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1. PRINCIPLES OF LIBRARY MANAGEMENT

1.1. Management Principles and Library Management

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

- ✓ Managing is an art or procedure of receiving things done through the attempts of other people.
- ✓ Managing is the art of creating and maintenance of an internal environment in an enterprise where individuals, working jointly in clusters, can perform efficiently and effectively towards the attainment of group goals.
- ✓ Management is the procedure of setting and achieving goals through the execution of five vital management functions that utilize human, financial and material possessions.
- ✓ Management is a procedure or an action that brings jointly many varied possessions like persons, materials, techniques and technologies to accomplish a task or tasks.
- ✓ Management, since a separate field of revise, is also the body of organized knowledge which underlies the art of management.
- ✓ The definitions and a revise of management literature would reveal the following aspects of management.
- ✓ Managing is an action or procedure;
- ✓ Management refers to both the discipline since the well since group which manages the organization;
- ✓ It creates things occur;
- ✓ It is purposeful i.e., the attainment of the organization's goals and objectives is the supreme purpose;
- ✓ It uses accessible possessions economically to maximize outputs;
- ✓ The organization's objectives are accomplished through, with and through the attempts of others;
- ✓ Managing implies by sure skills, knowledge and practices to bring effectiveness;
- ✓ It is aided and not replaced through the computer; and
- ✓ It is intangible.

Scientific Management

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

mathematical modeling in managerial decision-making and quite dissimilar from scientific management.

The schools of management idea are broadly divided into three sections, they are:
- ✓ Classical Management Theory which is organization-centered and has dealt with the economic "rational man", and incorporated scientific management, administrative management, and bureaucratic organization.
- ✓ Neoclassical Theory which is person-centered and human-oriented and has accentuated requires, behaviors and attitudes of individuals and incorporated human dealings schools and behavioral schools.
- ✓ Contemporary Management Theory which emphasizes the complete employee view through revisionist researcher which comprises organizations theory, contingency theory, organizational humanism and management science.
- ✓ Modem management is characterized through a scientific come, which involves:
- ✓ The application of scientific methods and analysis to managerial functions and troubles;
- ✓ Serious consideration of human units in management, based on psychological studies and behavior analysis in dissimilar situations;
- ✓ Rising emphasis on economic effectiveness in all management functions;
- ✓ A organizations come, focusing equal attention on all functions of management; and
- ✓ Exploit of electronic computers for analysis and studies.

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

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

Levels of Management and Managerial Skills

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

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

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

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

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

Technological ability is the skill to exploit specific knowledge, methods, procedures, practices, techniques or apparatus of a specialty in performing the job;

Human ability is the skill to interact with other persons successfully, i.e., skill to understand, job with, motivate and get beside with other people; and Conceptual ability trades with ideas and abstract relationships.

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

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

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

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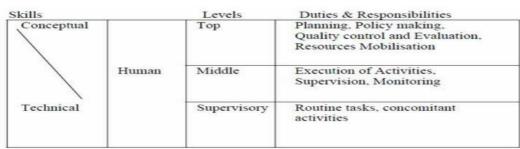
Chart 1.1 Levels of Management, their Responsibilities, Duties and Skills

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

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

A function is a kind of job action that can be recognized and distinguished from other job. Experts have recognized many managerial functions since significant units of management.

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

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

✓ The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purposes and objectives;

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

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

✓ Budgets.
✓ Objectives,
✓ Policies,
✓ Processes,
✓ Programs,
✓ Rules, and
✓ Strategies.

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

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

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

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

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

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

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

- ✓ Analyzing the whole behaviors of an organization into homogeneous kinds of works and jobs;
- ✓ Sorting and grouping the resulting works and jobs into a logical building;
- ✓ Assigning these behaviors to specific positions and persons; and
- ✓ Providing a means for coordinating the attempts of individuals and clusters
- ✓ The word organization refers to both the procedure of organization and the result of that procedure. Organization refers to the building which results from:
- ✓ Assembling the possessions necessary to achieve the organization objectives,
- ✓ Identifying and grouping job,
- ✓ Defining and delegating responsibility and power, and
- ✓ Establishing action-power relationships

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

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

Studies have been mannered to develop techniques for action and workload analysis, job and occupation analysis, occupation definitions and descriptions, models of organizational building and same others. Organization charts, block diagrams, job flow charts, etc., portray the functions of an organization vividly, indicating its managerial strength. Few vital principles of organizing are listed below.

The key behaviors should be clearly defined; the behaviors should be grouped on few logical foundation;

The responsibilities of each division, department, element and occupation should be clearly defined;

Power should be delegated since distant down in the organization since possible; Responsibility end power should be made equal;
The number of persons reporting to each manager should be reasonable; The organization should be intended to give continuity, flexibility, perpetuation and self- renewal; and,

The organization building should be evaluated on the foundation of its contribution to enterprise objectives.

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

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

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

- ✓ Human resource scheduling
- ✓ Recruitment and selection
- ✓ Training and development
- ✓ Rewards and compensations
- ✓ Health and safety
- ✓ Career scheduling and management
- ✓ Employee assistance, coaching and orientation,
- ✓ Performance appraisal

Few significant vital concepts of staffing are occupation analysis, occupation account, occupation specification, and occupation enlargement and occupation enrichment.

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

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

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

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

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

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

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

✓ Establishment of standards
✓ Measurement of performance, and
✓ Correction of deviations

The standards may be physical standards, cost standards, revenue standards or even intangible standards. Few of the general traditional manage measures are budgets, statistical data, special statements, breakeven point analysis, internal audit and personal observation. Other manage measures contain time-event network analysis like milestone budgeting, program evaluation and

review techniques, program budgeting, profit and loss manage, return on investment and common key result regions like profitability, market location, productivity, public responsibility, etc.

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

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

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

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

Other Managerial Functions

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

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

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

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

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

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

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

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

1.2. Common Principles of Management

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

Taylor's Principles

✓ The fundamental principles that Taylor saw underlying the scientific come to management may be summarized since follows: Replacing rules of thumb with science;
✓ Obtaining harmony in group action, rather than discord;
✓ Achieving cooperation of human beings, rather than chaotic individualism;
✓ Working for maximum output, rather than restricted output; and
✓ Developing all workers to the fullest extent possible for their own and their company's highest prosperity

It may be noted that these vital precepts of Taylor are not distant from the fundamental beliefs of the modem manager, even however few of the techniques Taylor and his colleagues and followers

urbanized in order to put his philosophy and principles into practice, had sure mechanistic characteristics.

Fayol's Principles

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

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

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

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

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

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

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

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

Centralization: Everything that serves to reduce the importance of an individual subordinate's role is centralization. Everything that increases the subordinate's importance is decentralization. All situations call for a balance flanked by these two positions.

Scalar chain: The chain shaped through managers from the highest to the lowest is described a scalar chain or chain of command. Managers are the links in the chain. They should, communicate to and through the links. Links may be skipped or circumvented only when superiors approve and a real require exists to do therefore.

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

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

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

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

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

Barnard's Principles

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

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

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

The act of cooperation leads to the establishment of a cooperative organization in which physical, biological, personal, and social factors or units are present. He also creates the point that the continuation of cooperation depends on effectiveness and efficiency.

Any cooperative organization may be divided into two sections: "organization" which comprises only the interactions of people in the organization, and other units.

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

The formal organization cannot -exist unless there are persons who:
✓ Are able to communicate with one another,
✓ Are willing to contribute to group action, and
✓ Have 'a conscious general purpose.

Every formal organization necessity contains the following units:
- ✓ A organization of fictionalization therefore that people can specialize,
- ✓ A organization of effective and efficient incentives that will induce people to contribute to group action,
- ✓ A organization of authority which will lead group members to accept the decisions of executives, and
- ✓ An organization of logical decision making.

The executive functions enter the procedure through the job of the executive in integrating the entire and in finding the best balance flanked by conflicting forces and measures. To create the executive effective needs a high order of responsible leadership; since Barnard therefore well emphasizes, "Cooperation", not leadership, is the creative procedure; but leadership is the indispensable fulminator of its forces.

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

Library Management

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

From the discussion made therefore distant in relation to the management theories, principles and processes, it is obvious that they are extremely much relevant in managing libraries too. Yet it is extremely significant for us to note that libraries are simply paternalistic, service-oriented and not-for-profit institutions. Since a matter of information, it is that section ' of management which is described "service management" which is more significant to libraries than the management of industrial and profit-oriented institutions.

At this juncture, it is necessary for us to have a quick look at few of the vital aspects of service and not-for-profit institutions. Four significant aspects of service are:

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

In addition to the four of fundamental aspects of service the following other aspects of the service for not-for-profit institutions are worth noting. It is hard to measure and compare performance of service institutions. It is equally hard to inspect quality, determine and implement specifications, take examples and attempt in advance since well since determine the cost of a service. The connection flanked by costs and benefits is blurred. Output is often a mix of physical facilities and mental or physical labor. There is no title or ownership transfer when a service is rendered. Service institutions are labor and equipment rigorous and are dominated through professionals. In service institutions, quality is unusual and mediocrity general and, surprisingly, dissatisfaction is rarely

conveyed through customers. Service institutions are generally small and operate at a single location. Lastly, market forces play a less important role in service institutions. The aspects of service institutions are through no means exhaustive. But these are mainly vital and have own impact on the nature and approach of service management.

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

Interpersonal role:
- ✓ Library manager since a figurehead with duties of a ceremonial nature,
- ✓ Leading role,
- ✓ Raison role.

Informational role:
- ✓ Perpetually scanning and monitoring information:
- ✓ Disseminator role,
- ✓ Specific role of informing and satisfying several clusters

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

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

1.3. Library Organizational Structure

Formal and Informal Organizational Structure

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

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

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

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

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

A significant aspect of the informal organization is the informal discourse network or ―grapevine since it is more commonly recognized. The amount of information gathered through official circulars, memos and speeches is rather insignificant compared to what are unofficially learnt from colleagues and subordinates. The grapevine constitutes a very significant component of the organizational information organization.

Besides the grapevine, the other manifestation of the informal organization is the formation of clusters which may spontaneously evolve when the formal organization is slow to respond to changing external and internal forces. But sometimes these informal clusters may also job against the formal organization. This may occur when an informal group of workers may force other workers to place down apparatus, or job to rule or usually pose impediments in the path of progress. Further, sometimes the norms and job ethics evolved through the informal organization take precedence in excess of official norms.

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

Procedure of Structuring

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

In the procedure of organizing, a manager differentiates and integrates the behaviors of his organization. The first step in the procedure of organizing is to determine the several behaviors that require to be performed based on the objectives of the organization and the kind of organization which is required to be built. The second step is to group these behaviors into closely related and same behaviors since divisions and departments and if necessary, into parts within departments/divisions. To determine the levels at which several major and minor decisions have to be made and also the degree of centralization in decision making. Extreme decentralization may lead to loss of manage and effective coordination whereas extreme centralization may lead to wrong decisions and a breakdown of the morale of employees. Fifthly, to determine the span of management, that is the number of subordinates who should statement directly to each executive. Note that the narrower the span the taller would be the building with many levels of management since well since difficulty, in discourse and increased payroll. Lastly, it is extremely significant to set

up a coordination mechanism therefore that several departments and job synergistically and contribute, to the objective. For this purpose it is suggested to have good behaviors analysis, decision analysis and dealings analysis. The organizing procedure necessity reflect the objective 's of the organization, the environment and the power that is accessible and take into explanation the people and the possessions accessible. One of the usual troubles with libraries is that it is often assumed that more or less power is accessible to control the library than actually exists.

Factors Affecting Organizational Building

A manager has to design a building that will best suit the specific necessities of his organization. Designing an organization building is a continuous procedure. Any transform in factors which impinge upon the design of an organization will necessitate a transform in the building to suit the new circumstances. Few of the factors which affect organizational buildings are environment.

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

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

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

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

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

Principles of Institutions

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

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

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

Principle of Exception: Since executives at higher levels have limited time, only exceptionally intricate troubles should be referred to them and routine matters should be dealt with through the subordinates at theirs levels. Principle of Flexibility The organization should be flexible, should be adaptable to changing conditions and should permit expansion and replacement without dislocation and disruption of the vital design.

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

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

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

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

Unity of Command: Each person should answer to only one immediate larger. Dual subordination necessity is avoided.

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

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

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

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

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

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

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

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

Centralization versus Decentralization: Centralization is the degree to which power is retained through higher-level managers within an organization rather than being delegated; there are many

arguments in favor of both centralization and decentralization: A manager has to take note of few significant factors before deciding on the degree of centralization.

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

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

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

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

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

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

Aspects of Division

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

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

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

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

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

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

Function: The mainly general foundation for departmentation is function. Practically all libraries exploit this form of departmentation which divides a library into functional departments such since acquisition, processing, reference services, bibliography, stock maintenance, circulation, information and documentation services, etc. Departmentation based on function, since a easy, logical and time-proved way, has the advantages of allowing occupational specialization, helping the simple assessment of the contribution of each subunit, simplifying training, allowing for defining

the authority .and prestige since well since tight manage of each action through top management and ensuring economy in resource utilization. Though, the disadvantages of this way contain unhealthy competition for possessions, disagreements on general works, distancing of home keeping operations from customers, fostering sub-goal loyalties, making of "walls" approximately departments; difficulties in achieving coordination and responsibilities resting only with chief executives. It may be noted that wide geographical sharing, heterogeneous customer clusters and different services approach in the method of functional departmentation. Yet, mainly libraries exploit this way for organizing their job and service.

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

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

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

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

Subjects: Public and academic libraries exploit this way of organizing extensively. It gives for more in-depth reference and information services, requiring a higher degree of-subject specialization on the section of the staff. There is, though, no set pattern that determines the subjects to be incorporated in a subject department or no set number of subjects. In academic libraries, subject departments are generally broad in scope to contain all related subjects, such since humanities, social sciences and sciences. In large public libraries, subject departments such since business, fine arts, and regional history are general. There are definite advantages in subject organization.

All material dealing with a group of subjects may be brought jointly and services organized to meet the interests of users. The only disadvantage is possibly the high cost, both in terns money spent in duplication of materials and the excellence of staff required. But the advantage is certainly overwhelming to invest in this kind of subject organisation.

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

Time: Manufacture oriented industries in order to optimize the exploit of their capital rigorous facilities adopt shift since a foundation for departmentation. The disadvantages of the shift-organization contain difficulties in-measuring performance, accidental occurrences and breakdowns in one shift affecting the other and "buck passing" from one shift to another.

Libraries may also have to think of the shift organization if services are to be provided for 16-24 hours a day.

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

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

The points to be noted in these charts are
✓ Combination of division criterion for structuring;
✓ Horizontal and vertical positions;
✓ Span of manage;
✓ Flow of responsibility and power;
✓ Functional and coordination points;
✓ The method these characteristics are represented in the charts; and

Library committee since an advisory body does common governance of a library and it is a staff function.

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

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

1.4. Management Information System

Definition and Meaning of Management Information System

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

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

Scope, Objectives and Purposes of Management Information Organization

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

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

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

Aspects of Management Information Organization

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

Organizational functional sub-organizations like marketing, manufacture, materials, personnel and fund.

Processing action sub-organization at four dissimilar levels:
✓ Transaction processing
✓ Operational manage
✓ Management manage
✓ Strategic scheduling

The major processing functions in Management Information Organization are

✓ Processing of business transaction
✓ Updating of master files

- ✓ Generation of information statements
- ✓ Processing of interactive enquiries
- ✓ Providing interaction analytical support

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

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

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

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

The essential functions accepted out in the transaction processing are data capture, validation, classification, sorting, retrieval, calculation and summarization. In order to achieve its set objectives Management Information Organization has to have many desirable aspects separately from the attributes of excellence information. First of all, an MIS has to be management oriented since well since management directed. It necessity posses attributes like accessibility, comprehensiveness, accuracy, appropriateness, timeliness, clarity, flexibility, verifiability, freedom from bias and qualify ability. It has to be highly selective and capture only relevant data and information. It necessity integrate all functions, departments and levels of management in the organization therefore since to ensure both synergistic effects since well since the impact of one function on the other. It necessity systematically synthesize the information necessities of each manager based on his location, responsibilities and scope for decision making. Management Information Organization necessity differentiate the kind of information required for scheduling, decision making and controlling purposes. MIS is intended for occupation positions rather than for individuals keeping in mined the occupation responsibilities and for requires of dissimilar levels of management in dissimilar functional regions. It necessity be highly responsive to changes caused through organizational and experimental changes. It Necessity have few flexibility, ease to exploit, adaptability and an in- built contingency nature. Further, Management Information necessity

believes the full effect of a decision in advance through supplying the required data. The information provided should have degrees of details presently needed for the level of management, minimum require for further analysis and interpretation, uniform presentation and recognized important past connection and forecasted future connection . Management Information Organization should be integrated through method of a database with single point data entry and no data redundancy.

Benefits of Management Information Organization

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

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

Troubles and Pitfalls in Developing MIS

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

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

Emphasis on Clerical Organization: Presently taking in excess of an existing clerical organization and modifying it without upgrading or changing it does not help. The clerical organization has to be upgraded to a management organization. On the other hand, computers have been put to job

on those things that are best understood and easily structured and which need small management involvement.

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

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

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

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

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

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

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

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

Management Information Organization for Library and Information Managers

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

It is motivating to note that a fully computerized and comprehensive Management Information Organization is yet to be seen in libraries and information centers. Though, the underlying principles are followed in manual, mechanical or semi-automated method to gather procedure and exploit information mostly from within the organization required through library managers.

Information from the external environment is rarely composed and processed. In mainly cases exploit of periodic statements and statistics can be seen. But they cannot match the aspects of Management Information Organization discussed earlier. It is really a motivating region to know how the information necessities of decision makers and managers of information are scuttling. Since examples, you may think of the following easy situations in a typical library and how equipped Management Information Organization of libraries are to face such decision making situations.

Monitoring and feedback on require for procuring additional copies of sure books based on heavy demand

Transform of policy concerning entitlement of number of books to be borrowed through customers since well since the number of days for which books can be kept. Taking a decision concerning a sudden cut or a windfall of budget for journals

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

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

Properly compiled annual statements of libraries help in determining the progress, providing publicity, evaluating the library, and taking remedial measures where needed, separately from serving since a method of seeking public funds, providing feedback to top management, comparing performance with average since well since other libraries and finally serving since historical records.

A typical **MIS** for library and information centers with reference to Users, Exploit, Exploit time, Collection, Services and Personnel is given below, indicating how such an **MIS** may be useful in decision making for library managers. This is merely illustrative and not exhaustive.

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

Analysis of data relating to their location, duties and responsibilities in their respective institutions, purpose of exploit and how used, frequency of exploit, etc. Information obtained from data analysis may give useful indicators for extending support to rigorous users, offer them special facilities and therefore fix priorities for attention to dissimilar categories of users. Exploit what materials are heavily used, through whom, materials used within the library, and such other things. These data may be obtained from statistics kept in the circulation division and Reading and reference rooms.

Exploit Time: When is the library heavily used - Throughout a day, throughout a specific era, etc? Information on this will enable staff deployment throughout rush hours and satisfy customers with speedy service.

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

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

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

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

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

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

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

1.5. Physical Planning of Library

Library Structure

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

Preliminary Thoughts

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

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

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

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

Based on the nature of clientele, three broad clusters of libraries are established-academic library, where the users are the students, teachers, or research scholars; public library or a private or subscription library where the clientele are a cross part of the society-both literate and semiliterate; and special library where the clientele constitute industrialists, entrepreneurs, businessman, officials, scientists, techno-crates, professionals, politicians, literate and others.

Location/ Location: Location is significant for homogeneous services, location selection and choice of society, area, etc., depend on the factors like convenience, operating cost, proximity to competitor, availability of support organization, geographical or environmental factors like noise, traffic, discourse networks, transport facilities, channels/sharing/service centers, etc.

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

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

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

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

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

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

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

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

Preparation of a Library Program/ Proposal

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

The contents: The contents of a library program for structure should reflect the following:

Common characteristics are

✓ Objectives of the library

- Kind of the library
- Status of the library
- Location of the library & competitors within the organization

Nature of library users

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

Construction characteristics

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

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

Possessions required
Implementation schedule

Few tips for preparation and execution of a library structure program are:
- Know existing constraints
- Compromises are inevitable
- Have a year of reference
- Estimate annual growth rate
- Deal off of aesthetic, functional, safety & cost factors is inevitable
- Foresee the impact of emerging technologies and expect impact of new technologies on structure, layout and legroom
- Have a floor plan with 3-dimensional model racks & furniture
- Plan exploits of suitable sign boards.

Few illustrations of input from user studies for the program are:
- Inverse square law of exploit of library
- Psychological aloofness flanked by user and library

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

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

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

Legroom Allocation, Utilization and Management

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

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

Circulation region, which comprises

- ✓ Stack rooms or halls
- ✓ Charging Desk
- ✓ Public Catalogue/s

Reader Action Region, which comprises

- ✓ Reading room/s
- ✓ Microform reading room
- ✓ Revise carrels

Staff Action Region, which comprises

- ✓ Acquisition part
- ✓ Technological part
- ✓ Reference part

Other Regions, which contain:
- ✓ Senior professionals rooms
- ✓ Legroom for library staff
- ✓ Seminar room
- ✓ Binding part
- ✓ Reprography part

- ✓ Flexibility is the catchword
- ✓ Function is more significant than beauty
- ✓ Evolutionary steps in orientation & form of structure are I, T, L, U & O
- ✓ Primary floor and entrance should be on grade
- ✓ Primary floor should be larger than other floors
- ✓ Structure parameter should be since straight and uncluttered since possible
- ✓ Security and fire safety should be included on priority
- ✓ Minimize RCC
- ✓ Avoid legroom stealers like` balconies, air wells, light wells, etc
- ✓ Minimize interior walls
- ✓ Don't overuse glass
- ✓ All assignable legroom should take a floor load of 150 lb/sq.ft
- ✓ Easy open shapes should be preferred
- ✓ Informal comfortable atmosphere require to be created
- ✓ Accessibility and convenience are extremely significant
- ✓ Noise manage should be looked into

Legroom allocation is a significant action which requires to be done logically and scientifically. It is bigger to believe floor since a series of concentric circles with the centre being the lay where elevator, largest stair case and entrance are located. Even considering legroom three-dimensionally, the similar principle holds. Then proceed with radial assignment of legroom to several behaviors.

The connection flanked by elements has to be decided in a heuristic way through drawing charts with dissimilar intensity of relationships flanked by elements like essential, significant, desirable, not significant and undesirable.

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

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

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

Few ways of doing contain 6 volumes per linear foot or 10-15 volumes per sq.ft. Further 5per cent growth rate per year, 6per cent configuration loss and 25 per cent legroom may have to be added.

Charging Desk: This is the key functional region of the library and a great trade of idea should be given to its location, mass and form The counter is therefore placed that the persons manning the counter can keep watch on the readers and check unauthorized material receiving in or out. Normally the counter is placed at the largest entrance, and adequate legroom is kept for simple entry and exit. It is therefore intended, that the mainly significant behaviors like issue and return of books are mannered smoothly and unhindered. The mass of the counter will depend on the number of readers to be served at one time. Adequate legroom should be provided in the counter

to shelve books returned since well since and to store all essential records, including the charging trays. A property counter or a pigeon whole rack is usually placed close to the issue counter, where the visitors or readers can leave their personal belongings before going inside the library. Provision is made close to the counter for notice boards, display of latest book jackets, or other exhibits.

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

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

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

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

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

Revise Carrel: Revise carrels are exclusive regions, located in quieter and undisturbed section of the library, which are set separately for prolonged exploit of a research or academic staff.

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

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

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

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

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

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

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

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

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

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

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

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

Library Furniture

Presently since a library structure is a dedicated building with specific functions, the furniture for a library has to be custom intended for each function. Requires of furniture and equipment of individual departments and parts should be given careful consideration therefore that the users and the staff experience ease, comfort, convenience and efficiency in their job. Usually library furniture

is of two kinds-wooden and metal. Now-a-days plastic furniture is also increasingly in proof. Then again furniture could either be

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

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

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

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

Function thoughts like:
- ✓ What exploit will be made of the thing
- ✓ Who want to exploit it
- ✓ How it will be used i.e.,
- ✓ How long the thing will be used at any one time
  - ✓ How often it will be used
  - ✓ Whether user may transform in the future
  - ✓ Maintenance required
  - ✓ Appearance, etc.
- ✓ Seek input from staff
- ✓ Visit recently constructed facilities
- ✓ Conveying the requirement
- ✓ Vendor evaluation, price comparison & visit to factory
- ✓ Providing specifications and drawings
- ✓ Comparison of offers
- ✓ Checking of example

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

Library Stack: Library stacks are the mainly ubiquitous piece of furniture establish in a library. It is used to store books, bound volumes of periodicals, and sometimes pamphlet boxes. Each element stack made generally of steel, are 180 'cm wide, 195 cm in height and 25 or 50 cm in depth

depending on whether it is single sided or double sided. A number of element racks can be joined jointly to create a long line. Each shelf or panel has two brackets on right and left face, inserted strongly to the shelf ends. The sliding book stopper and back rest fitted to the grooves of the individual shelf ensure upright positioning of books. Normally shelves are not packed more than 75 per cent of the capability. Stack can be fixed or movable, wooden or metal, modular or legroom determined, angle or skeleton.

A cheaper version of the book stack is the skeleton book rack, generally made of steel. The vital building is four slotted angle iron stands assembled with a shelf at the top and one at the bottom. There can be any number of shelves in flanked by depending on the height of the rack and require. The bottom shelf is generally placed at a height at 15 cm, Width of the shelf is usually 90 cm and the depth can modify from 15 cm to 45 6m. Racks can be of any height since needed. Besides economy, skeleton racks have the advantage of versatility. Skeleton rack can also be used for lateral filing, the intermediate shelves being replaced through channel rails in the grooves of which folders are suspended. But skeleton racks- are both aesthetically and functionally poorer than regular steel library stacks.

Periodical Display Rack
Periodical display racks are most of three kinds.

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

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

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

Card Catalogue Cabinet

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

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

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

Special Furniture Items

Besides the library furniture, some other items worth considering are: Book trolley, which is essentially a small book rack mounted on wheels, It is extremely useful for moving books from one region of the library to the other. Stand for outsized and bulky reference books with legroom below for some other reference books.

Display rack for newly acquired books that can be placed in a prominent location.
Exhibit cases for display of wide range of items
Atlas stand and Newspaper stand with sloping tap.

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

Library Equipment

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

- ✓ Filing equipment
- ✓ Record-keeping equipment
- ✓ Microform reading equipment
- ✓ Copying equipment
- ✓ Non-conventional indexing and filing equipment
- ✓ Miscellaneous supplies and equipment

Filing Equipment

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

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

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

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

Microfiche should always be kept in protective covers or envelopes. Top edges of microfiche should be visible for simple filing and identification. Microfiche should be filed in steel cabinets. Large steel cabinets with shallow drawers are accessible for architectural or technological drawings. Sometimes these are rolled and kept in cylindrical containers.

Record-keeping Equipment

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

Microform Reading Equipment

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

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

Copying Equipment

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

Non-Conventional Indexing and Filing Equipment

Exploit of mechanical devices for sorting information recorded on special kinds of cards like edge notched cards, optical coincidence cards and aperture cards has become obsolete with increased exploit of new computers. The coded cards can be sorted manually or mechanically. Manual

organizations employ specially intended cards, and few exploit extremely easy manipulative devices such since needles. There is an organization based on optical coincidence in which the holes are punched in the body of the card, and not on the edges. Few non-conventional organizations like Rapid Selector and aperture cards combine the filing and indexing operations generally utilizing film copies of documents.

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

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

Name and other Sign Boards: Providing suitable unambiguous sign and name boards is extremely significant in physical scheduling of a library. Few of the significant tips in this respect are:
- ✓ Maintaining consistency
- ✓ Logical order
- ✓ Descriptive, constant and easily understandable terminology
- ✓ Avoiding redundancy
- ✓ Placing at decision points
- ✓ Having short, clear and accurate message in suitable tone
- ✓ Relating them to architecture
- ✓ Due consideration to principles of good design like hyper face, mass and spacing of letters, lines, contrast, exploit of representations and color.
- ✓ Transform sips when circumstances transform.

Three significant thoughts are:
- ✓ Flexible to transform and simple to install
- ✓ Remain attractive and useful for long era of time
- ✓ Should be accessible in the future

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

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

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