MANAGEMENT

Meaning and Scope

It is very difficult to accurately define management. There is no universally accepted definition of management. Management involves both acquisition and application of knowledge. It does not go by rule of thumb or intuition alone even though it is considered to be an extension of common sense. Hence, management is a combination of both an art and a science. The scientific approach lies in decision-making, planning and in the appropriate use of technology. The artistic approach to management can be found in the tasks of communicating, leadership and goal-setting. A few commonly used definitions of management are given below:

- Managing is an art or process of getting things done through the efforts of other people.
- Managing is the art of creation and maintenance of an internal environment in an enterprise where individuals, working together in groups, can perform efficiently and effectively towards the attainment of group goals.
- Management is the process of setting and achieving goals through the execution of five basic management functions (i.e. Planning, Organising, Staffing, Directing and Controlling) that utilise human, financial and material resources.
- Management is a process or an activity that brings together several varied resources like persons, materials, techniques and technologies to accomplish a task or tasks.
- Management, as a distinct field of study, is also the body of organised knowledge which underlies the art of management.

The above definitions and a study of management literature would reveal the following characteristics of management:

- Managing is an activity or process (not a person or group of persons);
- Management refers to both the discipline as the well as group which manages the organisation;
- It makes things happen (and not let things happen);
- It is purposeful, i.e., the achievement of the organisation's goals and objectives is the supreme purpose;
- It uses available resources economically to maximise outputs;

- The organisation's objectives are accomplished by, with and through the efforts of others (group activity);
- Managing implies using certain skills, knowledge and practices to bring effectiveness;
- It is aided and not replaced by the computer; and
- It is intangible

Modern management is characterised by a scientific approach, which involves:

- the application of scientific methods and analysis to managerial functions and problems;
- serious consideration of human elements in management, based on psychological studies and behaviour analysis in different situations; focusing equal attention on all functions of management; and
- use of electronic computers for analysis and studies.

Beginning from the fifties of 20th Century, contributions have been made to management through disciplines such as mathematics, statistics and economics. Mathematical models have been designed and constructed for use in planning, decision making and forecasting. Operations research studies for operational efficiency, and econometric analysis for cost benefits and effectiveness, are some of the other scientific methods applied to management functions. The advent of computers and communications technologies has aided researchers in the development of the management information system. These have become vital components in scientific management.

Levels of management and managerial skills

A manager is anyone, at any level of the organisation, who directs the efforts of other people. S/he is the catalyst who makes things happen. It may be noted that the management of an organisation is performed at different levels. Although the distinctions are by no means clear it is useful to think of managers as being divided into three groups (or levels): (i) Supervisory (or- First line or Operational) Managers are those who directly oversee the efforts of those who actually perform the work. Performance of various routine tasks to obtain desired outputs of every unit and concomitant activities is taken care of at this level; (ii) Middle managers are above the supervisory level but subordinate to the most senior executives of the organisation; they have the responsibility to develop implementation strategies for the concepts determined by top management. Execution, supervision, monitoring and other related functions are taken care of by them; (iii) Top managers are the most senior executives of the organisation. Top managers are responsible for providing the overall direction of the organisation. They carry out planning, maintenance of relations with other

agencies, policy making, standardisation, control, evaluation, resources mobilisation, etc. As far as libraries are concerned, often two hierarchies of management operate within libraries. One is that of the library, and the other is that of the organisation to which the library belongs. Each level of management requires a different composition of managerial skills. Skill is an ability to translate knowledge into action that results in a desired performance. Normally, three kinds of basic skills are identified to be required by managers –

(i) Technical skill is the ability to use specific knowledge, methods, processes, practices, techniques or tools of a speciality in performing the work;

(ii) Human skill is the ability to interact with other persons successfully, i.e ability to understand, work with, motivate and get along with other people; and

(iii) Conceptual skill deals with ideas and abstract relationships. It is the mental ability to comprehend abstract or general ideas and apply them to specific situation. It requires a holistic approach to understand the relationship of parts to the whole, the whole to the parts and cause and effect.

In other words, viewing the organisation as a whole and to see how the parts of the organisation relate to and depend on one another and the ability to imagine the integration and coordination of the parts of the organisation are essential for this skill. The importance of these skills depends on levels of management. Technical skill is most important for supervisory level managers and becomes less important as the manager move up to the middle and top levels. Conceptual skill is increasingly important as manager moves up the levels of management. However, human skills are important at every level in the organisation. Top and middle managers need to have diagnostic and analytical skills. Diagnostic skill is the ability to acquire, analyse and interpret information to determine the cause of change either in inputs or outputs or in the transformation process. Analytical skill (which is complimentary to diagnostic skill) is the ability to determine the cause of change and either to provide corrective action or take advantage of the situation. All functions or elements of management will be common to all levels of management in some form or the other. However, the duties and responsibilities of the staff operating at different levels will vary.. But the middle level management is involved in both planning and routine operational work.

Function is a type of work activity that can be identified and distinguished from other work. Experts have identified several managerial functions as important elements of management. While Newman and Summer have identified four functions namely, organising, planning, leading and controlling, Henry Fayol has recommended five basic functions namely, planning, organising, commanding, coordinating and controlling. Most authors present the following five as the essential functions: planning, organising, staffing, directing and controlling. Luther Gulick and L. Urwick have coined an acronym for seven functions namely POSDCORB which stands for Planning,

Organising, Staffing, Directing, Coordinating, Reporting and Budgeting. It is important to remember that they are carried out simultaneously and concurrently. The view of this approach is that an organisation is a total system and these functional elements are interrelated and interdependent. The major advantage of separating and discussing these functional elements individually is that this provides a helpful means to examine the various threads that are interwoven into the fabric of what managers actually do.

Planning

Planning is a bridge taking us from where we are to where we want to reach. It is the process of determining in advance what should be accomplished and how to do it. In other words, it is an analytical process of establishing goals, objectives and targets, assessing the future, premising, generating and evaluating alternatives, selecting programs, projects or courses, estimating resources, preparing the plan document with derivative plans and implementing the plan. Four important characteristics of planning are:

(i) The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purposes and objectives;

(ii) Planning is the "first" function and logically precedes the execution of all other managerial functions;

(iii) Managers at all levels are involved in planning;

(iv) The efficiency of a plan is measured by the amount it contributes to the purpose and objectives as offset by the costs of other unsought consequences required to formulate and operate.

In other words, planning is characterised by its primacy, efficient contribution to purpose and objectives and all pervasiveness. Some types of plan usually developed and operated include objectives (or goals), strategies (or grand plans), policies, procedures, rules, programs and budgets. The process of developing a plan consists of a few logical and basic steps. Being aware of opportunities and a sort of SWOT (Strength, Weaknesses, Opportunities and Threats) analysis is the first step followed by establishing specific and clear objectives. The third logical step in planning is premising, i.e., taking note of planning assumptions. Establishing complete premises and keeping them up-todate is a difficult and complex task. The success of a plan depends on the degree of accuracy in premising. The fourth step is to search for and examine alternative courses of action. The step is immediately followed by a systematic evaluation of alternative courses with the purpose of selecting the best course of action in the next step. The seventh step is formulating smaller derivative plans. The final step is to numberise the plan along with derivative plans by converting them into budgetary figures.

Many scientific techniques and models are available to determine the goals and objectives assess future trends, formulate policies, choose among different alternatives (decision making), preparation and production of plans, etc. There are rational approaches and principles to follow in the planning process. A few of them, in addition to those mentioned above, are listed below:

- Planning should start with where we are (premising) rather than with where we want to be;
- Individuals involved in the planning process should agree to use consistent planning premises;
- Flexibility must be built into the plans;
- The plans must be closely integrated; • The plans should be documented and distributed to all members of the management team;
- Planning has value only if it is transformed into action; and
- Plans should be reviewed periodically throughout the year. Inputs to a plan have to come from every unit of the organisation to ensure the involvement and participation of the staff working at the operation supervisory level, besides the top management which is more directly connected with the planning process and responsible for it. A plan document provides a directive course of executive action incorporating every aspect of the development of the organisation. Policies are framed to help the implementation process. Every plan has to fit into a time frame annual, five year, long range or perspective - and also has to be flexible to accommodate any unanticipated change at any point of time.

The significance and advantages of planning are:

- it offsets uncertainty and change;
- provides a framework for execution and direction; focuses attention on objectives;
- improves services, leads to operations and facilitates control;
- ensures rational and effective development;
- permits the anticipation and future resources needs; and
- brings the skills and experience of staff members to the planning process.

Organising

It is the process of prescribing formal relationships among people and resources (i.e., personnel, raw materials, tools, capital, etc.) to accomplish the goals. Organising involves:

- analysing the entire activities of an organisation into homogeneous types of works and jobs
- sorting and grouping the resulting works and jobs into a logical structure;
- assigning these activities to specific positions and persons; and
- providing a means for coordinating the efforts of individuals and groups.

The term organisation refers to both the process of organisation and the result of that process. Organisation refers to the structure which results from:

(i) assembling the resources necessary to achieve the organisation objectives,

(ii) identifying and grouping work,

(iii) defining and delegating responsibility and authority, and

(iv) establishing activity-authority relationships. In other words, organisation differentiates and integrates the activities necessary to achieve the objectives. Activities are grouped into working divisions, departments, or other identifiable units primarily by clustering similar and related duties. The result is a network of interdependent units. Organisational structures usually comprise departments, divisions, sections, units or cells, obtained on the basis of division of works and jobs, These structural patterns reflect horizontal and vertical positions, indicating distribution of work, authority and responsibility, span of control, nature of duties, outflow of work, means for evaluation of work output, staff discipline mechanism, smooth flow, functional points and coordination points, etc.

Some basic principles of organising are listed below:

- The key activities should be clearly defined;
- The activities should be grouped on some logical basis
- The responsibilities of each division, department, unit and job should be clearly defined;
- Authority should be delegated as far down in the organisation as possible;
- Responsibility and authority should be made equal;
- The number of persons reporting to each manager should be reasonable;
- The organisation should be designed to provide stability, flexibility, perpetuation and self-renewal; and
- The organisation structure should be evaluated on the basis of its contribution to enterprise objectives.

Libraries are generally organised on the basis of their functions, viz., collection development, technical processing, users' services, etc. But, they can be organised on the basis of user groups

served, subjects/areas handled, products and services generated, or a combination of these. However, organisational structure varies according to the types of libraries, viz., national, public, academic and special libraries.

Staffing

If organisational structure creates positions at different levels for performing various functions, staffing deals with providing the right type of persons to man them. Indeed persons are the key to the effective functioning of any organisation. In fact, the real strength of an organisation is its personnel; they can make or mar the organisation. Staffing is the formal process of ensuring that the organisation has qualified workers available at all levels to meet its short and long term objectives. This function includes (i) Human resource planning (ii) Recruitment and selection (iii) Training and development (iv) Rewards and compensations (v) Health and safety (vi) Career planning and management (vii) Employee assistance, coaching and orientation (viii) Performance appraisal. Some important basic concepts of staffing are job analysis, job description, job specification, job enlargement and job enrichment . Personnel management has assumed very great importance in modern management studies. Attention is increasingly given to composition of staff, their types and levels, proper recruitment methods and procedures, work distribution and assignment, staff training and development, salary, status and career development opportunities, incentives and other related aspects. With the increasing complexities of libraries and the services they are expected to offer, the staffing pattern is constantly changing. Different categories of specialists are being recruited to operate at various levels in libraries.

Directing

Directing is the managerial function concerned with the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives. It is aimed at getting the members of the organisation to move in the direction that will achieve its objectives. In other words, directing is the managerial function that enables managers to get things done through persons, both individually and collectively. Directing is related to staffing in the sense that these two functions are concerned with the employees of the organisation. While staffing is concerned with providing and maintaining human resources, directing deals with leading and motivating the human resources to give out the best. It is the most interpersonal aspect of management. Directing is closely related to the communicating function and motivating; actuating and leading are sub-functions of directing. Directing is not the singular function of the top management. In fact, it pervades the organisation at all supervisory levels. This calls for good interpersonal communication, both oral and written. Written communications are often through memos, letters, reports, directives, policy guidelines, staff and work manuals and

similar others. It is essential to get them drafted unambiguously to give proper direction to the employees. This is supported by oral communication, formally at staff meetings and informally on other occasions. It is necessary to note some important principles of directing. The more effective the directing process, the greater will be the contribution of subordinates to organisational goals (the principle of directing objective) and the more individuals perceive that their personal goals are in harmony with enterprise objectives (the principle of Harmony of Objectives). The more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling of personal responsibility for results (the principle of Unity of Command). Interestingly, reporting is the converse function of directing. In other words, between two persons in the hierarchy, if A directs B, then B reports to A.

Controlling

Another important aspect of directing is exercise of control over the system. Control does not merely mean restrictions or restraints to be forced on the system, but they are guidelines for the organisation to perform according to set standards of efficiency and quality. What is implied in this is, accountability, and the obligation of the staff at all levels, of reporting to a higher authority on their productivity both in terms of quality and quantity. But these would need yardsticks and measurement tools and techniques for evaluating performance. Thus, both directing and reporting are closely related to the controlling function. In simple terms, controlling can be defined as the process of comparing actual performance with standards and taking any necessary corrective action. Hence, the control process consists of (i) establishment of standards (ii) measurement of performance, and (iii) correction of deviations. The standards may be physical standards, cost standards, revenue standards or even intangible standards. Some of the common traditional control measures are budgets, statistical data, special reports, breakeven point analysis, internal audit and personal observation. Other control measures include time-event network analysis like milestone budgeting, program evaluation and review techniques (PERT/CPM), programme budgeting, profit and loss control, return on investment (ROI) and general key result areas like profitability, market position, productivity, public responsibility, etc. It has already been stated that establishing standards for quality, quantity, cost and time, measuring performance against set standards, and correcting deviations are the three basic steps involved in measurement of performance. Performance is closely related to techniques of operations and technology employed. Modern management uses techniques of Operations Research, Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM), system analysis and others for improving quality. A good control system should be forward looking, objective, flexible, economical, understandable, reflect nature and needs of activity as well as the organisation pattern, promptly

report deviations and exceptions at critical points and lead to corrective actions. The other important principles of controlling are listed below:

• Controls require a clearly defined organisational structure;

• Controls must be based on plans;

• Controlling is a primary responsibility of every manager charged with executing plans;

• The control itself should be exercised where the malfunction is likely to occur;

• Controls must focus on key variables; • Controls must be meaningful and economical;

• Controls must provide accurate and timely feedback;

• Feed forward controls should be used to supplement feedback control; and

• Controlling requires action.

Devising effective control instruments for libraries is difficult due to their service and not-for-profit nature. In the absence of realistic, objective and precise standards for measuring performance, libraries resort to use of objectives, budgets, internal audit and the like.

Other Managerial Functions There are some more managerial functions other than the five most important elements discussed above.

Motivating, actuating and leading are already mentioned as sub-functions of directing.

In addition, communicating, delegating, coordinating, reporting, budgeting, innovating, influencing, representing, etc., are often mentioned as managerial functions.

Coordinating

This is the process of linking several activities to achieve a functional whole in the organisation. In other words, it is the process of ensuring that persons who perform interdependent activities work together in a way that contributes to overall goal attainment. Coordinating is the management of interdependence in a work situation. It is much more than just cooperation and it involves an information giving function.In the organising function that the work of an organisation is divided into various functional units and it is the coordinating function that ensures that all these units efficiently contribute to the objective. It is in the coordinating process that a manager has to act like a leader and her/his leadership skills are put to test. The best coordination occurs when individuals see how their jobs contribute to the goals of the organisation. To avoid splintering efforts, the dominant goal of the organisation should be clearly defined and communicated to everyone

concerned. Goals of subordinate departments should be designed to contribute to the goals of the organisation. Coordination calls for skill of leadership, communication and delegation.

Communicating

Communicating is the transfer of information, ideas, understanding or feeling between people. In other words, it is the process of passing information and understanding from one person to another. It needs no further emphasis amongst library and information people. Communication is an all-pervasive phenomenon. Librarians have to communicate with each other in issuing or responding to directives and in carrying out the functions of management. They also communicate continuously with users and authorities. Communication, both written and oral, is used to obtain and give information for planning and decision making.

Reporting

It has already been said that reporting is converse of directing. Reporting serves the purpose of keeping authorities and the public at large informed about the performance, achievements and shortfalls for a specific period. This function not only helps with a healthy self assessment but also by maintaining good public relations. Libraries usually generate a great amount of statistical data and reports.

Innovating

As every organisation has to constantly grow bigger and better, innovation becomes an important function of a manager. Innovation means creating new ideas which may either result in the development of new products or finding the new user for the old ones. Representing Today's manager is required to spend a part of his time representing his organisation before various outside groups (stake holders) like Government officials, labour unions, financial institutions, suppliers, customers, etc

APPLICATION OF ELEMENTS AND PRINCIPLES OF MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES

POSDCORB in Libraries and Information Centres

The functions or seven elements of management are also applied in libraries in the following ways:

Planning

Planning is crucial for any organisation. In libraries planning are of the following type:

Financial planning, Space planning – library building, Manpower planning - library staff, Resources planning – library collection and need assessment of users. Finance and manpower planning have direct implications on the efficient and effective management of information resources and services.

Organising

Organising is the process of building structural framework of the organisation. "By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries".. Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example, line organisation may be a success for a small library and for large libraries functional structure is the best. This function of organisation should not be confused with another function of libraries, namely, organisation of information resources for their optimum utilisation by users.

Staffing

It is manpower planning which is related with recruiting competent staff, training of library staff and maintaining favourable condition of work for them in the library. For staff recruitment, there are norms that are to be followed by libraries.

Directing

This is the main function of a manager. It includes all guiding, leading, motivating, etc functions. For this purpose the library policies have to be established. As per the policies and goals, employees are directed towards the attainment of library goal. Coordinating It is the integration of all activities of an organisation. It brings harmony in the organisation. Coordinating function, inter-relates different divisions and works of the library for efficient working.

Reporting

Reporting is a means for chief librarian to inform the authorities about the progress and performance of the library. In public libraries it is a means of informing public about the functioning of the library.

Budgeting

Librarian prepares and presents financial needs of the library in a budget . Budget acts as an instrument of control. It is a part of financial planning and balancing between income and

expenditure of the library. Being a service organisation, libraries have to balance between financial resources and the expenditure. It involves preparing library budget and maintaining accounts of the library.

Principles of management when applied to libraries can enhance routine efficiency of the library.

1) Division of Work: This principle implies that work will be divided according to specialisation. In small libraries usually there is no division of work as it is one man show because they are managed by one person. But, in large libraries division of work can be done by type of service or by type of material. Generally, the work in libraries is broadly divided into three types: technical, user and administrative work.

2) Authority and Responsibility: Authority and responsibility must go together. In library the ultimate responsibility is with the librarian. The librarian delegates authority to the subordinates (the next level managers) according to their ability, specialisation and the demands of the job/ work.

3) Discipline: This principle tells about the do's and don'ts in the organisation. This is the principle for creating 'organisation culture'. The principle helps in dissolving the disputes with justice and enforcing the penalties without prejudice. It is the duty of the librarian to maintain discipline among the staff in the library.

4) Unity of Command : "One boss" is the motto of this principle. Order from one senior does not create confusion among the staff. For example, if a librarian wants to communicate to a library assistant, s/he in normal condition has to communicate through the assistant librarian in charge of that section.

5) Unity of Direction: The message of this principle is "one plan one direction". Coordination can be achieved through proper direction. All employees should be directed in achieving one goal. Unity of direction also eliminates duplication of work.

6) Subordination of Individual Interest to General Interest

This principle says give priority to organisational interest as against individual interest. Growth and development of the library and users satisfaction should be the main concern for everyone in the library.

7) Remuneration of Personnel

This is a well known fact that employees are motivated by the monetary benefit they receive and libraries should also take this into consideration and pay staff according to their work, qualification experience and responsibilities. In reality, often library personnel paid according to the type of library in which they work because the salary structures vary according to type of library.

8) Centralisation

Libraries generally follow this principle as there is centralisation of authority. But, as far as large libraries are concerned, decentralisation is also appropriate for their smooth functioning. For example, the works like document selection should be decentralised but ordering must be centralised to avoid unnecessary duplication in acquisition.

9) Scalar Chain

Scalar Chain means unbroken line of authority from top to bottom level. This line of authority serves as a means of communication within an organisation. This principle says that relation between different units of the organisation is very essential. This principle is very useful for libraries as their work is not only inter-related but also inter-dependent. For example, the location of different sections of a library should be decided according to their interdependence.

11) Equity

This principle says treating everyone equally and fairly. There should be justice in dealing with employees. For this purpose rules should be followed while deciding wages, there should be clearly defined promotion policy, etc.

12) Stability of Tenure of personal

Fixed tenure or long period in a particular position in a library gives an employee enough experience to know that job properly. For example, if a person is working for a longer period in a technical section (doing cataloguing or classification), s/he will become an expert in doing the work as the nature of work in this section is technical and which requires proficiency.

13) Initiative

This principle says that initiatives should be encouraged. In libraries this principle will be applied in taking initiative towards helping users.

14) Esprit De Corps

This principle highlights the importance of team work. Library is a social organisation and library work is a group activity. All processes in the libraries depend upon each other from acquiring documents to maintaining.

MANAGER

Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of team work, interpersonal communication, shared vision, lifelong learning, etc. are obvious. Keeping these changes in mind it becomes essential for the library managers to have expertise and focus on the following areas of management:

1) Change Management

2) Entrepreneurship

3) Strategic Planning

4) User Centered Managemen

5) Management of Technology

6) Project Management.

The following skills are required by the library staff:

• Library and information handling skills

• Service orientation

• ICT knowledge skills

• Communication and training skills

• Marketing and presentation skills

• Understanding of cultural diversity

• Knowledge mapping skills

Changing Role of Librarians

There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario: Managing Information Organisations, Managing Information Resources, Managing Information Services, Applying Information Tools and Technologies . For the above mentioned major professional competencies, librarians should have the following qualities: • Adaptability • Skill and ability • Self development • Risk taking ability • Leadership quality • Decision making power • Flexibility • Creativity and acting as a change agent.

Planning and management of library and information centres

Management of IC's would cover the entire spectrum of management activity. This necessarily would imply the finding of answers to questions such as Who, What, When, Where etc.

1. **Policy Formulation**: Policy formulation is the most important step in planning information centres, as they guide in decision making. Some of the points to consider here are;

- Role of the information centre;
- Components of information centre and their interrelationship;
- Levels and methods of providing information services;
- Relationship of information centre with other outside similar agencies;
- Responsibilities, role and relationship with users, and staff;
- Line of authority and decision making process.

Process of policy formulation

According to Atherton(1977) the task of policy formulation is an ongoing process and involves following tasks:

- Initiation of policy development – it includes plan of action regarding nature of the task involved, participants, procedure and time schedule.
- Review of the existing policies.

- Analysis of the existing policies from the point of view of sound rationale, area coverage, adequately stated, consistency with the objectives of the information centre, currency and usefulness etc.
- Recommendations regarding new and revised policies.
- Process of formulating policies following the recommendations.
- Preparation and dissemination of policy manual.
- Securing periodic review

"Four Areas" for Policy Decisions

- Collection of Materials
- Services and Access to Materials
- Staff Resources
- Overall Management Considerations

Planning:

Without planning most ICU's may become poorly organised. Threefold outcome is obvious outcome of planning:

- Direction to growth and complexity
- Minimises adhoc decisions
- Provides a basic framework for the service

Systems Approach to Planning

Systems approach to planning of IC's envisages following parameters-

- The overall objectives of the IC
- The components and their characteristics
- Functional organisation of the components into a coherent whole
- The Interlinks and relations among the components
- The characteristics of the of the environment in which IC is to operate from time to time
- Preventive and corrective measures and in- built control to adapt to the changing needs of management policies and directions while clinging to changing information environment.
- The conditions for the healthy growth and development of the IC; and

- Identifying the agency competent to ensure continuous inputs, management, evaluation and adaptation of the system along right lines.

Alternative approach to planning

Strategic planning encompasses goals, needs of organisation, evaluations, decision on specific objectives and plan-implementation

Operational planning is linking of organisational components i.e., techniques, materials, procedures, strategic plans rules, people, capital and facilities to facilitate the interrelated events in a particular fashion. Here emphasis is on people for getting the things done.

Task programming emphasises on plans to be carried out by technical activities. Here the task is like a specific activity correlated to tools, materials, equipment and technology used in achieving IC's goals.

Basic Elements in Planning of the IC's

- Data base or information sources
- Information services;
- Manpower for the operation and management of the IC;
- Furniture and equipment;
- Building to house the IC
- Financial resources

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