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BANDRA (E), MUMBAI - 400 051.

**STATE LEVEL
LIBRARY SEMINAR**

S. Lawa

on
**"ROLE OF LIBRARIANS
IN DIGITAL ERA"**



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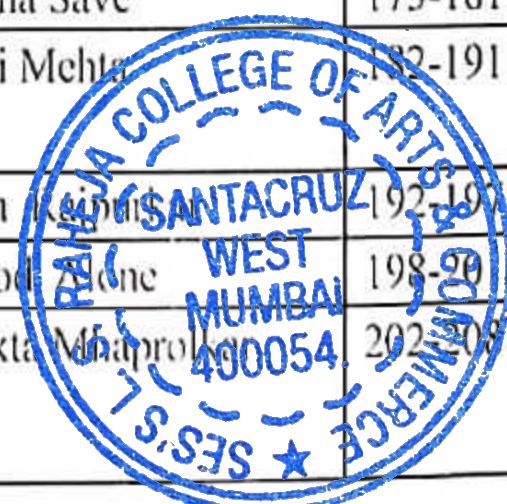
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'Re-engineering college libraries: Impact and Pitfalls'

By: Ms. Parita Desai¹

Abstract:

In the ever changing Information society, there is need to change the face of college libraries and must continue to change to provide effective services to its users. To survive in this competitive world and to remain respectable in educational institution, College library have to adopt the management approach, Re-engineering. Re-engineering helps library to re-think and re-design the library mission, vision, organizational structure, process, human resources, library collection and services to satisfy the needs of its stakeholders. This paper discusses in detail the impact of Re-engineering on College Library and the Common challenges for effective implementation of Re-engineering process of the college library.

Key Words: Re-engineering, College Library

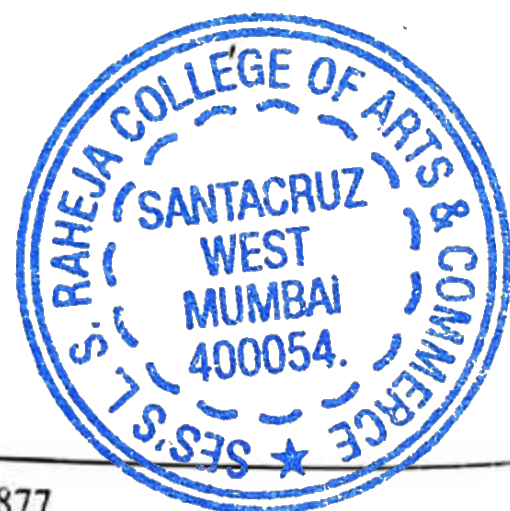
1. Introduction:

Change is constant, but in past it was predictable, incremental and evolutionary, whereas today it is unpredictable, rapid and revolutionary. In this ever changing Information society, there is need to change the face of college libraries and must continue to change, to provide effective services to its users. Re-engineering brings radical changes in Library structure, mission and vision, process and its products and services. However there are some pitfalls, which needs to be identified and avoided for effective implementation of Re-engineering

2. Literature Review:

According to Al-Mashari and Zairi (2001), Re-engineering is a rapid and radical re-designing of processes, services, policies and the organizational structure of an organization. It can be defined as an art of changing an organization's way of thinking and consequently, of doing things in a radical way. The ultimate aim of re-engineering management is to provide customer satisfaction by efficient and effective services, and to lay down a set of effective and efficient processes for the organization. It has the three key target areas; (i). Customer Friendly; (ii). Effectiveness; and (iii). Efficiency

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Masumi (2013), in his paper he stated that, the failures of Re-engineering may be attributed to; either implementation process (procedures, process and governance), infrastructure (ITC facilities, technologies), human factors (leadership, employees), and company's characteristics (size and type of business) or a combinations of aforementioned factors.

Al-Mashari and Zairi (1999) propounded that the "organization's culture influences the organization's ability to adopt to change". Organization's culture is the determining factor in the success or failure of the BPR implementation. According to researchers responsible factors for failure of BPR are: problems in communication, organizational resistance, lack of organizational readiness for change, problems related to creating a culture for change, and lack of training and education. So there is need to eradicate these problems for success of BPR.

Sutevski (2012), has identified 28 factors which cause resistance to change , these include: threat of power on an individual or organizational level; losing, or, alternatively, increasing the control on the employees; economic factors; image, prestige and endangerment of reputation; threat of comfort, job security or interpersonal relations; reallocation of the resources; acquired interest to the new groups (as opposed to old ones); implication on personal plans; too much dependence on the others; misunderstanding the process; mistrust to initiators of change; different evaluation and perception; fear of the unknown; necessity to change habits; previous negative experience with BPR; weakness of the proposed changes; limited resources; bureaucratic inertia; selective information processing (ignoring undesirable information) by the employees; the uninformed employees; peer pressure; skepticism about the need of change; increasing workload; short time to performing change.

Das (2004), in this digital era there is wide impact of technology on collection development method of libraries i.e. there is gradual shift over digital high-tech from traditional fundamentals, but simultaneously there is no provision for training program or continuing education program for new collection development methods.

3. Objectives of study:

The objective of the study is to examine the impact of Re-engineering and common pitfalls in effective implementation of Re-engineering.



4. Research design and methodology:

Research design: The present study is descriptive in nature.

Sources of Data: This study is based on Secondary sources of data, mainly from books, articles and journals mainly from the Internet.

5. Definition of the concept:

Re-engineering:

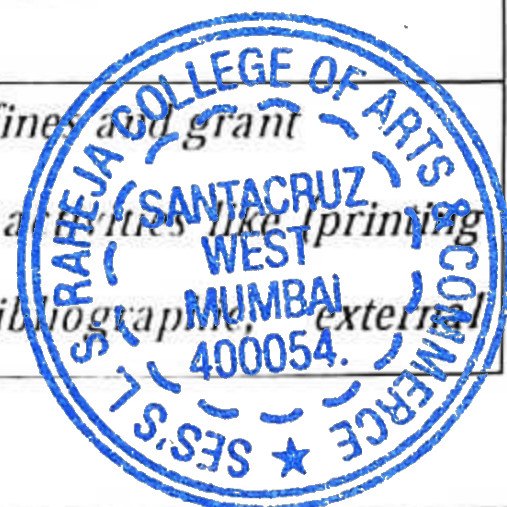
Daniel P. Petrozoo and John C. Stepper (1998), in their book 'Successful reengineering' define the term as "Re-engineering is the concurrent redesign of processes, organizations, and their supporting information systems to achieve radical improvement in time, cost, quality, and customers' regard for the company's products and services"

6. Impact of Re-engineering on college library:

Changes in	Before reengineering →	After reengineering
Status	<ul style="list-style-type: none"> Library 	<ul style="list-style-type: none"> Learning and Information Centre
Vision, objectives and goals	<ul style="list-style-type: none"> Quantitative expansion 	<ul style="list-style-type: none"> Quality assurance and satisfaction of Staff and Readers?
Management approach	<ul style="list-style-type: none"> Protective and supportive: trying to build an empire and protect the status quo. 	<ul style="list-style-type: none"> Proactive and Participative: Implement innovative new systems that look towards the future.
Organizational structure	<ul style="list-style-type: none"> Hierarchical and Non-democratic 	<ul style="list-style-type: none"> Flatter and Participative
Work unit	<ul style="list-style-type: none"> Functional department 	<ul style="list-style-type: none"> Process team
Jobs	<ul style="list-style-type: none"> Simple task 	<ul style="list-style-type: none"> Multidimensional work
Staff roles	<ul style="list-style-type: none"> Controlled and Passive participation 	<ul style="list-style-type: none"> Empowered and Active Participation
Job preparation	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Informal Education through workshops.



		<i>seminars and focus on lifelong learning</i>
Role of leader	<ul style="list-style-type: none"> • <i>Supervisor (internal)</i> 	<ul style="list-style-type: none"> • <i>Coaches (external)</i>
Leadership style	<ul style="list-style-type: none"> • <i>Task-oriented</i> 	<ul style="list-style-type: none"> • <i>Task-oriented and people-oriented simultaneously</i>
Library Operations	<ul style="list-style-type: none"> • <i>Manual/automated</i> 	<ul style="list-style-type: none"> • <i>Automated/Cloud Computing</i>
Acquisition Policy	<ul style="list-style-type: none"> • <i>Collection building using Just-in-case strategy</i> 	<ul style="list-style-type: none"> • <i>Patron driven using Just-in-time strategy</i>
Library Collection	<ul style="list-style-type: none"> • <i>Ownership of Print and Non-print resources</i> 	<ul style="list-style-type: none"> • <i>Balancing Ownership and Access of Print and Non-print resources</i>
Library Services	<ul style="list-style-type: none"> • <i>Reference services</i> • <i>Circulation service</i> • <i>Indexing and Abstracting services</i> • <i>Translation services</i> 	<ul style="list-style-type: none"> • <i>In addition to traditional services</i> • <i>24x7 Access</i> • <i>Collaborative Study</i> • <i>Web services (Database search, mobile access, e-reference service)</i> • <i>Instructional support (Information Literacy, Orientation program)</i> • <i>Research support (Copyright and database support)</i> • <i>Notifications (Marketing strategies for spreading awareness about library products and services)</i>
Funding	<ul style="list-style-type: none"> • <i>Library Fees, Library Fines and grants from State government and</i> 	<ul style="list-style-type: none"> • <i>Apart from fees, fines and grant</i> • <i>Fund generating activities like printing reprography, bibliographic external</i>



	<i>Statutory bodies like UGC, CSIR etc.</i>	<i>membership services)</i>
Task	<ul style="list-style-type: none"> • <i>Simple job</i> • <i>Single Service</i> • <i>Focus on traditional practices</i> 	<ul style="list-style-type: none"> • <i>Multidimensional job</i> • <i>Multiple version of service</i> • <i>Focus on innovative practices</i>
Library Space	<ul style="list-style-type: none"> • <i>Most library space used for books and journals in open stacks and reading hall.</i> 	<ul style="list-style-type: none"> • <i>Fewer space for physical resources</i> • <i>Provision of space for access to e-resources</i> • <i>Collaborative study</i> • <i>Research activities and</i> • <i>Other academic support services (meeting area, teaching learning activities)</i>
Evaluation Method (Performance Matrices)	<ul style="list-style-type: none"> • <i>Number of Titles and Volumes</i> • <i>Membership</i> • <i>Total amount spent</i> 	<ul style="list-style-type: none"> • <i>Students enrolment, retention and results</i> • <i>Research activity of its stakeholders</i> • <i>Users satisfaction</i> • <i>Improvement in Teaching activities</i>

7. Common Pitfalls in Effective implementation of Re-engineering:

Re-engineering initiatives undertaken by college libraries to achieve the objective of optimum utilization of available resources, provision of efficient and effective library products and services and maximum users' satisfaction. However, there are some pitfalls in implementing Re-engineering process, which are discussed below.



- Inadequate Knowledge of Re-engineering: The first & foremost pitfall is the conceptual clarity about the Re-engineering. Concept of Re-engineering is not properly understood by the stakeholders of the Library.
- Too many process at initial stage: Library consider the Re-engineering of many process simultaneously, without considering the priority of need in the library.
- Lack of proper Policy and Planning: Effective implementation of Re-engineering requires adoption of proper policy and planning, without which, the transformation becomes adisjointed and stunted exercise.
- Lack of proper training to Library staff: For effective implementation of Re-engineering, Library needs to provide proper training to staff, which is lacking in college libraries.
- Inadequate Technological infrastructure: Adequate technological infrastructure is necessary to achieve results of Re-engineering. The technical shortcomings can stop such project completely. College library lacks the careful forecasting, planning, and provision of appropriate technological infrastructure for the success of transformation.
- Inadequate Financial support: Re-engineering process demand adequate financial support for planning process, technological advancement, training program, and effective implementation. Library lacks the adequate financial support for its Re-engineering process.
- Top Management Resistance: Many times top management of the College resists due to fear of failure. They have doubts on success of Re-engineering. They do not have guarantee that everything will work well after Re-engineering
- Staff Resistance: Library staff may resist to the Re-engineering process due to fear of loss of job, power, position and comfort level.
- Lack of proper Communication: There is lack of proper communication between top management, library staff and library users. There is need to convince top management about need of Re-engineering at the same time communicate with the library staff about the Re-engineering process and its benefits, which will ease the way of working, increase in efficiency and productivity without affecting their job security, position and power.



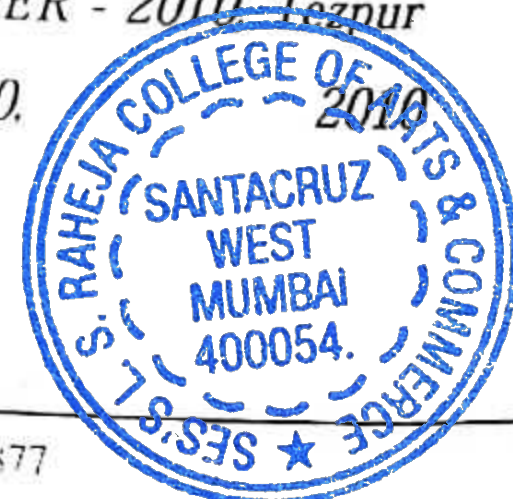
- Improper monitoring of Re-engineering Process: College library lacks, proper monitoring of the implementation of a reengineered process. Inadequate monitoring techniques leads to an adverse act on the reengineered process and the benefits may not be significant, resulting into waste of time, money and efforts.
- Limited awareness to library Users about the Re-engineering: Majority of time, the library users are unaware about the redesigned products and services, which leads to underutilisation of resources and services and Library may not be able to achieve its objectives.

8. Conclusion:

Reengineering is still a new endeavor, and it has a great impact on efficiency and effectiveness of library services. For effective implementation of Re-engineering, College library should have continuous support of top management, proper knowledge of Re-engineering concept, proper planning and policy for effective Re-engineering process, adequate provision of finance and technological infrastructure, empowerment and involvement of all library staff, effective communication between top management and staff, proper training for staff and users and effective monitoring techniques. Lastly, all that is needed is the will to succeed and the courage to begin.

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CERTIFICATE

This is to certify that Ms. Desai Parita Mayank
of L.S. Raheja College of Arts & Commerce has

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Held on Thursday, 23rd Febuary 2017.


Convener

Mr. Sanjay N. More

Date : 23 Feb 2017




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