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**15**

# LIBRARY SYSTEM AND MANAGEMENT

## 15.1 INTRODUCTION

Let us understand library as a ‘system’. You must have seen various existing systems, like political system, economic system, social system, education system, etc. We, the human beings, are a biological system which has many sub-systems, like, digestive system, blood circulatory system, respiratory system, etc.

A system is a set of connected parts/components forming a complex whole. It contains entities, namely, men, machines and materials. These entities are integrated to serve definite purpose and objectives. The system components are inter-related, inter-dependent and have effect on each other as a whole. Thus a library is also a system and its various sections/divisions are its components.

The primary objective of any library system is to collect, store, organize, retrieve and make available the information sources to the information users. A library, as a system, is a subsystem of some super-system (an organization in any field, whether education, research or social service). It has its own subsystems, such as, acquisition system, circulation system, administration system, etc.

In this lesson, you will learn library management and the role of library as a system.



## 15.2 OBJECTIVES

After studying this lesson, you will be able to –

- define library management;



- identify functions of library management;
- list various structural components of a library system; and
- explain functioning of various sections of a library, viz. Acquisition Section, Technical Processing Section, Circulation Section, Reference Section, Periodicals Section, Maintenance Section, and Administration & Finance Section

## 15.3 LIBRARY MANAGEMENT

Library Management is the adaptation of the principles and techniques of management to the library situation. It includes decision making and getting the work done by others. The five fundamental management functions are: Planning, Organizing, Staffing, Leading and Controlling.

### 15.3.1 Definition

Libraries have an important role to play in facilitating access to information for learning, education and training. It is a known fact that a well-managed library is a successful library. The library management means efficient and effective management of material (information sources), machinery, men (human resource), technology and money to meet the objectives of the library. Thus, librarian as manager performs all the functions of manager/administrator.

### 15.3.2 Functions

Henry Fayol (1841-1925) expounded the principles and practices of management in their modern context. Fayol devoted his attention to the study of managerial activities, and identified the basic and universally applicable five functions (applicable to library management also), such as,

- a) Planning
- b) Organizing
- c) Commanding
- d) Coordinating
- e) Controlling

**Planning:** Planning includes formulation of goals, objectives, decision making for future, strategies, policies, and effective planning.

**Organizing:** Organizing includes departmentation, line and staff functions, decentralization, committees and group decisions, and effective organizing.

**Notes**

**Staffing (Commanding):** It includes selection, job description, appointing personnel, appraisal, developing library managers and organizational development.

**Leading (Coordinating):** It deals with human factor, motivation, leadership, and communication.

**Controlling:** It includes system and process of controlling, control techniques, control of overall performance, and effective managing.

### 15.3.3 Elements of Management

In 1937, social scientists Luther Gulick and L. Urwick described seven “major activities and duties of any chief executive”. Since then, the acronym POSDCORB is used to describe the 7 functions of managers referred to as the ‘Elements of Management’. The acronym POSDCORB stands for: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting.

#### Planning

Planning is working out in broad outline the activities that need to be done and the methods for doing them to accomplish the purpose set for the organisation.

#### Organizing

Organizing is the establishment of the formal structure of authority through which various sections or divisions of the organisation are arranged, defined and coordinated for the defined objective.

#### Staffing

Staffing is the whole personnel function of bringing in and training the staff and maintaining favorable conditions of work.

#### Directing

Directing is the continuous task of making decisions and embodying them in specific and general order. It involves giving instructions by the top personnel and serving as the leader of the library.

#### Coordinating

Coordinating is the all-important duty of interrelating the various aspects of work in an organisation.



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## Reporting

Reporting is keeping those to whom the librarian is responsible informed as to what is going on. It, thus, includes keeping authorities, subordinates and users informed through records, reports, etc.

## Budgeting

Budgeting refers to work related to budgeting in the form of fiscal planning, accounting and control.

The above mentioned seven elements of management are considered to be the core of management process. These essentially refer to the various steps or stages involved in running a typical information organisation.



## INTEXT QUESTIONS 15.1

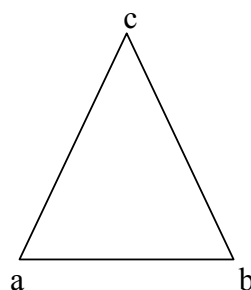
1. Explain library as a system.
2. What are the fundamental functions of management?

## 15.4 COMPONENTS OF A LIBRARY SYSTEM

Ranganathan visualized library as a trinity of:

- (a) Readers
- (b) Books, and
- (c) Staff

Here, the books are the knowledge containers, readers are the knowledge seekers, and staff means the facilitators or providers of various library services to the users, the knowledge seekers. Whenever and wherever this Trinity exists, a library is born. A library exists when the three components of its trinity – the readers, the books and the staff – are in purposive contact with each another.



*Fig. 15. 1: Illustration of the trinity*

**Notes**

In the above Triangle,

angle 'a' refers to Universe of Knowledge Seekers,

angle 'b' is Universe of Knowledge Containers, and

angle 'c' at the top is Universe of Facilitators

A library is referred to as a 'social institution' and a 'service institution', which serves the current as well as life-long learning needs of the society. In the Trinity,

- (1) The universe of knowledge containers include information sources in various formats (print, non-print and electronic media),
- (2) The universe of knowledge seekers include various groups in society (children, women, students, teachers, researchers, patients in hospitals, prisoners in jails, and others), and
- (3) The universe of facilitators (library staff) include providers of various library services (technical services, users services, and others).

The library provides 'perpetual self-education,' 'life-long self-education' and 'universal self-education'. Education and learning is a life-long process. The schools/class rooms provide the initial momentum. Thereafter, it is the library system which serves the necessary aids to perpetuate self-education for all.

**INTEXT QUESTIONS 15.2**

1. Explain the components of library system.
2. 'Library provides perpetual self-education'. Explain.

**15.5 SECTIONS IN A LIBRARY**

A library performs a number of specialized activities. Based on each specialization, the library work is divided into various sections. Let us know about the functions of the sections in a library. Library jobs performed in various sections are also presented in Fig. 15.5 in the form of an organizational chart.

**15.5.1 Acquisition Section**

Every library has to build up a collection of information sources (knowledge containers). These may be in print or non-print or electronic formats. Functions of Acquisition Section include selection, ordering, receiving supplies, making record entries in the stock register (Accessioning) and processing the bills for payment.

Acquisition of library material has three main check-controls, namely, (1) Availability of library fund, (2) use of reading material, and (3) need of library users.

Date	Accession Number	Author	Title	Price	Year	Pages	Vol	Other	Cost	Chq No.	Bank No.	Particulars
11-4-13	10776	Shah, R. M.	The family in India: Critical Essays	190	1990	173			195.00			
	10777	Subba, T. B.	Politics of Culture: A Study of Three Kerala Com...	154	1999	154			235.00			
	10778	Nandy, Ashis	India and Other Essays: Re-Judging	259	2010	259			325.00			
	10779	Ubbaso, Patricia	Anthropology in The East: founders of Indian So...	552	2010	552			445.00			
	10780	Sreenivas, Mythili	Wives Windows & Concubines	149	2008	149			345.00			
	10781	Mahanty, Sachindev	Gender and Cultural Identity in Colonial Oriss	176	2008	176			245.00			
	10782	Budhanit, Chaitanya	The women of the mahabharata; The Gender of the	176	2008	176			445.00			
	10783	Omvedt, Gail	Dalit Visions: The anti-Caste movement and the	108	2010	108			210.00			
	10784	Sleeter, Christine	School Education, Educational and Marginality	460	2012	460			625.00			
	10785	Chaudhuri, Subiya	Literature and Gender: Essays for Jyotirmoy Basu	310	2002	310			695.00			
	10786	Srinivasan, Vasanthi	Gandhi's Conscience Keeper, C...	278	2009	278			695.00			
	10787	Masthik, Uma Rajesh	Gandhi's Prisoner?; Ufa Gandhi's Son Manu Lal	169	2009	169			450.00			
	10788	Mineault, Gail	Gender, Language, and Learning: Essays	314	2009	314			695.00			
	10789	Jaffrelot, Christophe	Dr. Ambedkar and Untouchability	205	2005	205			295.00			
	10790	Guba, Ramchandra	An Anthropologist Among The Marxists &...	267	2001	267			325.00			
	10791	Bheram, Pramoana	Negotiating Embodiment	225	2008	225			375.00			
	10792	Rubi, Z. H.	Innovations in English Language Teaching	156	2012	156			195.00			
	10793	Mahanty, Ajit K.	Multilingual Education for Social Justice Globa...	158	2009	158			126.00			
	10794	Kanpur, Tara Shubank	Linguistic Genocide in Education - Or Worldwid...	785	2008	785			965.00			
	10795	Andresescu, Titu	Mathematical Olympiad Treasures	237	2004	237			395.00			
	10796	Pivzala, S	Analytical Solid Geometry	324	2007	324			195.00			
	10797	Shirali, Shalish A	Algebraic and Algebra	348	2012	348			395.00			
12-4-13	10798	Gardner, Howard	5 Minds for the Future	116	2008	116			492.43			
	10799	"	The Unchecked Mind	322	2011	322			1322.63			
	10800	"	Creating Minds	436	"	"			1093.01			

Fig.15.2: Sample pages of an Accession Register

### 15.5.2 Technical Processing Section

The newly acquired books are prepared for library use. For this purpose, these are classified, catalogued, entries filed in library catalogue and books shelved on display racks or in the stacks. As a visitor to library, you may not be familiar of such functions in a library, because these are performed behind the scene.

### 15.5.3 Circulation Section

This Section deals with membership work, issue and return work and work related to users' requirements. Generally, a specially designed circulation counter is used for doing circulation work. You are very much familiar with this section, as you use the services of circulation section frequently for borrowing and returning of the books. Fig. 15.3 shows the circulation counter of a library.





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*Fig.15. 3: A Circulation Counter*

#### **15.5.4 Reference Section**

Reference Section collects and organizes a number of reference books. Reference book is one which is not read like text book from beginning to end. You refer to a reference book to know the answer of your specific query. This may pertain to a word, term, person, place, concept or subject. You need to consult a dictionary, thesaurus, directory, year book, encyclopedia, or such other type. The reference librarian is expected to provide right information to the right person at the right time.

#### **15.5.5 Periodicals Section**

Periodicals Section collects and organizes a number of periodical publications (such as, a journal, magazine, newspaper). A book is one-time publication, published once whether in its first edition or revised and subsequent editions. Whereas, a periodical publication (serial publication) is published in continuity and with predefined periodicity (such as, daily, weekly, fortnightly, monthly, etc.). A library first receives the current issues of the volume of a periodical publication. Later on, the completed volumes may be got bound and shelved in the Periodicals Section. The current issues are displayed in specially designed Periodical Racks as given in Fig. 15.4.



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*Fig.15.4: A Periodical Display Rack*

### 15.5.6 Maintenance Section

Maintenance work is the backbone of any object, structure, organization, institution and so much so, in a library also. You already know that after buying books or stationery or computer, you have to take special care of your possessions for their proper and prolonged use. In a library, Maintenance Section is responsible for jobs such as organization of collection, shelving and re-shelving, dusting and cleaning, mending and binding, weeding and stock verification. Much of the work done in Maintenance Section is behind the scenes which helps to keep the collection live and presentable for maximum use. These activities are described in brief as follows:

**Organization of Collection:** A library takes into consideration the nature of material and its use, and accordingly it organizes its collection, such as, Main (General) Collection, Periodicals Collection, Reference Collection, Non-Print Material, including electronic material, etc. Books in all such collections, besides the Main Collection, are allotted a symbol for the type of collection, which is put at the top of the call number of the item.

**Shelving and Re-shelving:** All the items as reading material are arranged on shelves in a helpful order. The items used by users are to be re-stored (re-shelved) in their proper position on the shelf.

**Dusting and Cleaning:** Dust and dirt, which accumulates on the items on shelves, are to be removed regularly at periodical gaps. Dust-free and well maintained library material not only attracts the users, but also enhances its use.

**Mending and Binding:** At times, the items in the collection suffer minor or major damages. These are to be repaired. Mending is done for minor damages





## Notes

and binding is done for major damages to the documents. With the help of mending and binding the damaged items get renewed life.

**Weeding:** Weeding is required for all such items which can no longer be put to use due to damage beyond repair or have become outdated.

**Stock Verification:** When the library collection is put to maximum use, particularly in open access, some items are lost. These lost items create a great amount of problems for the users and the staff. An item lost shows its presence in the library catalogue and other records, but is not found on shelves. To identify the lost items, stock verification of library materials required. Stock verification helps in finding out 'what is' as against 'what it was' in the library collections. After such findings, the library records are to be updated in view of the records of lost items. This helps smooth flow of library use and library services.

### 15.5.7 Administration & Finance Section

The purpose of the Administration Section is to promote those activities which relate to library administration and management issues in general. The section is intended to serve the needs of library staff especially those who supervise other staff. It helps manage operations of other sections of the library. In large libraries, the administration and finance section are two different sections. But in small and medium sized libraries, these are handled within one section.

The Administration and Finance Section maintains the record of policy decisions, rules and regulations, guidelines and norms for working. This section maintains the records of office files, diary and dispatch, library budget proposals, budgetary allocations, accounts of library expenditure, stock registers, and such other purposeful records. It helps in taking care of library building, furniture, equipments, water and electricity fittings, and such sundry matters

### 15.5.8 Important Observation

It may be kept in mind that in a big library (university library, research library, state central library) functioning of all such sections, as described above, are visible. A big library may have some additional sections (e.g., children section, audio-visual section, computer section, etc.) as per some specialized library work or services. But, in a small library (school library, small public library) such sections are not visible, though these functions are performed by a librarian single-handedly.

An organizational chart showing the activities of different section is given in Fig. 15.5



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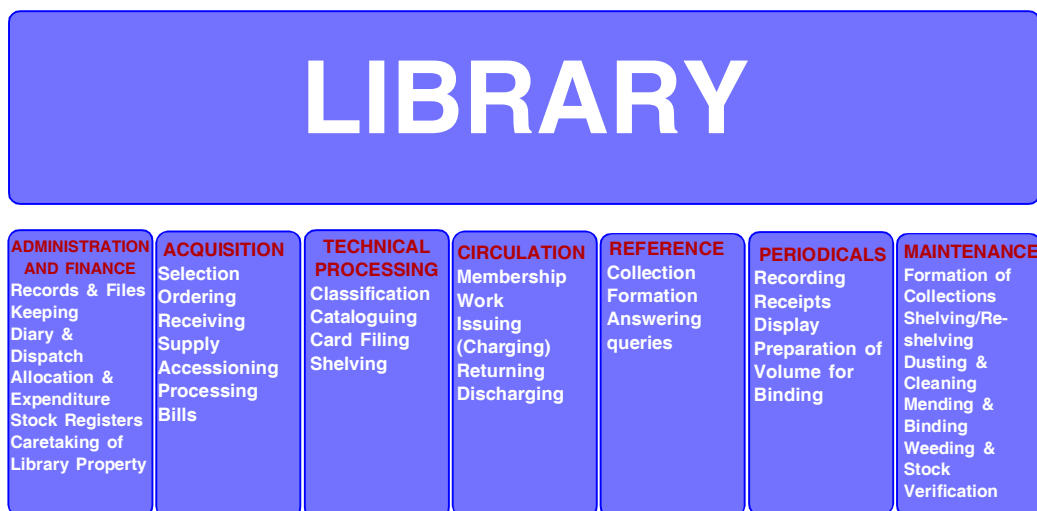


Fig.15.5: An Organisational chart of a Library showing activities of each section



### INTEXT QUESTIONS 15.3

1. List the various sections of a library.
2. Explain the need for circulation system in a library.



### WHAT YOU HAVE LEARNT

In this lesson you have learnt:

- Definition and examples of 'system', which is complex whole with entities to serve a purpose and has inter-related and inter-dependent components.
- Library works as system, is a sub-system of some super-system and is having its own sub-systems.
- In library management, all principles and techniques of management are applied. Library Manager performs all the five basic functions of Manager.
- Components of library system are described. Library is a Trinity of (1) Universe of Knowledge Seekers, (2) Universe of Knowledge Containers, and (3) Universe of Service Providers. It provides perpetual and life-long education.
- Sections in a library are: Acquisition, Technical Processing, Circulation, Reference, Periodicals, Maintenance, and Administration & Finance. Each Section performs specialized library activities.
- Main jobs are done by professional library staff in different sections in a big library, and by a single librarian in a small library.

**Notes****TERMINAL QUESTIONS**

1. Define library as a system, giving its objective and set of entities.
2. Elucidate the concept of library as a 'trinity'. Give suitable examples.
3. Define library management. Enumerate various fundamental functions of library management.
4. State in brief, the jobs being done in different sections of a library.

**ANSWERS TO INTEXT QUESTIONS****15.1**

1. Library is a sub-system of some super-system. Its primary objective is to collect, organize, retrieve, and serve the information needs of knowledge seekers.
2. The five fundamental functions of management are planning, organizing, staffing, leading and controlling.

**15.2**

1. A library is a trinity of books, readers and staff. A library system aims at serving the information needs of knowledge seekers by performing various library activities.
2. Man learns throughout his life, from birth to death. Other educational institutions provide education for a limited period, but the library perpetually helps the learner and thus provides life- long education.

**15.3**

1. A library has many sections, such as, Acquisition, Technical Processing, Circulation, Reference, Periodicals, Maintenance, Administration & Finance. Each section performs a set of specialized library activities.
2. The Circulation Section deals with membership work, issue and return work, reservation of documents and such related jobs. Generally, a specially designed circulation counter is used for doing circulation work.

**GLOSSARY**

**Accessioning:** Items purchased are recorded in Accession Register (Stock Register) and the activity is referred to as accessioning.

**Call Number:** It is the combination of Class number, Book number, Collection code and Copy number for deciding unique position of each and every document on the shelf.

**Collection Formation:** A library organizing its resources into different collections as per the use or nature of the material.

**Facilitators/providers:** The staff working in the library facilitates and provides library services to users.

**Information source:** Information sources in print or non-print media, also known as Knowledge Containers.

**Life-long self-education:** Learning and teaching (education) process essentially attached with human life.

**Mending:** Repairing a slightly damaged printed resource.

**Reservation work:** To reserve a book in circulation for a new user needing it.

**Re-shelving:** Restoring a used item back on shelf in its proper position.

**Technical processing:** It includes, classifying, cataloguing and arranging items in a helpful order.

**Trinity:** Combined form of three elements, Books, Readers and Staff combined together make Trinity of Library.

**Weeding:** In this process the unserviceable items are sifted from live collection.

**Notes**



### Notes

### WEBSITES

[http://en.wikipedia.org/wiki/Henri\\_Fayol](http://en.wikipedia.org/wiki/Henri_Fayol)

<http://en.wikipedia.org/wiki/POSDCORB>

<http://www.reference.com/motif/science/different-sections-of-the-library>

[http://wiki.answers.com/Q/What\\_are\\_the\\_different\\_sections\\_of\\_a\\_library](http://wiki.answers.com/Q/What_are_the_different_sections_of_a_library)