

ILA BULLETIN

Vol. 45 No. 1-2 (January-June, 2009)

Contents

- 5** **Use of Portals for Improved Access to Library and Information Services in the Web Environment**
N.S. Shokeen
- 9** **Records Management – An Overview**
P.K. Choudhary and Ashu Shokeen
- 14** **Knowledge Management in Libraries**
S. Nattar and M. Selvakumar
- 18** **University Libraries in Digital Environment: Vision 2020**
B. Singh, P C Kapila and Rajive Pateria
- 27** **Role of Leadership in Effective Management of Library & Information Centre**
Santosh Kumar
- 31** **Book Review**

INDIAN LIBRARY ASSOCIATION

ADVERTISEMENT RATES

ILA NEWSLETTER

1/4 Page	Single Insertion	Rs. 500/-
1/4 Page	6 Insertions	Rs. 2800/-
1/4 Page.	12 Insertions	Rs. 5000/-
Half Page	Single Insertion	Rs. 800/-
Half Page	6 Insertions	Rs. 4500/-
Half Page	12 Insertions	Rs. 8000/-
Full Page	Single Insertion	Rs. 1500/-
Full Page	6 Insertions	Rs. 8000/-
Full Page	12 Insertions	Rs. 15000/-

ILA BULLETIN

Back Cover	Rs. 2500/-
Inner Covers	Rs. 1500/-
Full Page	Rs. 1000/-
Half Page	Rs. 7x50/-
Quarter Page	Rs. 500/-

ORDER FORM

To,

The General Secretary,
Indian Library Association,
A/40-41, Flat No. 201, Ansal Building,
Dr. Mukherjee Nagar, New Delhi, 10009

Dear Sir,

Please publish our advertisement in the forthcoming issue(s) of your publication as per the enclosed sample. Relevant details are as under :

1. Short Title/brief description of the material (enclosed) for advertisement:

2. To be published in : ILA Bulletin ILA Newsletter

3. Advertisement Code : _____

4. Cheque/DD No.: Date : Name of the Bank :

for Rupees Drawn in favour of Indian Library Association, payable at New Delhi.

Authorised Signature
Address & Seal of the Firm

ILA BULLETIN

(OFFICIAL ORGAN OF INDIAN LIBRARY ASSOCIATION)

VOL. XLV

JANUARY-JUNE, 2009

No. 1-2

EDITORIAL BOARD

→◆ Chief Editor :

- **Dr. Muttayya Koganuramath**
University Librarian
Sir Dorabji Tata Memorial Library
Tata Institute of Social Sciences
Mumbai - 400 088

→◆ Managing Editor :

- **Dr Kautilya Shukla**
Director, School of Lib. & Inf. Studies
Sumandeep Vidyapith University
Pipariya, Ta. Waghodia,
Dist: Vadodara (Gujarat)

→◆ Members :

- **Prof. Jagtar Singh**
Deptt. of Lib. & Inf. Sc.
Punjabi University, Patiala (Punjab)
Email : kindu_jagtar@yahoo.co.in
- **Dr. A.R.D. Prasad**
Associate Professor
DRTC, Indian Statistical Institute
8th Mile, Mysore Rd.,
Bangalore 560 059
- **Prof. Sabahat Hussain**
Deptt. of Lib. & Inf. Sc.
Aligarh Muslim University, Aligarh
- **Prof. (Mrs) Ashu Shokeen**
Deptt. of Library & Information Science
Kurukshetra University
Kurukshetra (Harayana)
- **Prof. J.N. Gautam**
School of Studies in Lib. & Inf. Sciences
Jiwaji University, Gwalior (M.P.)
- **Sh. D.V. Singh**
Librarian
Shri Ram College of Commerce
University of Delhi
Delhi-110 007

Guest Editorial

Social Determinism

We all know that library is a metaphor of memory of mankind. It is to preserve the past, serve the present and build the future of generations. But over the years we have witnessed the ascent of Information and Communication Technology (ICT) and transition from community-centred libraries to format-based libraries. Earlier, we were talking of academic, public and school libraries. Today, we are being carried away with electronic, digital and virtual libraries. It is a clear cut case of technological determinism. But even then the world library is there with the format-based libraries. It refuses to recline into oblivion. At the end of the day, it is not the ICT, rather it is the library which is going to support us in obtaining our educational, personal, and professional goals. Library is a critical link between our strong moorings and uncertain future. Technology is good in functional areas, but our fundamental problems will be solved only by applying our critical abilities to the situational audit. I mean to say that instead of too much focusing on ICTs, we should pay little bit of attention upon the library users also. There should be a fair balance between the push and pull technology. In other words, there should be a relative balance of demand and supply. RFID and other similar products are good for elite institutions, but for the non-elite intuitions, open source software is the way out. The best solution lies not in the technology-based products, but in changing the mind-set of the library users. We need to sensitize information seekers that library is for use and not for mutilation. The strength of a library is not in its ownership, rather in its access and use potential. Now time has come to rethink and redefine our roles as library and information professionals (LIPs). LIPs will have to come out from behind their desks in the forefront to welcome the users and promote the use of libraries and networks. They will have to be proactive, innovative and creative in their roles. It is not the time to complain about what they do not have in the library, but to promote the use of what they possess to make the users critical thinkers and independent learners. This is the only way to remain relevant and compete with other stakeholders in the information and knowledge domain. We must learn to do our job differently and meaningfully. Over the years, end-users' attitude has also changed. They are no longer docile, patient and rote learners. Rather they are techno-savvy, impatient and always in a hurry. They want more and more in less and less time. So the LIPs are required to provide real-time access to quality information in affordable manner to the overwhelmed end-users with the help of leading-edge technology. For that, they must focus not on technological determinism, but on social determinism. I mean to say, LIPs will have to identify less with technology and more with the end-users. Our strength lies in the weakness of the information seekers. In other words, the secret of success lies in real-time low-cost quality access. It is now or never.

Prof. Jagtar Singh

Send Papers & Advertisements to : General Secretary,

Indian Library Association, A40-41, Flat No. 201, Ansal Building, Dr. Mukherjee Nagar, Delhi - 9

Tele-fax : 011- 27651743, e-mail : ilanet1@nda.vsnl.net.in Printed at : Om Laser Printers, Delhi - 9

LIST OF PUBLICATIONS

- ❑ 53rd All India Library Conference Seminar Papers on "Developing Library and Information Resources and Services in the Internet Era" Hyderabad, Andhra Pradesh, December 13-16, 2007, Edited By Prof. Jagtar Singh, Shri D. V. Singh, Dr. N. S. Shokeen, Dr. (Mrs) R. Chandra, Dr. Trishanjit Kaur, Dr. O. N. Chaubey, Nirmal K. Swain, Rs. 1000/- (Hardbound); US \$ 100.
- ❑ 52nd All India Library Conference Seminar Papers on "Information Commons : Impact on and Implications for Libraries and Information Centres" Srinagar, Uttaranchal, December 26-29, 2006, Edited By Dr. AL Moorthy, Shri D.V. Singh, Dr. (Mrs) R. Chandra, Shri Manoj Kumar, Dr. S.K. Sharma, Shri V. Srinivasulu, Rs. 1000/- (Uttaranchal); US \$ 100.
- ❑ 51st All India Library Conference Seminar Papers on "Libraries, Information Literacy and Lifelong Learning", Kurukshetra December 16-18, 2005, Edited By Dr. (Mrs) R. Chandra, Shri N.K. Bar, Dr. M. Madhusudhan, Ms. Meera, Shri Krishan Gopal, Shri D.V. Singh Rs. 1000/- (Hardbound); US \$ 100.
- ❑ 50th All India Library Conference Seminar Papers on "Knowledge Organization in Digital Enviroment in Libraries (KODEL): Introspects and Prospects". Vadodara (Gujarat), December 1-4, 2004. Edited by Dr (Mrs.) Ashu Shokeen, Dr M. Madhusudan and D V Singh. Rs. 1000/- (Hardbound); US \$ 100.
- ❑ 49th All India Library Conference Seminar Papers on "Responding to Users' Need in Changing Information Landscapes: Sojourn of Libraries from Palm-Leaf to Palm-Top". Jhansi (UP), December 29, 2003 to January 1, 2004. Edited by Prof (Dr) N Laxman Rao, Dr (Mrs.) Ashu Shokeen, Dr U C Sharma, D V Singh and Dr R K Bhatt. Rs. 800/- (Hardbound); US \$ 100.
- ❑ 48th All India Library Conference Seminar Papers on "Electronic Information Environment and Library Services: A Contemporary Paradigm". Bangalore, January 22-25, 2003. Edited by Dr Pandey S K Sharma, Akhtar Parvez, Dr (Mrs) Ashu Shokeen and D V Singh. Rs. 1000/- (Hardbound); US \$ 100.
- ❑ 47th All India Library Conference Seminar Papers on "Library Practices for Effective Management". Warangal, December 20-23, 2001. Edited by Kalpana Das Gupta. Rs. 995/- (Paperback); US \$ 99.50.
- ❑ 46th All India Library Conference Seminar Papers on "Quest for Quality: Quality Assurance in Library and Information Services: The Need of the Hour for Survival". Ahmedabad, Jan 3-6, 2001. Edited by S M Dhawan. Rs. 995/- (Paperback); US \$ 99.50.
- ❑ 45th All India Library Conference Seminar Papers on "Indian Libraries and Librarianship in Retrospect and Prospect". Edited by J L Sardana. Rs. 760/- (Paperback); US \$ 75 & Rs. 950/- (Hardbound); US \$ 110.
- ❑ National Seminar on "Challenges before the University Libraries in India in the 21st Century". M S University of Baroda. August 9-12, 1999. Edited by J L Sardana. Rs. 700/-; US \$ 70.
- ❑ 44th All India Library Conference Seminar Papers on "Libraries and Information Services in the Electronics Information Era". Hyderabad, February 25-28, 1999. Edited by J L Sardana. Rs. 700/-; US \$ 70.
- ❑ 43rd All India Library Conference Seminar Papers on "Sustainable Library and Information Services". Chandigarh, November 5-8, 1997. Edited by T A V Murthy, N Datta and R P Kumar. Rs. 650/-; US \$ 65.
- ❑ 42nd All India Library Conference Seminar Papers on "Role of Libraries in National Development". Calicut, December 21-24, 1996. Edited by R P Kumar, Divya Srivastava and S P Gupta. Rs 650/-; US \$ 65.
- ❑ 41st All India Library Conference Seminar Papers on "Human Relations is Librarianship". Vijayawada, January 7-10, 1996. Edited by P S G Kumar and C P Vashishth. Rs 600/-; US \$ 60.
- ❑ 40th All India Library Conference Seminar Papers on "Preparing Libraries for the 21st Century". Goa. January 5-8, 1995. Edited by C V Subbarao. Rs. 600/-; US \$ 60.
- ❑ 39th All India Library Conference Seminar Papers on "Library Movement and Library Development in India". 1994. Edited by C P Vashishth. Rs. 600/-; US \$ 60.
- ❑ 38th All India Library Conference Seminar Papers on "Library and Information Technology: In Pursuit of Excellence". Bhubaneswar, November 21-24, 1992. Edited by C P Vashishth, O P Sharma, A P Gakhar, and Dr Dev Raj Singh. Rs. 500/-; US \$ 55.
- ❑ Model Public Libraries Act 1991. Rs 100/-; US \$ 20.
- ❑ 37th All India Library Conference Seminar Papers on "National Information Policies and Perspective". 1991. Edited by K S Raghvan. Rs. 400/-; US \$ 50.
- ❑ 36th All India Conference Seminar Papers on "Computerization and Library Network". Edited by C P Vashishth. 1990. Rs. 400/-; US \$ 50.
- ❑ 35th All India Conference Seminar Papers on "Standardisation in Library and Information Work and Services". Edited by C P Vashishth. Rs. 400/-; US \$ 50.
- ❑ College Libraries in India: Proceedings of National Seminar. Edited by Krishan Kumar and J K Anand. 1988. Rs. 250/-; US \$ 40.
- ❑ 33rd All India Library Conference Seminar Papers on "Modernisation in Libraries". 1988. Edited by C P Vashishth. Rs. 500/-; US \$ 50.
- ❑ Year's Work in Indian Librarianship 1987. Written and Edited by T S Rajagopalan. 1988. Rs 250/-; US \$ 40.
- ❑ 32nd All India Library Conference Seminar Papers on "Quality in Libraries". Anantpur, January 3-6, 1987, Edited by C P Vashishth. Rs. 400/-; US \$ 40.
- ❑ Continuing Education for Librarian. Paper for the All India Seminar held on February 12, 1984 at Pragati Maidan, New Delhi. Edited by J L Sardana. Rs. 200/-; US \$ 40.
- ❑ 28th All India Library Conference Seminar on "Public Libraries in a Developing Society" and "Planning for National Information System for India". 1982. Edited by J L Sardana, Mohinder Singh, O P Trikha, N N Mohanty. Rs. 200/-; US \$ 40.
- ❑ Proceeding of the XXVI All-India Conference held at New Delhi from March 6-9, 1980, Edited by Krishan Kumar & C P Vashisth. Rs 200/-; US \$ 40.
- ❑ Proceedings of the XV All-India Library conference held at Mysore from June 17-19, 1965 Rs 200/-; US \$ 40.
- ❑ **Indian Library Association Bulletin**, Quarterly. Annual subscription. Rs 750/-; US \$ 55.

The rate of discount applicable on the above publications would be as follows (i) Personal Members (ordinary, life and library associations): 20%; (ii) Institutional Members: 10%; (iii) Publications which have been published before 2000 would be available at a discounted rate of 40%, from the office of the Indian Library Association A/40-41, Flat No 201, Ansal Building, Mukherjee Nagar, Delhi-110 009 (India). Telefax No. 011-27651743. Cheques/DD should be drawn in favour of Indian Library Association, payable at Delhi.

Use of Portals for Improved Access to Library and Information Services in the Web Environment

N.S. SHOKEEN

Head, Dept. of Library & Information Science
Kalpana Chawala Govt. Polytechnic College for Women
Ambala

ABSTRACT

Libraries have moved from being traditional libraries with print sources to hybrid libraries, where an equal share of resources in library are also available in digital form. This trend is catching up in a big way and more and more libraries are adding e-resources to their collection. The utility of the e-resources will be limited in the absence of a functional web site, that facilitates the users to exploit these e-resources to the maximum extent. Web Portals are the tools that enhance access to the e-resources by providing visibility to them. This article explores the portals and their importance in the library environment. The seven attributes that are essential for an ideal web portal are also discussed. Further, the article explains the role of LIS professionals in conceiving, designing and implementing web portals.

Key Words: *Web Portals, Information Access Tools, Library Gateways, E-resources*

INTRODUCTION

Libraries are undergoing rapid changes due to the developments in Information Communication Technology (ICT). Paper based resources are giving way to electronic resources. The dynamic linking capability of web has provided users unrestricted access to information. Information, which has come to be recognized as an important resource is very essential for the personal and professional development of individuals at all levels. Internet, more specifically World Wide Web has become the world's largest source of information. Users are increasingly becoming addicted to web and its search engines. For any piece of information, be it an address or an article, users would first prefer to hit Google before they check other sources. And with an efficiency that increases every passing day, these search engines have been satisfying most of the information needs of the users.

While information is readily available, especially with the help of "Google-like" searching on the Web, libraries are forced to focus on developing more effective ways for users to efficiently navigate the web. One of the approaches to accomplish this goal is through customised portals (*Krishnamurthy and Chan, 2005*).

MEANING AND DEFINITION OF WEB PORTALS

In the simplest of terms, Web Portal is the information placed on web. This may contain text, graphics, audio, video, animation, and links to web pages. A portal aims to

be an entry point to the WWW. Normally a web portal offers a search box, links, news, e-mail, discussion groups, shopping, schedules etc. Portals use a very basic mark up language for some formatting options, and the unique ability to link pages together using hyperlinks.

A Web Portal can also be defined as a Website for a specific audience that aggregates an array of content and provides a variety of services including search engines, directories, news, email and chat rooms (*Piennar 2003*). Within a short period of time, these portals have got evolved into a web interface which provides high level of personalized interface with the www.

The importance of any web portal lies in the currency of information provided, its ability to locate information of high relevance, provision of a powerful search engine with instant access to full text. Some other features that are desirable in Web portal are links to other sites of relevance to the organization, such as local information. For ease of use and aesthetic value, the portals have provisions for giving a customized interface to users to suit their specific or general requirements. Professionals are working towards design and implement of portals which help libraries to support academic functions in an efficient manner. This approach has lead to the development of some of the most functional academic portals, which prominently cover library resources and services in an attractive manner. Portals may be classified into two groups:

1) Horizontal portals or General Portals- provide information for a wide range of application fields; and

2) Vertical Portals (Vortals) or Specialised portals- provide specialised information to a specific community of users.

This grouping does not mean that a single user needs two portals side by side. As portal concept advocates for 'single point of access', mechanisms have to be applied that allow seamless access to information independent of the portal that hosts the service (Lorenz, 2004).

NEED AND IMPORTANCE

Web is a very large hypertext information space where different types of users can search and find information in different domains. With the help of general directories and search engines, users may be able to locate and access needed information to some extent. But one of the main problems with such approach is that they are compiled and given links to web resources keeping in view the general user and not for the user from the specific discipline. (Campbell, Jerry 2000). This results in weak interlinking, which often results in not so comprehensive links being offered to the user for accessing. No doubt, search engines provide a convenient way for information searching but users often find themselves facing the information overload problem. So quantity and as well as quality dazzles the user and the user most often inadvertently loses his/her track. A carefully designed web portal avoids this pit fall by weaving together e-resources to provide coherent view of the discipline. This also assists them in knowledge sharing activities.

By providing ease of access to selected resources, the library portal in effect guides the users to specific searches, since users do not care whether relevant resources are paid subscriptions or free online databases. Careful choices of selected Internet products combined with the library's paid subscriptions will provide patrons with the best resources, no matter what the media. Librarians need to become more adept at locating and evaluating web resources for specific subjects, much as they have been doing with the print resources.

Librarians have realized that multiplication of e-resources is a serious problem for end users. Users find it difficult to decide which is the most appropriate database or resource to search for information relevance to their need. Web Portals are the websites which solve this problem by providing access to all relevant e-resources at one point, thus relieving the user from the hassles of accessing different sources from different websites.

ATTRIBUTES/ELEMENTS OF AN IDEAL LIBRARY PORTAL

Portals are changing rapidly in order to keep up with the pace of developments in technology. Web Portals should be up to date in both coverage and design. Users frequently begin their searches on the internet to cast a wide net and pick up the freshest pieces of information. The information would be obsolete within weeks (Boss, Richard 2005). A portal loses its value when it does not provide access to current information. Like a journal that has a long period of time between article submission and appearance and a catalogue with a backlog, a portal without currency has diminished relevance. The seven C's that any web portal must have are the seven attributes that help in building an ideal portal for any library (Mankad, Manish 2004).

Context: Portal should have an aesthetical, functional look and feel. The colours chosen, the layout, etc should be refreshing and inviting to the users.

Content: Portal should provide link to another source only after its authenticity and credentials are verified. Users tend to view the references provided by institution portals as the authoritative and genuine ones. So the content on the portal must adhere to certain strict evaluation policy.

Community: The community or group of users for whom the portal is dedicated is the third important attribute to be considered before deciding the content and layout of the portal. The specific needs of the users should be kept in view while designing the portal.

Customization: It is the portal ability to suit every individual in the organization. Though it is little difficult considering the multitude of areas and needs of people in the organization, some extent of personalization can be achieved in providing different interfaces. An ideal portal must allow the users to customise their interface; select databases of interest; and create current awareness profiles.

Communication: It's the way the user communicates his needs to the portal and how the portal responds and satisfies the users' queries. Portal must have options for searching the portal content. Easy navigation is one of the hall marks of an ideal portal.

Connection: This is the extent of linkages between the portal and other sites mentioned in the portal. It's the networking within the portal site. The links provided must be checked on a regular basis, and any broken link must be corrected immediately.

Commerce: This refers to the actual sale of products and

services. This is meant for commercial organizations and this attribute may also have relevance to academic institutions, but for libraries, its relevance is very limited.

ROLE OF LIS PROFESSIONALS

Realizing the importance of Web portals, universities and research institutes across the world are in the process of upgrading their library websites by building a fully functional Portal. The portal technology has enabled librarians to shift to a more proactive, user centred, and service oriented model of library. A portal allows its users to customize information sources by selecting and viewing only those they find useful. LIS professionals who have received training to organize and evaluate information resources definitely contribute more for developing portals in their colleges and universities. With their expertise in handling content, knowledge of copyright, commitment to improved library service, and their experience in creating customized Web-based information delivery systems, LIS professionals play a very key role in portal design and implementation process. Some of the areas where librarians provide significant contribution in conceiving, implementing and managing web portals are briefly discussed below. (*Zemonm, Mickey 2001*)

Content and its authenticity: Librarians provide content that has been evaluated for its suitability for a specific user clientele. Librarians customize the content so that it is available to its users in the format that is most appropriate to the users. There are millions of web pages available on web and quite often users are faced with the difficulty of determining the authenticity of information and its source. Users trust the references and links provided by the portal as they are evaluated and thoroughly checked for its authenticity by librarians.

Copyright Issues: Today's learning environment involves accessing material in different formats over different platforms. Lot of research takes place around the world. Some works under copyright are also sometime hosted on internet without proper authorization. Librarians are skilled to know which sources to consult to decide which information is in public domain and which information has the restrictions of copyright. Librarians also interpret the Copyright acts and its various provision like fair-use, copyright distribution and portion limitation, etc.

Information Literacy Programmes: Electronic resources have taken the research, teaching-learning process beyond the confines of the walls of classrooms and libraries. Remote users of the library resources would need effective

assistance for utilizing the e-resources and information services of libraries. Librarians can develop web based information skills programmes that effectively educate users on how to exploit the benefits of e-resources as well as the portal and its services.

Information Services: Digital Reference Service started by librarians provides assistance to users with their information needs outside the library and at any point of the time. Many libraries have started Virtual Reference Desk, which is dedicated for the advancement of digital reference service.

ACCESS TO E-RESOURCES: THE PORTAL WAY

The most prominent reason why portals have become so popular is that they provide end users with a single gateway to personalized information and comprehensive support for their work, giving access to the tools they need in their everyday work. The portal successfully provides access to the e-resources of library.

- It's very comprehensive, i.e. integrates dynamic access in a wide variety of data formats, thus allowing users to share, manage, and maintain information from one central user interface.
- Its location transparent, i.e. it organizes access to data, without storing the data itself.
- Its highly organized, and enables structured access to information for users to browse
- It's personalized, i.e. it assembles personalized views of key information and notifies users on the new arrivals. It can be personalized to suit individual requirements and tastes.
- It's scalable, i.e. it supports the extension for new types of information and provides unified interface.

Ever since the advent of internet and intranet technology, many universities and institutes of higher education are upgrading their library websites by building web portals (*Little, John 2001*). This represents a paradigm shift in libraries from traditional archival purpose to a more proactive, user-centred service oriented dissemination model. Electronic brochures and websites do provide relevant data, but to a limited extent as they force users to browse extensively while mining for relevant data. Where as web portals actively deliver relevant content and service applications without users having to browse web extensively. Portal provides access to all the e-resources for which the particular library has bought license to access. This includes electronic only journals against paid

USE OF PORTALS FOR IMPROVED ACCESS TO LIBRARY AND INFORMATION SERVICES IN THE WEB ENVIRONMENT

subscription, e-journals which provide free online access along with print subscription, Online Databases, CD-ROM databases hosted on the library server, etc.

Portals also provide a means to access organizations' own products/publications like electronic thesis and dissertations, working papers, project reports, etc. It will also cover web resources which are in public domain and free to access. Links to such resources are provided in a structured way. These include Subject Gateways, Directories, Dictionaries, Institutional Repositories, etc.

ACCESS TO LIS SERVICES

Web portals are also an important tool which provide an interface for users to access and utilize library and information services over a network. Libraries have taken to automation in a big way and are always making efforts to generate and provide need based support and information services to their clientele. Some of the services that have absorbed the advantages of web portals are listed below (Currier, Sara, 2002).

- Reference and enquiry services : The services extended over portal are Online Public Access Catalogue, Digital Reference Services
- Reserves, document delivery and inter library loans
- Customized Information Services: New Additions, Current Awareness Services, Selective Dissemination of Information Services, etc
- User Profile Services: User records including paying fines and subscriptions, Recent searches, books overdue
- Online versions of required readings: Access to all online resources, catalogues and databases available through the library web guides and access to resources tailored for the particular course or module
- Information skills and literacy training
- Information about library like brief history, staff directory, contact details, services provided, rules and regulations, etc are also posted on the portal.

CONCLUSION

Majorities of the libraries at institutes of higher education and research have implemented web portals to provide single user interface for accessing multiple e-resources and information services. These portals provide enhanced navigation and linking through the rapidly growing number of electronic resources. Portals also provide a customizable

interface, federated searching, relevance linking, authentication and security. Thus portals are very instrumental in enhancing access to e-resources that a library holds. Since the last three years, Indian universities have been providing access to several hundred e-journals through UGC portal *Infonet*. Portal trend is fast catching up in India as all major universities and R&D institutions have implemented web portals for accessing e-resources and information services. The need of the hour for any library is to engage in the development of customized portals and provide enhanced access to library resources and services.

REFERENCES

1. Boss, Richard. American Library Association on Library Portals. Available at <http://www.ala.org/ala/pla/plapubs/technotes/librarywebportals.htm>. Accessed on 6th April 2006
2. Campbell, Jerry .The case for creating a Scholars Portal to the Web: A White Paper. *Association of Research Libraries ARL: A Bimonthly Report of Research Library Issues and Actions from ARL, CNI and SPARC*. No.211, August 2000 pp 1-4
3. Currier, Sara. Libraries and e-learning: Be inspired by INSPIRAL. *Library and Information Research News*. Vol. 26(82) Spring 2002. pp 4-15
4. Krishnamurthy, M and Chan, Winnie, S. Implementation of library portals for information resources-a case study of the Indian Statistical Institute, Bangalore (ISIB). *The International Information & Library Review*. Vol. 37, 2005. pp. 45-50
5. Little, R.John. A Librarian's Perspective on Portals. *Educause Quarterly*. No.2, 2001 pp 52-54
6. Lorenz, Thomas. The impacts of changing technology on information service provision at BASF. *World Patent Information*, Vol. 26(4) December, 2004 pp.319-326
7. Pienaar, Heila. Design and Development of an Academic Portal. *Libri*, 2003, Vol.53, pp 118-129
8. Mankad, Manish. Web Portal Elements: Desirables, Avoidables. In *Proceedings of BOSLA Workshop on ICT for Librarians*, 15th-16th Oct 2004. Mumbai, Tata Institute of Social Sciences, pp 6-12
9. Zemon, Mickley. The Librarians Role in Portal Development: Providing unique perspectives and skills. *College and Research Libraries News*, Vol.62 (7) Jul-Aug, 2001.

---***---

Records Management – An Overview

P.K. CHOUDHARY

Sr. Manager (Doc.), DLF Ltd., New Delhi

PROF. ASHU SHOKEEN

Chairman, Dept. of LIS, Kurukshetra University, Kurukshetra

ABSTRACT

An attempt has been made to discuss basic concepts of records and record management. Scope of record management has been discussed details. Different statutory, infrastructure and service requirements have been discussed in details. The different activities involving managing different kinds of records have also been discussed.

INTRODUCTION

The ISO defines **records** as “information created, received, and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business”.

Records management (RM), is the process of identifying, classifying, archiving, preserving, and destroying records. The ISO 15489: 2001 standard defines it as “The field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records”.

SCOPE OF RECORDS MANAGEMENT

In nutshell the scope of records management system helps to aid in the capture, classification, and ongoing management of records throughout their lifecycle. Such a system may be paper based (such as index cards as used in a library), or may be a computer system, such as an electronic records management application.

ISO 15489:2001 states that records management includes:

- setting policies and standards for records;
- assigning responsibilities and authorities;
- establishing and promulgating procedures and guidelines;

- providing a range of services relating to the management and use of records;
- designing, implementing and administering specialized systems for managing records; and
- Integrating records management into business systems and processes.

2.2 To summarize the different activities involving Record Management are:

- Policy formulation: Creating, approving, and enforcing records policies, including a classification system and a records retention policy
- Responsibility matrix: Developing a records storage plan, which includes the short and long-term housing of physical records and digital information
- System set up: Identifying existing and newly created records, classifying them, and then storing them according to standard operating procedures
- Accessibility: Coordinating access and circulation of records within and even outside of an organization
- Retention Plan: Executing a retention policy to archive and destroy records according to operational needs, operating procedures, statutes, and regulations.

MANAGING PHYSICAL RECORDS

Managing physical records involves a variety of activities involving diverse disciplines. At the simplest, physical records must be organized and indexed. Records management then resolves to being a coordination of many experts to build and maintain the system.

Different activities associated with Record management are:

Identifying & processing of Records: A record is first examined as to its relevance, and its authenticity. Forensic experts may need to examine a document or artifact to determine that it is not a forgery, or if it is genuine, that any damage, alterations, or missing content is documented. In extreme cases, items may be subjected to a microscope, x-ray, radiocarbon dating or chemical analysis to determine their authenticity and prior history. This level of authentication is rare, but requires that special care be taken in the creation and retention of the records of an organization.

Storing records: The record must be stored in such a way that they are both sufficiently accessible and are safeguarded against environmental damage. Storage facilities are created depending on the relevance/importance of records. For example an agreement may be stored on ordinary paper in a file cabinet in an office. Vital records may need to be stored in a disaster-resistant safe or vault to protect against fire, flood, earthquakes and even war. The civil engineers must be consulted to determine that the file room can effectively withstand the weight of shelves and file cabinets filled with paper. In addition to on-site storage of records, many organizations operate their own off-site records centers or contract with commercial records centers. Special care should be taken in order to maintain temperature and humidity of the storage area.

Circulating records. It is very important to ensure retrieval of stored records in time. In simple terms circulation is the process of retrieving, tracking the record while it is away from the file room, and then returning the record. At its simplest, circulation is handled by manual methods such as simply writing down who has a particular record, and when they should return it. However, most modern records environments use a computerized records management

system that includes the ability to employ bar code scanners for better accuracy, or radio-frequency identification technology (RFID) to track movement of the records from office to office, or even out of the office. Bar code and RFID scanners can also be used for periodic auditing to ensure that unauthorized movement of the record is tracked.

Dispositioning of records. Disposition of records mean transfer of records to a historical archive, to a museum, or even to a private party and destruction,. When physical records are destroyed, the records must be authorized for destruction by law, statute, regulation, and operating procedure. Once approved, the record must be disposed of with care to avoid inadvertent disclosure of information to unauthorized parties. The process to dispose of records needs to be well-documented, starting with a records retention schedule and policies and procedures that have been approved at the highest level of an organization. An inventory of the types of records that have been disposed of must be maintained, including certification that the records have been destroyed. Records should never simply be discarded as any other refuse. Most organizations use some form of records destruction including pulverization, paper shredding or incineration.

INFRASTRUCTURE

Let us discuss different activities associated infrastructure facilities required to physical storage of records:

Physical Records Facilities:

Record Rooms

These rooms are the pillars of support for any modern Record Management Systems to be adopted. For the optimum utilization of space in Record Rooms the following facilities to be brought up:

Step 1

Specially Designed Racks which can be customized and are *mobile/ detachable / flexible / upgradeable* is provided. These racks are internationally proven and are used in the latest systems used for Efficient Record Management the World over which are scientifically drawn and aligned symmetrically to be put so as to make optimum use of the available space by also giving due consideration to Air and Light management.

On these very racks, specialized boxes made of 5 Ply card board with **Bitumen Coating** (for protection from **dust & moisture**) along with **lamination of boxes by HDPE is in vogue**. In these boxes special care is taken for **air – ventilation** through incorporation of special design with sealing facility. **These specially designed boxes ensure proper breathing space and prevent the papers in the Records becoming brittle in the long run.**

Specially Designed Boxes

Step 2

The above mentioned records should be kept in **thin transparent Poly Propylene Covers/Files** which are clubbed together in thick Box Files which are then kept in those specialized Boxes. This methodology being used by various Agencies/Bodies across the Globe ensures greater flexibility / optimum utilization of space / quick retrieval and up-gradation of the desired Records by Bar-Coding these very boxes and files and a parallel support from customized software connected to a centralized Computer Server. This system ensures quick tracking of the Records both manually as well as software driven. Research world over has proven that this system if adopted ensures greater flexibility / better economics / optimum utilization of space / quick retrieval with no loss of time, without any damage and thus enhancing the life of Records in the long run.

Safety / Security & Secrecy:

Safety & Security of the Records is of utmost importance to any Organization. The above mentioned systems adhere to the latest International Security Standards certified by PRISM INTERNATIONAL (A not-for-profit Trade Association providing education / networking and advocacy services to its members and business public). These **Bar-Coding** (RFID tags) procedures used for Indexing Boxes/ Files by using Customized Software connected to computer / central server ensure transparency / professional management of Records. The sealing facility in boxes ensures compliance to secrecy and security needed by the Organization. The above system also has a very flexible plan of retrieving the records manually in a very short time without damaging the records.

Fire Safety

Adequate Fire Safety measures like Installation of Smoke/ Fire Alarm / Fire Extinguisher etc. could be undertaken if required /desired by the department as per International standards at most competitive rates.

Control / Supervision Mechanism:

Efficient Control and Monitoring Systems can be followed by installation of devices like CCTV/ Access Control / Motion Detectors ...Etc...wherein all the activities performed at various centers could be effectively monitored and controlled if so desired by the department.

Insect Repellant & Anti-Termite Treatment:

To prevent corrosive activities against the attack by termites and pests we would be pleased to provide solutions to the above by taking protective measures by use of fumigation process / use of effective anti-termite repellents / rodents etc. if so desired by the department.

Further to above infrastructure for security and safety the records centre should be guarded by two-tier electronic surveillance and security system. Records Centre be seismic and Fire resistant. Records are kept in humidity conditioned environment. Record containers are specially designed, codified and tracked physically and electronically with latest software. **Specialized vaults** (strong room) are required to be made available to store very important records like cheques /policy papers/ property and legal documents.

Insurance Cover

It is recommended that Records Centre should be covered with general insurance of its property and important documents.

FACILITY FOR KEEPING RECORDS IN DIGITIZED FORM

The records can be scanned / indexed and put on a central server (can also be provided in other medias like CD/DVD) for easy access by authorized personnel through network on their computer systems. This parallel process of keeping records in digitized form also ensures retrieval of records anywhere on a 24x7 hrs. basis without any damage. This

RECORDS MANAGEMENT – AN OVERVIEW

process also ensures the retrieval of data even in case of natural calamity like earth-quake/ floods etc.

All Media Specialized Vaults:

Customized boxes for all types of records are it paper, audio-video tapes, discs or floppies. Company keeps a close watch on these boxes and electronic functioning of vaults as well. We also do anti-turmeric treatment and other necessary fumigation to keep the records safe.

Important Considerations while offering record management facilities:

24 x 7 Access and Records Retrieval System.

Records Centre functions on real time 24 x 7. All documents can be physically accessed within a few minutes after tracing its position Permanent and most referred documents can be scanned and up-linked to be designated website for 24 x 7 access. Physically, these records can be accessed and transported to the customers within hours on working days.

Safe and Secured Transportation System

Manages specialized vehicles which are normally used to carry currency.

Secrecy & Legality is Up kept.

While recruiting our staff we follow strict and confidential personal investigations. Each of our members are guided and governed by service regulating Bonds. Every member has to sign Confidentially Bond as well,

Multi-Entry Indexing and Cataloguing

Agency gives extra stress to the creation finding aids of records apart from their physical up keeping. Agency needs specialized software where all given classification can be indexed well. The cataloguing should be done following the global standards but required to have scope of introducing its unique system or requirement for the purpose of indexing. We have automatic pop-up messages for the review of document at the near end of their designated termination of retention period. Each of the documents is also from time to time physically checked and a schedule is drawn for the next check. However, any physical access to the documents will be done in presence of the clients only.

COMMERCIAL RECORD MANAGEMENT SERVICES (RMS) OFFERED BY PRIVATE RMS SERVICE PROVIDERS

1. Set up services: One time set up which will include :
 - a) Box
 - b) Bar coding of the boxes
 - c) Setting up of files
 - d) Transportation
2. Record Storage and Management :
 - a) Monthly rent of the box
3. Record Retrieval and pick up :
 - a) Normal Deliveries
 - b) Express Deliveries
 - c) Delivery through Fax / Emails

INTERNATIONAL COOPERATION

Commercial records centers are facilities which specialize in the storage of paper and electronic records for organizations. Commercial records centers provide high density, secure storage for paper records and can provide climate controlled storage for sensitive non-paper media. The trade organization for commercial records centers is PRISM International.

EDUCATION AND CERTIFICATION

Records management, being a complex practice, involves many years of education and practice for full mastery. Many colleges and universities offer degree programs in library and information sciences. Furthermore, there are professional organizations such as the Records Management Association of Australasia (RMAA) Association of Records Managers and Administrators (ARMA International) and the Institute of Certified Records Managers which provides a separate, non-degreed, professional certification for practitioners, the Certified Records Manager designation or CRM. Additional educational opportunities in the form of a certificate program are also available from AIIM International and from the Records Management Society in Great Britain and Ireland. Education and training courses and workshops on scientific and technical records full lifecycle management and the Quality Electronic Records Practices Standards (Q-ERPS) are available from CENSA, the Collaborative Electronic Notebook Systems Association.

CONCLUDING REMARKS

1. As of 2009, records management has increased interest among corporations due to new compliance regulations and statutes. While government, legal, and healthcare entities have a strong, historical records management discipline, general record-keeping of corporate records has been poorly standardized and implemented.
2. In addition corporate records compliance have taken prominence in the areas of retention period requirements, litigation preparedness, and related issues because of recent fraud/scandals such as the Enron/Andersen scandal, and more recently records-related mishaps at Morgan Stanley.

REFERENCES

1. www.webinito.com
2. www.wintecconsult.com.hk
3. Value-added **records management**: protecting corporate assets, Karen L. Sampson, 2002
4. IIS management handbook, Carol Vanderbilt Brown, Heikki Topi, 2003
5. Occupational Outlook Handbook, 2004-2005, Us Dept of Labor, Bureau Of Labor Statistics, 2004
6. Corporate crime investigation, Jack Bologna, Paul D. Shaw, Paul Shaw
1997



Knowledge Management in Libraries

S. NATTAR

Librarian, Central Library, Sri S R N M College, Sattur, Tamil Nadu
and

M. SELVAKUMAR

Lecturer, PG and Research Dept. of Commerce, Sri S R N M College, Sattur TN

INTRODUCTION

Knowledge economy is a knowledge-based economy. In the knowledge economy era, the management refers to effectively identify, acquire, develop, resolve, use, store and share knowledge, to create an approach to transforming and sharing of tacit and explicit knowledge, and to raise the emergency and innovation capability by utilizing the wisdom of the team. Since knowledge has become the driving force for social development, the attention of the society to information and knowledge is rising and people's demands for information and knowledge are increasing step by step. This has provided a good environment for library development. Moreover, as information and knowledge has become an important productive factor for the modern economic system, the society will inevitably require intensified management of information and knowledge. How to manage knowledge will become an important subject facing libraries in the near future. Knowledge management in libraries should be focused on effective research and development of knowledge, creation of knowledge bases, exchange and sharing of knowledge between library staffs (including its users), training of library staff, speeding up explicit processing of the implicit knowledge and realizing of its sharing.

WHAT IS KNOWLEDGE MANAGEMENT?

One definition is that Knowledge Management is the collection of processes that govern the creation, distribution and use of knowledge. It is also described as a collaborative process through which organizations generate value for their intellectual assets. At the health sciences center, clinical practitioners generate value



from intellectual assets when they diagnose and treat a patient. Educators generate value from intellectual assets when they develop and teach courses. Researchers generate value from intellectual assets when they conduct research, report results and sometimes develop new products.

MANAGING KNOWLEDGE: A SHARED VISION FOR THE FUTURE

In general, IT has been thought of as being expert at managing data. Libraries have been thought of as being expert at collecting and organizing published information. But in complex organizations there is an increasing need to manage not just data or information, but knowledge. Knowledge is produced by humans who are able to produce information from data, and then merge information and experience into knowledge. Knowledge is often undocumented. It easily can be lost when the individual who has certain knowledge is unavailable. Determining how best to capture and manage knowledge requires collaborative partnerships

CONTENTS OF KNOWLEDGE MANAGEMENT IN LIBRARIES

As a completely new method of management, knowledge management in libraries leaves much to be desired in its theoretical system. Knowledge management in libraries should include such respects as follows:

i) Knowledge Innovation Management

Knowledge innovation management in libraries refers to the management of the production, diffusion and transfer of knowledge as well as of the network systems constructed

by related institutions and organizations. It includes three aspects, namely, theoretical innovation management of knowledge, technical innovation management and organizational innovation management.

Theoretical innovation management is to enrich and enlarge the theoretical and practical research fields of library science and information science through pursuing the latest development trends in library science the world over. Technical innovation management is to manage the network systems constructed by institutions and organizations that relate to the full course of technical innovation. In their evolution from conventional libraries to electronic libraries, or digital libraries, Libraries should make technical breakthroughs and progress and build up technical facilities to support knowledge management. Organizational innovation management is to create a set of effective organizational management systems adaptable to the requirements in the electronic library era to support and strengthen knowledge management activities, by optimizing the functional departments and operation procedures of libraries.

In these systems, it firstly requires that leaders who take charge of knowledge management activities should undertake to formulate the management plans and coordinate all knowledge management related activities. Secondly, it requires establishment of special leading groups of knowledge flow for accomplishing all tasks relating to knowledge management activities. Electronic resources committees are established composed of various types of specialists to take charge of evaluating, procuring and creating the electronic resources on the one hand, and coordinating activities of business departments and spurring them on to close cooperation in such fields as procurement and organization of the electronic information resources as well as providing services on the other hand .

ii) Knowledge Dissemination Management

Knowledge dissemination is of equal importance as compared to knowledge innovation. Knowledge creators do not have much time and energy to look for knowledge users. Though there are a multitude of knowledge users, it is very difficult to acquire knowledge that already exists in the minds of knowledge creators as restricted by various objective and subjective conditions. Therefore, libraries may

play the part of knowledge trosses, use diverse media and channels to disseminate various new knowledge. In the 21st century, the Internet, with its mass information and extensive contents, will provide people with the main approach to searching knowledge and acquiring information. But now there emerge absurd, salacious, false and uncivil information resulting from seeking for commercial profits and political objectives on the Net. Therefore, it is necessary to strengthen knowledge dissemination management in libraries as follows:

- uninterruptedly strengthening the creation of libraries' own document resources and deepening the development of document information resources;
- continuously raising the quality of libraries' staffs and strengthening continuous engineering education of working staffs;
- giving full play to the special role of the expert system in knowledge dissemination;
- Making a comprehensive utilization of all media to ensure security of operation of networks, and prevent online criminal activities and online dissemination of inappropriate information.

iii) Knowledge Application Management

In the 21st century libraries should also attach importance to provision of services for people to acquire knowledge and achieve maximum functions and efficiency of knowledge information. Therefore, knowledge services based on high-speed information networks should be carried out by:

1. Setting up virtual libraries or information centers for enterprises, governments, public organizations and scientific research institutions. It is difficult for an enterprise or a social organization to put sufficient manpower, material and financial resources on information gathering, organizing and developing. It is also impossible and unnecessary to spend a large amount of funds on information resources for their own use. Libraries can create virtual libraries or information centers for these organs separately according to

KNOWLEDGE MANAGEMENT IN LIBRARIES

their respective information requirements by using abundant information resources on the high-speed information networks.

2. Setting up digitized knowledge services which is actually a development trend of libraries in the 21st century. This presupposes: creating step by step the users-oriented information service systems such as information dissemination, information search and special supply of information; quickening the creation of digitized libraries; studying the methods, means and techniques of information distribution and search with the Internet as the base and WEB technique as the core.
3. Digitizing libraries' resources. The electronic libraries or digitized libraries are the technical modes and development trends of libraries in the knowledge economy era. The knowledge services of libraries in the future will start with creation of databases comprising electronic journals and books in different languages that have discipline features and can operate on high-speed information networks. Great efforts should be made to transform all existing large non-electronic information resources into electronic information and integrate them into electronic libraries.

iv). Human Resources Management in Library

Human resources management takes it as its basic starting point to train high quality specialized talents and to revitalize the library undertaking. In practice, we should pay full attention to diversity and variation of library staffs' requirements, strengthened management of different library staffs by applying contingency management approach. That is, to some people, rigid management method is applied, rigorous supervision and control imposed, and quantity and quality requirements of work according to regulations and procedures are made clear. And, to the rest of people, more flexible management method is applied to let them participate in decision-making and consultation and undertake more jobs so as to bring their management abilities into full play and realize organizational and personal objectives. Doing well in continuous engineering education of specialized staffs, which should not only focus on the

theory of library science and related disciplines, but also cover the latest technical knowledge. And strengthening professional ethics education.

v) Information Technology

Knowledge acquisition is the starting point of knowledge management in libraries. The application of information technologies enlarges the scope of knowledge acquisition, raises knowledge acquisition speed and reduces knowledge acquisition cost. It is possible to link closely knowledge sources and knowledge workers by computer networks, thus constructing knowledge networks in libraries. The knowledge acquired must be accumulated and converged into knowledge warehouses of libraries. Information technology functions as a source and tool for knowledge innovation.

SKILLS LIBRARIANS BRING TO KNOWLEDGE MANAGEMENT

The following skills of librarians bring the knowledge management to libraries

- ❖ Indexing
- ❖ Abstracting
- ❖ Taxonomy, controlled vocabulary development
- ❖ Quality filtering of information
- ❖ Grant planning writing
- ❖ Networking and community outreach
- ❖ Needs assessment
- ❖ Project management
- ❖ Web page development
- ❖ Graphical design
- ❖ Database development and maintenance
- ❖ Usability testing and evaluation
- ❖ Curriculum development
- ❖ Teaching and training
- ❖ Statistical analysis
- ❖ Project and program evaluation
- ❖ Compiling white papers
- ❖ Writing for publication

CONCLUSION

Economic environment and information environment is changing quickly today. Knowledge management has become a powerful tool for promoting innovation and realizing reengineering the various walks of life. It occupies very outstanding position in the creation of the knowledge innovation systems of a country. The conventional functions of a library are to collect, process, disseminate, store and utilize document information to provide service for the society. In the knowledge economy era, the library will become a treasure-house of human knowledge, participate in knowledge innovation, and become an important link in the knowledge innovation chain. In the 21st century, the library will inevitably face the new subject of knowledge management. How for the library circles to meet the challenge of knowledge economy and to build the

knowledge management systems of libraries is a subject that demands our urgent study and solution.

REFERENCES

1. Thomas H Davenport. The Future of Knowledge Management.
2. Tang Shanhong, Knowledge Management in Libraries in the 21st Century.
3. Sheng Xiaoping. Knowledge Management of Libraries in the 21st Century, Library Magazine, 1999 (8), 29-32.
4. Knowledge Management in Libraries/Piyush Kanti Mahapatra and Bhubaneswar Chakrabarti. New Delhi, Ess Ess, 2002.



University Libraries in Digital Environment: Vision 2020

B. SINGH, P C KAPILA

and

RAJIVE PATERIA

Assistant Librarians, Nehru Library, CCSHAU, Hisar

ABSTRACT

The Information & Communication Technology (ICT) has revolutionized the world in ICT to make their services better. University Libraries are collecting digital information because it is easy to access on 24/7 from anywhere. This digital environment is changing the shape of the libraries and their activities such as acquisition, cataloguing classification, issue/return, and reference service. RFID (Radio Frequency Identification Device) technology has made possible self-issuing, checks thefts and helpful in tracing the misplaced books on the shelves in the library. In the coming time the nomenclature of library may change.

Key Words: Digital Library; Virtual Library; Cyberary; Ebrary; Library Portal; REID

INTRODUCTION

Universities and Research and Development Institutions play a vital role in imparting education for the betterment of the society. Being the centers of higher education, most of the research is being conducted in these institutions. Stressing upon the need of higher education, Dr. Radhakrishnan Commission said, "Democracy depends for its very life on a high standard of general, vocational and professional education." Libraries of these institutions are treated as the treasures of knowledge. These libraries provide congenial environment for reading books, newspapers and journals etc for the students, researchers, faculty & staff. On the functions of the university library, Kothari Commission said, "University library brings books, students and scholars together under conditions which encourage reading for pleasure, self-discovery, personal growth and shaping of intellectual curiosity". Change is the law of nature. As the change comes in the society the libraries do feel the effect being part of it. The libraries cannot grow in isolation because they are part and parcel of the society and they have to cater the needs of people. Libraries store, organize and retrieve information in different forms. After the advent of printing technology the libraries gathered collection of books. With the start of research

and the results of research being published in the journals, the university libraries started the subscription of journals to meet the demand of research scholars. Then information started pouring in microchips, Microfiches etc. These media forms didn't survive long due to difficulty in reading and slow mode of accessing. The technology of photocopying made the life of users easy, as it got rid of them from copying lengthy pages from books and journals. But actually application of computer has brought revolution in the society. Now the information is available on electronic media and digital form. The libraries have also started building their collection in this form. The present study concentrates on how the shape of libraries is changing and will become in the coming time if this trend continues.

When we start visualizing the future libraries it immediately comes to our mind the collection which is taking place in electronic form. This type of media of storage is computer readable and requires very less space as compared to traditional book form. So libraries now have the preference to have to have electronic/digital collection of documents. In this way the traditional collection will go on reducing and the time may come, when libraries may have negligible collection in printed form. If we dream of true digital library

then we would not find stacks full of loaded books and journals. But with the present pace of technological trends going on, there seems to be a remote possibility to have any purely digital library. The shape of library may be collection less libraries and have only computers with net connection located in small building librerie instead of having present type of edifice. In this case the libraries will be called information agencies, will render services through the net. Rather it is possible libraries may find new names such as Cyberaries or Information Centres. With the developments going on we fear that the existence of libraries may come at stake. This fear may not of unfounded on the ground that when all the information available in digitized form and accessible through the computer then what will be the role of libraries? Moreover information can be accessed from anywhere and anytime. The work can be done easily by any private agency. But if we see the other side of the coin, still the users, senior patrons of library still want to read the document in print form. They do not like to sit before the computer at all. In other words we can say that they cannot adjust themselves to changing technologies. So it is very difficult to visualize the library without printed material. No doubt number of traditional library may decrease but we cannot rule out its existence. The holding of journals will certainly be reduced as libraries have started paying subscription for online journals. Consequently very few journals will be subscribed on print media.

In the changing scenario the role of libraries has been complicated. On the one hand they have to serve the class of users who like to use modem technology and on the other hand there are library patrons who always ant to ye information in printed form. So libraries will have to maintain a balance in building their library collection. To cater the need of users, which cann't be satisfied solely by printed or electronic collection in present day context. In this context Richard J Bazilhon rightly said, "The arrival of electronic information products does not mean an end to libraries as institutions, although a new kind of library service is certainly evolving". Library cannot grow in isolation. It is a sum total of collection, staff, users, building and technology. Application of technology is welcomed in providing the services and developing the facilities to satisfy the interest of the users. Nevertheless the application of information

technology will certainly affect e working of library and thus the scenario of library will definitely change in the coming time.

ROLE OF INFORMATION TECHNOLOGY

Today we can see the impact of information technology in every walk of life such as banking, insurance, railway, airlines etc. similarly libraries are also not lagging behind in this pursuit. Earlier books, journals and other reading material were available in the print media only. But today the libraries are equipped with computers, printers, scanners, barcode readers, videos, compacts discs, floppy discs, magnetic tapes, cassettes, RFID (Radio Frequency Identification Device), and in house and commercially available databases to provide information to the readers through net. The Online public Access catalogue (OPAC) has changed the shape of the traditional card catalogue. In the traditional setup, there was a huge line of card cabinets; now the readers can access the catalogue with click of the mouse on the computers occupying a small space. Libraries are providing Internet, e-mail and online journals services also to its users. to have complete and comprehensive information in their respective fields. This is only due to this reason that the information is available in digitized form (computer readable) as well.

With the applications of Information Technology the scenario of libraries has changed drastically, the libraries are providing online access to their users, For all the library activities such as ordering, classification, cataloguing and reference and information services, omputer application is increasingly being used. Even the book has changed its shape in this technological era. This trend of computerization is not going to end and by the year 2020 but it is expected that library automation will be done for most of the library services and information will be provided through the IT. The scientists will be able to locate library holdings through their own-networked desktop in their lab or department. The traditional reference service will take the place of modem reference service such as guiding the users how to make use of OPAC, to search through CDROM Databases, Internet Search Engines and other digital resources.

Now let us discuss different activities of libra which are getting affected with the use of ICT.

ACQUISITION

With application of computers, acquisition of books and journals will find change in

selection, inhouse availability of resources, placing orders, and sending reminders for non-receipt. New technology has helped libraries in getting the list of selected books and journals from the different departments through E-mail. This has avoided unnecessary correspondence, wastage of paper and time. Similarly orders of the books and journals can be sent through E-mail and response is very quick. There are so many publishers, which comply with online orders. We find provisions in library software to generate reminders automatically for the non-receipt of books and journals. This has helped a lot in pursuing the ordered books and journals, which was not practically possible in the traditional system of acquisition.

Further libraries will subscribe online journals. Online subscription not only reduces the work of libraries but also helpful for the users as they get access instantly without waiting for months together as in case of print media. Moreover back—files of the journals also provided on CDs for future references. Alternatively back volumes of journals will also be accessed online with the online journals' subscription. This online subscription will be either by the single library through agent or becoming member of consortia such as UGC-INFONET (for university and college libraries). "INDEST" provides on-line access to e-journals to fiTs and liMs of India, etc. Similarly ICAR consortia will cover agricultural universities. It is pertinent that libraries will go for consortia as they widen the scope of their resources and are economical too.

CATALOGUING AND CLASSIFICATION

Cataloguing: Catalogue is a key to open the treasure of library. The traditional way of

cataloguing is to prepare different entries (such as author, title, editor, series etc.) to satisfy the different approaches to document search of the users. With the application of computer, the work of cataloguing is minimizing because the bibliographical details of reading materials are entered

in the worksheet devised by the software designer and all the required indexes are generated automatically as per instructions in the package. So we can say that by the year 2020 there will be no traditional cataloguing as library card catalogue will be replaced with OPAC (Online Public Access Catalogue). So with the help of OPAC the users will be able to search library resources. Moreover there will be no need to visit the library just to confirm about the availability of specific document, as with the help of OPAC the readers can make search from his/her own-networked computer sitting in the department. Moreover there is no need to remember lengthy title of the book or its author to know the availability. Keyword search and combination search with Boolean operators (AND, OR, NOT, *) will serve the purpose.

Digital Resources: The libraries are now heading towards building digital collection. Digital resources are being procured and old collection is being digitized. Some of the libraries may not be able to digitize their whole collection due to paucity of. Moreover it may not be practicable to digitize all the resources due to Copyright Act, the libraries may digitize the content pages of the resources available on print media to provide digital access to contents of the document. In case user finds the contents of his interest then he may go **to access printed copy of the documents**. In this way all the digital information will be stored and retrieved with the help of DMS, which controls and manage the database of digital collection.

Through OPAC, we can not only access the bibliographical detail of the print and digital resources, but also access the full—text of digital collection. Library Catalogue will be replaced by Library Portals which may provide access to any type of digital information i.e. articles of journals, e-books, theses, reports, etc.

Classification: Classification is very important tool for libraries to organize and locate the reading material. Different library classification schemes are available through which documents can be classified. In future classification schemes will be either on CD or Online and reading materials can be classified online just with the help of the keyword(s) of the title.

Classification and Digital Library: Google has recently announced a project to put 15,000,000 digitized books on the open Internet. The purpose of it is to achieve the goal to free those books from their current physical locations and make them searchable from anywhere, at anytime, by anyone with an Internet connection. What concerns Thomas Mann is the concealed proposition entailed in the project: the prospect of greatly expanded content for the open Internet comes freighted with a severely diminished capacity for finding that content. Access to the books, especially via subject searching, will become immeasurably more difficult. He has further stated that if we find any information through key-word there are so many hits and user finds it difficult to select the relevant material out of the thousands of records displayed on the web. To solve this problem he has suggested that Library of Congress management should think that it could dispense with LC subject cataloging and classification.

Faceted Classification and Web Mining: Library Classification cannot fully solve the problem for organizing and retrieving pin-pointed information on the net because that couldn't use the same classification scheme till there is unanimity arrived by the world body to take initiative. To-solve this problem William Denton has suggested faceted classification which Dr. S R Ranganathan used in his Colon Classification. This can

achieve the goal for accessing specified information to greater extent. Facets and the web go very well together. Barbara Kwasnick (1999) said, "The notion of facets rests on the belief that there is more than one way to view the world, and that even those classifications that are viewed as stable are in fact provisional and dynamic. The challenge is to build classifications that are flexible and can accommodate new phenomena. And after they are built, the challenge is to make them easy to use. With hypertext and the web, dynamic views are only the click of a button away. Facets make a multi-dimensional organizational scheme, and web browsers are easy and familiar tool for navigating many dimensions. All of the benefits of faceted classifications can be realized on the web. This will be clear from the following example:

If a scholar wants to make search on 'wheat' that may have following attributes:

1. Crop;
2. Breeding;
3. Varieties;
4. Sowing;
5. Soil;
6. Fertilizer
7. Irrigation;
8. Insect/Pests/Weeds;
9. Insect/Pest / Weeds Control;
10. Production;
11. Harvesting;
12. Storing;
13. Nutrition;
14. Area;
15. Time

These may be possible attributes for which the users would like to make search. But that can be increased or decreased according to the facet chosen for designing web. The faceted classification gives the power to web designer to organize the data on the basis of attributes and entities of the facet by consulting the subject specialists This will make the web more interactive and effective to find the required information.

There are two ways to store the faceted classification system on a computer- XFML and relational database. When designing a system to store a classification on a computer, make it as easy as possible to handle changes and do everything necessary. XFML is a markup language written in XML, and hence looks similar to HTML. It is used to put faceted classifications into a standard machine,' and human-readable form that is easy to store, transmit, and manipulate data.

VIRTUAL REFERENCE DESK (REFERENCE SERVICE)

The role of reference librarian is changing fast in the digital environment, as the traditional reference desk is being

converted into Virtual Reference Desk. With the advent of Internet, the rendering of the reference service has changed completely. The reference librarians Mtl now have to rely on electronic and web resource. Reference service through mobile and email will be in vogue. Reference librarians will equip themselves with latest technologies for finding information through search engines in order to get pinpointed information.. Users of the library will be trained to acquaint themselves to make use of Internet to get the desired information with the help of specific sites available for the purpose. This will ave the time of the users and staff as well. With this, we will find how best the objective of fourth law of library science is really achieved.

Reference librarian will continue to provide the services to the users who are in the library, but most of his time will be spent in the activities in response to the remote users. There may be need of such library professional, who can work outside the library independently or quasi independently. In this regard University of Michigan has taken steps by adding Field Librarians to professional staff These Field Librarians will help scientist or researcher or any other officials on site as and when required

ISSUE AND RETURN

This process of library has become very easy and time saving as overdue charges is calculated automatically and overdue reminders and statistics are generated easily when lrequired. The automated issue and return system helps the user to know immediately, whether the book in question is issued and to whom and when it is due. In the manual system it took long time to check the issue status of the specific document. Moreover it was not possible to control issuing the books on the lost card that might have been brought by other user of library with computer application.

The issue and return work may reduce as a collection on print media is decreasing and digital collection is increased. Moreover maximum information is available online or made online and this can be downloaded on desk or printout can be taken. Now we are heading toward self-issuing as in the case of banking through ATM. The only thing the library has to do that every book should be bar-coded or should have a electromagnetic strip, which will help in getting issued the book and checking the same at entrance of the library. In USA libraries are making use of advanced

technology known as RFID (Radio Frequency Identification Device) for self-issuing of reading material. RFID not only helpful for self-issuing and stocktaking but also checking thefts and tracing misplaced books on the shelves of the library.

STAFF

Staff is the main component of the library. Due to Government policy libraries are already facing acute shortage of staff. The application of technology has already overburdened the library personnel, as they have not only do the manual work but also to automate library activities. In this way present staff needs training to work through computer. The decreasing staff will deteriorate the library services and might have repercussion on computerization as we find that some of libraries are lagging behind in this venture. However the work of data entry can be got done from out sourcing but the reliability of correctness is question marked because out sourced may ignore some technical points, which may cause problems while retrieving the information due to their importance for libraries. So the role of library staff is significant in making correct data entry to avoid complication.

The libraries will not only to train the existing staff to meet the challenge of IT but also to find way out for recruiting computer trained human resources to develop, build and manage digital libraries that are the need of day. Now the traditional staff serves partial purpose of library. New staff recruited for library should have training of computer, as well as working experience of library packages to deliver the goods. At present libraries are increasingly rely on computerized catalogue and internet..

The time has now come when libraries require small but computer tytrained staff to handle digital resources. The digital resource acquisition reduced the work of the processing and maintenance work. In this way binding and shelving staff may either decrease or will be negligible in number.

Role of Librarian: The Library is ‘what the librarian makes it’. So in the changing environment where ICT is increasingly used the role of librarian is very important in developing the library according to users’ The librarian role has become diverse since on one hand he has to get budget for books

and journals on print media but **also** to modernize the library keeping in view of the changing need of the society. Modernization of the library includes automation of library system and services. Thus librarian need to have knowledge and experience regarding the use of library automation software, networking and digital library resources. If he is not able to deliver the goods to meet the changing needs of the patrons, then he may lose his credibility and library services will affect adversely. The best use of any library depends upon managerial capability of the librarian, because he is the leader and role model for the staff He is not only to set an example for others to work but also to make significant contribution in adopting the technology, which is useful for library and users as well. Ranganthan in this context has rightly said, "Library is a growing organism". The main objective of this law is that the library should not only grow in terms of books, building, and staff but also take advantage of technology, which may empower the library and users to access the information speedily and effectively. Therefore the librarian should not hesitate to avail the facility wherever it is available for the development of library. The main hurdle in developing the library may be finance. He should able to convince the authority in getting the necessary funds to make the library a place where every one should like to visit not for the sake of visit but also be tempted to sit for study. The new technology has not only empowered the users but also the librarian to monitor the activities of budget, cataloging, classification, digital collection, latest information on net, etc. Hence the role of the librarian is like a pivot around which all the activities of the library revolve.

BUILDING

The traditional type of collection requires huge building for library, for shelving books

and bound volumes of journals. The growth of libraries depends upon the developing large collection. As collection grows, the library requires large space to accommodate the same. Moreover the provisions are left for further extension of the building. In this way large buildings were planned. With the change of type of collection from print media to electronic media, which does not require huge space, the size of building will certainly be affected. The electronic

media, which include, CDs, VCDs, DVDs etc. that contain large amount of data, require very small space. As we are heading towards digital libraries that too may not have any collection either on electronic media or on print media as all the data will be on server. Therefore concept of huge building will find no place and the library will occupy a small area to serve the different activities of the library.

FUNCTIONS OF FUTURE LIBRARIES

According to Bazillion libraries, the future should function in the following way to extract maximum out of technology:

1. Broadening and improving access to electronic information sources;
2. Providing special facilities and equipments such as high-end workstations and interactive TV connections;
3. Assisting faculty in integrating technology into their teaching and research activities;
4. Maintaining a high level of staff expertise concerning developing information systems;
5. Helping students distinguish between web surfing and electronic research; and
6. Providing an atmosphere in which technology enhances education.

DIGITAL LIBRARY PROJECTS: A CO-OPERATIVE APPROACH

We are visualizing that library of future will be digital or virtual Sometime it s not possible for an individual library to digitize its resources. SQ it will be better to become member of a Project, which is economical and provides qualitative output

Following digital library projects are progressing in this direction:

THE MILLION BOOK PROJECT

It envisages developing a collection of one million digital books by adopting a staged approach.

The Million Book project will adhere to the Copyright Law. The mission is to create portals for

the Digital Library of India, China and USA. which will foster creativity and free access to all human knowledge. As a first step in realizing this mission, it is proposed to create the Digital Library with a free-to-read, searchable collection of one million books. These portals will also become an aggregator of all the knowledge and digital contents created by other digital library initiatives. As of November 2005 over 600,000 books have been scanned: 170,000 in India, 420,000 in China, and 20,000 in Egypt. Roughly 135,000 of the books are in English; the others are in Indian, Chinese, Arabic, French, or other languages. Most of the books are in the public domain, but permission has been acquired to include over 60,000 copyrighted books (about 53,000 in English and 7,000 in Indian languages).

Archives of Indian Labour:

Archives of Indian Labour was constituted with the long—term objective to act as a specialized repository of records and voices of the workers, and contain textual, visual and oral records on labour in India. At present in total 5 special collections comprising 40,000 printed pages, 100 hours of taped interviews are stored in digital form. In addition several special reports and articles on labour history of India are also available on www.digitat-libra.y. This library has been developed using Greenstone open source software at V.V. Giri National Labour Institute, Noida. To access the library resources registration is required.

Digital Library of Indian Institute of Management, Kozhikode:

This digital library has been developed by HMK library holds documents on management, economics, sociology, and IIMK staff publications. The number of documents included is less as the library is in development stage.

Digital Library of Library and Information Science:

This library has been developed by DRTC, which contains full text of papers/articles related to Indian Librarianship. Presently it contains full text papers submitted in DRTC seminars, papers submitted by LIS professionals and Students Theses/Dissertations. In future it is having plans to include conference proceedings of Indian LIS associations.

ETD at Indian Institute of Science:

This is the digital repository of Theses and Dissertations of Indian Institute of Science, Bangalore, India. Online search, browse and access theses and dissertations is available. This repository has been developed to capture, disseminate and preserve research theses of Indian Institute of Science.

Indira Gandhi National Centre for the Arts [IGNCAI Digital Library]:

IGNCA digital library contains digital images, audio and video recordings, animations, electronic books, related Indian arts and culture.

Nalanda Digital Library:

Nalanda is the result of the ongoing Digital Library initiative at National Institute of Technology, Calicut Library. Nalanda Project aims at a full-fledged Digital Library at NITC to cater to the increasing demand for information resources from the Campus User Community as well as from Remote Users from rest of the Country. Some resources are open to all and rest are restricted to NITC campus and their recognised users. At present, it is in evolving stage.

Vidyanidhi: Digital Library and E-Scholarship Portal:

Vidyanidhi is planning to develop repository for Indian doctoral thesis. At present it provides access to metadata of Indian thesis. Few full text theses [ETDs] are presently available in its database. It started as a project in 2000 with support from NISSAT, Govt of India. Now with the support from Ford Foundation and Microsoft India it is evolving as a national initiative. It welcomes Universities and Researchers to participate in this programme. The project is based at Dept of Library and Information Science, Mysore University, Mysore, Karnataka.

PROBLEMS OF DIGITAL LIBRARY

We have discussed that the shape of library will change due to digital information and ICT application in library. Let us discuss some of the disadvantages of digital library:

1. **Restoring Back-Files:** All the digital information is available on the hard disc of server. Unfortunately if it

crashes, all the data will corrupt. However if the back files are kept on other electronic media, there are chances that data may be restored. Still we are not sure that by keeping the data in the extra file data can be restored with the changing technologies

2. **Leisure Reading:** Digital Library mars leisure reading. We cannot read the digital information while sitting at home and traveling in train or bus or air as in case of hard copy of the book, which can be read at anywhere and in any pose.
3. **Effects on Health:** Sitting before the computer for longer hours causes spondylitis, back ache and eye problems etc.
4. **Reliability of Information:** Information available on Net may or may not reliable because some of the sites do not update their data regularly. Therefore to ascertain the reliability, we will have to check the same from other sources too.
5. **Compatibility:** Electronic media requires compatibility with the hardware and software for accessing the information. Technology is fast changing, so sometimes we fail to access the information, which is not compatible with the existing hardware and software. This requires extra cost either updating or purchasing the new one.
6. **Time Consuming:** On the Net, many a times we cannot find specific information, as keyword search is not an ideal one. Sometimes links also leads to irrelevant information. Thus much of the time is wasted to get the desired information. To save the time, now the idea of facet classification is being tried.
7. **High initial cost of setting of digital Library System.**

CONCLUSION

The concept of library is changing very fast due to impact of ICT. Now the libraries will not have only printed collections but also digital resources, which are not seen physically. The technology has forced the library to digitize information. The advent of Internet has radically changed the form of library classification and cataloguing. To store, organize and retrieve the data on the Web, we use the terms metadata for cataloguing and facet classification for

classifying the information. Nevertheless changes are noticed not only in the access of data, classification and cataloguing but also in issue and return, staff, building, furniture, equipments etc. The reference service will be replaced with Virtual Reference Desk. The trend is that print collection will decrease and digital collection will takes its place, such as subscription of online journals and CDROM Databases. The libraries would also like to digitize the existing collection on selective basis, where the copyright act is not involved. RFID technology will not only help the self-issuing but also checking the theft of reading material. In addition this technology is used for stocktaking and tracing the misplaced books. Keeping in view of all this the libraries will need redefining or reengineering as they may be named as Knowledge Management Centers, Cyberary, Ebrary, Virtual or Digital Library. No doubt technology will play major role in changing the shape of libraries in the time to come, yet basic material will remain the same. Whatever the technology may come and find use in the library for the benefit of users but the print media will hold the vein of library for the society.

BIBLIOGRAPHY

1. Bazillion, Richard J. Academic Libraries in the Digital Revolution. *Educause Quarterly*. 2001; 51-55.
2. Boss, Richard W. REID Technology for Libraries.
3. Denton, William. How to Make a Faceted Classification and Put It On the Web. Nov.2003.
4. Report of the Education Commission, Ministry of Education, 1964-66 (Chairman: OS Kothari). 1966. Manager of Publications; Delhi; p. 288.
5. Report of the University Education Commission, Ministry of Education, 1948-1949 (Chairman: S Radhakrishnan). 1950. Manager of Publications; Delhi; p.66.
6. Kwasnick, Barbara H. The Role of Classification in Knowledge Representation and Discovery. *Library Trends*. 48,1; 1999; 22-47.
7. Martell, Charles. Role of Librarians in the Twenty-First Century. In *Encyclopedia of Library and Information Science*. 2003. Marcel Decker; New York; p.2524-2536.

UNIVERSITY LIBRARIES IN DIGITAL ENVIRONMENT: VISION 2020

8. Singh, Prem, Internet: Development, Fundamentals and Impact on Libraries in Indian Scenario. In Approaches to Modern Librarianship. Ed by Ajit Siwatch. 2006. Sanjay Prakashan; Delhi. p. 32-54
9. http://en.wikipedia.org/wiki/Digital_library
10. http://en.wikipedia.org/wiki/Iljoo_Book_Project
11. http://www.ala.org/ala/plalplapubs/technotes/Rplotechnoteundatc_doe
12. <http://www.educause.edu/ir/library/pdf/EQMO119.pdf>
13. <http://www.infolibrarian.com/dlib.htm>
14. <http://www.infolibrarian.com/edb.htm>



Role of Leadership in Effective Management of Library & Information Centre

SANTOSH KUMAR

S.P.A., North-Eastern Hill University, Tura Campus Library,
P.O. Chandmari, Tura -794002 (Meghalaya).

ABSTRACT

Narrates briefly the traits and theories of leadership. Mentions the implications of leadership theories in effective management of libraries and information centre. Discusses the effectiveness of leadership style in the library. Highlights in brief the impact of information technology in different spheres in the library management. Enumerates different traits a librarian must possess for the good administration in a library.

INTRODUCTION

Modern library management lays great emphasis on objectives to be achieved by the system. In library and information centers the foremost objective is to satisfy the need of its users. To achieve this goal proper library management based on scientific principles is very much important. Under this the work of others is directed, monitored and modified if needed. It involves certain combination of the under mentioned elements:

1. Science instead of rule of Thumb;
2. Co-operation instead of Individualism;
3. Harmony instead of Discord;
4. Maximum output instead of restricted output; and
5. The development of each person to his greatest efficiency.

In formulating and achieving the goal or objective, leadership qualities of a librarian is extremely important in scientific management of libraries.

LEADERSHIP CHARACTERISTICS AND TYPES

Leadership may be recognized as the art of influencing and directing people in a manner that wins their obedience, confidence, respect and enthusiastic cooperation in achieving a common objective. Leadership is both a function of personality structure and situational interaction. It is an essential ingredient in effective and successful management. There are number of leadership theories about the nature of leadership. The main theories are:

a. TRAIT APPROACH (1904-1950)

Trait approach or theory emphasizes the personal qualities of a leader and implies that leaders are born rather than made. There are some finite set of personal characteristics, inner traits, which distinguishes effective from ineffective leaders. As described by Kelly, there are physical personality and mental toughness etc. whose possession enables a person to be effective leader.

b. STYLE APPROACH

This theory believes once the behaviors that makes for effective leadership is known, leaders can be trained to exhibit that behaviour so that they can become better leaders. Lewin, Lippitt and Bradford(1938) finally settled style into a six generally accepted behaviours as autocratic, bureaucratic, diplomatic, consultative, democratic and free rein. Institute of Social Research, University of Michigan also developed different theories and methods in behavior research. Such research assumes that style of leadership influences various outcomes so that the direction of casual influence is a follows:

LEADERSHIP STYLE → GROUP PERFORMANCE,
JOB SATISFACTION,
ETC.

GROUP PERFORMANCE → JOB SATISFACTION,
MORALE

→ LEADERSHIP STYLE

c. CONTINGENCY APPROACH

Contingency theorists draw attention to the notion that there is no universally appropriate style of leadership and any particular style has an impact or outcome in some situations but not in others. Basically, there are four kind of leader behavior: (1) Instrumental leadership (or directive) (2) Supportive leadership; (3) Participative leadership, and (4) Achievement oriented leadership. This theory holds that leadership can emerge when situation is favorable in the following three dimensions:

1. Good interpersonal relationship
2. Task clearly defined and spell out; and
3. Authority and power attributed to the leader's position

d. FUNCTIONAL APPROACH

Group theory or functional approach holds that leadership is essentially an interaction between the leader, the group and the task. As such, a leader has to maintain balance between tasks, needs of the groups and individual.

e. NEW LEADERSHIP APPROACH

Vision is the main theme in the new leadership approach. True leaders who are more likely to be effective are those who speculate an image of the future for their organization and relentlessly pursue this mental picture. The leader facilitates the process by creating climate of trust, which will help vision to gain acceptance, by empowering people so that they have the opportunity to make the vision work for themselves. The leader comes across as an environmental watcher, makes judgments about environmental trends and orients his or her vision.

IS THERE A SUITABLE STYLE OF LEADERSHIP?

The effectiveness of a particular leadership style is contingent upon the situation in which it is used. Effective managers must be able not only to determine the most appropriate leadership style but also correctly apply that style. A style is effective if it produces positive results in a given environment. If leadership does not suit in a given environment, it is ineffective. An effective leader is expected to study environment and assess situation. After that it

should adopt a proper style, which fits to the demand of the environment and produces positive results. A successful use of power requires influence attempts that do not threaten the subordinate self-esteem. A leader who treats subordinates, as somehow inferior—who acts arrogant, bossy and manipulative - will quickly elicit resistance to requests and commands.

IMPLICATION OF LEADERSHIP APPROACHES TO LIBRARIANSHIP

Leadership style of a librarian plays an important role, which influence the library personnel within the Library. Our basic objectives within the library are to fulfill the aspirations of the user(s), who comes to it. Apart from these, librarian is expected to do the proper maintenance of the library. In proper display and maintenance, librarian needs to make a sound library policy, under which every organ of the library could function in proper way. Librarian must have the knowledge of different leadership theory so that he can perform his duty well for smooth functioning of the library. Apart from these, this will help in tackling different problems in better way. Librarian should develop a particular approach of its own or combination of different approaches for their library. In library various sections i.e. Circulation, Technical, Reference and Serial Control need proper coordination among themselves, so that they together could be able to achieve the objectives of the libraries inherent in the five laws of the library science. Whatever the style, it should be predicted on sensitivity and appropriate consideration for human behavior and task completion. A Librarian is a good leader if they possess following qualities and approaches in their style, which is based on the basis of the above traits, and approaches of leadership.

Sense of Responsibility:

Librarian must exercise self-control if they expect to control other personnel in the Library. They should strive to keep their personal lives under control and never allow personal problems to colour decision made at day to day function of the Library.

Technical and Professional Competence:

A true librarian should have professional and technical competence to influence others. Librarian should be aware about the latest development in the field as well as should

have command over different library concepts. If the leader or manager relies on others in the organizations to make decisions or provide guidance gets more respect from their subordinate. Dr. S. R. Rangnathan said that the librarian should be a moving encyclopedia.

Enthusiasm:

A librarian should be enthusiastic in all the tasks that comprise the goal of the organization. Employee will automatically give more of themselves and to be more interest in their work if they know their librarian is an involved, committed and enthusiastic professional/person.

Communication Skills:

Generally an effective librarian prevails in effective communication skills. Effective communication is a key leadership variable, Verbal, written and non-verbal com in are essential in acquiring employees co-operation. A good librarian also should know how to listen, since listening involves more than hearing. Successful librarian do not permit personal ideas, emotions or prejudiced to distort, what they hear.

High Ethical Standard:

Ethics play a key role in the leadership as well as in librarianship, because they are basis of all group interaction and decision making. Professional ethics require librarian to maintain high standards of personal conduct and adhere to those standards in all situations so that employee can apply on their actions.

Flexibility:

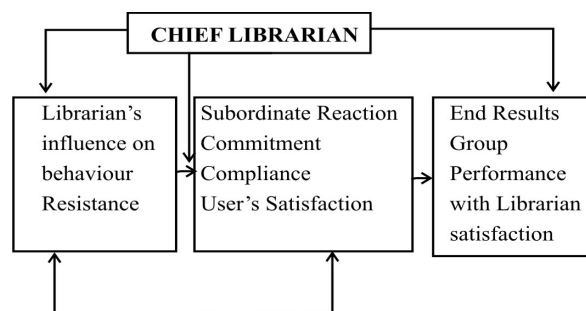
A library manager must understand that no two people or situations are ever exactly like. Effective librarian adapts their approaches to the particular person, group or problem at hand. Flexibility also implied that adaptable leaders are more capable of managing stress.

Vision:

Vision is indispensable to organizational progress. Effective librarian adapt ideas and images that excite people and develop choices that are timely and appropriate for the situation at hand.

The following diagram depicts relationship between power and effectiveness of librarian:

THE WORKING MODEL OF LEADERSHIP IN LIBRARY



IMPACT OF INFORMATION TECHNOLOGY (IT) ON LIBRARY MANAGEMENT

Information Technology (IT) has touched almost every area of human knowledge. It has brought dynamic changes in the sphere of library management torn The nature of library services and the relationship between library users and librarians have been changed considerably by the digital revolution and growing user(s) awareness and expectations. Librarians need to keep abreast of current technological trends and how best to use them. IT has opened the new avenues for smooth functioning of management. Library management is using these technologies for information storage, retrieval and dissemination of information as well. IT is being used successfully in various operations within library. The networking of computers under LAN and WAN, CD-ROM, Floppy-disks, Electronic-Mail, File Transfer Protocol (FTP), Multimedia, and Internet etc. have provided added hand to librarian to manage the library scientifically and communicate with the users effectively. Various software packages are available for budgeting, planning, forecasting and automation. Information and Library Network (INFLIBNET) along with UGC is working hard to built a comprehensive database at national level to share the resources of all the Universities and R & D organizations with the help of latest development in information technology.

To summarize IT can be employed in following ways in the management of library:

- 1) Computer Database Management System (DBMS) of library holding.
- 2) Computer-based periodical acquisition, processing and control system.

ROLE OF LEADERSHIP IN EFFECTIVE MANAGEMENT OF LIBRARY & INFORMATION CENTRE

- 3) Computer-based cataloguing system by using MARC-I and MARC-II.
- 4) Computer-based on-line circulation system.
- 5) Computer based Inter-Library Loan system by using facsimile transmission, LDX, and telex, etc.
- 6) Computer-based information storage and retrieval system by using CD-ROM, Floppy-disks, COM etc.
- 7) Networking of libraries by using LAN/WAN
- 8) Network based information search, research & services

CONCLUSION

It is said that the goal of management cannot be achieved without proper handling of manpower. A library managers need to understand the people, their skills, strengths and whatever motivate them. They have to recognize that every one is different and deal with each employee as individual. However, no leadership theory is perfect enough for librarians to follow it completely, but it helps the library managers to enhance and develop a style of its own to manage the manpower within the library tactfully. A librarian must possess the sense of responsibility, technical and professional knowledge, ethics and moreover vision so that he could anticipate the future needs of the library as well as staff Information technology has also strengthened the scope of librarians to manage the library in scientific way by providing a number of services, equipment etc. A librarian must have knowledge about IT advancement and their application in the house keeping operation within the library. If leadership approaches in the library is applied with certain changes in variables, it will definitively yield positive result in the form of library services and user(s) satisfaction.

REFERENCES

1. BIN WAL (J C) (1995). Leadership : A Case study of Banaras Hindu University. *Herald of Library Science*. 34 (3/4): 202-208.
2. DAS GUPTA (Kalpana), ed. (2001). Library Practices for Effective Management. Indian Library Association. Delhi : p. 163-222.
3. GIAPPICONI (THIERRY) (1995). Library Evaluation and Public Policy. *Journal of Librarianship and Information Management*. 27 (2) : 99-107.
4. HERSEY (Paul), BLANCHARD (Kenneth H.), and JOHNSON (Dewey E). Management of Organizational Behaviors: Leading Human Resources. 8~th ed. India. P.335-357.
5. KAULA (P N) (1994) . Manpower Planning and Impact of New Technologies. *Herald of Library Science*. 33 (1/ 2): 78-80.
6. NARAYANA (G J) (1991). Library and Information Management. Prentice-Hall of India. New Delhi. P. 71-72.
7. NARAYANA (G R) (1996). Database and Information Management Perspectives and Problems. *Information Today and Tomorrow*. 15 (3) : 3-7.
8. RABEN (Shamim) (1998) . Computer in Library Management. A.P.H. Publishing House. New Delhi. P. 1-15.
9. ROBBINS (Stephen P) (2003). Organizational Behaviour. 10~th ed. Prentice-Hall of India. Prentice-Hall of India. P.107-169.



BOOK REVIEW

SCIENTIFIC AND TECHNICAL LIBRARIES by Dr. D.S. Thakur. New Delhi: Ess Ess Publications, 2006, 518p. ISBN 81-7000-497-7 (HB). Price Rs.1200/-

Libraries are recognised as repository of knowledge and an integral part of education, society and research. They are endowed with the rich resources to meet the requirements of their users. Libraries are not mere the storehouse of literature, they are also the fountains of knowledge. Quality of teaching, learning and research of any organisation largely depends upon the potential of a library to meet the expectations and requirements of its users. Special libraries came in to existence at the dawn of the 20th century. Explosion in the growth of scientific and technical literature and paradigm shift in the access and use of information and communication technology (ICT) have posed serious challenge to the scientific and technical libraries in terms of their collection, information management, services and harnessing of ICT to deliver effective and efficient services. With the advent and use of ICT, the very nature of library and reference services has undergone a change.

The book under review is an outcome of a research work accomplished by Dr. D.S. Thakur on “Effectiveness and Use of Library and Information Services of the Laboratories of Council of Scientific and Industrial Research (CSIR) in India”. It is an analysis of problems relating to the ‘collections’ and ‘services’ of special libraries in the present period, based on a survey of libraries and users’ perceptions. The analysis includes library collections, services and application of information technology to manage the information resources in scientific and technical (S&T) libraries and to deliver high caliber services to the scientists, engineers and technologists engaged in research work. The book examines the parameters of effectiveness and use of S&T libraries. On the basis of findings, it offers suggestions for the improvement of library collections, strengthening of library services and harnessing of ICT.

The book consists of nine chapters. Chapter one deals with the importance, functions, development and role of scientific and technical libraries. Chapter two brings out an overview of literature; whereas chapter three deals with the organizational structure of CSIR. Chapter four focuses on the role of universities in pure and applied research in India. Chapter five describes the various issues pertaining to the application of ICT in scientific and technical libraries. In Chapter six, discussions were held about various national information centers set up by National Information System for Science and Technology (NISSAT) programme of Department of Scientific and Industrial Research (DSIR) which are providing excellent services to their users in their respective centers. An assessment of various 34 scientific and technical libraries under the umbrella of CSIR has been given in Chapter seven of the book. In chapter eight of the book, perceptions of scientists and research scholars about the services and collection have been presented. Main findings, suggestions for further improvement in the library and other issues have been discussed in the last chapter.

The book is definitely a source of reference for librarians to develop libraries in a systematic and well-planned manner. This is an earnest endeavour and the researchers and information professionals will find this book as an asset and valuable source for the acquisition of resources, extension of services and facilities in the libraries of highly scientific and technical organizations.

As a whole the book has properly standardized entries of references. Each and every chapters of this book contains a detailed “references list” which will definitely help the users of this book. “List of Abbreviations”, “List of selected readings” and an “Index” have also been given at the end of the book. The paper quality and binding have also been maintained a standard. The work has been brought out on hardbound and comparatively at a bit high price. It would have better if the paperback edition could have kept with little cheaper price. So that it may be possible for many young librarians working in scientific and

research libraries to procure such a useful book for them. At the same time, I must mention that the book is a significant attempt in this area and will be of great value to all library and information professionals to match them with the fast changing scenario. Since this is a praiseworthy publication on scientific and technical libraries and useful for all professionals as well as teachers and will be welcomed by all concerned.

Reviewed by Dr. Anil Singh

Division of Library, Documentation & Information

NCERT, Sri Aurobindo Marg, New Delhi-110016

E-mail: dr_anilsingh@rediffmail.com