Vol 2 Issue 12 Sept 2013

ISSN No : 2249-894X

Monthly Multidisciplinary Research Journal

Review Of Research Journal

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RNI MAHMUL/2011/38595 **ISSN No.2249-894X**

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Review Of Research
Vol. 2, Issue. 12, Sept. 2013
ISSN:-2249-894X
Available online at www.lbp.world

ORIGINAL ARTICLE

MANAGEMENT SKILLS OF ACADEMIC LIBRARIANS IN HUBLI-DHARWAD TWIN CITIES OF KARNATAKA

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ABSTRACT:

Librarian is performing the role of manager to manage all the activities in every college and university library. Further, the professionals such as University Librarians, Deputy Librarians, Assistant Librarians and College librarians are managing different college or university libraries or different sections in the academic libraries. Their activities involve different activities which are done by other staff and in this way, library professionals are managers of libraries. Hence, library professionals must be required management skills. Of course, they have learnt management skills during their higher education, but by the time, there is change in these skills and there is need to learn and update their management skills. For this purpose, there is need to assess the management skills of library professionals. In this respect, a survey of library professionals working in different academic libraries of Hubli-Dharwad twin cities is made. Totally 179 library professionals working in degree and post-graduate colleges and universities is made through questionnaire. It is suggested for the regular training of library professionals for developing their management skills.

KEYWORDS : institution and organization , librarian.

INTRODUCTION:

Every institution and organization needed efficient management to work effectively and for successful development. Likewise, every academic library needed efficient manager, that is librarian with management skills. Every librarian – certainly every senior librarian - has always been ipso facto a manager, even if he has not descended, as he might well say, to thinking of his duties in such mundane terms. In recent years, however, attention has increasingly been given to the need to analyze the ways in which a librarian can more effectively carry out his role of making his resources available to his readers. This is not merely a question of the bibliographic control of the material itself, but also that of ensuring that the library staff are better equipped to ensure that this aim is achieved and that consequently readers are provided with the best possible service. In other words, the emphasis on management is now concerned particularly with methods of improving the efficiency of libraries. New factors have arisen which require a librarian to take cognizance of matters which are more demanding of administrative acumen than was previously the case. One primary factor is, of course, the introduction of computer-based procedures to facilitate practical bibliographical work and thereby improve the technical efficiency of a library. Another important factor is the recent evolution of industrial relations practices which require a librarian to become familiar with the legislation concerning staff relationships which dominates the contemporary scene to an extent not hitherto envisaged – though it is to be hoped that librarians never failed to recognize the need for satisfactory relationships with their staffs in the interest of making their libraries happy places in which to work and therefore effective in providing the human and physical environment in which their resources could be exploited (Parvez Ahmad and Mohd. Yaseen, 2009).

Title:MANAGEMENT SKILLS OF ACADEMIC LIBRARIANS IN HUBLI-DHARWAD TWIN CITIES OF KARNATAKA Source:Review of Research [2249-894X] Dr. Praveenkumar. Kumbargoudar yr:2013 vol:2 iss:12

With the applications of Information and Communication Technology Applications, the librarians are engaged in knowledge management. Leadership plays an important role in knowledge management and decision making. Leadership in knowledge organizations is particularly relevant, when knowledge workers perceive leaders as actively engaging and committing to supporting knowledge and learning activities (DeTienne et al., 2004). Librarians can take leadership roles in planning, establishing, organizing, facilitating, archiving and evaluating social knowledge exchanges as well as assume an entirely new role as academic librarians and still remain relevant in this new information environment (Stranack, 2012). Librarians can assume the role of a knowledge manager in their academic organization. As such, the librarians are needed management skills.

Realizing the necessity of management skills, the library and information science curriculum included the library management subject in post-graduation. But, with the change of time and technology, there is also change in management skills. Hence, to assess the management skills of academic librarians in Dharwad-Hubli cities, the present study is made.

OBJECTIVES OF THE STUDY:

The present study was aimed to look into the management skills possessed by the academic library professionals that are working in Degree and post-graduate colleges and universities in Dharwad-Hubli twin cities in Karnataka. As there are many degree and post-graduate colleges in these cities, survey based on random sampling of these colleges is made. A random survey of 01 University Librarian, 02 Deputy Librarians and 09 Assistant Librarians working in universities and 61 degree and P.G. college librarians and also 106 professionals working in Library Assistants, Technical Assistants, Professional Assistants, Cataloguer, Classifier, Shelf Assistants, etc working in these universities and colleges are surveyed. Overall total 179 library professionals working in Hubli-Dharwad twin cities are surveyed through questionnaires to collect the primary data. The collected primary data is analyzed, interpreted and discussed as under.

ANALYSIS, INTERPRETATION AND DISCUSSION:

1. Planning and Forecasting:

In general, planning and forecasting is the managerial process of determining, what to do, how to do, where to do, when to do, who have to do, what is required etc well in advance. In other words, planning and forecasting study the future course of action well in advance. It also studies about the action/process, the person who is responsible to complete the process, the time limit within which the work/ process should be completed, problems to be tackled to complete the task etc. well in advance.

In libraries, the library professionals have to manage the library resources as per the requirements of its users. Further, the changing information technology provided various techniques to the library. Under these circumstances, the professionals have to face the questions such as what to purchase, what the present/future requirements of the users are, whether the automation is useful, etc. To prepare for such problems, the library professionals have to know proper planning and forecasting Skills. The following table shows the Planning and Forecasting possessed by the library professionals.

Table No. 1. Planning and Forecasting Skills of Library Professionals

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	1	50.00	1	50.00	--	--	2	100
3	Assistant Librarians	5	55.55	2	22.22	2	22.22	9	100
4	College Librarians	41	67.21	12	19.67	8	13.11	61	100
5	Others	36	33.96	53	49.98	17	16.04	106	100
	Total	84	46.93	68	37.99	27	15.08	179	100

Among all the library professionals covered under the study, 84 (46.93%) are stated that they know planning and forecasting to the full extent, followed by 68 (37.99%) professionals stated that they

know the same to a greater extent and the remaining 27 (15.08%) of the professionals do not know the planning and forecasting.

2. Independent Decision-Making Skills:

In day-to-day work, while managing the different sections and processes, the library professionals face many problems. To solve these problems the professionals concerned need to take decision after analyzing the alternatives. To make good decisions regularly the persons should follow sequential set of steps, each one of which will make the following step more likely to be successful.

These steps are:
1. Recognizing a problem;
2. Diagnosing causes of problems;
3. Generating alternatives;
4. Selecting Alternatives; and
5. Implementing decisions.

The decision-making Skills of the library professionals working in academic libraries are rated as under:

Table No. 2: Independent decision-making Skills of Library Professionals:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	--	--	2	100	--	--	2	100
3	Assistant Librarians	2	22.22	7	77.78	--	--	9	100
4	College Librarians	21	34.43	29	47.54	11	18.03	61	100
5	Others	31	29.24	34	32.07	41	38.68	106	100
	Total	55	30.73	72	40.22	52	29.05	179	100

Of all the library professionals covered under the study, it was observed that about 55 (30.73%) know independent decision making to the full extent, followed by 72 (40.22%) professionals stated that they know the same to a greater extent and the remaining 52 (29.05%) of the professionals do not know independent decision making skills.

3. Leadership Skills of Library professionals:

Encyclopedia of the Social Sciences defines "Leadership as the relation between an individual and a group around some common interest and behaving in a manner directed or determined by him". It involves the leader exerting his influence over the led (subordinates) by means of proper communication to the group as to how he thinks about the people's work, their accomplishments and his expectations of them. The important quality of a leader is not the ability to command but the ability to make the people he leads to behave voluntarily in a manner directed by him. Library professionals have to lead a group of subordinates to extract work from them. For this purpose, they have to possess leadership qualities. The present study analyzed the leadership qualities of the library professionals as under:

Table No. 3. Leadership Skills of Library Professionals

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	2	100	--	--	--	--	2	100
3	Assistant Librarians	4	44.44	5	55.56	--	--	9	100
4	College Librarians	29	47.54	22	36.06	10	16.39	61	100
5	Others	32	30.19	43	40.57	31	29.24	106	100
	Total	68	37.99	70	39.11	41	22.90	179	100

Among the all the professionals, about 68 (37.99%) professionals know the leadership skills to the full extent, followed by 70 (39.11%) of the professionals know these skills to a greater extent and the remaining 41 (22.90%) of the professionals do not know about the same.

4. Time Management:

Time is a valuable resource for all kinds of people. The fourth law of library science emphasizes the importance of saving the time of the users. In a library, to save the time of the users, the actions such as planning, utilizing library finance, ordering for documents, subscriptions to the periodicals and journals, processing work etc should be made timely. For this purpose, library professionals know the time management Skills. The following table reveals time management of library professionals working in Academic libraries in Dharwad-Hubli twin cities:

Table No. 4. Time Management Skills of the Library Professionals:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	--	--	1	100	--	--	1	100
2	Deputy Librarians	1	50	1	50	--	--	2	100
3	Assistant Librarians	3	33.33	4	44.45	2	22.22	9	100
4	College Librarians	12	19.67	25	40.98	24	39.34	61	100
5	Others	19	17.92	28	26.41	59	55.66	106	100
	Total	35	19.55	59	32.96	85	47.49	179	100

As stated by all the professionals covered under the study, about 35 (19.55%) professionals stated that they know the time management to the full extent, followed by 59 (32.96%) professionals know time management to a greater extent and the remaining 85 (47.49%) of the professionals do not know about time management skills.

5. Direction (Directing):

Directing is to point or aim; to point out proper course to; to guide; to order; to plan; and to supervise, counsel, command. Directing is expected in maximizing the use of human Skill and human will to work with minimum resort to compulsion and external discipline. To manage the work in the library, every library professional must have the knowledge of direction. The following table shows the directing Skills of library professionals working in academic libraries:

Table No. 5. Direction skills of the Library Professionals

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	1	50.00	1	50.00	--	--	2	100
3	Assistant Librarians	1	11.11	6	66.67	2	22.22	9	100
4	College Librarians	8	13.11	21	34.43	32	52.46	61	100
5	Others	13	12.26	28	26.42	65	61.32	106	100
	Total	24	13.41	56	31.28	99	55.31	179	100

Of all the professionals covered under the study, it was observed that only about 24 (13.41%) of the professionals responded that they know direction skills to the full extent, about 56 (31.28%) are responded that they possessed these skills to a greater extent and the remaining 99 (55.31%) professionals stated that they do not possessed direction skills.

6. Interpersonal and Human Relation Skills:

To run the library work smoothly, there needs cordial relationship among the library staff. Proper communication is a better way to achieve cordial relationship among the library staff. For this purpose, library professionals need to know about the interpersonal and human relation Skills. The following Table shows the knowledge of library professionals about interpersonal and human relation Skills.

Table No. 6. Interpersonal and Human Relation Skills:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	2	100	--	--	--	--	2	100
3	Assistant Librarians	7	77.78	2	22.22	--	--	9	100
4	College Librarians	19	31.15	15	24.59	27	44.26	61	100
5	Others	14	13.21	33	31.13	59	55.66	106	100
	Total	43	24.02	50	27.93	86	48.05	179	100

Of all the professionals surveyed, 43 (24.02%) professionals expressed that they possessed the Interpersonal and Human Relation skills, about 50 (27.93%) of the professionals expressed that they possessed these skills to a greater extent and the remaining 86 (48.06%) of all professionals expressed that they do not possessed Interpersonal and Human Relation skills.

7. Conflict Resolution Skills:

Conflict occurs when two parties come into direct disagreement, as of ideas or interests. Conflict has been defined as all kinds of opposition or antagonistic interactions in or among individuals, groups and or organizations. A conflict is a dispute, difference, or struggle between two parties that is indicated by open expression of hostility and/or intentional interference in the goal achievement of the opposing party. In every organization (including library), in one or other way, there is conflict between two parties (persons or sections). Conflicts always become obstacles to the work. Hence, it is necessary to solve these conflicts, as and when they arise in the libraries. For this purpose the library professionals must know the ways and means to avoid the conflicts and resolve the same in the libraries. The following table shows conflict resolution Skills possessed by library professionals:

Table No. 7. Conflict Resolution Skills of the Library Professionals

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	--	--	2	100	--	--	2	100
3	Assistant Librarians	2	22.22	4	44.45	3	33.33	9	100
4	College Librarians	6	9.84	17	27.87	38	62.29	61	100
5	Others	13	12.26	16	15.09	77	72.65	106	100
	Total	22	12.29	39	21.79	118	65.92	179	100

Of the total professionals covered under the study, about 22 (12.29%) of the professionals are stated they possessed the conflict resolution skills to the full extent, followed by 39 (21.79%) professionals stated that they possessed these skills to a greater extent and the remaining 118 (65.92%) of these professionals have not possessed these skills.

8. Motivation:

Motive is defined as an inner state of mind, which energizes, activates or moves and directs people's behavior towards goals. A motive is an active form of a desire, craving or need. A motive is the mainspring of human action. Motivation is the process which influences people to work. Motivation arouses behavior, sustains it and channels it into a specific course of action. Motivation is defined as the willingness to exert towards the accomplishment of some goal.

Being Heads of different sections in the library, the library professionals must know about motivational Skills. Because, they have to persuade and influence their subordinates for getting the work from them. The motivational Skills possessed by the library professionals working in academic libraries are shown as under:

Table No. 8. Motivational Skills of the Library Professionals:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	--	--	2	100	--	--	2	100
3	Assistant Librarians	3	33.33	6	66.67	--	--	9	100
4	College Librarians	9	14.75	23	37.70	29	47.54	61	100
5	Others	19	17.92	27	25.47	60	56.60	106	100
	Total	32	17.88	58	32.40	89	49.72	179	100

Of the total professionals covered under the study, it is worth to note that only 32 (17.88%) professionals possessed motivational skills to the full extent, followed by 58 (32.40%) professionals possessed these skills to a greater extent and the remaining 89 (49.72%) of these professionals have not possessed the motivational skills.

9. Problem Solving Skills:

In day-to-day work, the problems arise in every library. The problem may be big or small; it must be solved. Otherwise it may become an obstacle for the smooth running of the library. Hence, it is necessary to solve the problems. The library professionals must have the knowledge and expertise in solving the problems. The following table depicts the level of problem solving Skills of library professionals.

Table No. 9. Problem Solving Skills of the Library Professionals:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	1	100	--	--	--	--	1	100
2	Deputy Librarians	--	--	2	100	--	--	2	100
3	Assistant Librarians	7	77.78	2	22.22	--	--	9	100
4	College Librarians	18	29.51	18	29.51	25	40.98	61	100
5	Others	16	15.09	33	31.19	57	53.77	106	100
	Total	42	23.46	55	30.73	82	45.81	179	100

To sum up, of all the professionals covered under the study, 42 (23.46%) professionals stated that they possessed the problem solving skills to the full extent, followed by 55 (30.73%) professionals stated that they possessed problem solving skills to a greater extent and the remaining 82 (45.81%) professionals stated that they have not possessed the problem solving skills.

10. Co-Ordination (Coordinating Skills):

To co-ordinate is to harmonize all the activities of a concern so as to facilitate its successful functioning. It is the orderly arrangement of group effort to provide unity of action in pursuit of a common purpose. G.R. Terry defines co-ordination as "the orderly synchronization of efforts to provide the proper amount, timing and directing of execution resulting in harmonious and unified actions to a stated objective". As the library professionals are managing different groups and sections in the library, to conduct activities of their sections the co-ordination of different activities is needed. The following table indicates the coordinating Skills of the library professionals:

Table No. 10. Co-Ordination Skills of the Library Professionals:

Sl. No.	Designation	To the full extent		To a greater extent		Not at all		Total	
		No's	%	No's	%	No's	%	No's	%
1	University Librarian	--	--	1	100	--	--	1	100
2	Deputy Librarians	--	--	2	100	--	--	2	100
3	Assistant Librarians	3	33.33	4	44.45	2	22.22	9	100
4	College Librarians	21	34.43	19	31.14	21	34.43	61	100
5	Others	25	23.58	31	29.25	50	47.17	106	100
	Total	49	27.37	57	31.84	73	40.78	179	100

Of all the professionals covered under the study, about 49 (27.37%) are stated that they have possessed the co-ordination to the full extent, followed by 57 (31.84%) professionals stated that they possessed these skills to a greater extent and the remaining 73 (40.78%) professionals covered under the study stated that they have not possessed the co-ordination skills.

SUGGESTIONS FROM THE STUDY:

From the above analysis, it is found that, many of the library professionals though working at higher positions in their libraries, are not aware about different management skills which are essentially needed to manage their libraries. Hence, it is essential for the authorities to design and develop training in

management for working library professionals or depute their library professionals to take up management skills training.

CONCLUSION:

It is noted that the library professionals are having dynamic attitude towards their job and work. Of course, a few of the library professionals are having adequate Managerial Skills needed for their profession. But majority of these professionals still needed to improve their management skills. The library professionals should know about their limitations to work at their libraries and as per the availability of time, they have to plan their workload. Similarly, it is essential on the part of library professionals to take their subordinates such as administrative and clerical staff into confidence and assign suitable work in their libraries. Further, it is essential to learn different management skills which are essentially needed to manage library effectively.

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