality management, quality circle and ISO series of standards on service quality. TQM essentially focuses on meeting customers' needs by providing quality services and in this processes role of everyone in the organisation is recognised and emphasis is laid on the teamwork. This effective involvement and utilisation of the entire workforce take place to establish performance measure for the processes. We have noted how TQM approach can be implemented in libraries and information centres and how the needs of the users are to be kept in view to know their quality expectations. As service-oriented organisations, libraries know that a satisfied customer visit library again and again. Therefore, quality management system should be built in all the operations of the libraries in order to integrate quality in all facets of library working. This way it is a systematic process of continuous improvement. The philosophy of TQM is that any organisation is successful if its customers are satisfied.

2.6 ANSWERS TO SELF CHECK EXERCISES

1) Generally by quality we mean the measure by which any organisation knows about its customer satisfaction. We need quality because of the following reasons:

- Customer satisfaction and happiness

- Goodwill (image of the organisation) and high productivity
- Capturing the market
- Minimising the cost as well as losses
- Gaining the profit
- Recognising the role of everyone in the organisation
- Fixing a common goal for all the organisation
- Emphasising teamwork among the staff
- Establishing performance measures for the employees
- Betterment of employees
- Increased viability.

2) The main objectives of TQM are:

- Continuous Improvement
- Customer focus
- Continuous and Relentless Cost Reduction and Quality Improvement
- Total participation
- Prevention and Zero defects.

3) The following are the main Gurus of TQM:

- Walter.A.Shewhart
- W.Edwards Deming
- Joseph.M.Juran-Juran's
- Armand.V.Feiganbaum
- Kaoru Ishikawa
- Philips.B.Crosby
- Taguchi.G

4) Implementing TQM in libraries is not just changing certain procedures but a total rethinking is needed. A change in whole culture is needed to make libraries completely quality driven and customer oriented. For this not only words but actions and teamwork is essential. Role of library staff is very crucial in this context. For implementing TQM in libraries long-term planning with clear objectives and vision is needed. It is fruitful if we make library work more achievement oriented.

"Sirkin" suggests some ways a library might use the principles of TQM to enhance library services.

- Create service broachers and information kits.
- Conduct a user survey about library services.
- Improve signage.
- Change hours of operation.
- Provide a more convenient material return.

- Simplify checkout of material.

- Use flexibility in staff assignment.

- Co-operate with local government.

- Ask vendors to give products demonstration.

- Give new staff a through orientation.

- Create inter departmental library advisory groups.

- Improve the physical layout of the library.

- Track complaints.

- Develop an active outreach programme.

- Open satellite offices.

- Publicize new or changes services.

- Develop user and staff training materials

- Target services o specific groups.

- Offer electronic document delivery.

- Follow the mission statement.

2.7 KEYWORDS

Quality	:	In simple terms quality mean degree of excellence.
Quality Control	:	The set of procedures used to achieve quality is known as quality control.
Quality Circles	:	It is a small group of people meeting regularly to solve the problem.
Total Quality Management	:	It is a continuous process to ensure maximum customer satisfaction and delivering quality products and services to the customers.

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UNIT 3   CHANGE MANAGEMENT

Structure

3.0   OBJECTIVES

After reading this Unit, you will be able to:

- know the concept of Change management;

- understand the forces and different types of Changes;

- identify process and strategies for Change;

- describe reasons for resistance to Change; and

- explain the necessity of Change management in library and information centres.

3.1   INTRODUCTION

You might have witnessed significant changes around you in almost every aspect of life. This is the reason why Change is called "as the law of life" because the only thing constant and consistent is change. The pace of change has increased drastically during the past few decades almost in every walk of human life. The reasons for this are technological developments, globalisation and competition. In today's world uncertainties have made the manager's job very difficult and challenging. Most of the organisations find it difficult to manage change well so people are afraid of change, they thought of losing something because they have

incomplete information on how the change processes will affect their personal situation, in relation to their workload or responsibilities. The process of change management needs thoughtful planning and implementation as well as involvement of each and every one who are going to be affected by these changes. For this purpose effective change management is needed. This unit discusses issues related with change management and how it can be implemented in managing libraries and information centres.

3.2 CONCEPT OF CHANGE AND CHANGE MANAGEMENT

Change is defined as "to make or become different, give or begin to have a different form."

'Change' also means dissatisfaction with the old and belief in the new.

Change underlies a qualitatively different way of perceiving, thinking, behaving and to improve over the past and present.

In this way, change is the process of moving from current state to future state and in between come the transition state which creates stress and anxiety.

When we say change management, we mean making changes in a planned and systematic fashion. In another way, change management is a systematic approach in dealing with the change, both from the perspective of an organisation as well as on the individual level.

In Change management process the changes of a system are implemented in a controlled manner by following a pre-defined framework/model, to some extent with reasonable modifications.

Change management means to plan, initiate, realise, control and then finally stabilise the change processes on both corporate and personnel level.

Change management plays an important role in any organisation since the task of managing change is not an easy one. Change management can ensure standardised methods, processes and procedures that are useful for all changes. It is also useful for efficient and prompt handling of all changes and to maintain a proper balance between the need for change and the potential detrimental impact of changes. The main objective of change management is to reduce the probability of change implementation failure; reduce resistance to change and to get maximum benefit from the implementation.

A very useful framework to perceive change process is the problem solving. Managing change is seen as a matter of moving from one state to another specifically from the problem state to the solution state.

Change management can be referred from two perspectives:

- Organisational change management
- Individual change management

Organisational change management is the management of change from the perspective of a manager or the top leadership. It takes into account both the

processes and the tools that managers use to make changes at an organisational level. It focuses on change management practices and skills as well as strategies, plans and training programs. It is related with one to many (one manager dealing with the whole organisation collectively). The emphasis is laid on communication, training and the overall culture or value system of the organisation.

Individual change management is the process of helping employees to understand them where they are in the change process and managing that change effectively. This change management is related with bottom level that means employees. It is related with one-on-one (each individual is given emphasis because they are the one who bring change). The focus for individual change management is on the tools and techniques to enrich employees through the transition.

Libraries must change to survive. The amount, diversity and speed of information available today have forced libraries to change the mode of their services and operations for the benefit of the users. Librarians must analyse their own contexts for change, to monitor external trends as contexts for change and planning to position their own libraries in new contexts and to learn to manage change to move from present into future. The fifth law of library science "Library is a growing organism" is also related with the change because growth always implies change and this change is a challenge to both the libraries and the librarians. They must establish their strategies and select roles. The role of libraries has gradually changed from the traditional storehouse of information to access providers. Libraries like other organisations must respond proactively to their changing environment.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with answers given at the end of this Unit.

1) Differentiate between individual and organisational change management.

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3.3 FORCES OF CHANGE

Organisations undergo change for their betterment. It facilitates the overhauling of organisational systems and processes. Typically, the concept of organisational change, in regard to organisation is wide, as opposed to smaller changes. Change should not be done for the sake of change rather it's a strategy to accomplish some overall goal. Some major driving force provokes usually organisational change. The forces can be from internal or external sources. Awareness of these forces assists managers to implement an organisational change.
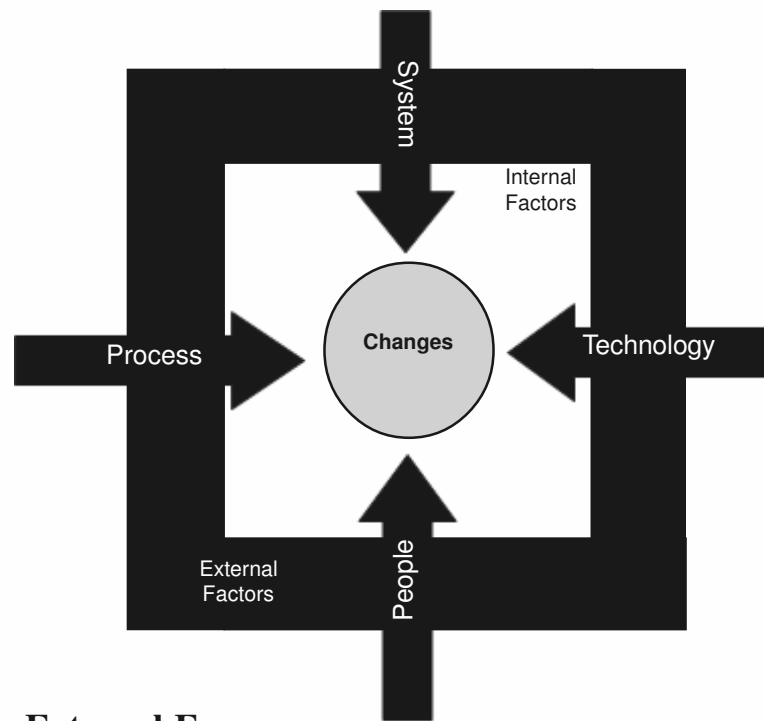
3.3.1   External Forces

External forces for the change originate outside the organisation and it might have a global effect. These are also called environmental forces that are beyond the management's control. External forces such as demographic characteristics, economic factors, technological advancements, market changes and socio-political pressures are affecting the operating environment in organisations.

Demographic changes are related with the diversity in workforce. It is a well-known fact that globalised economy has created increased threats and opportunities, forcing organisations to make drastic improvements not only to gain competitive advantages but many times to survive. Rapid technological innovation is another force for change in organisations and those fail to keep pace with will be bound to lag behind. Market changes such as competitors introduce several new things like new products, reduce prices or augment customer services. At the same time, changes occur in customer tastes, interests and income. Some changes are created by social and political events. Political events may create substantial change. But it is difficult for organisations to predict such changes. Thus managers are required to adjust their managerial style or approach to fit within these changes.

3.3.2   Internal Forces

These forces originate from inside the organisation and are under the control of the organisation. These forces come from human problems and managerial behaviour and decisions. Generally problems related with the human behaviour are about how they are treated at their workplace. No organisation can progress without the commitment and dedication of its employees. Dissatisfaction among employees regarding the working conditions as well as individual and organisational needs may lead to conflict between management and their employees. Excessive interpersonal conflict is often a clear sign that change is needed. Unusual or high levels of absenteeism and turnover also represent the forces for change. How an organisation decides to motivate, communicate and integrate change into the work force will determine the magnitude of its success.

Employee's participation and suggestions are must in this regard. Leadership training is also vital to this problem.

Change, by its very nature is unpredictable and often unmanageable, yet an organisation's success depends upon its ability to predict and control change in one or another way. The internal and external forces of change are quite interrelated so both of these must be taken into consideration while planning for an organisational change. These changes must be planned and actively managed if organisations want to survive and grow. Constantly assessing where we are and where we want to be, alert managers to the changes that are needed and accordingly they involve employees. When employees realise that change will benefit them, they welcome the changes. Management must assist employees in accepting change and help latter to become well adjusted and effective, once these changes have been implemented.

Self Check Exercise

Note: i)　Write your answer in the space given below.

ii)　Check your answer with answers given at the end of this Unit.

2)　What are the main factors leading to change?

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3.4　TYPES OF CHANGE

There are different types of change and each type requires different strategies and plans to implement change effectively. Understanding of the nature of change helps in formulating appropriate strategy for their implementation. The main types of changes are as follows:

i)　**Developmental change**

These changes enhance or rectify existing aspects of an organisation. It is connected with improvement in process, methods or performance standards of the organisation. These types of changes are very necessary to remain in competition. In this type of change the employees are trained in the new techniques.

ii)　**Transitional change**

This type of change replaces existing processes or procedures with something that is completely new. The period during which an old process is being changed into a new is called as the transitional phase. It is more challenging to implement transitional change than developmental change.

iii)　**Transformational change**

It is also known as radical, fundamental or quantum change. This occurs after the transition period. They may involve both developmental and

transitional change. These changes involve the whole or larger part of the organisation. The change is related with shape, size, structure, processes, culture and strategy of the organisation. This change takes time to occur and requires a shift in assumptions of the organisation and its members.

iv) **Incremental change**

They are directed towards any unit, subunit or part of the organisation. They are just opposite to the transformational changes and adaptive in nature. It is said that a failed incremental change causes less harm to the organisation as it is related with only a part of the organisation.

v) **Planned change**

When the change is, a product of conscious reasoning and actions and is deliberate it is known as planned change. It occurs when manager recognises the need for major change and plans according to it. It is qualitative in nature. While thinking of planned change the manager must communicate the vision to each and every one involved in the change process and establish the support elements that are necessary for the success of change.

vi) **Unplanned change**

They usually, occur due to some major or sudden surprise to the organisation. It is also known as emergent or reactive change. They are generally imposed by some external factors or internal features and are beyond the control of management. They leads to high disorganisation.

3.5 CHANGE MANAGEMENT PROCESS

Generally responsibility for managing change lies with the management and executives of the organisation. It is a definite process, which includes several stages or steps. By following the change management process the monitoring and controlling of change becomes easy. The change management process helps in:

- Checking the feasibility of each change
- Managing changes properly
- Controlling the changes
- Identify requests for change

In the change process it is beneficial to the manager to think about the following questions before starting the process:

- What needs to be changed?
- To what extent it needs to be changed?
- How this change will happen?
- How this change can be sustained?

Steps or Phases of change

Step 1: Assess need for change

In this phase a problem is recognised as well as organisational and need assessment is done. This is the preparatory phase, which helps in developing the foundation upon which the change is made.

Step 2: Purpose for change

In this stage, decisions regarding changes to make ideal future state and obstacles in the change process are considered. Here a team is also built to implement the change and a team leader or "change agent" is identified. Strategies are also finalised in this phase.

Step 3: Plan for change

A formal plan for managing change is prepared in this phase. Flexible priorities are set.

Step 4: Implement the change

In this phase actual changes are made. This phase involves variety of things like meetings, training of employees, etc. Here feedback is also obtained whether the change is successful or not. Comparison with others is made and corrective actions are taken.

Step 5: Sustaining the change

It is known as commitment phase. It helps in understanding how to sustain support for the changes. Here integration of results is made.

To ensure successful change management, it is essential to have a disaster recovery plan at all stages. Change is a costly affair but it becomes very rewarding if carefully and thoughtfully implemented. Since huge resources are needed for change management process, quality plans are essential for it and it is the responsibility of the top management to ensure successful change.

3.6 STRATEGIES FOR CHANGE MANAGEMENT

Change can be approached in a number of ways. Efficient change management strategies are required for overcoming the change in the organisation. For this purpose five strategies are adopted:

3.6.1 Directive Strategy

In this strategy authority and power of the manager is used to manage change. This is mostly used by the top-level management with no or minimum involvement of others. The advantage of this strategy is that it can be undertaken quickly as it involves less number of people. The disadvantage of this strategy is that it does not consider the opinion of others who are involved or affected by these changes. In this strategy the changes are imposed upon the staff without any discussion or their preparedness which may cause resentment among them.

3.6.2 Expert Strategy

In this approach the change is viewed as a problem solving process and for this purpose help of an expert is taken to resolve it. In this approach also there is little involvement of those who are affected by these changes. The main advantage of this approach is that with the help and guidance of experts the change can be implemented quickly and effectively.

3.6.3 Negotiative Strategy

In this strategy the top management discusses the various issues with those who are affected by the changes. This approach involves negotiation and bargaining on the part of the top management to implement the changes in the organisation. The changes to be made are discussed and the methods of implementation and the possible outcomes are also agreed upon. The major advantage is that this approach have major involvement of all those who are affected by these changes which results in participation and support from all. The main disadvantage of this approach is that it takes longer to implement the changes. Another disadvantage is that it is difficult to predict all the possible outcomes. In this approach the changes made are not always as per the expectations of the managers.

3.6.4 Educative Strategy

This approach is based on redefining and reinterpreting people's norms and values thus motivating them to support the changes being made. Here the main attention is on them who are involved in the process of change. The theory behind this approach is that people's behaviour and mindset is governed by social norms and values and to change them first these existing norms and values must be changed and redefined. And for this education, training, consultation must be needed. The advantage of this approach is that it helps in developing positive commitment to the changes being implemented. Thus this approach brings the support and participation of the individuals in the organisation. The major disadvantage is that it takes longer to implement because of involvement of several people.

3.6.5 Participative Strategy

As the name suggests it is based on participation of all individuals in the change process. Though the decisions are taken by the top level management, discussions and meetings are held for taking the view of the individuals before implementing the change. The focus is on full involvement of those who are affected by the changes. The views of the experts and consultants are also sought. The major advantage is participation and involvement of all so the change process has support of all. It gives individuals an opportunity to increase their skills and knowledge about the organisation and its functioning. The main disadvantage is that it takes longer to implement the changes as, it is relatively slow. It is not only time consuming but costly also because of number of meetings and discussions. Moreover, it is difficult to predict the possible outcomes. So this strategy is more complex to manage and requires more resources and costs.

Any of these strategies is not independent or mutually exclusive. Depending on the circumstances, a range of strategies can be employed to implement change in the organisation. Effective change management involves assessment and monitoring to recognise what strategy/s to employ, when, where and how to use them in order to be most effective.

3.7 RESISTANCE TO CHANGE

Both Change and resistance to change have common occurrence within organisations. Resistance is an inevitable response to any major change. "Resistance is the employee's resultant reaction of opposition to organisational

change" (Keen, 1981; Folger & Skarlicki, 1999). It emerges when there is a threat to something the individual value. The threat may be real or just a perception. It is the result of the understanding or misunderstanding of the change or total ignorance about it. Resistances to change are of several types and understanding of these helps in reducing ways of resistance and encourage compliance with change. In this context sometimes the help of change agent should be taken. The reasons of employee's resistance to change are as follows:

i) **Lack of Understanding**

The Employees do not understand why the change is happening when they don't have sufficient knowledge about the change. Some communication problems are often related with this aspect of change. Without understanding the reason behind the change, it becomes quite difficult for people to accept change.

ii) **Fear of unknown and failure**

Employees resist change because they have to learn something new. They fear the unknown and about their ability to adapt it. People are always suspicious about the unfamiliar thing; they are concerned about how to get from the old to new, because it involves learning something new with risk of failure. They are very much satisfied with the status quo and try to maintain it.

iii) **Lack of competency**

Sometimes employees resist change because they don't have required competencies as needed when and after the change is implemented. They don't want to show their weaknesses that's why they resist change. Sometimes they presume that their lack of competency may cost them their job.

iv) **Employees feel overloaded**

Sometimes the employees do not have sufficient time to engage with the change. They are not in the position to handle two things simultaneously i.e. handle change and carry their current responsibilities.

v) **Genuine objections**

Employees also resist change because they don't share the value driving the change. They genuinely believe it is wrong to initiate change in the organisation and resist saving the organisation. They have genuine objections.

Apart from these there are four categories of different causes of resistance. They are;

• **Psychological**

Employees negative perception, frustration, anxiety, preference towards status quo, cognitive comfort, fear, past failure, cynicism or mistrust in top management/owner (Kreitner, 1992; Dubrin & Ireland, 1993; Val and Fuentes, 2003).

• **Materialistic**

Loss of pay, comfort, status, and threat to job security (Dent & Goldberg 1999).

- **Employees' constant capabilities**

    Employee's skills (existing), knowledge, & expertise getting obsolete i.e. capabilities gap, embedded routines (Lawrence, 1986; Val and Fuentes, 2003).

- **Employees concern for firm**

    Faults & weaknesses in change program i.e. change is not good for the firm or employees and management has difference/conflict of perceptions about change program and its effects (Dubrin & Ireland, 1993).

Kotter and Schlesinger have suggested **six (6) change approaches** to deal with the resistance to change:

i) **Education and Communication**

    This approach is used, when resistance is the result of the lack of information or inaccurate information and analysis. In this case it is better to educate and communicate people who are going to be affected by the change. This helps employees to see the change effort in new light and not to entertain rumors about the change in the organisation.

ii) **Participation and Involvement**

    This approach is useful when the changing authority does not have full information about the change. In this case it is better to involve the employees in the change process as it lowers the chances of resistance to change.

iii) **Facilitation and Support**

    Sometimes people resist due to some adjustment problems like fear from the anticipated change. In these situations it is advised to the managers to support the staff fully and force them into the new situation so that they can understand that it is not as difficult as they presume. The support of the management helps employees to overcome their fear and anxiety. There must be provision for counseling, coaching and special training for the employees to handle the change effectively.

iv) **Negotiation and Agreement**

    This method is useful when people fear of losing something due to change. In such conditions the manager offers some incentives to them. For this purpose the manager negotiates with the employees not to resist change.

v) **Manipulation and Co-option**

    As Kotter and Schlesinger suggests that when any other approach does not work, an effective manipulation technique like co-opting those who resist. Co-option involves the patronising gesture in bringing a person into a change management-planning group only for the sake of appearances rather than their substantive contribution. As involvement of the leaders of the resisting group have only symbolic role to be played in decision-making process.

vi) **Explicit and Implicit Coercion**

    This approach is used when it is essential to implement the change speedily. In such cases change is forced upon the employees by making clear that

resisting change may lead to losing jobs, firing, transferring or not promoting employees.

These six approaches help in identifying the types of resistances to change and how to overcome them. Sometimes the combination of these approaches is used to tackle with resistance.

John Kotter has mentioned eight reasons for the failure of the change processes. These are:

* Allowing too much complexity

* Failing to build a substantial coalition

* Not understanding the need for a clear vision

* Failing to clearly communicate the vision

* Permitting roadblocks against the vision

* Not planning and getting short-term wins

* Declaring victory too soon

* Not anchoring changes in the corporate culture.

Kotter suggested the following eight phase model to avoid these mistakes:

* Establish a sense of urgency

* Create a coalition

* Develop a clear vision

* Share the vision

* Empower people to clear obstacles

* Secure short-term wins

* Consolidate and keep moving

* Anchor the change.

Self Check Exercise

Note: i) Write your answer in the space given below

   ii) Check your answer with answers given at the end of this Unit.

3) Describe the six approaches to deal with resistance to change

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3.8 CHANGE MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES

Like other organisations, library and information centres and other knowledge based organisations are facing the wave of changes. The main types of changes in these organisations are technological advances. Libraries are always pioneers in adopting any technology including information technology. Change from an existing setup to an new environment has its own set of problems and these increase when applied in service institutions like libraries. For example the tools and techniques that were suitable for traditional documents don't match for digital documents so a whole new approach needs to be developed to tackle the situation.

Since change is inevitable, certain provisions must be incorporated to adopt these changes. Rather it is an uphill task for the librarians, as on the one hand the librarians know that creativity, innovation and changes that are essential ingredients for continuous growth and development of the library. While on the other hand, the librarians are aware that the frequent revision of policies, practices and procedures might create havoc in a library operation. The onerous task for librarian is to create a stimulating climate for the growth and at the same time, maintain a substantial degree of stability. In order to effectuate this, a librarian must learn how to manage the changes. The intention of these changes is to know how to make better use of men, material and technology associated. Libraries must change because their users need them to change now. For libraries, the choice is clear, change now and be involved in inventing the future. Changes are unpredictable as far as libraries are concerned because they are really facing the challenges of technology. It has been noticed that college and university libraries are changing faster than other type of libraries. The main reasons for this are government policies regarding higher education and the rise of student-centered learning.

The following are clearly evident changes in libraries

Ownership ⟶ Access

Print ⟶ Digital

Catalogue ⟶ OPAC

Journals ⟶ E-Journals

To be successful in the present century, the libraries have to be more proactive and more customer service oriented. It is time to re-evaluate service models that have functioned for years. Being prepared to manage changes can furnish us

with the ability to flourish. We should attempt to re-establish standards, criteria or benchmarks that are considered to be basic to quality library services. The main type of external changes in the library include:

- Technological Changes

- Economic Changes

- Strategic Changes

- Political and Social trends

There are some internal forces also which lead towards changes in libraries:

- User complaint or demand

- Recognition of a problem

- Staff attitude

It is seen that rigid management principles are not applicable in each and every type of organisation because of their complex nature and varied behaviour. It applies in the case with libraries. Libraries need to deal with conventional books and journals on one hand and electronic resources on the other. They have to deal with two types of users one who are comfortable with information communication technologies and other those who are not. That means dealing with extreme situations sometimes the user demands e-resources and sometimes electronic formats are being imposed upon the users without knowing about their choice. In relation to libraries change has been focussed on innovation in user experiences and expectations. In this context the role of the librarians is not just adapt change but to lead change and develop new paradigms.

As far as libraries are concerned resistance comes mainly from technical section because of the nature of work. Sometimes the libraries also appoint change agent to introduce changes in the libraries. Managing change in libraries is not just the task of senior librarians, but it is for all librarians as well as staff.

Need of Change Management in Libraries:

- The Change management process is not very effective in the libraries.

- The libraries as compared to others organisations are far behind in providing technological and qualitative services to the users.

- The facilities available at present are quite inadequate in libraries.

- The IT implementation in the academic libraries is still at its infancy which is the result of poor change management process in the libraries.

Steps to be followed while implementing the Change in Libraries:

- Make Decision (diagnose what needs to be changed)

- Conceptualise Change (Nature & Scope of Change, Right Time to introduce change)

- Prepare the library for change (Communicate about Change)

- Organise the planning group (Identify group and group leader)

- Plan the change (Vision, strategy, goals, objectives and deadline are decided)

- Implement the change (Change is formally introduced and controlling resistance is very important)

- Evaluate the change (If necessary make required adjustments)

Activity I

Visit a library near to your place and collect details from library staff how change is implemented in that library. Also discuss about the problems involved in that phase.

3.9 SUMMARY

In this Unit we have learnt about the change and change management. We have also studied the forces and types of change as well as the process by which any change will happen. Change is not free from resistance or we may say any change or new idea is criticised or rejected first keeping this in view resistance to change is also discussed along with the strategies to cope up with this resistance. The main types of change affecting the libraries these days are also discussed and it is explained how to introduce changes in libraries. It is also discussed that the knowledge about change management is essential for the librarians, being managers of the library. These changes will create new challenges and opportunities for organisations and the libraries are not exceptions to this. No librarian can afford to ignore these changes. Instead of managing change as a series of events, a system wide approach has to be adopted. Change is a process that takes time and resources and that's why it must be carefully planned.

3.10 ANSWERS TO SELF CHECK EXERCISES

1) The difference between the two are as follows:

Organisational Change Management	Individual Change Management
i) It is related with the manager or top leader of the organisation.	i) It is related with the employee who is that the bottom level.
ii) It considers both processes and tools used by the manager in the change process.	ii) It focuses on tools and techniques that help employees during the transition.
iii) In it one manager deals with many during the change process.	iii) It is related with one-on-one pattern.
iv) The emphasis is on overall organisation.	iv) In it each individual is given emphasis

2) The main factors leading to change are:

- Competition

- Nature of work force

- Technology

- Economic factors

- Political and Social factors

3) The six approaches are suggested by Kotter and Schlesinger to deal with resistance to change are:

- Education and Communication
- Participation and Involvement
- Facilitation and Support
- Negotiation and Agreement
- Manipulation and Co-option
- Explicit and implicit Coercion.

3.11 KEYWORDS

Co-Option	:	To invite someone to join an established group (e.g. a committee).
Competency	:	Necessary ability, authority, skill, knowledge, etc. to perform a work.
Change Agent	:	A collective term referring to any staff in an organisation or outside expert who acts as a catalyst and assists in the achievement of the smooth introduction and implementation of change.
Environmental Forces	:	The forces that are beyond the control of management and affects the organisation externally.
Negotiation	:	Discussion with an aim to reach a mutually acceptable agreement.
Participation	:	Take part/involve in an activity.
Planned change	:	A deliberate and systematic change.
Technological Change	:	Process of change in methods and requirements of organisation as new technologies succeed.

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UNIT 4 APPLICATION OF PRINCIPLES OF MANAGEMENT IN LIBRARY AND INFORMATION CENTRES

Structure

4.0 OBJECTIVES

After reading this Unit, you will be able to:

- explain the purpose of the techniques of management in the management of library and information centres;

- highlight the importance of managerial functions/ elements, techniques and principles of management in libraries and information centre's management;

- describe the use and application of modern management techniques in library and information centres management; and

- discuss the changing role of library managers and the skills needed by them in changing environment.

4.1 INTRODUCTION

From the discussion in the Unit 1 of this course, you have understood that management is the art of managing the organisation by applying principles and techniques of management. Similarly, library management is concerned with managing the resources of libraries i.e. men, machine and money and serving the users with effective products and services. Libraries are basically service-oriented and not-for-profit organisations. Therefore, their management is essentially the service management. Libraries monitor their performance and efficiency in terms of services, not by monetary gains as in case of business organisations. This service aspect and helping attitude of libraries must be kept in mind while planning and managing libraries and information centres.

4.2 LIBRARY MANAGEMENT

Basically, library management comprises of managing three, namely,

• Institutional Management (Library)

• Clients Management (Users), and

• Staff Management (Library Staff)

The main goal of a library is satisfaction of users/customers. Thus libraries are managed to provide customer centered services. In order to achieve results effectively and efficiently, various techniques of management are required to applied in the management of libraries. A wide range of management techniques are available for use, but their usefulness depends upon their suitability in the given circumstances. The use of some of the managerial functions, principle and techniques of management in libraries are listed in Table 4.1.

Table 4.1: Use of Management Techniques in Libraries and Information Centres

Management Technique	Use in Library	Purpose Served
Financial Management	Cost Benefit Analysis	Adequate finance for the needs of the library.
Budgeting	PPBS, Zero Based Budgeting	For preparing performance oriented budgets in libraries. Helps in controlling, coordinating, communicating, performance evaluation and monitoring of libraries.
Change Management	Computerisation and Automation, etc.	For implementing need based changes.
Cost Benefit Analysis	Calculating and Determining Cost as well as benefits of Automation	To determine the cost value of automating the library.
Delphi Technique	Forecasting	For making good plans in library.
Human Relation	Relation with Users	Knowing ever changing needs of users.
Human Resource Management	Staffing, Selection and Appointment of Adequate and Trained Staff	Good library services and relation with users.
Job Analysis **Job Evaluation** **Job Description**	Staff Selection and Evaluation Motivation and Job Satisfaction Professional development and communication	Competent and highly motivated staff for providing library services as per the needs of the users.
Management by Objectives	Formulation and Achieving Goals	Helps in attaining goals of the library, evaluation of performance, participation of staff.

Management Information System	Decision Making	Good and faster decision making. Helps in monitoring and controlling.
Marketing	Information products and services; Market Research	For promoting use and sale, also enhancing e-marketing efforts. Better understanding of the target group so as to customise services as per their needs.
Motion and Time Study	Circulation Arrangement of Stacks, etc.	For speedy charging/discharging Using circulation statistics.
Work Study/ Measurement	Shelving, labelling, renewing, photocopying, etc.	To improve processes and procedures in Libraries.
Network Analysis	Planning and plan implementation	Helps in maintaining time schedules.
Operations Research	Designing information services	Helps in long term planning, e.g. library building planning, planning of information services, weeding policy, staffing, etc.
	Analysing user behaviour Document Delivery	To design such services. To provide effective services and build a good system of services. For planning, resource allocation and evaluating information services.
PERT/CPM	Services like CAS, SDI, Indexing and Abstracting and also in Technical processing unit	To provide these services in minimum possible time.
Project Management	Automating, Digitising, etc.	To handle big projects in Libraries.
SWOT Analysis	To know the strength, weakness, opportunities and threats related with the libraries	For effective functioning of the libraries.
System Analysis/ Approach	Analysing operations in a library Planning, designing, determining new requirements	Analysis of an Acquisition, Circulation system, Abstracting Service, etc. Study of library system and its improvement.
Total Quality Management/ **Participative Management**	Customer satisfaction Better customer oriented library services, decision making	Quality products and user oriented library services. Regular meeting with staff to know changing user needs.

Based on the above description it becomes clear that management principles and techniques are equally applicable and beneficial in library situations also. Management techniques that are applied in library management can be broadly grouped into the following five categories:

- Techniques related with library system,

- Techniques related with library operations,

- Techniques related with library services,

- Techniques related with library personnel, and

- Techniques related with library finance.

4.3 APPLICATION OF ELEMENTS AND PRINCIPLES OF MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES

In Unit 1 of this Block, you had already studied elements (managerial functions) POSDCORB and principles of management. In this section a brief indication of how these are implemented in libraries and information centres.

4.3.1 POSDCORB in Libraries and Information Centres

The functions or seven elements of management are also applied in libraries in the following ways:

Planning

Planning is crucial for any organisation. In libraries planning are of the following type: Financial planning, Space planning – library building, Manpower planning - library staff, Resources planning – library collection and need assessment of users. Finance and manpower planning have direct implications on the efficient and effective management of information resources and services. As explained in Unit 1, though planning is an all-pervasive prime activity, the chief librarian has more planning responsibilities than her/his immediate subordinate, say deputy librarian and deputy librarian more than her/his subordinate assistant librarian.

Organising

Organising is the process of building structural framework of the organisation. "By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries"(Khanna, 1997). Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example, line organisation may be a success for a small library and for large libraries functional structure is the best. This function of organisation should not be confused with another function of libraries, namely, organisation of information resources for their optimum utilisation by users.

Staffing

It is manpower planning which is related with recruiting competent staff, training of library staff and maintaining favourable condition of work for them in the library. For staff recruitment, there are norms that are to be followed by libraries.

Directing

This is the main function of a manager. It includes all guiding, leading, motivating, etc functions. For this purpose the library policies have to be established. As per the policies and goals, employees are directed towards the attainment of library goal.

Coordinating

It is the integration of all activities of an organisation. It brings harmony in the organisation. Coordinating function, inter-relates different divisions and works of the library for efficient working.

Reporting

Reporting is a means for chief librarian to inform the authorities about the progress and performance of the library. In public libraries it is a means of informing public about the functioning of the library.

Budgeting

Librarian prepares and presents financial needs of the library in a budget (discussed in Unit 10). Budget acts as an instrument of control. It is a part of financial planning and balancing between income and expenditure of the library. Being a service organisation, libraries have to balance between financial resources (discussed in Unit 9) and the expenditure. It involves preparing library budget (discussed in Unit 11) and maintaining accounts of the library.

4.3.2 General Principles of Management in Libraries and Information Centres

You have already studied general principles of management in libraries and information centres in the Unit 1 of this Block. Here, we are emphasising their use in libraries. These principles of management when applied to libraries can enhance routine efficiency of the library.

1) **Division of Work**

   This principle implies that work will be divided according to specialisation. In small libraries usually there is no division of work as it is one man show because they are managed by one person. But, in large libraries division of work can be done by type of service or by type of material. Generally, the work in libraries is broadly divided into three types: technical, user and administrative work.

2) **Authority and Responsibility**

   Authority and responsibility must go together. In library the ultimate responsibility is with the librarian. The librarian delegates authority to the subordinates (the next level managers) according to their ability, specialisation and the demands of the job/ work.

3) **Discipline**

   This principle tells about the do's and don'ts in the organisation. This is the principle for creating 'organisation culture'. The principle helps in dissolving the disputes with justice and enforcing the penalties without prejudice. It is the duty of the librarian to maintain discipline among the staff in the library.

4) **Unity of Command**

   "One boss" is the motto of this principle. Order from one senior does not create confusion among the staff. For example, if a librarian wants to communicate to a library assistant, s/he in normal condition has to communicate through the assistant librarian in charge of that section.

5) **Unity of Direction**

   The message of this principle is "one plan one direction". Coordination can be achieved through proper direction. All employees should be directed in achieving one goal. Unity of direction also eliminates duplication of work.

6) **Subordination of Individual Interest to General Interest**

   This principle says give priority to organisational interest as against individual interest. Growth and development of the library and users satisfaction should be the main concern for everyone in the library.

7) **Remuneration of Personnel**

   This is a well known fact that employees are motivated by the monetary benefit they receive and libraries should also take this into consideration and pay staff according to their work, qualification experience and responsibilities. In reality, often library personnel paid according to the type of library in which they work because the salary structures vary according to type of library.

8) **Centralisation**

   Libraries generally follow this principle as there is centralisation of authority. But, as far as large libraries are concerned, decentralisation is also appropriate for their smooth functioning. For example, the works like document selection should be decentralised but ordering must be centralised to avoid unnecessary duplication in acquisition.

9) **Scalar Chain**

   Scalar Chain means unbroken line of authority from top to bottom level. This line of authority serves as a means of communication within an organisation. Generally, the authority flows as depicted in the Fig 4.1 in large libraries.

Fig. 4.1: Scalar Chain in Libraries

10) **Order**

This principle says that relation between different units of the organisation is very essential. This principle is very useful for libraries as their work is not only inter-related but also inter-dependent. For example, the location of different sections of a library should be decided according to their inter-dependence.

11) **Equity**

This principle says treating everyone equally and fairly. There should be justice in dealing with employees. For this purpose rules should be followed while deciding wages, there should be clearly defined promotion policy, etc.

12) **Stability of Tenure of personal**

Fixed tenure or long period in a particular position in a library gives an employee enough experience to know that job properly. For example, if a person is working for a longer period in a technical section (doing cataloguing or classification), s/he will become an expert in doing the work as the nature of work in this section is technical and which requires proficiency.

13) **Initiative**

This principle says that initiatives should be encouraged. In libraries this principle will be applied in taking initiative towards helping users.

14) **Esprit De Corps**

This principle highlights the importance of team work. Library is a social organisation and library work is a group activity. All processes in the libraries depend upon each other from acquiring documents to maintaining. The below given Figure 4.2 shows how library works are inter-dependent in nature.
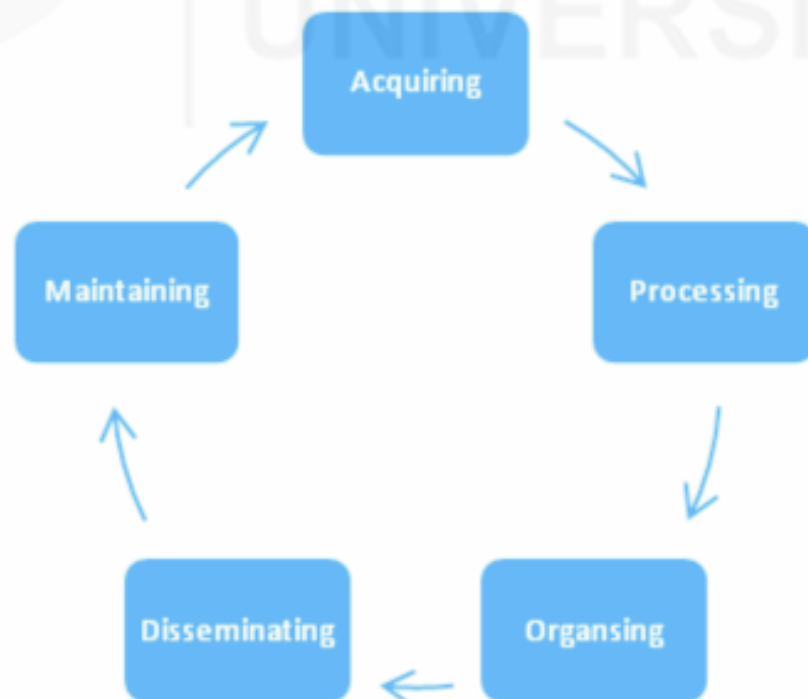

Fig. 4.2: Inter-dependence of Different Library Works

Self Check Exercise

Note: i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

1) Explain library management?

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2) What do you mean by organising a Library?

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4.4 ROLE OF A LIBRARY MANAGER

Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of team work, interpersonal communication, shared vision, lifelong learning, etc. are obvious.

Keeping these changes in mind it becomes essential for the library managers to have expertise and focus on the following areas of management:

1) Change Management

2) Entrepreneurship

3) Strategic Planning

4) User Centered Management

5) Management of Technology

6) Project Management

The following skills are required by the library staff:

- Library and information handling skills
- Service orientation
- ICT knowledge skills
- Communication and training skills
- Marketing and presentation skills
- Understanding of cultural diversity
- Knowledge mapping skills
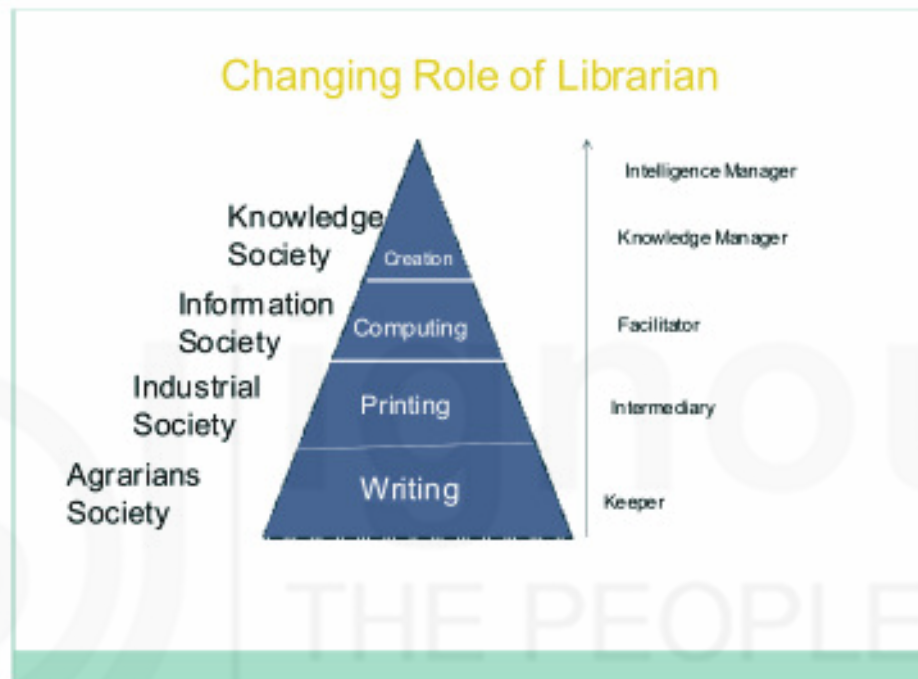
Fig. 4.3: Changing Role of Librarians

There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario:

- Managing Information Organisations
- Managing Information Resources
- Managing Information Services
- Applying Information Tools and Technologies

For the above mentioned major professional competencies, librarians should have the following qualities:

- Adaptability
- Skill and ability
- Self development
- Risk taking ability
- Leadership quality
- Decision making power

- Flexibility
- Creativity and acting as a change agent.

Self Check Exercise

Note: i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

3) What are the main skills required for library staff?

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4) What are the focused areas of management in the changing scenario?

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5) Explain the changing role of the library managers.

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6) Describe the competencies required by the library managers.

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4.5   SUMMARY

Library performs a central function in the educational process and in the development of the country. The library is essentially a service unit and its foundation lays on service ability towards users. Library work is an end product

of three basic functions – acquisition, organisation and service. The operations of libraries have become increasingly complex day-by-day because of the automation of libraries. These increasing organisational complexities make it extremely important for libraries to utilise management techniques for their operation and management. The management techniques are used in libraries with necessary modifications as libraries are non-profit and service oriented organisations. Librarians are library managers, they should have the knowledge of management concepts, theories and principles and their application in library situations. All social, technical and personnel skills are also required by library managers. The challenge in the present time is to nurture the libraries for posterity.

4.6 ANSWERS TO SELF CHECK EXERCISES

1) Library management is related with managing the resources of libraries i.e. men, machine, material and money, and based upon them serving the users with effective products and services. Libraries are service oriented and not-for-profit organisations so their management is more related with service management

2) Organising is the process of building structural framework of the organisation. "By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries"(Khanna, 1997). Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example line organisation may be a success for a small library and for large libraries functional structure is the best. Similarly, organisation of the resources of the library for efficient and effective use of its resources by the users is also important.

3) The main skills required by the library staff:

   • Library and information handling skills

   • Service orientation

   • ICT knowledge skills

   • Communication and training skills

   • Marketing and presentation skills

   • Understanding of cultural diversity

   • Knowledge mapping skills.

4) The main focus is on the following areas of management:

   • Change Management

   • Entrepreneurship

   • Strategic Planning

   • User Centered Management

   • Management of Technology

   • Project Management.

5) Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of team work, interpersonal communication, shared vision, lifelong learning, etc. are obvious.

6) There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario:

- Managing Information Organisations
- Managing Information Resources
- Managing Information Services
- Applying Information Tools and Technologies.

4.7 KEYWORDS

Management	:	It is the art of managing men, machine and money as well as achieving the pre-decided goals of the organisation.
Library Manager	:	A person who looks after the smooth functioning of the library and generally known as librarian.
Management Technique	:	A wide range of techniques are there for easy and effective operation of any organisation they are known as management techniques.
Participative Management	:	A type of management which implies participation of employees at all level.
Skills	:	Qualities required by a person to perform some specific task.
System	:	A set of different subsystems.

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