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work with highly talented, interesting, varied and inspiration athletes and coach; arch tapestry of personalities that many other medical professionals could never collaborate with as colleagues in the traditional medical world. We should run close to the athlete and coach, managing health, optimizing performance and leading the way in collaborative, balanced, evidence- and preference-based, individualist healthcare.

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04

## Change in Management for Libraries

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#### Abstract

Change management includes the top management, leaders at all levels and every member of staff, as well as the users and the library's parent institution. Understanding the components of the change process will help provide the background for how people react to a disruption in the workplace. Knowing how to build trust during the change process will help increase the chances for a successful outcome. Since libraries – academic as well as public – have to face constant change this chapter gives a short overview of the need for change management in libraries as well as the structure of this book. This includes not only theoretical aspects of change management but also several case studies of academic and public libraries which have had to face a deliberate large-scale change recently.

**Keywords:** Library Management, Academic library, Change management, Leadership

#### INTRODUCTION

“Technology is easy, people are hard.” This is the first thing that I tell my students as I begin every new class on library technology at the University of Washington Information School. As you can imagine, I get skeptical looks from some of the students as they enrolled in my class because they believe that library technology is the difficult part of that equation. And from other students, I get the distinct impression that the reason they wanted to take my class was so that

they did not have to think about people at all – wasn't that the whole point of working in the technology field ?

What I am trying to make them aware of is the importance of the human factor in any technology endeavor. The management aspects of a library project are equal to or even more important than the technology part. You can purchase the most technologically advanced library system on the marketplace, but without the "people skills" to have it embraced by the library staff, it is worthless. Technology will not solve any problems unless you can get the staff to use it effectively. The modern systems librarian, who is often the staff person in charge of the selection and implementation of an integrated library system, has one of the most challenging positions in the library. This person needs to have excellent technology skills to assess the proposed systems that the library might acquire but also the skills to negotiate contracts, train staff members, and to work with the library administration on planning and budgets. In addition, he or she will also have to be familiar with change management, project management, and how to be successful in communicating with a wide variety of stake holders.

The selection and implementation of an integrated library system is one of the most important decisions that a library can make. The choice of a new system will provide the library with a blueprint for its future operations, both for the staff and its patron community. Not only does it represent a significant cost in terms of funds, but there is also the consideration of staff costs – training, productivity levels, and stress – that can have a profound effect on library operations. In addition, there is also the cost of migrating data between systems and whether that will be done effortlessly or result in a major cleanup project at the end of the migration. For all these reasons (and many more) the selection of a library system must be undertaken with the

knowledge and skills to do it correctly. Hopefully, this book will provide some guidance to those library staff members selecting their very first system as well as to those veterans who might be migrating to a next-generation system.

#### **As per Library Law**

**"The Library is a growing organization."**

Ranganathan outlined the five laws of library science of which the fifth stated that, "the library is a growing organism." This law focuses on the need for internal change. He argued that libraries must accommodate growth in staff, physical collection and patron use. This involves growth in the physical building, reading areas and services among others which a call for change as the library grows. Change is an inevitable concept in human and organizational life which cannot be overemphasized due to man's insatiable nature as well as the dynamics of the social world. The dynamics of the social world such as the characteristics of products and services which come to bear on its ability to satisfy stated or implied user needs through improvements in technology, services and patrons demands create opportunities for change. Change is commonplace in organizations and the library cannot be exempted.

#### **Importance of Library Technology**

The importance of technology in library operations is critical to understanding the modern library. Not only must one be comfortable with technical skills, but the management of personnel issues is equally critical for success. The history of library automation has changed tremendously over the years, especially with the introduction of computers in the library.

Understanding the key components of library operations, especially the discovery layer, highlights how technology has transformed library organizations and staff. A thorough knowledge of the types of records created in a library and the movement of materials through

the library are necessary before undertaking any automation project. Also important to understand is what types of records will need conversion from a manual format to an electronic format. It is equally important that the librarian understand the complete workflows in each library unit or department, as these workflows will be directly impacted by automation.

Significance of the study Change management in library and information centres is responding to the needs of changing library and information environment. New technological developments have already profoundly affected libraries. These changes are necessitated by the exponential growth of information generation and developments in the handling and communication of information. The manner in which libraries process, store, and retrieve information is changing as is the information medium itself. The purpose of change management in libraries is therefore aimed at providing quality information services and greater user satisfaction. Pugh (2007) is of the opinion that the modern information service should recognize that it is in a period of discontinuous change, which demands a distinguishable break with past practice, and requires the recognition that the former ways of doing things will not create and sustain successful organizations. There is a need for a change culture, which makes use of the theories or organizational development. Libraries of today are in transition from manual to automated systems. Databases are replacing card catalogues, printed indexes and abstracts, full text articles and textbooks as well. Information produced and stored in new forms. The integration of computers and printing is leading to a new method of information dissemination. Libraries are no longer self-sufficient but linked through electronic networks of various types and means. In view of the changing environment and growing competition in the world, and the impact of ICT on libraries are gearing up for

change management in their organizations, shifting from manual management of library activities to automated management of library activities. The process of management of change is really a very challenging task because it needs to change the very mind set of LIS professionals, management and library users. It also requires the support from various counts, and lot of resources, involves many people and demands the library manager to put in his best efforts.

### 1. Electronic resources

Electronic resources are an increasingly important part of most libraries' collections. Many integrated systems offer an electronic management system to track these resources, which have a different resource life cycle from print resources. Specialized tools have been developed for gathering statistics on electronic resource use while link resolvers have been developed to provide easy access to these materials. Many libraries are turning to demand-driven acquisitions to facilitate the selection of e-Books for their collections.

### 2. Systems librarians

Systems librarians are often the leader of a library automation project. Knowing what qualities to look for in a systems librarian and the various roles within the organization that the systems librarians may inhabit can be critical for the success of your project. Following best practices for hiring technical staff will ensure that the library finds the best candidate for this important position.

### 3. Automation

There are many steps that a library should consider when designing an automation project. Beginning with a needs assessment, the library must decide whether an automated system is the correct answer to its problems. The library must then explore the automation marketplace to assess what types of systems are available for its needs. Hardware issues also need to be considered when purchasing a new

system, whether it be a new library server or a cloud computing solution.

#### 4. Sources

An important choice needs to be made between open source systems, traditional vendor systems, or a hybrid system using open source software and paid vendor support.

#### Future of Librarians and Technical Staff :

The way by which we hire, acculturate, and provide ongoing professional development and training related to interpersonal/intrapersonal abilities of librarians matters. While the former area has received quite a bit of attention it is the latter which has yet to be fully embraced and incorporated within many organizations. There is a greater potential for library administrators to improve the lives and quality of their staff by not just focusing on specific skills but rather taking a more holistic approach from the hiring process forward that gives greater weight to individual interpersonal and intrapersonal skills, the latter more specifically referring to the application of mindfulness in the library workplace. This chapter explores professional development of staff from a unique perspective. The librarian as a whole is considered implying the need for administrators to be more concerned about the happiness and growth of staff as individuals as opposed to being just library employees. This in turn could lead to dramatic improvements in library effectiveness within their respective institutions.

#### Conclusion

Early indications are that it is working well. This is thanks to the talents and skills of those in key management roles, who have understood and embraced the new approach and are committed to making it work well. We are still in the early stages of this new experience and shall continue to embrace the learning that results, ever mindful of the benefits we can achieve for our many service users and for our staff. This continues to be a challenging and

energising learning experience for us all as individuals, teams and as a library organisation. We are happy to discuss and share that experience further with colleagues and senior teams across the sector.

While Library Administration adjusted the stages based on cultural norms of academia in general, the stages were a helpful way to organize the process and move forward. Adjustments were also made as the result of strong reactions from groups or individuals. Trust between employees and Library Administration was improved when Library Administration remained open to employees' concerns and adjusted the process based on those concerns. Additionally, communicating to employees the need for change, the process to be used, and the vision for the new department was crucial in resolving concerns and encouraging employees to come into agreement with the new direction. Finally, frank and direct communication may be necessary to bring along employees remaining resistant to the very end. These conversations may be difficult but are essential to the change process and are an essential competency for leadership.

#### Suggestions

Change management is only the feasible solution to overcome all the difficulties and problems created in ever changing environment for the overall development and progress. The technology is already superb and has even greater potential, but needs the wisdom of older minds that are trained and have built a lifetime of experience in making sure people get the information they need.

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05

## A Retrospective Study of Injuries to the Physical Education Student

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### Abstract: -

The primary aim of the present study was to find out the possible risk factors involved in physical education students injuries, mechanism of injuries severity of injuries. Accordingly physical education students were targeted their aged between 21 to 26 years. The method of sample was purposive –A non-random method of sampling design for physical education students with a specific purpose. Total 100 physical education students from different colleges were selected as sample size of the study. The data was collected with the help of questionnaires made by Cromwell, and Gromley (2000) and researcher modified by the question naire. Total 50 injuries out of 100 physical education students were found out over the one year of the period. Mean , standard deviation and percentage were used to compare types of injuries to physical education students . The percentage of injuries with respect to location and nature among Physical Education Students more occur in the knee , shoulder , muscle and back pain.

### Introduction: -

In Retrospective studies questionnaire involved and ask subjectsto recall their previous last one years injuries occurred.Daily physical education class may provide the opportunity for students to meet healthy people to guide for