



Management of Change in Automating Academic and Public Library

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Abstract:

Change is natural and change should manage properly. Academic and public Libraries are facing tough times in the modern age due to ever growing social and change. In this fast changing environment Academic and public libraries are adopting new techniques and technologies day by day to satisfy users. This change should be managed properly. While automation change management is necessary due to some reasons. In this paper I discussed about why change management needed while automating the academic library and how to manage it.

Key words: Academic Library, public Library, Management, Business environment, Automation change, automated Library etc.

Introduction:

Change is important to the survival and success of any library. Although we cannot eliminate the stress and upheaval of organizational change, we can lessen its impact and take best advantage of the opportunities change offers. Handling change effectively can make library stronger and more resilient. Effectively driving, sponsoring and supporting change is part of every library manager's role. "Change is the only constant" is a well known premise. Either changes are within organization or in our personnel life they have to be managed. Conversion of a manual Library to an automated Library is itself a change and while developing an automated academic library we may have to bring or face changes. The development of an automated academic library is a complex process and we can face substantial and multifold issues involving IT resources and humans. All these changes are difficult to predict because they depend on the ever-changing nature of human and technology. So we have to manage changes either they are individual or organizational. This change is not new to the libraries. Dr. S. R. Ranganathan has pointed this change in 1930's and rightly pronounced this as Fifth law of library science "Library is a growing organism." If we think about the recent developments in the field of library and information science then we reach to a conclusion that we have not produced anything new to the field but due to adoption of new techniques we served the society in effective and efficient manner. In other words adoption of change makes this possible.

WHAT IS CHANGE MANAGEMENT

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state (14). It is an organizational process aimed at helping employees to accept and embrace changes in their current business environment. In project management, change management refers to a project management process where changes to a project are formally introduced and approved.

Kotter (20) defines change management as the utilization of basic structures and tools to control any organizational change effort. Change management's goals is to minimize the change impacts on workers and avoid distractions.

TYPES OF CHANGE

Change could either be slow or abrupt. If change is unplanned and sudden, it is more probable that it may produce negative results in an organization, hence the need for change management which means a systematic transition from the old to new. It is a process which is planned and continuous and includes best practices in the field; it could be necessary, or induced for better performance or adopted cope up with the advances in technology and other related matter. A gradual change is generally met with less resistance as it allows the individual some time to adapt to the new environment.

Thus change 10

management involves the process of implementing changes in an organization in a controlled manner to achieve better results. Generally there are two types of changes, namely (18)

1. Continuous change: This is a necessary part of an organizational life and occurs as a result of adjustment to altered states of internal and external environment. Continuous change is planned and there is some control over the situation and there is ample time for the process. 2. Discontinuous change: This is something which comes as a response to an abrupt change or event in the environment. It could be described as a strategic shock. E.g. Change in the Government, downsizing as a result of a merger etc.

PHASES OF CHANGE MANAGEMENT

Phase 1 - Preparing for change: Preparation, assessment and strategy development, form the preparation for change in an organization. Bad strategy will end up detrimental to the organization; i.e it will not be in the best interest of the organization.

Phase 2 - Managing change: Detailed planning is required at this stage and change management implementation will be more effective when there is strong internal communication and strong direct leadership

Phase 3 - Reinforcing change: Data gathering, corrective action and recognition are the important aspects of this stage. It is at this stage that the value of change is reinforced by consolidating and celebrating gains (8).

WHY MANAGEMENT OF CHANGE IS NECESSARY IN AUTOMATING THE ACADEMIC LIBRARIES?

An university or college is not only a teaching institution, it is also an institution that supports academic research, as well as other scholarly activities. And the primary purpose of a university library is to support the teaching and research work carried out in the university. In academic libraries, the two driving forces behind most workplace change are economies and technology. Declines in funding for education and in the purchasing power of libraries, have made it impossible to maintain the former status quo. The rapid growth of new information technology and its potential for radically altering communications and knowledge management, and fifth generation user's have some major ingredients for very drastic changes in the libraries. The developments of electronic resources have not only created new learning patterns, but also a new medium of the library's traditional roles in that continuum, as well as an extension of the library activities. For libraries, innovation is also part of the development, and also part of the field management of change. The fundamental problem facing academic libraries today is their inability to maintain their acquisitions and staffing at the present level. Even in many other countries that are relatively wealthy, governments are trying to cut various public expenditures, and since higher education accounts for a significant amount of this, it has received reduced government funding over the last decade or two. At the same time, the rapid changes in the environment of information technologies and scholarly communication, and learning patterns in the new academic environment present both opportunities and challenges for the academic libraries. Many scholars have given models of change management. These models of change management are useful in describing and simplifying the change management process and make this process easy to understand and follow.

But change do not follow exact pattern, if it was always predictable then there were no need of any change management. So it is not necessary that these models may help us in our academic libraries. The changes during the library automation are complex in nature so we have to develop our own model, on own way according to library needs keeping in mind few points: Aims and objective of the Library automation.

- MANAGEMENT DURING ACADEMIC LIBRARY AUTOMATION
- Budget

* Nature and preference of Library user. OF CHANGE Fear of unknow

Selection of Library software Retiro conversion.

Lack of support from the parent organization. Lack of trained and skilled staff

App ehension that the technology could be too expensive. Fear of adverse impact on employment.

Uncertainty

SO WHAT SHOULD WE DO WHILE AUTOMATING THE ACADEMIC LIBRARY?

We have to create and follow a Change Management process. Process of change management during Library automation includes the following stages (13)

Hantény Reademic Librarians should prepare a plan keeping in mind the aims and objective of Library automation, human resource, available budget and IT infrastructure of Library. There should be a proper planning to bring changes in organization and these changes should be step by step. Librarian should plan what to do?" and "How to do?"

Communication with Library staff: An effective communication with the staff can prepare their mind to accept the change and motivate them to accept the challenges. Librarian or library authority should communicate with Library staff about the changes we are going to bring in our Library and should take their feedback about the changes.

Training of IT: A proper training of IT and Library automation software should be given to staff to make them computer savvy. They should be trained and skilled to work with the IT tools and gadgets. it can reduce the fear of unknown. Training is the cornerstone for building knowledge about the change and the required skills. Project team members will develop training requirements based on the skills, knowledge and behaviors necessary to implement the change. These training requirements will be the starting point for the training group or the project team to develop training programs Execution: Now it is time to execute the plan to get the mission. The plan should be executed at right time in a perfect way. Monitoring the process of Library automation should be monitored properly by the librarian and authorities. Contracting Controlling lead by the monitoring. A librarian should have control over the Library staff to control the situation and finish the project of Library automation in a right way in right time.

Planning I

Effective Communication

L Training Execution Monitoring Controlling

Conclusion:

So, in Library automation process we have to go through the managerial aspects of change management to tackle all the problems which may come in our way and can spoil the whole work. So now from above discussion we can conclude the change management is useful in many ways and resulted in- Improved quality of services.

Active involvement and participation of staff in achieving the mission. Innovative service and program. W

Motivated staff.

Saving in terms of finance, time and manpower.

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