
UNIT 2 LIBRARY ORGANISATIONAL STRUCTURE

Structure

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2.0 OBJECTIVES

We have learnt in Unit 1 that an organisation has to be structured in order to achieve its goals and objectives. In this Unit, we shall study the process and principles of structuring and related aspects.

After reading this Unit, you will be able to:

- describe the meaning and functions of organisational structure;
 - understand working of formal and informal organisational structures;
 - apply the principles and procedures for creating an organisational structure for a library;
 - get the basis for departmentalisation; and
 - enumerate the organisational charts, highlighting the inter-connections, inter-relations and interdependence between units of an organisation.
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2.1 INTRODUCTION

You have learnt about scientific management of libraries in Unit I. One of the managerial functions, viz., organising, involves analysing, combining and coordinating activities. The result of organising is the creation of an organisational structure. This unit deals with this aspect in some detail.

Organisational structure is the formal relationships among groups and individuals in the organisation or the basic framework of formal relationships among tasks, activities and people in the organisation. Organisational structures are capable of fulfilling the following special functions:

- i) Providing an efficient work system;
- ii) Providing a system of communication,
- iii) Providing (job) satisfactions to individual members of the organisation; and
- iv) Providing organisational and individual identities.

Multiple purposes expected to be served simultaneously by organisational structures often lead to conflict and these conflicts are kept outside the scope of this material.

Six important elements of organisational structures are:

- i) The network of formal relationships and duties (i.e., organisation chart and job descriptions);
- ii) Assignment of tasks and duties to different people and departments (differentiation);
- iii) Coordinating separate activities and tasks (integration);



- iv) The Power, status and hierarchical relationships within the organisation (authority system);
- v) The planned and formalised policies, procedures and controls that guide the activities and relationships (administrative system); and
- vi) The flow of the information and communication network.

Organisational structures can be in two basic forms, namely, the hierarchical or mechanistic form and the adaptive or organic model. We are more concerned with traditional hierarchical organisational structures and related issues like vertical and horizontal coordination, delegation, decentralisation, departmentation and their implied principles, the relationship between technology and organisational structure, formal and informal organisation.

2.2 FORMAL AND INFORMAL ORGANISATIONAL STRUCTURES

Formal organisations are social units formed for the purpose of accomplishing some objective or objectives. Two basic characteristics of formal organisations are: (i) they are formed to accomplish a goal, and (ii) the goal may be changed many times, during the lifetime of the organisation. As an organisation becomes more complex and adds new objectives, frequently one objective will come into conflict with another objective. A major source of conflict in service organisations, particularly libraries, is the competition for resources. Other conflicts include line-versus-staff conflict (e.g. IT personnel and library professional staff), differences in work orientation and needs (e.g.; requirement of bibliographic details by acquisition unit and cataloguing unit), etc.

A formal organisation is the result of explicit decision-making, deciding how people and activities should be related to one another. However, there is no such decision-making involved in an informal organisation which may simply evolve spontaneously or over time.

In the context of a business organisation, both the formal and informal organisational structures operate together to form the total organisation. The formal structure delineates specific departments, activities, people and their reporting relationships. The informal structure refers to the social groups or friendships which people working together may form.

An important aspect of the informal organisation is the informal communication network, or "grapevine" as it is more commonly known. The amount of information gathered through official circulars, memos and speeches is rather insignificant compared to what are unofficially learnt from colleagues and subordinates. The grapevine constitutes an extremely important component of the organisational information system.

Besides the grapevine, the other manifestation of the informal organisation is the formation of groups which may spontaneously evolve when the formal organisation is slow to respond to changing external and internal forces. But sometimes these informal groups may also work against the formal organisation. This may happen when an informal group of workers may force other workers to lay down tools, or work to rule or generally pose impediments in the path of progress. Further, sometimes the norms and work ethics evolved by the informal organisation take precedence over official norms.

Similarly, you would find informally evolved values operating within the parameters of the formal organisation. These values may relate to dress, employment of women, employment of members of a minority community, etc. In understanding the structure of an organisation, you must understand the important role played by the informal organisation within the formal organisation.

Self Check Exercise

- 1) Explain the meaning and importance of "grapevine" in an organization.

Note: i) Write your answer in the space given below.

- ii) Check your answer with the answers given at the end of this Unit.



2.3 PROCESS OF STRUCTURING

The formal structure of an organisation is two dimensional-horizontal and vertical. The horizontal dimension depicts differentiation of the total organisational job into different departments. The vertical dimension refers to the hierarchy of authority relationship with a number of levels from top to bottom. Authority flows downwards along these levels. The higher the level, the greater the authority and viceversa.

In the process of organising, a manager differentiates and integrates the activities of his organisation. The first step in the process of organising is to determine the various activities that need to be performed based on the objectives of the organisation and the type of organisation which is required to be built. The second step is to group these (identified) activities into closely related and similar activities as divisions and departments and if necessary, into sections within departments/divisions. Thirdly, to identify key departments which require key attention and to decide the relative importance of various departments. Fourthly, to determine the levels at which various major and minor decisions have to be made and also the degree of centralisation in decision making. Extreme decentralisation may lead to loss of control and effective coordination whereas extreme centralisation may lead to wrong decisions and a breakdown of the morale of employees. Fifthly, to determine the span of management, that is the number of subordinates who should report directly to each executive. Note that the narrower the span, the taller would be the structure with several levels of management as well as difficulty, in communication and increased payroll. Lastly, it is very important to set up a coordination mechanism so that various departments and work synergistically and contribute, to the objective. For this purpose it is suggested to have good activities analysis, decision analysis and relations analysis. The organising process must reflect the objective's of the organisation, the environment and the authority that is available and take into account the people and the resources available. One of the usual problems with libraries is that it is often assumed that more or less authority is available to manage the library than actually exists.

2.3.1 Factors Affecting Organisational Structure

A manager has to design a structure that will best suit the specific requirements of his organisation. Designing an organisation structure is a continuous process. Any change in factors which impinge upon the design of an organisation will necessitate a change in the structure to suit the new conditions. Some of the factors which affect organisational structures are environment, technology and the psychological characteristics of workers.

An organisation is continuously interacting with its environment in terms of drawing inputs from it and providing it its outputs. All organisations operate within an environment which comprises economic, social, cultural, political and legal sub-systems. A change in any of these sub-systems may force change in the design of the structure. The more responsive your organisation is to changes in the environment, the more favourable will be its public image and the greater the chances of its survival and success. Most libraries and information centres operate in complex and changing external environments which produce new challenges.

The second factor affecting the structure of an organisation is the technology that is adopted. With the introduction of automation and computerisation, new organisational structural designs are necessitated. Libraries have been adopting a host of technologies like computers, compact storage, telecommunications; recognition technology, reprographics, micrographics, etc., and their impact on the organisational structure is enormous.



Many have felt that hierarchical structures can no longer satisfactorily meet the challenges of technology in libraries. But no other structure is established as a norm even though network and matrix structures are occasionally or rarely discussed in the literature of librarianship. The changes necessitated are redefining jobs and redesigning existing departments to suit the new technological process. Above all, today the greatest impact of technology is on the manner in which people collect, receive and use information:

Lastly, the changing psycho-social characteristics of the workers - like greater demand for leisure time and formal recognition of unions - which lead to the introduction of the five day week, etc. are equally important in deciding the organisational structure.

The three factors that we have discussed so far are external to the organisation and its management. However, there are some attitudes and values of the management which have a critical bearing on the structure of an organisation. Most important, of these are the management's attitude towards the issues of decentralisation and delegation of authority and the role and function of line and staff personnel. Also affecting the organisational structure are the scalar principle and span of control (discussed below).

Self Check Exercise

- 2) Mention the major factors which influence the decision regarding the organizational structure.

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

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2.3.2 Principles of Organisations

Some principles of organizing have already been indirectly mentioned. In this section, we shall consolidate the principles which are interrelated and should help in creating an efficient organisational structure.

First of all, two principles concerned with the purpose of organising are:

- i) **Principle of Unity of Objective:** This states that the organisational structure should facilitate the contribution of individuals to the attainment of enterprise's objectives. Of course, this assumes that the organisation has clearly defined objectives.
- ii) **Principle of Efficiency.:** This states that the objectives of the enterprise must be accomplished with the minimum of unsought consequences or costs. The organisational structure should enable the enterprise to function efficiently.

As mentioned earlier, there are some principles of organizing which takes the form of general specialization.

- iii) **Principle of Specialisation:** This principle states that effective organization must promote specialization.
- iv) **Principle of Exception:** As executives at higher levels have limited time, only exceptionally complex problems should be referred to them and routine matters should be dealt with by the subordinates at their's levels.



- v) **Principle of Simplicity:** The organisation should be as simple as possible and the organisational levels should be as few as possible.
- vi) **Principle of Flexibility:** The organisation should be flexible, should be adaptable to changing circumstances and should permit expansion and replacement without dislocation and disruption of the basic design.
- vii) **Principle of Balance:** There should be a reasonable balance in the sizes of various departments, between centralisation-and decentralisation, between the span of control and the number of levels and among all type of. factors such as human, technical and financial
- viii) **Principle of Personal Ability:** The organisational structure must ensure optimum use of human resources.
- ix) **Principle of Unity of Direction:** There should be one objective and one plan for a group of activities having the same objective. Unity of direction facilities unification and coordination of activities at various levels.
- x) **Span of Control (Span of Management):** There should be a limit number of direct subordinates reporting to a manager. The span-of control should be the minimum and should depend on the nature and variety of activities, the time required for each activity and the person.
- xi) **Scalar Principle:** There should be a final ultimate authority in every organisation, and authority and responsibility should flow from the top management downwards in a clear unbroken line. In other words, there should be a clearly defined authority. The clearer the line of authority, the more effective will be the organisational performance and communication. The chain of command is the line along which authority flows from the top of the organisation to any individual.
- xii) **Unity of Command:** Each person should answer to only one immediate superior (or each employee should have only one boss). Dual subordination must be avoided.
- xiii) **Delegation (Parity) of Authority and Responsibility:** The process of delegation of authority should take into consideration the results expected, the tasks assigned, the degree of delegation required to accomplish' the tasks and the responsibility to be fixed. The authority delegated should be equal to the responsibility. There are three sub-principles relating to delegation.
 - a) Principle of delegation: This states that the authority delegated to an individual manager should be adequate to assure his ability to accomplish the results expected of him.
 - b) Principle of absoluteness of responsibility: The responsibility of the subordinate to his superior for performance is absolute, and no superior can escape responsibility for the organisational activities of his subordinates.
 - c) The authority-level principle: Maintenance of. intended delegation requires that decisions within the authority and competence of an individual manager be made by him and not be referred upward in the organisational structure.

Responsibility pertains to what one must do and accountability is the process or line by which individuals can be called upon to justify their actions. Accountability is the process of enforcing responsibility. Usually one is administratively accountable to one's supervisor.

The delegation not only helps create an organisational structure but also relieves a manager of his heavy workload, leads to speedy and better decisions and boosts morale in the organisation. The usual hurdles to effective delegation, are fear of loss of power, lack' of confidence in subordinates, fear of being exposed, inability and difficulty in briefing and the feeling that one can do it better oneself.



- xiv) Line and Staff Positions:** Line authority refers to the command authority of supervisors over their subordinates. Line positions are directly responsible and accountable for the tasks assigned. Line activities are activities that are directly involved in the fulfillment of the primary mission of the organisation. On the other hand, staff activities are those that provide advice, support and service to the line positions and do not carry command authority and responsibility. Staff positions do not fall into the hierarchical structure of the organisation: They are usually in the form of assistant or advisory, specialised and corporate staff. The staff authority varies from consultation (voluntary and compulsory) to concurring to the extreme case of functional authority where staff specialist has a direct common authority in a functional area over line manager.

The relationship between line and staff in any organisation should be direct, cordial, and vertical at different levels. The line-staff conflict should be reduced to minimum. Such conflict may arise due to differences in perceptions between them, the each accusing the other and feeling that the other is eroding one's authority or interfering or is non-cooperative. These are the most common complaints. The specialised knowledge, the sophisticated system developed, the image consciousness of staff experts, and the importance due to the responsibility for implementation of advice and authority of the line staff cause these conflicts. Resolving line-staff conflict is often difficult. The only way is better understanding of the nature of the relationship and empathy.

- xv) Functional Authority:** The functional organisation is a modification of the line, and staff organisation whereby staff departments are given authority over line personnel in narrow areas of specialisation. Functional authority is the right of staff specialists to issue orders in their own names in designated areas. In other words, functional authority is the supervisory power exercised by a person outside the unit (i.e., staff specialist) on a unit.

Functional authority violates the principle of unity of command. In the case of functions like safety and labour relations, which are of crucial importance, this kind of functional authority is in vogue. In large libraries, important projects like library automadon may require functional authority. Enough care should be taken in handling such situations:

- xvi) Centralisation Versus Decentralisation:** Centralisation is the degree to which authority is retained by higher-level managers within an organisation rather than being delegated, There are many arguments in favour of both centralisation and decentralisation: A manager has to take note of some important factors before deciding on the degree of centralisation.

The implications of centralisation on human behaviour and the fact that centralisation is likely to produce uniformity of policy and action, have fewer risks of errors by subordinates, and can utilise skills of central specialised experts and enable closer control of operations are to be noted.

On the other hand, decentralisation produces speedier decisions and actions on the spot, decisions that are more likely to be adapted to local 'conditions, greater interest and enthusiasm of subordinates and saves the time of the top management for other activities like planning, policies, etc.

The other factors, to be taken note of include the cost of decentralisation, the size and complexity of the organisation (larger, diverse and complex activities require more decentralisation), institutional history, managerial philosophy, the ability of available personnel, the geographical dispersal of the organisation (the more the disperson more decentralisation), competence of available personnel, adequacy of the communication system; and the fact that new technologies like IT have made it possible to go for decentralisation.

It may be noted here that delegation is a process, whereas decentralisation is the end result of delegation and dispersal of authority. In delegation, a superior continues to be responsible for the work delegated to his subordinates, where as in decentralisation the superior is relieved of his responsibility for the work decentralised and the subordinate becomes responsibility for that. Delegation is vital and essential; but decentralisation is optional.



2.4 CHARACTERISTICS OF DIVISION (DEPARTMENTATION)

The process of grouping related work activities into manageable units is known as departmentation. The purpose of departmentation is to contribute to the more efficient and effective use of organisational resources. In this section, how functions should be grouped and what bases are to be used for departmentation are discussed.

Functional similarity is the main basis for grouping similar work activities. But some of the factors which affect our objective of grouping functionally similar works are: inadequate volume of work to allow specialisation, traditions, work rules, personal preferences, and similarity of functions like inventory control to others in the organisation. Some similar functions may have to be separated to prevent conflicts of interest and, sometimes, dissimilar functions may have to be combined to achieve coordination.

It is a common practice to divide and group the activities of an organisation into desirable units to get best management results. But the characteristics chosen for division should however, be relevant to the purpose and should produce the desired results.

Normally the following bases are used to establish departments: i) numbers, ii) function, iii) territory, iv) product, v) customer, vi) process or equipment, vii) subjects, viii) document types, ix) time, x) continued task or combination of these criteria. Libraries have also used these methods, as well as a few more, but interpret them differently to suit their own contexts. Libraries have used the subject or form of documents as a useful criterion for division. However, no single criterion has been found workable for all situations and hence libraries have been using varying combinations of these bases to produce a hybrid structure. We shall discuss each of these to provide a better understanding.

- i) **Numbers:** Division by number has been used primarily in defence, where a designated number of troops make up a squad, a platoon, or a regiment. But this criterion of division has been seldom used by libraries, except on rare occasions like shifting library premises and stock verification. But this certainly is a rare occasion and the arrangement of work is also temporary.
- ii) **Function** The most common basis for departmentation is function. Practically all libraries use this form of departmentation which divides a library into functional departments such as acquisition, processing, reference services, bibliography, stock maintenance, circulation, information and documentation services, etc.

Departmentation based on function, as a simple, logical and time-proved method, has the advantages of allowing occupational specialisation, helping the easy assessment of the contribution of each subunit, simplifying training, allowing for defining the power and prestige as well as tight control of each activity by top management and ensuring economy in resource utilisation. However, the disadvantages of this method include unhealthy competition for resources, disagreements on common works, distancing of house keeping operations from customers, fostering sub-goal loyalties, creation of "walls" around departments; difficulties in achieving coordination and responsibilities resting only with chief executives. It may be noted that wide geographical distribution, heterogenous customer groups and dissimilar services come in the way of functional departmentation. Yet, most libraries use this method for organising their work and service.

- iii) **Territory:** Business and industry use this form of division to adapt to local situations as far as the labour market, needs and production are concerned. Public libraries use this method of division to serve different branches, bookmobiles and other service units. In a national library system, regional libraries are organised on the basis of their geographical contiguity. But this method may not suit other types of libraries, as there is little scope for such a division.

The advantages of territorial design are encouragement for local participation in decision making and recruitment, economy and emphasis on local custom, style and preferences. The disadvantages of this basis are duplication of activities, short-run competition



- among themselves, poor communication facilities, and slow decision making and action.
- iv) **Product:** Large industrial undertakings use this method of organisation as they specialise in manufacturing different products. Libraries and information units attached to such industrial houses may have to follow the practice of their parent organisations. But in general, there is no example of libraries organised on this basis. But if we can consider secondary publications brought out by libraries such as Current Awareness Bulletins, Indexing Journals, Abstracting Journals, etc. as information products, the publication department of the library may organise its work in this way. This method of organising has the advantage of keeping to time schedules, ensuring use of their products and saleability, comparing performance of different products, and allowing scope for stimulating improved performance and deriving satisfaction. The disadvantages include duplication of staff, facilities, equipment and extra expenditure.
 - v) **Customer:** Business operates its services totally based on customer interests and groups. This method of organisation in libraries is seen in public libraries. Separate services for children, students, physically handicapped, blind, etc., are based on this principle of division. The obvious advantage of this type of organisation is that it allows the library to meet the special and widely varying needs of different users and earns the goodwill of customers. The disadvantages are similar to those of territorial divisions, particularly duplication of facilities and underutilisation of resources and facilities. Often coordination among different units becomes difficult because of varying interests.
 - vi) **Process or Equipment:** Industry has used this type of departmentation for large installations like smelting plant or steel mill where diverse processes or technologies are involved. Libraries and documentation centres can use this method for organizing their printing and photographic units. This method allows the judicious use of heavy and costly equipment, increases efficiency and allows for specialisation. The disadvantages are difficulties in company performances and resolving conflicts when the processes are sequential and involve more departments. It may be more appropriate for libraries to organize by objectives and services rather than processes.
 - vii) **Subjects:** Public and academic libraries use this method of organising extensively. It provides for more in-depth reference and information services, requiring a higher degree of subject specialisation on the part of the staff. There is, however, no set pattern that determines the subjects to be included in a subject department or no set number of subjects. In academic libraries, subject departments are usually broad in scope to include all related subjects, such as humanities, social sciences and sciences. In large public libraries, subject departments such as business, fine arts, and local history are common. There are definite advantages in subject organisation. All material dealing with a group of subjects may be brought together and services organised to meet the interests of users. The only disadvantage is perhaps the high cost, both in terms money spent in duplication of materials and the quality of staff required. But the advantage is certainly overwhelming to invest in this type of subject organisation.
 - viii) **Document type:** Libraries also get organised on the basis of the material they serve, such as books, periodicals, microforms, maps, machine readable forms and others.
 - ix) **Time:** Production oriented industries in order to optimise the use of their capital intensive facilities adopt shift as a basis for departmentation. The disadvantages of the shift-system include difficulties in-measuring performance, accidental occurrences and breakdowns in one shift affecting the other and "buck passing" from one shift to another. Libraries may also have to think of the shift system if services are to be provided for 16-24 hours a day.
 - x) **Combined Base:** Lastly, it is also possible to conceive departmentation based on two or more criteria discussed above. This type of grid or lattice or matrix departmentation is common in the manufacture of agricultural machinery.

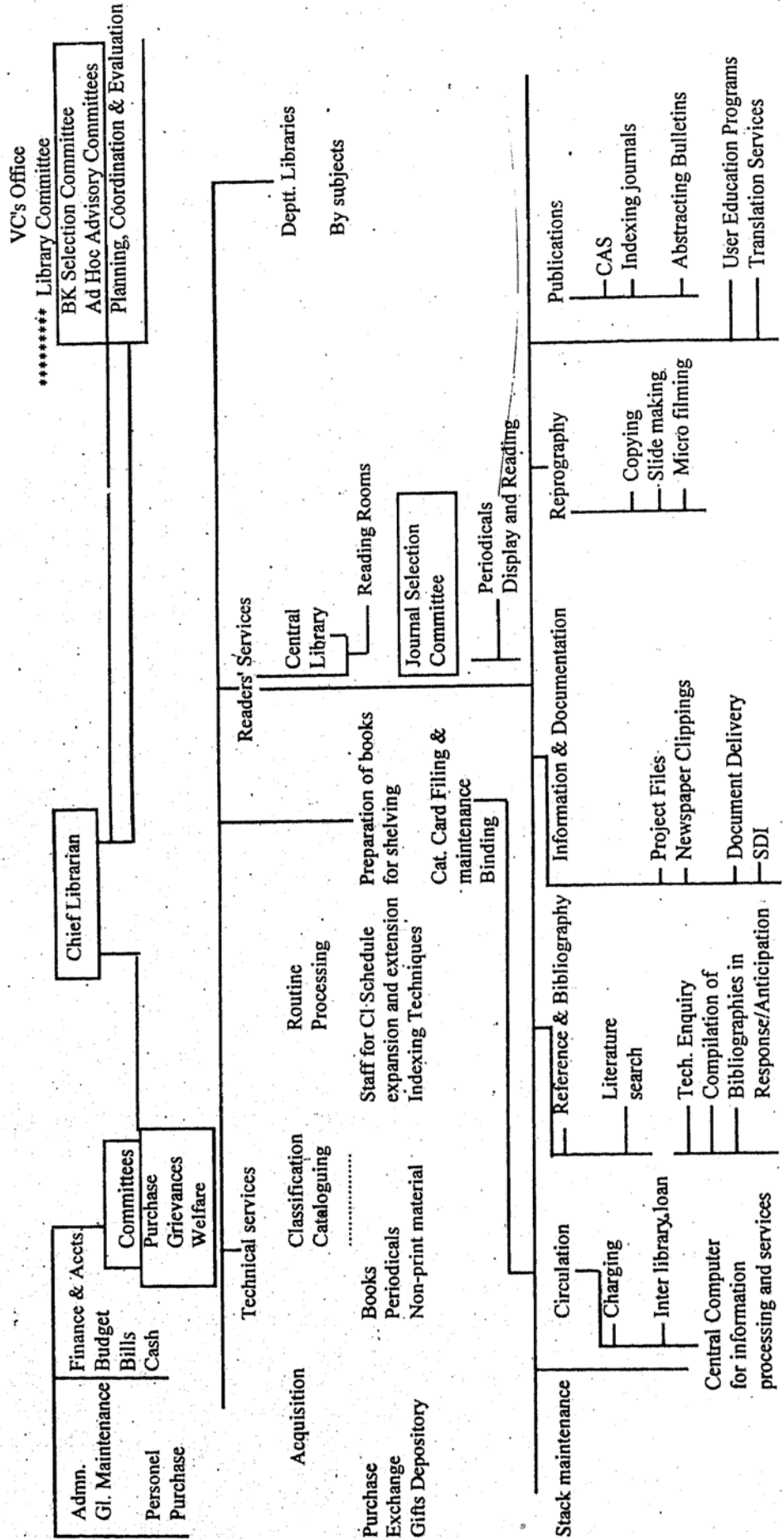


Figure 1 : Organisational Chart of a Large University Library

 Relatio with the Authority
 Relation with Advisory Committees
 Hierarchical Relationships (line relationship)
 Staff relationships



Organisational Chart of a Large Public Library

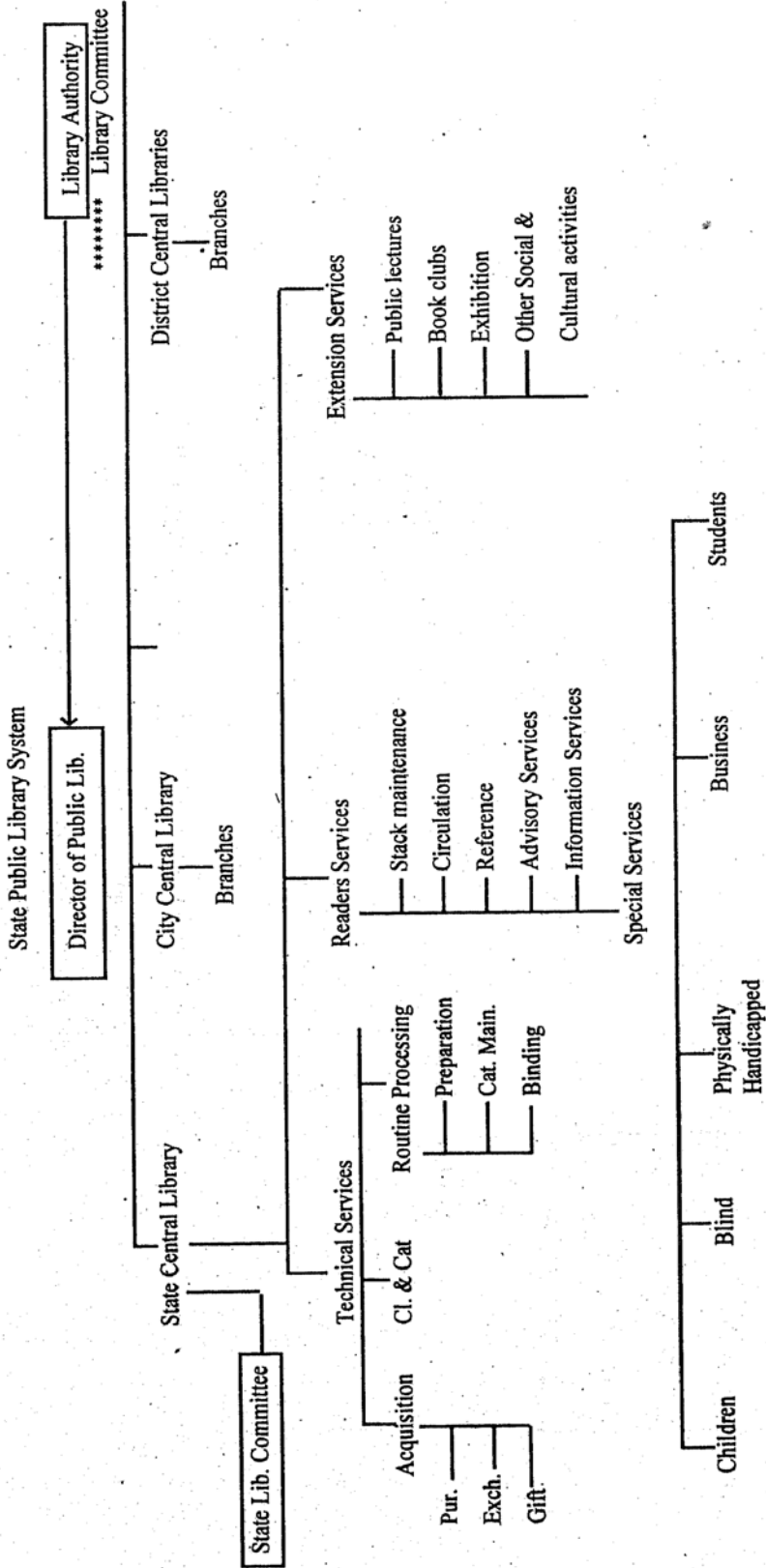


Figure 2 : Organisational Chart of a Large Public Library

- ***** Relation with the Authority
- Relations with Advisory Committee
- _____ Hierarchical relationship (Line)

The other structural relationships may be the same as shown in Figure 1.

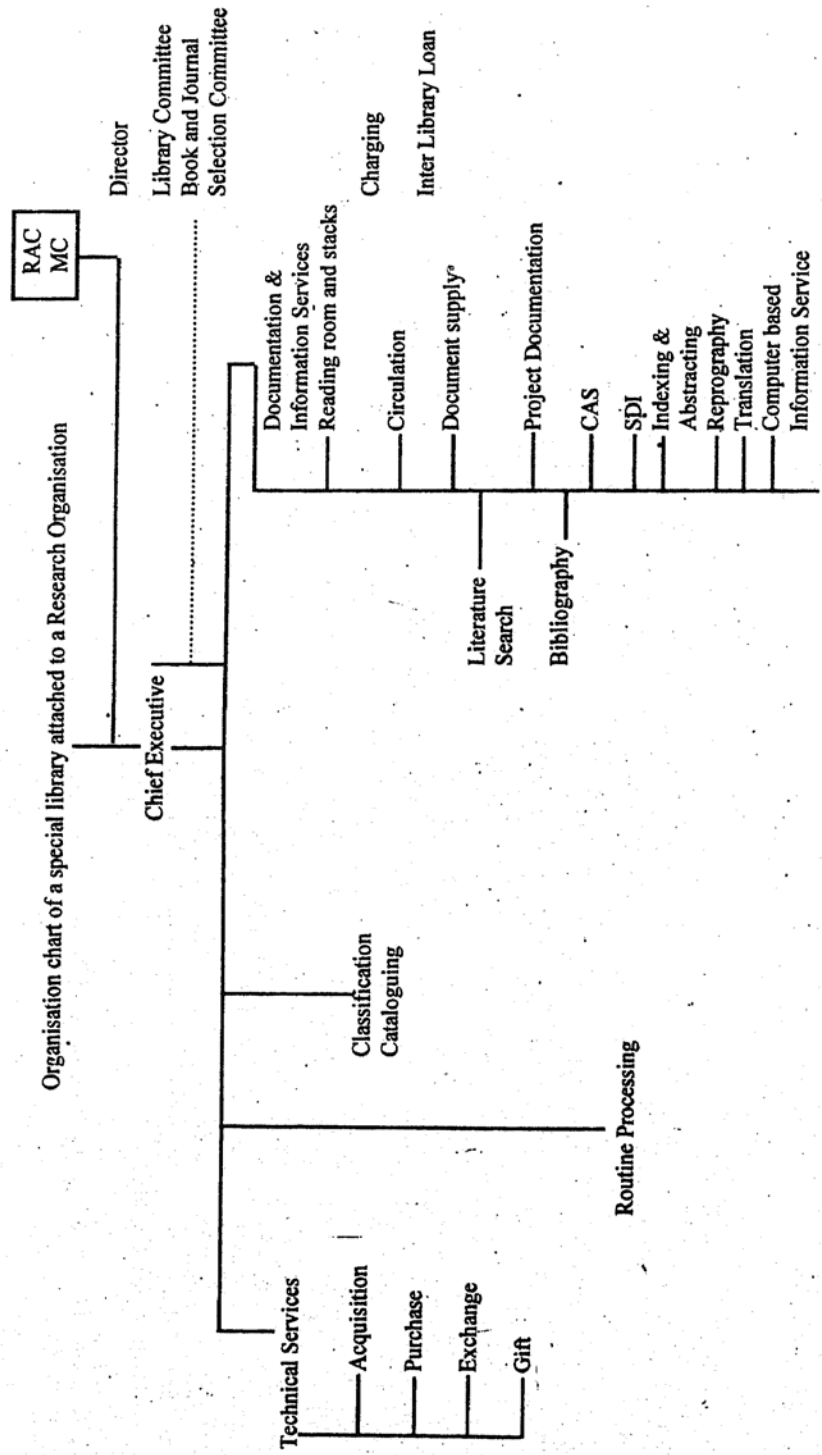


Figure 3 : Organisational Chart of a Special Library Attached to a Research Organisation

..... Relations with advisory committee

_____ Hierarchical line relationship

· RAC-Research Advisory Council

MC-Management Council



to what are unofficially learnt from colleagues and subordinates. The grapevine constitutes an extremely important component of the organisational information system.

Besides the grapevine, the other manifestation of the informal organisation is the formation of groups which may spontaneously evolve when the formal organisation is slow to respond to changing external and internal forces. But sometimes these informal groups may also work against the formal organisation. This may happen when an informal group of workers may force other workers to lay down tools, or work to rule or generally pose impediments in the path of progress. Further, sometimes the norms and work ethics evolved by the informal organisation take precedence over the official norms.

Similarly, you would find informally evolved values operating within the parameters of the formal organisation. These values may relate to dress, employment of women, employment of member of a minority community, etc. In understanding the structure of an organisation, you must understand the important role played by the informal organisation within the formal organisation.

- 2) The major factors which affect organisation structure are environment, technology and psychological characteristics of workers. All organisations operate within an environment which comprises economic, social, cultural, political and legal sub-systems. A change in any of these sub-systems may force a change in the design of the structure. Most libraries and information centres operate in complex and changing external environments which produce new challenges.

The second factor affecting the structure of an organisation is the technology that is adopted. With the introduction of automation and computerisation, new organisation structural designs are necessitated. Libraries have been adopting a host of technologies like computers, compact storage, telecommunication, recognition technology, reprographics, micrographics, etc., and their impact on the organisation structure of libraries is enormous.

Lastly, the changing psycho-social characteristics of the workers like greater demand for leisure time and formal recognition of unions which lead to the introduction of the five-day week, etc., are equally important in deciding organisation structure.

Apart from these external factors, there are some attitudes and values of the management which have a critical bearing on the structure of an organisation. Most important of these are the management's attitude towards the issues of decentralisation and delegation of authority and the role and function of line and staff personnel. Also affecting the organisation structure' are the scalar principle and span of control.

- 3) i) **Principle of Unity of Objective** states that the organisation structure should facilitate the contribution of individuals in the attainment of enterprise objectives.
- ii) **Principle of Efficiency** states that the objectives of the enterprise must be accomplished with minimum unsought consequences or costs.
- iii) **Principle of Specialisation** states that effective organisation must promote specialisation.
- iv) **Principle of Exception** states that as the executives at the higher levels have limited time, only exceptionally complex problems should be referred to them and routine matters should be dealt with by the subordinates at lower levels.
- v) **Principle of Simplicity** says the organisation structure should be as simple as possible and the organisation levels should be as few as possible.
- vi) **Principle of Flexibility** states that the organisation should be flexible, should be adaptable to changing circumstances and permit expansion and replacement without dislocation and disruption of the basic design.



- vii) **Principle of Balance** says there should be a reasonable balance in the size of various departments, between centralisation and decentralisation, between span of control and number of levels and among all type of factors such as human, technical and financial.
- viii) **Principle of Personal Ability** states that the organisation structure must ensure optimum use of human resources.
- ix) **Principle of Unity of Direction** says that there should be one objective and one plan for a group of activities having the same objective.
- x) **Span of Control (Span of Management)** states that there should be a limit to the number of direct subordinates-reporting to a manager. The span of control should be the minimum and should depends on the nature and variety of activities, the time required for each activity and the person.
- xi) **Scalar Principle** prescribes that there should be a final ultimate authority in every organisation and authority and responsibility should flow from top management downward in a clear unbroken line.
- xii) **Unity of Command** means that each person should answer to only one immediate superior (or each employee should have only one boss).
- xiii) **Delegation (Parity) of Authority and Responsibility** means that the process of delegation of authority should take into consideration the result expected, the tasks assigned, the degree of delegation required to accomplish the tasks and the responsibility to be fixed. The authority delegated should be equal to the responsibility.
 - a) Principle of delegation states that the authority delegated to an individual manager should be adequate to assure his ability to accomplish the results expected of him.
 - b) Principle of absoluteness of responsibility says that the responsibility of the subordinate to his superior for performance is absolute, and no superior can escape responsibility for the organisation activities of his subordinates.
 - c) The authority-level principle: Maintenance of intended delegation requires that decisions within the authority competence of an individual manager be made by him and not be referred upward in the organisation structure.
- xiv) **Line and Staff Positions** prescribes that the relationship between. line and staff in any organisation should be direct, cordial, and vertical at different levels. The line-staff conflict should be, minimum.
- xv) **Functional Authority** prescribes that the functional organisation is a modification of the line and staff organisation whereby staff departments are given authority over line personnel in narrow areas of specialisation like safety and labour relations. Important projects like library automation may require functional authority. Enough care should be taken in handling such situations.
- xvi) **Centralisation Versus Decentralisation** a' judicious combination of both centralisation and decentralisation should be achieved for best results based on circumstances. Delegation is vital and essential, but decentralisation is optional. In large libraries or library systems, house keeping operations like acquisition, technical processing, printing, micrography, etc., can •be effectively centralised. But service operations have to be decentralised.
- xvii) **Coordination and Integration** are vital an. effective organisation structure. not only requires vertical, and horizontal coordination but also perfect integration of functions. The more differentiated and specialised the activities, the greater the need for coordination and integration. Three elements, namely, authority delegated through hierarchical relationships; administrative procedures and systems, and communication network in the organisation help the integration of various units in the- organisation.



- 4) The criteria of division for organising the activities and programme of a large library are: i) Numbers, ii) function, iii) territory, iv) product, v) customer, vi) process or equipment, vii) subject, viii) form of document.
- 5) A combination of methods for organising the work of a library is preferred because:
 - i) Using any single method of dividing the work of a library does not yield the best results, since many libraries get divided on the basis of territory or process or equipment, etc..
 - ii) If -the first division, is division by subject, the subsequent divisions will have to be on the basis of functions.
 - iii) A combination of functions, subject and form will yield much better results.
- 6) An organisational chart serves the following purposes:
 - i) The chart is a visual aid, depicting the horizontal and vertical divisions of a library.
 - ii) The chart indicates in a graphic form the organisation structure, showing the span of management, hierarchical and vertical positions, relationships between line and staff positions, and flow of authority and responsibility.
 - iii) It is an instrument for the top management to deploy its staff in a rational manner.

2.8 KEY WORDS

Authority	:	The right to decide, to direct others to take action, or to perform certain duties in achieving organisation goals.
Chain of Command	:	The line along which authority flows from the top of the organisation to any individual.
Coordination	:	This is the process, of linking several activities to achieve a functioning whole.
Delegation	:	The process of assigning responsibility along with the needed formal authority from one person to another.
Departmentation	:	Grouping related work activities into manageable units.
Division of Labour	:	This is the process of analysing work and dividing it into separate specialised tasks and jobs.
Accountability	:	Being answerable for the results of one's actions.
Functional Authority	:	The right of staff specialists to issue orders in their own names in designated areas.
Grapevin	:	The informal means by which information is transmitted in an organisation.
Hierarchy	:	A hierarchy represents a series of positions; some of which have more authority than others.
Horizontal Differentiation	:	The process of forming additional units at the same level in the organisation.
Line Departments	:	Departments directly involved in accomplishing the primary purpose of the organisation.



Matrix Organisation	:	A permanent organisation designed to achieve specific results by using teams of specialists from different functional areas within the organisation.
Power	:	The ability to influence behaviour or results.
Span Management	:	The number of direct subordinates reporting to any manager.
Specialisation of Labour	:	The division of a complex job into simpler tasks so that a person or group may carry out only identified or related activities.
Staff Departments	:	Departments that provide line people with advice and assistance in specialised areas.
Status	:	A person's rank or position in a group.
Vertical Differentiation	:	The process of creating additional levels in the organisation.

2.9 REFERENCES AND FURTHER READING

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