
ORIGINAL ARTICLE



**KNOWLEDGE MANAGEMENT IN CHANGING SCENARIO IN
UNIVERSITY OF JAMMU LIBRARY: A RESOURCE PLANNING,
MANAGEMENT AND ACTION INITIATIVE**

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ABSTRACT

This paper gives basics of knowledge management and its importance in academics. India is becoming a knowledge capital of the world and more than 300 multinational corporations have already set up their R & D facilities here and several others are outsourcing their research work in India. However proper utilisation of knowledge resources in academic libraries is not prevalent. It discusses initiatives required in order to maximise the information resources available through the libraries and take best advantages of emerging technologies and available human resources. It discusses the requirement of Knowledge Management planning in University of Jammu Library. It also discusses the goals, planning team, assumptions and digital library working group initiatives etc. to start strategic planning of academic library functioning in changing scenario.

1. INTRODUCTION

Knowledge management (KM) is the process of transforming information and intellectual assets into enduring value. It links people with the knowledge that they require to take decisions, when they need it. In the corporate world, managing knowledge is taken as key to achieving a step forward competitive advantage.

But what is knowledge? Knowledge begins as *data*—raw facts and numbers—for example, the market value of an institution's donation. *Information* is data put into perception—in the same example, the donation per student at a particular institution. Information is eagerly captured in documents or in databases; even huge amounts are fairly simple to retrieve with modern information technology systems.

Prior to acting on information, however, we have to take one more step. If information is combined with experience and judgment then only it becomes *knowledge*. Knowledge can be very subject specific and tough to codify. It includes the insight and wisdom of employees. And when we have knowledge, we can put it to work and apply it to decision making. (Jillinda J. Kidwell, Karen M. Vander Linde, and Sandra L. Johnson, 2001)

Knowledge also is embedded in job processes, and it is found in all main functions of an organization as well as in its systems and infrastructure. Valuable knowledge management programs recognize and influence the know-how embedded in work, with a focus on how it will be applied. The major challenge in knowledge management is to make the *right* knowledge available to the *right* people at the *right* time in the *right* manner.

University of Jammu Library system is at a critical juncture. There is no library plan on the table that accommodate the changing realities. Library professionals are in an increasingly untenable position in trying to mediate between and among faculty/student needs and budgetary constraints.

There is an urgent need to develop a sustainable business model to accommodate the evolution of our libraries and to implement actions that fit with that model. This model must have the support of campus leadership and of the faculty, and integrate with overall academic planning. In the context of decentralisation, this model must also address how to budget our department libraries so that they function as an overall unified system.

The unique nature of the university of Jammu system with 33 departments compels us to take leadership in establishing “the university library of tomorrow” that can both support traditional modes of scholarships and take advantage of emerging technologies to establish new modalities.

The university library professionals have been struggling with how to pursue the vision of a single library system and yet to be responsive to the individual departments needs. Although the university already benefits from many cooperative activities, there is no overarching framework that governs an integrated mode, other than a 25 year old plan that does not address today’s issues. A fresh approach is needed with new incentives to stimulate strategic change.

2. INITIATIVE

A university wide approach to library planning is essential in order to maximise the information resources available through the libraries and take best advantages of emerging technologies and available human resources. University library professionals have been considering how to address these issues.

In the light of this broad interest in enhancing the JU library system in both substantive and cost effective ways, a planning and action initiative needs to be undertaken. The initiative will identify organisational, budgetary and functional changes

required to ensure the continued scholarly and economic vitality of JU's libraries; guide library evolution over the next decade; and warrants that immediate actions are taken in support of such changes and evolution.

3. GOALS

The overall goals of the planning and action initiative shall be to:

- Recommend a sustainable Human Resource Management (HRM) model or models for university library system to accommodate changing requirements of professional staff members, management of collection properly, and training of professionals;
- Develop viable options for collaborating with other segments of state's educational system, with industry, and with other educational and research institutions to improve access to information resources and effectiveness of library services across the Jammu & Kashmir;
- Determine the most effective ways to exploit digital technologies to provide new opportunities to mediate changing demands, exponential growth and rising costs; and assess how the presence of these technologies may shift the role and scope of libraries, librarians and library services;
- Initiate actions and strategic projects that can both provide information critical to planning and address immediate issues faced by the university department libraries.
- Assess the effects of recent campus library acquisition decisions on current demands of scholarship and teaching and project future adequacy in the light of trends, academic programming and changing faculty interests;
- Enhance sharing of information resources and services among university department libraries, including: greater coordination of collection development; increased non bibliographic resource sharing; greater leveraging of university's purchasing power; and more effective inter-library loan processes; and
- To get most out of the library professionals by bringing out faculty wise department libraries like Social Sciences Library, Arts Library etc.

4. PLANNING TEAM AND ADVISORY PLANNING TASK FORCE

The goals will be accomplished by the work of a designated planning team and an advisory planning task force, who will work closely with Library Committee of the University.

The planning team will be headed by a University Librarian and assisted by Deputy Librarians and Assistant Librarians.

5. ASSUMPTIONS

The efforts of the task force and the working team will be guided by the following assumptions:

1. The University of Jammu library system constitutes shared university wide resources including human resources, and in the upcoming decentralized departmental libraries

environment new means of faculty based libraries may be necessary to sustain and enrich the concept of “one University, one Library.”

2. A process is needed to develop new business models that integrate library planning and actions with University wide and campus academic programmes, as well as information technology plans, and that is not wedded to existing approaches to library planning and budgeting.
3. The University of Jammu Library can play a critical role as providers of information services to other higher education segments in the state of J&K.
4. The planning process must reach out beyond the task force and planning Team to the full range of “stakeholders” including Library professionals, Information Technologists and others.
5. The Planning process should comprehend the full range of academic and library issues, including digital and non-digital.
6. Initiatives must be launched in the immediate future. The University must act as well as plan.

6. DIGITAL LIBRARY WORKING GROUP AND OTHER INITIATIVES

With regard to this last assumption, the planning and action initiative must nurture activities underway and build upon prototype efforts and projects.

The work of the Task Force and the Planning Team Should build on the report of the Digital Library Working Group, an effort needed by the University Library and the Library Committee. Indeed, the planning initiative should not delay, but should extend its efforts to initiate the “Library of Tomorrow”. Projects should be launched right away in “technology-ready” disciplines, such as science and social sciences where there are also heavy expenditure on journals, but planning consideration will need to be given to how to broaden such projects to apply to other disciplines, and reach out beyond the boundaries of JU.

The Task force and Planning Team should also focus on the changing role of Libraries in the chain of scholarly communication, in particular the role of library in electronic publishing. JU, for example, may be in a position to help to resolve the crisis in scholarly monographs, whose continuing publication is threatened by the twin pressures of rising costs and diminishing circulation.

Other initiatives should be undertaken to strengthen on-going efforts to:

- Asses the effects of recent campus acquisitions decisions on current demands of scholarship and teaching, and project future adequacy in the light of trends, academic programming and changing faculty interests; and

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- Enhance sharing of information resources and services among JU's Libraries, including: greater coordination of collection development; increased non-bibliographic resource sharing; greater leveraging of the University's purchasing power; and more effective inter-library loan processes within university.

7. CONCLUSION

Thus from the above discussion it is quite clear that the process of transforming information and intellectual assets into enduring value is Knowledge Management and it is crucial for strategic decision making. Academic libraries need to take initiatives to manage their internal knowledge properly and make changes accordingly to effectively use the human resources. Initiatives and actions regarding digitisation of documents produced by the university faculty members and students and the documents published by the university may be started at the beginning.

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