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Title

LIBRARY ADMINISTRATION VS MANAGEMENT

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Abstract:

Management is the term, which is familiar to almost every one, as a process or an activity that brings together several resources like persons, material, techniques and technologies to accomplish a task or tasks. These tasks may pertain to perform a variety of functions of an organization like university. Today management has become a highly specialized professional activity ensuring efficiency and a high rate of productivity.

Library administration can be studied from theoretical as well as practical angles. To have better results, practical administration must be based on sound theoretical principles. On the other hand, to get sound theoretical principles, these should be based on practical experiences. A library presents almost the same problems as are encountered with in any other social institution – a school, or a commercial or industrial undertaking. It would, therefore, be appropriate to take into account the administrative functions of other social institutions and to supply them to libraries with necessary modifications.

Key Words: Library, Administration, Management, Organization, Librarian.

ADMINISTRATION:

Library is a social institution charged with the most enviable function of dispensing knowledge to the ignorant and the informed alike. ‘Vidya-dan’ i.e. imparting of knowledge has been considered as the most sacred task in Ancient India and Manu rightly allotted this job to the most gifted persons of the society of that age. The Brahmins were at the uppermost rung of the ladder and so they were made responsible for performing the task of imparting knowledge. Libraries or Vidya Bhandaras being indispensable had a pride of place in society. The administration of such an important social institution naturally demands greater attention than that given in the past.

The main function of a library is the collection and preservation of knowledge for its dissemination to all. Its conservation for posterity is also an important duty of a library. The libraries have changed the outmoded concept of preserving a large number of reading materials for the sake of preservation only. Gurudeva Tagore rightly remarked, “the extent of use to which the reading material of a library is put, should determine its importance rather than the staggering

number of volumes.” He deprecated the idea of putting more emphasis on collecting books alone. He gave an example of a millionaire. “He is judged great in a gathering not by what he has but what he gives.” He illustrated this point by bringing out the difference between a dictionary and literature. The former was a depository of words while the latter was a medium through which the words were used and developed. Gurudeva gave more importance to literature. Similarly, Gurudeva pointedly remarked that constant and increased use of its books gave a library its significance.

All our efforts should, in fact, be channelized to fulfill these basic functions of a library and that can be achieved only if we plan and implement the decisions in the most scientific and economic way. The Five Laws of Library Science of Dr. Ranganathan provide requisite guidance on the subject.

DEFINITION AND FUNCTIONS OF ADMINISTRATION:

An organization, business or enterprise is established with an aim to achieve a set goal. How to achieve it? who has to achieve it ? An organizational structure is raised, an administrative machinery is created and a management authority is appointed. The administrative machinery is responsible for laying down the basic policies of the organization, for providing a suitable organizational structure to achieve the set aims of the organization and for appointing the management personnel for translating into reality the desired aims. “That phase of a business enterprise which concerns itself with the overall determination of the major policies and objectives is Administration. For the administrative functions to be effective in operations a ‘doing’ function is required. Management is the executive function that concerns itself with the carrying out of the administrative policy laid down by Administration. It directs the active operations within the enterprise and combines the work of the employees with the available capital, equipment and materials to produce an acceptable product. It also markets the product or service according to the broad policies established by Administration.”

Similar views have been expressed by other authorities. J. William Schulze considered ‘Administration’ as “the force which lays down the object for which an organization and its management are to strive and the broad policies under which they are to operate.” According to him, ‘Management’ is “the force which leads, guides and directs an organization in the

accomplishment of pre-determined object.” There is a confusion between the terms ‘Administration’ and ‘Management’. Sometimes these are inter-changeable. But at others, one is considered a generic term while the other a specie. “Administration is that function of management which actually executes or carries out the objectives for which the enterprise is organized. This function initiates the work to be performed, sees that personnel is fitted to the task and trained to operate properly, and in general cases for every day routine necessary to ensure that men, materials and equipments are functioning properly towards the desired end.”

Henry Fayol, who was a successful French industrialist wrote his famous treatise “General and Industrial Administration.” He based it on his rich and long experience as an administrator. According to him, the operations which occur in a business can be divided into six main group – technical, commercial, financial, security, accounting and managerial. He regarded ‘administration’ as one of these six major functions.

“Administration,” he said, “regarded in this way must not be confused with government. To govern is to conduct an undertaking towards its objective by seeking to make the best possible use of all the resources at its disposal ; it is, in fact, to ensure the smooth working of the six essential functions. Administration is only one these functions,...

FUNCTIONS OF ADMINISTRATION:

Fayol brought out five distinguishing functions of administration, namely, to plan, to organize, to command, to co-ordinate and to control. The words ‘To plan’ used for the original word ‘prevoyance’ means ‘to forecast, and ‘to plan’. Each of these six functions of administration can be grouped into two groups i.e. process and effect. Accordingly, ‘Forecasting, leads to ‘planning’, ‘organization’ is for ensuring ‘co-ordination’ and ‘command’ provides ‘control’. Fayol’s analysis of administrative functions can be implied as under from his list of ‘Administrative Duties’.

1. Investigation → Forecasting → Planning.
2. Appropriateness → Organization → Co-ordination.
3. Order → Command → Control.

Luther Gulick adopted Fayol's ideas and restated the functions under the catchword 'POSDCORB'. It stands for the following seven functions :-

1. Planning.
2. Organizing.
3. Staffing.
4. Directing.
5. Co-ordinating.
6. Reporting.
7. Budgeting.

MANAGEMENT:

Management is the term, which is familiar to almost every one, as a process or an activity that brings together several resources like persons, material, techniques and technologies to accomplish a task or tasks. These tasks may pertain to perform a variety of functions of an organization like university. Today, management has become a highly specialized professional activity ensuring efficiency and a high rate of productivity.

DEFINITIONS:

There are several definitions given by experts to explain the meaning and scope of management. They are as follow –

1. Management is the art of knowledge, what you want to do, and then seeing that it is done in the best and cheapest way. – E W Taylor
2. Management is the development of people, not direction of the things. – Appley L.
3. The guiding of human and physical resources into dynamic organization units that attain their objectives to the satisfaction of those served, and with a high degree of morale and sense of

attainment on them part of those rendering the services. – American Management Association

The other way is to view management as a set of common processes or functions which, when carried out well, lead to organizational efficiency and effectiveness.

LIBRARY MANAGEMENT:

Library management is the process of organized activity consisting of operations and the librarian as a leader must resort to the art of working through motivation others and directing them towards objectives.

In a library the chief librarian is the manager of library. He will be the victim if the library is poorly managed. A librarian may be able to achieve some results by planning, organizing, staffing, controlling. The librarian must be able to induce or persuade his staff to put their maximum efforts willingly, the librarian must have the ability to inspire and motivate his staff to get the best out of them, he should also have a quality of decision making, effective decision is very important in the routine matters. A librarian who is well versed with the theory of management may able to do his duties effectively and efficiently.

However, the main reason behind such research is to find out solutions to various problems through the application of scientific procedures. The problems of research must be that of ideological and of experimental in nature, closely associated with the behavior of human beings. The scientific research in library science is, therefore, a systematic, controlled and critical investigation of hypothetical.

MANAGEMENT STYLES AND APPROACHES:

Today library and information system is a complex organization, which is committed to serve a demanding user community. As such the conventional approach to management cannot be cope up with the dynamic and sophisticated needs of the library clientele. It is high time that the librarians and information scientist look around for the various other management styles and approaches. They are follows :

1. Traditional Approach – Traditional approach is based on theoretical and philosophical framework. It revolves round the management functions like planning, organization, coordinating and controlling and the traditional principles or organization and managerial theories.
2. Empirical Approach – This approach emphasizes the reliance in management on practical experiences without reference to scientific principles. It is based on the study of the past experience or case studies and development of organizations and learning from it methods to solve the present day management problems.
3. Participative Approach – In this approach, the management invites the subordinates at various levels to participate in decision making. It is against centralized decision making or decision making by committee. It is based on the belief that the persons who are responsible for carrying out the functions should have the opportunity to take part in the decision making process. This style of management is based on the philosophy enunciated by Drucker, Management by Objectives.
4. Challenge and Response Approach – Each problems is considered to be a challenge to the individual and his response is to solve this problem and reach the target within a given period of time, also within the framework of specified rules and regulations. This approach does not encourage competition among the staff.
5. Checks and Balance Approach – In this, the centralization of power in a single individual is checked and balance of power in the organization is established. According to this approach, the specialized activity which needs special skill or training should be shared by more than one person to avoid dependency on a single person.
6. Directive Style – In contrast to the check and balance approach, this style emphasizes centralized authority almost leading to dictatorship. It is obvious there is no freedom for the staff, and they are completely controlled by the authority. This approach is suitable only for a military set up, certainly not for a library.
7. Spontaneity Approach – It is an informal approach and is based on highly unstructured organization. The staff is expected to respond to a situation spontaneously. It encourages group dynamics and group coordination and creative ability of efficient individuals.

8. Formalistic Approach – This approach is based on Bureaucratic system of Max Weber. It supports a highly structured, centralized and formal organization. Procedures for the clearly defined jobs and duties have to be performed in a specified sphere, as routine. This type of approach is followed in almost all the libraries. Though it assures stability and continuity this type is very rigid and very formal. It suppresses the initiative and creativity of the staff.
9. Mathematical Approach – This is also known as Operation Research method. This approach is based on the skill of the manager who can translate all the elements of a problem into mathematical equation. These mathematical models are manipulated and interpreted to achieve better results. The Success of this approach depends largely on the nature of the problem and the capability of the librarian. The problem should lend itself to be translated into mathematical equation and the librarian should be well trained in this method.

ADMINISTRATION VS. MANAGEMENT:

Management is “the function.....concerned in the execution of policy within the limits set up by Administration and the employment of the organization for the particular objects before it.” On the other hand, Administration is “the function.....concerned in the determination of the corporate policy.”

There are conflicting and confusing definitions of Administration and Management. To some ‘Management’ is a generic term while ‘Administration’ is considered only a part of the former. To others, ‘Management’ is a part of ‘Administration’. According to them, “that phase of a business enterprise which concern itself with the overall determination of the major policies and objectives is Administration,” while on the other hand, “the function which concerns itself with the carrying out of the administrative policy laid down by Administration is ‘Management’.”

In spite of divergent opinions, ‘management’ is a very vital part in administration since it is “the art and science of organizing and directing human effort applied to control the forces and utilize the materials of nature for the benefit of man’.

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