Management information for strategic decision-making in the library of administrative staff college of Nigeria: a comparative study with UK academic library

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MANAGEMENT INFORMATION FOR STRATEGIC DECISION-MAKING IN
THE LIBRARY OF ADMINISTRATIVE STAFF COLLEGE OF NIGERIA: A
COMPARATIVE STUDY WITH UK ACADEMIC LIBRARY

by

Tokunbo Daodu, B.L.S. (Hons), Dip.Lib.

A Master’s Dissertation, submitted in partial fulfilment of the
requirements of the award of the Master of Arts Degree of the
Loughborough University of Technology

September, 1994

Supervisor: Professor J P Feather, BLitt, MA, PhD, FLA, MIInfSc
Department of Information and Library Studies

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DEDICATED

TO ...

TUNJI
TOLUM-Funmilayo
TITI-Bukanla
TOLA-Tinuola
TAYO-Femi
TOPE-Damilola
ABSTRACT

This study examines how information is being managed to make decisions in ASCON Library (AL) and the University of Birmingham Library (UBL). The study is not intended to show whether or not AL offers the same level of services as the UBL. It seeks to illustrate UBL as a good example of how to manage information for strategic decision-making, and suggest how AL can benefit by making use of the ideas to its background and environment. The study looked into goals and service provision, user needs and service development, personnel, resources, technology, finance and user fees, cooperation and future plans.

The findings reveal that AL needs to plan its future in the context of a rapidly changing environment, with increasing dependence for its development on the exploitation of information. Information is seen as very essential and to ignore it is to take a suicidal management attitude. Sustaining AL and all the benefits it offers in to the future will demand adequate resources and clear sighted management, knowing users' needs, building and preserving collections and providing easy access to the collections. Management has to determine not only what information is interesting to have, but what is really essential in a given situation, and then make every effort to obtain this information and use it in making decisions. A proper understanding of communication channels, intensifying on co-operation with others, being alert to new opportunities relating to service elements are essential for future planning of effective information services in ASCON Library.
ACKNOWLEDGEMENTS

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The University Librarian, Mr James Thompson, of the University of Birmingham Library, UK, and his staff, Mr Wakeling (Head of Collections Management Department) and Ms Karen Stanton (Head of Public Services Department) for granting me the interview in their library and for providing relevant and useful information to help this research.

The EEC for my sponsorship and my programme officers, Mr Dominic Rowe and later, Ms Liselot Hertel, of the British Council in the UK, for their kindness. The EEC staff in Nigeria, Ms D Ademola, including her staff and Mr I A Oladapo of the Federal Ministry of Finance and Economic Development, for their individual and collective efforts to see to the approval of my sponsorship.

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WAMDEVIN  West African Management Development Institutes Network
WINET     WAMDEVIN Information Network
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INTRODUCTION

There is an increasing awareness of the importance of information as a major tool in management judging from various literature on it. Information is regarded as a vital cornerstone in the strategic planning process which provides the basis for effective decision-making. Hence, much emphasis has been placed on management information which helps to isolate the issues which confront librarians on a range of library services. In order to have the basis for well-informed judgement, those who are responsible for making strategic decisions need to have well-managed information.

Decisions are made at different levels of the organisation. It is fairly obvious that long-term decisions are taken at the top, while short-term decisions are taken by the middle level management. Irrespective of the level, however, information will be required in one way or another. In all spheres of activity, decisions are being made about allocation of budgetary resources and the prioritisation of programmes. If a given service or programme is in high demand, for example, to look for funding, those managerially responsible for its operation need some form of information to highlight these areas to budget allocators. The role of management information, therefore, is to provide the means whereby trends in use, performance and cost of services can be drawn to help decision-making. The Chief Executive of a library cannot spend all his/her time talking to individual customers/users and observing each member of staff at work. Instead, the information which he/she receives from his/her managers/senior staff is his/her means of keeping abreast of the state of the organisation and its services. Management information in these circumstances becomes among the most valuable resources which the organisation possesses.
These include the information needed to carry out the basic administration and routine service planning of the organisation. Management information systems do not provide new ways of running libraries, but a new tool to be used in the task. The techniques involved in using that tool effectively are likely to necessitate adaptations in the procedures of the library system. The temptation for the library manager introducing a new technology may be to assume that the previous pattern of services can, and should, continue without change apart from a welcome increase in speed, reduction in costs and other tangible benefits. However, to assume that past practices represent satisfactory service and good value is quite unjustified without some investigation.

Given improved communications between librarians increasingly familiar with computer technology to meet the demands of users, the future for more efficient management information systems in libraries seems bright. Meeting these demands and challenges calls for certain key qualities. More is demanded from the library because the environment tends to change, and the type of services needed may also change, to satisfy their information and cultural needs. This complexity and the pressure to satisfy needs in an efficient manner has increased the challenge of library and information service management. Therefore, the efficiency with which resources are used and the effectiveness of the resultant service in meeting the needs of users should become an important preoccupation of library managers, especially with the present dictates of the organisational culture. The realisation of useful, comprehensive management information for decision-making will depend on the following:

1. What sort of definite, statistical or other information is needed?

2. Why is it needed?
3. How will it be supplied?

All these require the right information for the decision-makers to be effective, since too much information or the wrong type of information is detrimental to efficient decision-making. The most important thing any manager has to do is to make decisions. These are his/her unique contribution to the organisation's life and growth. Decision-making could be operational, administrative or strategic. I will discuss all these three decisions fully in subsequent chapters.

Strategic decisions involve either finding out what the situation is, or changing it, or either finding out what the resources are or what they should be. Every manager has to make decisions of this kind, and the higher up the hierarchy he is, the more he has to make, and the more effect they have. They may affect the future existence of the organisation, or the lives and work of people (staff) over many years, for example, automating the library. Decisions of this kind may take years of analysing and need a wide range of accurate information before they are made. Strategic decisions require information different from the other two mentioned above. It needs the sort of information which does not consist of verifiable facts but in the experience and understanding of other people-management information.

It is with management information and strategic decisions that I am concerned: the information that is needed to keep the manager aware of developments around him/her, in the external environment of the library, and on the changing technological and marketing scene. Mostly, the effectiveness of a manager depends on his/her readiness to adapt to change, to anticipate new trends and be flexible by avoiding outdated ideas. As a result, it is necessary to tap the experience of others, to digest it and interpret it before formulating the strategy of the
organisation. Solutions from one organisation can help another by helping to identify similar problems. For instance, can another organisation's experience with altering its organisation structure, developing incentive schemes, trying out a new internal communication channel or developing a new cost-reduction service really solve our organisation's problem? Since the structure of organisation has a lot of influence on information flow and strategic decision-making, the next step will be to discuss organisational structure making use of various literature.

**METHODOLOGY**

In considering the research strategy to be employed in this study, a number of alternative approaches occurred to this writer. Perhaps the best approach would have been face-to-face interviews with appropriate staff members of both libraries. However, there is a factor which strongly militated against this approach in the present circumstance. There is no travel grant obtained to cover such undertaking in Nigeria.

In view of these considerations, a more feasible approach was chosen to obtain basic information required for the study. A combination of two major research methods was adopted, viz: questionnaire and fact-finding interview;

A questionnaire survey was conducted at ASCON Library. Items included in the questionnaire were obtained from a study of the literature concerning Management Information for Strategic Decision-Making in Libraries, the writer's personal experience and examination of a number of questionnaires used in similar studies. This was forwarded with an introductory letter (see Appendices 1a and 1b). The questionnaire was structured in a manner that would hopefully catch
the interest of the respondents - who are the two top executives of the Library. They are the Library Manager and the Head of Documentation in ASCON Library.

An interview session was conducted at the University of Birmingham Library in the UK. A letter of introduction had earlier been sent to the University Librarian before the face-to-face interview, explaining the need for the interview and the purpose of the research (see Appendices 2a and 2b). The Head of Public Services in the Library was interviewed, and the Head of Collections Management in the Library also provided useful information.

An interview session could have taken place with Royal Institute of Public Administration Library, London but, unfortunately, this writer was informed that the Library and its contents had transferred to the University of Birmingham above, when contacted.

The findings of the questionnaire and interviews have been considered in the light of the background of each library. Finally, prospects for the future have been discussed.

**Aims/Objectives**

1. To see the management information mechanisms of the two libraries;

2. To analyse the effectiveness of the management information methods being adopted by the two libraries; and

3. To offer advice on what to retain and improve in the methods being adopted.
Motivation

In view of the fact that I have worked at ASCON Library for fourteen years, I know the management information system in operation. However, I have never had the opportunity to subject it to any form of study. Therefore, I see my present student status as an opportunity to do so.

This study is not an attempt to prove or disprove of any management information in place. Rather, it is the purpose of this research to determine the commonalities in functions and, where necessary, offer advice in establishing new MIS for strategic decision-making.
CHAPTER 1

LITERATURE REVIEW

1.1 ORGANISATIONAL STRUCTURE

An effective organisation structure should reflect the goals and objectives of the organisation. The organisation itself is an entity which is there for a purpose:

This determines what it sets out to do, but what it actually does and how it does will be influenced by a number of external and internal forces, including the environment and the history of the organisation (1).

Bryson further suggested that:

... the library or information centre's organisation structure should be dynamic in its design, since change is a continuous feature of any organisation (2).

Internal and external forces constantly have an effect on existing structures, producing the need for change. So, it is necessary that, as organisations grow and develop, different structures are needed to meet the challenges of increasing size, advancing technology and changing environmental conditions.

Among the organisational theorists is Beach, who defined organisation as:

a system, having an established structure and conscious planning, in which people work and deal with one another
in a co-ordinated and co-operative manner for the accomplishment of recognised goals (3).

In other words, for an organisation to function effectively, it must systematize its ways of doing things into plans, policies, procedures, departments and specific jobs. Also, a definite hierarchy of officials, managers and supervisors must be established.

Organisational structure has an influence on individuals by allocating responsibilities, providing a framework for operations and performance assessment. And the flow of information which goes into a decision is, to a large extent, determined by the organisational structure. Regularities in activities such as task allocation, supervision and coordination are developed. Such regularities form the organisation's structure, and the fact that these activities can be arranged in various ways means that organisations can have differing structures. These differing structures brought about different organisation theorists such as Weber's Ideal bureaucracy.

The principles underlying common bureaucratic social structure are clear in 'Max Weber's ideal-typical bureaucracy' (4). In his 'ideal type', Weber emphasised the logical requirements of prototypical bureaucracy in order to explore their implications. His model provides a standard for analysing and comparing actual organisations. The idea-typical bureaucracy is characterised by regularity of actions and relations which ensure predictability of both the ends and means of organisational activity.

In other words, Weber's ideal-typical bureaucracy recognises the following:

- defined hierarchy of authority;
- division of labour based on specialisation;
- system of procedures for dealing with work situation;
- impersonality of interpersonal relations;
- selection and promotion based on competence

Weber believes that an ideal bureaucratic organisation should reflect the above attributes for the purpose of efficient performance. He believes that formal rules define specific roles for workers and that these role expectations constitute the workers' responsibility. These responsibilities are accompanied by appropriate authority, or ability, to get others to act in ways needed to carry out the responsibilities.

All organisations have to maintain continuing activities directed towards the achievement of particular objectives. That is, the activities are structured for the achievement of objectives. This could be formal or informal:

The formal structure refers to the planned design of positions and functional assignment. The informal structure refers to patterns of behaviour which actually exist within the organisation but are not called for by the formal blueprint (5).

While early organisation theorists (such as Fayol and Weber) focused mainly on the formal structure, and others (such as Roethlisberger) concentrated on the informal structure, the modern approach to organisations tends to recognise the existence of both. And seeks to examine their inter-relationship.

However, some contemporary authors do persist with the traditional perspective, drawing attention only to structure's formal aspects.
In effect, proper structure provides for effective doing of those things necessary to attain the objectives of the organisation.

As suggested by Bedeian:

organisation design essentially involves the structuring of an enterprise to achieve optimum effectiveness (6).

The processes of planning, policy or decision-making, setting objectives and problem-solving, are closely linked with organisation design. Without an effective organisational structure, communication and coordination, which is very important to the planning, problem-solving and decision-making functions, cannot take place.

So, in designing an organisation, there is need to ensure that one understands the environment, the technology and the existing systems of social relationships, and then come out with some befitting things for that particular circumstance. The different schools of organisation theory provide a number of choices, but the designers should try to achieve the best they think will fit the organisation.

It will be in the right context, from all the arguments and sayings of those 'management gurus' above, to assume that any organisation must have a structure. As rightly said by Baker:

the management of resources - human, bibliographic, machine, financial - can only be undertaken within a framework, preferably one which suits the aims and objectives of the unit, the parent organisation, the people working within the unit and the users of the unit's services (7).
Designing the structure of an organisation is an area which requires a great deal of thought and planning. It is important to study successful organisations and identify the common characteristics which help to make them succeed. It has been argued by some management theorists that ‘the organisational structure acts as information filter and therefore shapes the strategic decisions’ (8). But the main aim is to provide a framework for managing and developing all the different resources above by:

* selecting people with sufficient self-confidence to deal with uncertainty and ensuring that they have the skills and knowledge to carry it out;

* selecting people who are prepared to accept the constraints of highly-structured jobs and being certain that they will concentrate on the really important aspects of their tasks.

Furthermore, an organisational structure should provide a work climate which:

* demonstrates respect for the dignity and worth of individuals;

* encourages initiative; and

* provides equal opportunity for development.

According to Line:

greater flexibility, a different balance between middle- and lower-level staff, and a less rigidly hierarchical structure should result in a much more effective organisation (9).
A major point which should be taken care of, however, is that strategy and structure must be consistent with one another if the chosen strategy is to be successfully implemented. An organisation's ability to succeed in a rapidly changing environment is dependent, to a large extent, on its values, style and structure.

Responding to customers, identifying community needs and opportunities, and acting as a catalyst for local action, all require qualities of flexibility and responsiveness in structure and attitude (10).

Consequently, the structure of an organisation should be concerned with the shaping and promoting of values which will achieve the maximum accessibility of services to the users. The need for greater flexibility in the structure of organisations cannot be over-emphasised with the new challenges of changing values and approaches to services delivery. As mentioned by Line:

flatter structures, which can be implemented within a grade hierarchy, would help to achieve the necessary changes (11).

1.2 HUMAN RESOURCE PLANNING AND ORGANISATIONAL STRUCTURE

Human resource planning is fundamental to an organisation so that it can achieve its goals. When planned properly, the result is that human resource activities are coherent, consistent and mutually supportive and can drive the organisation's strategic objectives. Human resource is an asset to organisations. As confirmed by Handy:

it reminds us that although people only appear as costs in the formal accounts, they are assets in the sense that they are, or should be, a productive resource, a resource that
needs maintenance and proper utilization, that has a finite life, and an output greater than its cost (12).

In managing human assets, three areas should be looked at:

1. Appraisal schemes;
2. Career planning;
3. Compensation systems

1. **Appraisal schemes:** should provide the individual with feedback on performance and personal strengths and weaknesses. It should help the individual and subordinates to plan personal and job objectives and ways of achieving them. But the traditional appraisal procedure of forms, which, on paper, provide for the above, are not very effective, in large part, because the superior is expected to be, at the same time, judge and counsellor.

For the traditional appraisal to be effective, the criticism to improve performance given by the superior officer should be with genuine liking for the other person and related to specific instances. Furthermore, improved performance happens when goal setting, not criticism, is used. The goals should be specific, jointly set and reasonable.

2. **Career planning:** organisations have developed schemes for planning the career progression of their staff, or some proportion of them in the managerial cadre. This is done with the commendable objectives of (a) providing each individual with a satisfactory career, and (b) ensuring that the organisation makes the best use of its managerial resources. In doing this, they rely on either the formal data of assessment forms, or on the informal
data of subjective impressions, or on a mixture of both. But many of these schemes do not work as well as in logic they might.

3. **Compensation systems**: pay is a useful incentive if tied closely to results because it is instrumental in satisfying a wide range of needs. Managers or staff generally, who do see their pay as totally dependent on results, tend to be the most effective and the most highly motivated, as judged by themselves and by their superiors. Promotion into a senior post is a reward for success and pay also follows seniority.

It therefore becomes necessary that the management of human resources needs to take care of the three principal mechanisms mentioned above for it to succeed. These will prevent the many unintended consequences which the mechanisms have which may divert energy from the legitimate objectives of the organisation, if well administered. The human resource requirements of implementing new strategies need to be given careful thought. All members of the organisation need to welcome new approaches and changes as an attractive and feasible proposition. This can only happen if the manager has carried out the following.

### 1.3 INTRODUCING CHANGE AND STRUCTURE

* Providing in advance maximum knowledge of the proposed change and the importance of the project to the goals of the organisation;

* A proper training scheme should be developed with many staff being involved at all stages;
* There is need to be patient, supportive and flexible but, at the same time, firm in introducing the change;

* The progress of the innovation should be monitored;

* More importantly, there is need to be certain that the benefits of the innovation are understood by staff (and users);

* Also, there is need to instill confidence and influence the staff to become believers of change philosophy.

Bakewell said that, in introducing change, the 'Six C's' should be followed:

- Consider
- Consult
- Crunch
- Communicate
- Carry out and continually monitor

**Consider**
It is necessary to consider the need for the change before rushing into it. For example, is an automated system essential? Do we have to stop the selective dissemination of information service? Why do we need to charge users for inter-library loan services?

**Consult**
The library manager should make it a point of duty to consult and discuss with his/her senior staff before embarking on a change. Also, all categories of staff who will be involved in the carrying out of the innovation should be included in the consultation. Above all, the Chief Executive, the Director General, all the Directing staff and library committee should be persuaded of the importance of the change,
particularly if it is an important one like the introduction of an automated system. They will serve as being very useful in giving their support.

Crunch
This is the final decision-making process, which will involve only one person - the Library Manager. He/she is responsible for the final decision or for recommending the final decision to the Committee.

Communicate
The decision having been made, it must be communicated properly to staff and users. This will make everyone aware of what is happening and why. For example, there is need for a short guide to changes in the library following reclassification, explaining the broad arrangement; such as new signs and labels on the shelves explaining which subjects are included in the sections.

Carry out and Continually Monitor
After communicating, the change must be carried out. There should be evaluation of the change which is a vital part of all management processes. Also, continual monitoring should follow, to ensure that the change has been introduced properly and is having good effect.

Resistance to Change and How to Overcome It

There is a lot of literature on 'resistance to change' which stems from the fact that most people tend to be happier doing things the way they have always known them to be done. The reasons for this resistance can be cited as follows:
Lack of confidence or ability: The thought of being unable to cope with a new automated cataloguing system, for example, or accepting the retraining which may be necessary to go with it.

Fear of the Unknown: The fear that probably the change will affect the status and security, or that the skills acquired/developed over the years will not be in use any more. Also, whether the change will disturb the current organisation/methods, with which they are familiar and happy.

'Resistance to change' may have its positive aspects by forcing those responsible for introducing the change to examine more closely the reasons for the change in order to convince themselves, as well as their subordinates, of its value (14).

According to Underwood, overcoming this requires that:

Managers should seek to establish clearly defined plans during the project planning stage and encourage participative management and joint decision-making (15).

Such a style of decision-making makes good sense in a period when the pace of change is rapid and staff need to become familiar with it quickly. Also, when rapid decisions are sometimes needed and cannot all be grasped by a few people at the top, when most employees have a fairly good basic high education.

According to Burke(16), manpower and structure are inextricably linked. As a result, the structure of the organisation should be less hierarchical so as to encourage full participation of staff. As mentioned by Line:

hierarchies are safe and comfortable, and so attractive to people who like security and want to avoid stress and challenge, who would rather take orders than be self-
reliant, rather have their thinking done for them than think for themselves, and rather operate within a rigid framework than be flexible and adaptable (17).

As librarians and information units are going through turbulent times of change, the need for individual members of the organisation to be more effective, efficient and creative becomes increasingly important. Creative ideas are 'born' through the application of many different methods and approaches to problems within the organisation. Therefore, the manager's role in the organisation is to facilitate successful creativity and ensure that ideas are both appropriate and applicable to organisational needs, so as to assist decision-making processes.

Also, managers should have, at the back of their mind, that challenging experience can bring about instability and stress. So, they should be ready to provide appropriate support (i.e., concern for the welfare of individuals) when challenging tasks are assigned to staff, to ensure that they are motivated to perform. Also, to promote intellectual and professional development. It is necessary to balance the two because, if the support is greater than the challenge, it may be difficult for both professional and intellectual development to take place.

1.4 ORGANISATIONAL STRUCTURE AND COMMUNICATION

An organisational structure should reflect the pattern or network of relationships and communication channels between various positions and position holders. Communication is a vital ingredient of the attainment of the corporate objectives of an organisation. According to Hall:
power, leadership and decision-making rely upon the communication process, either explicitly or implicitly, since these processes would be meaningless in the absence of information (18).

In other words, managers who are required to attain this corporate mission must share information between each other and their staff at all levels of the organisation, either in planning or decision-making. 'The function of information is to communicate intentions' (19). 'Communication involves both the giving out of messages from the person and the receiving and understanding of those messages by another or others' (20). Thus, communication is the transfer of information between managers and staff, with the ultimate aim of influencing and directing the efforts of others towards the achievement of result. Therefore, if both parties speak the same language and share a joint perception of the message, then they are communicating. Communication involves four basic steps:

a. idea generation by the manager;

b. idea transmission to the receiver;

c. encoding and decoding the information by the receiver;

d. taking action accordingly in order to achieve the expected objective.

Communication, therefore, is the lifeblood of an organisation. The more an organisation is people and idea-oriented, the more important communication becomes. Even in a highly mechanized system, there is need for communication in the development and use of machines.
Types of Communication

Information is communicated in organisations in either Vertical or Horizontal. Also, formal and informal.

**Vertical communications** in organisations involve both downward and upward flows. In vertical communication, management invariably communicates policies, programmes, plans and instructions downwards.

**Downward communication** is important because it enables decisions taken by management to result in action by employees. Some theorists identify 'five elements of downward communication' (21).

1. **Job instruction**: this is where subordinate is told what to do either through direct orders, training sessions or job descriptions.

2. The second element involves the 'rationale' for the task and its relationship to the rest of the organisation. The communication of this sort of information depends on different philosophies of life. If the philosophy is to keep the members of the organisation happy, such information will be communicated in a minimal way.

3. The third element of downward communication is 'information' regarding procedures and practices which the organisations observes. This could be seen to be similar to the first one because they are both relatively straightforward.

4. The fourth part is 'feedback' to individuals regarding their performance.
5. The final is to 'indoctrinate' subordinates into accepting and believing in the goals and objectives of the organisation.

As can be seen above, it is up to the superior to decide who gets what kind of communications and when in downward channel of communication, as they move down the hierarchy.

**Upwards communication** provides feedback on the effectiveness of downward communication and how it may be improved upon. For example, subordinates can communicate to the superiors about their performance and problems. So also what needs to be done and how it can be done regarding organisational practices. In most cases, this seems a difficult task because, in organisations, subordinates see their boss as a terror. As a result, they feel threatened in communicating upward. But upward communication must be encouraged.

**Horizontal communication** is about the flow of information across the organisation. Among other things, it facilitates co-operation and collaboration between various groups and professionals in organisations. It also enhances co-operation among various departments which are involved in the implementation of specific tasks. This type of communication is critical for effective system functioning. This type of communication is very important because it creates a natural environment for people to communicate with those at about the same level with them in the organisation. As a result, those at the same level are more likely to share common characteristics, making the flow of communications easy for the efficiency and effectiveness of the organisational tasks. The high efficiency and effectiveness with which organisational tasks are carried out are facilitated through open communication and information-sharing.
Formal communication

The formal channels of communication are those that are officially acknowledged and approved. As mentioned earlier, they tend to channel information in a mainly vertical direction. These are memoranda, circulars, minutes of meetings, posters and newsletters. They are permanent and not readily subjected to misinterpretation. Also, they compel the sender to think, weigh and evaluate the message many times over before despatching it.

The Informal Communication

The informal channels of communication are not officially acknowledged but are often privately approved and sometimes used deliberately by organisations. Within various organisations, there are networks of who knows who. The unofficial networks, mafias, clans, tribes, teams and societies within every organisation. Their channels of communication include telephone conversations, one-to-one exchanges, grapevine and meetings. The informal communication networks usually have the following within organisations:

'Gatekeeper': they prevent information overload by filtering and screening messages.

'Liaison': integrates and inter-connects the parts of the network (i.e., the cliques). The cliques seek to influence the organisation and impose their own agenda.

'Opinion leader': facilitates information decision-making in the network.
'Cosmopolite': relates the system to its environment by providing openness.

Although they may lack the advantage of the written methods, they have the advantage of immediate feedback. Also, they are transient and could easily be denied by the sender of the message, for example, Government 'leaks'. This type of informal communication is used to see what the reactions of staff would be to a proposed management initiative. This will enable the initiative to be modified before being made official. In short, when both informal and formal communications blend together in organisation, it results into effective communication.

**Communication Barriers**

From all that has been said above, it should be clear that communications in organisations are not perfect. The structure of an organisation can restrict communication flows, leading to problems of 'distortion' or 'omission'. The basic result of existing communications systems is that messages are transformed or altered as they pass through the system. If the recipient of the message receives something different from what was originally sent, the intent of the communication process has been destroyed. These barriers to effective communications are as follows:

* information overload which leads to omission and contributes to distortion;

* lack of trust among colleagues and staff generally;

* differences in status, for example, subordinates often read more meaning than intended in a superior's message;
individual bias/prejudice - as individuals we tend to hear/read what we want.

This is strongly influenced by our cultural background and individual value system. It has far-reaching effect on communication within the organisation. However, the key element to the communication process in organisations is to make sure that the correct people get the correct information, in the right amount and quality, at the correct time. This is necessary because communications within organisations are central for the processes of power, leadership, and decision-making. Since information is central to decision-making and, in the same vein, communication allows information to flow, it therefore becomes necessary to have an effective communication in the organisation for proper making of and execution of decisions.

1.5 MANAGEMENT INFORMATION SYSTEMS (MIS)

1.5.1 The Objectives of MIS

Organisational structure and management information systems are closely interlinked, although there is no agreement among management scientists as to any one structure which is 'best'. However, there is agreement that management information systems bring levels of management closer together and, by facilitating the communication of information, enable top management to exercise closer control over all operations, if they so wish. According to Stelss:

> a management information system is a process by which information is organised and communicated in a timely fashion to resolve management problems (22).
Effective planning and control in any organisations requires relevant management information. This can be manual, semi-automated and automated. Developing a management information system for any organisation is not a simple job of collecting data and manipulating it in as many ways as possible; rather, it is a learning process for the organisation to decide what it is that will inform it. The dangers of cheap data production lead to information over-kill and flabby decision-making. Information is the raw material of intelligence which triggers the recognition that decisions need to be made. Hence, the timely flow of relevant information is vital to the decision-making and management processes. As rightly stated by a management scientist:

The information system must be an intrinsic part of management’s decision-making process:
- contributing to the formulation of plans;
- assessing the effects of new strategies;
- measuring progress towards reaching targets;
- providing a scientific basis for adjustment to policies;
- providing justification for action taken by management;
- predicting future trends and demand (23).

It is important to let the information flow in an organisation govern the way the organisation structure is built.

Theorists have described the organisation as a structure for co-operation between all persons and technologies that in some way manipulates information, receives it, arranges it and distributes it (24).

The primary objective/aim for an organisation is to offer rules for the total provision of information within the organisation. This will
encourage and develop more horizontal and open systems and get rid of the tendencies of the hierarchies. According to various literature, information is a strategic resource which requires formulating a goal to establish and maintain a competitive advantage by making use of internal and external information in a cost-effective way by the top management. Hence, for proper management and decision-making, information held in any part of the organisation should be made known and available throughout the organisation, wherever there is need for it.

So, effective information management should be the right information in the right form and at the right time, towards the achievement of the right decisions for the organisation's goals and objectives.

Information management will make it possible to avoid information stress.

* Stress, because of such problems one encounters in locating certain important information when one really needs it.

* Stress, in that the solution needed to solve a problem might already exist somewhere, but where? But all these could be eradicated through proper management of information.

1.5.2 Towards an Information Strategy

Developing an information strategy means asking appropriate questions to fit the overall library business and marketing plan. Such questions could be retracing laid out by information scientists, such as:

* what sort of business are we really in?
• what is happening in the environment in which we are operating?

• what are our major strengths and weaknesses?

There is need to plan and have analysis of motives, knowledge of markets and 'SWOT' analysis techniques which will help in future directions. This will help to discover what support decision-makers require, and what information they need for effective action.

**Important Steps to Take for Information Management**

The key to information strategy is to:

- identify the information needs and flows of the organisation;

- analyse and meet the needs for personnel development among the information resources;

- develop information resources;

- make use of information technology.

There is also need to consider both initially and on an on-going basis the following issues:

* what sort of information is needed?

* where will it come from?

* how will it be processed, stored and used?
What Sort of Information is Needed?

Mostly, a larger percentage of the information needed by any organisation for its management and development has always been produced internally. Nowadays, however, 'a high-value proportion of this information can be externally sourced from online information databases (25).

An integrated mix of both internal and external information is an essential aid to gaining and keeping competitive advantage in today's environment. In order to achieve this benefit, there is need for the organisation to practice the following:

* maximise and optimise its internal information gathering and re-dissemination;

* identify, locate and make use of the external information services which can deliver to meet known and anticipated needs in order to benefit from experience outside the organisation, and to enrich the internal information;

* merge both internal and external information for effective decision-making.

How Can the Information be Obtained?

This will involve identifying and analysing the needs and relating them to the information services available. For example, being able to maximise the internal information, and knowing when and how the
external information can supplement and update, replace or justify, research or hypothesis/belief without proof. Also, consideration as to whether the information should be current and further updated, or retrospective but permanently accessible. And finally, reappraisal of the information function in terms of needs and organisational resources.

**How Will the Information Be Used and Processed?**

Information is meant to be used, whether it takes the form of a report, a proposal, statistics or a plan. It will be re-used, re-distributed, archived or perhaps merged with other sources of information. Since strategic decision-making depends on live and reliable information, generating internal information and obtaining it from external sources must be investments which should not be wasted. The resources can also be merged into one accessible integrated system which could bring information benefits to the organisation. This could be done through the power of computing. It has been argued, however, that computers are not the all-in-all, and that the traditional way - manually - of managing information is also good. On that note, Steiss stated that:

> as a concept, management information system (MIS) is vaguely described and broadly misunderstood. Some people confuse MIS with an electronic data-processing system, thinking that all-knowing computers will provide the answers to complex problems, if and when the manager simply learns to press the right buttons. Computers can help to achieve better management information if used to process properly designed information flows (26).

In the same vein, Underwood mentioned that:

> Electronic mail is a new way of sending messages (information) using technology but its use still results in a message arriving in a mailbox, albeit electronic. The
essential nature of the service, passing information from one location to another, is not changed: the new technology frequently complements rather than replaces the existing (27).

However, with all these arguments it is still worth noting that management information is the most valuable resource which an organisation possesses.

As concluded by Brophy,

when talking of management information systems it is useful to concentrate instead on that information which can be extracted from internal and external sources, processed, stored, retrieved, packaged and then presented to the manager to aid his decision-making (28).

1.5.3 Factors Inhibiting Management Information Systems

1. **Wrong data:** a management information system must start by meeting the needs of management, not from the data which happens to be available. For example, a library management information system may have data on users who come in to borrow books, when the books are to be renewed and for how long, or the need to reserve certain library materials, while the Chief Executive needs information of non-users of the library, and what can be done to attract them to come (i.e., positive steps).

The information needed here tends to lie outside the formal management information system. So, the library manager avoids the system that has been provided for him/her at great expense because it cannot provide answers to the questions which s/he actually wants to ask.
2. The second inhibitor to the use of management information systems occurs when the power and informal communication structures of the organisation conflict with the structure of the information system: also, when the library manager finds it easier to get information from other sources. This could happen, especially when the working atmosphere is highly charged politically and the manager prefers verbal communication. This is usually done over the telephone or face-to-face.

3. 'Information Overload': problems arise here when, instead of filtering, selecting, processing and presenting just enough data to inform management, the management information system becomes a sort of 'super-conductor', passing those data on in vast and totally indigestible quantities. In such circumstances, the manager will try to ignore the management information system.

4. Psychological preparedness of individuals: It is no guarantee that a manager who is using an information system for his decision-making will be affected by it in a purely logical and rational fashion. For example, most people quite subconsciously use current information in a selective way to rationalise their earlier decisions. In other words, some managers could not admit that they have made mistakes, so they will be open-minded when things go well, and become close-minded when things go wrong.

All the above serves to demonstrate that a purely systematic rational view of information use is very far from the whole truth. Hence, for management information to be effective, the design of the system should be basically concerned with the manager, the decisions he has to make, and the information which he requires in order to make them. Also, the impact that the system is likely to have throughout the organisation should be taken into account. All these are important for consideration
because various literature on management information have confirmed that MIS impose a requirement for a detailed reappraisal of organisational structure.

Since the main aim of MIS is to facilitate the decision-making process in the organisation by providing the managers with accurate, timely and selective information which assists them in determining a specific course of action, it is pertinent, therefore, to discuss what decision-making entails.

As a result, the next chapter shall deal with decision-making, making use of various literature as a guide.

1.6 DECISION-MAKING

Decision-making is by far the most important of all the management processes. It is the most critical activity which leaders engage in.

Decision making is at the heart of managerial activities and those in authority not only have greater freedom and power but also the responsibility for making decisions which may be difficult and painful (29).

The success or failure of leaders in every walk of life have been judged by their ability to make wise decisions.

Their decisions are made about the major functions that leadership is expected to perform - setting goals, deciding upon the means to ends, defending the organization from attacks from outside, and resolving internal conflict (30).

Decisions may be made by individuals alone or by groups although the ultimate responsibility will often lie with one person. However, not all
decisions are of equal importance. While some are strategic, with high risks, others are tactical, with low risks. Successful management of these decisions lies in responding to both internal and external change.

This involves the clarification of objectives, the specification of problems, and the search for and implementation of solutions (31).

But, decisions have to be made as situations change day by day and the library manager is constantly faced with the question of 'what is our current situation and what do we want our future to be?' Decision-making is a lengthy process, which, when reached, can be regarded as 'an intellectual end-point'. According to Cowley:

the decision making process can be seen as a product of the interaction of a range of variables including leadership style, attitude to authority, extent of participation and the quality of communication within the system (32).

Also, Bryson considered decision-making process as:

a process of determining a particular course of action after having considered the environment and a range of alternative solutions to a given problem (33).

Since situations change day by day, experienced librarians should be able to make instant decisions based on previous similar experiences. But every situation is different in some respects from the other, and it is necessary for each 'problem' to be tackled in a systematic way. The same process should be followed by new managers. These effective decisions require information. As emphasised by Collins and Shutter (34),
decision making is essentially the processing of information in terms of a specific objective and therefore the quality and effectiveness of decision making is dependent on:

1. the quality of information available;
2. the quality of information processing.

It is vital to promote the effective acquisition and handling of information by every organisation so that decisions made about this will be central to the success of the organisation.

The following decision-making process is very useful:

1. **Analysing the problem requiring a decision**
   It is important to write down the problem and its various aspects and to decide what is the most important aspect(s) which require a decision.

2. **Gathering information which will help to solve the problem**
   There is a need to decide on the sort of information which will help the manager to make decisions. Some information is available on a regular basis - expenditure, reservations and loans, among others. Other information could be made available quickly when required. Also, some information may not readily be available but which can be obtained more slowly, by survey methods, for example. The danger here is that only the information obtained quickly will be used in making decisions. It is better to consider information about people and political issues if a full picture is to be built up.
3. **Analysing information is very important**
   This is necessary because, in some organisations, management information produces so much that library managers are engulfed by it, and they find analysis takes up most of their precious time.

4. **Decisions should support the aims and objectives of the library**
   These may be implied or written down but, in either case, they should serve as important reference points if the library is to make consistent progress. There could be situations which may require aims and objectives to be reviewed and revised. In such situations, it is necessary to make it clear that they are being revised and not simply a case of ad hoc decision-making.

5. **Decisions should by all means not be based upon the past as if the future will be the same**

6. **The cost of the decision needs to be taken into account**
   As far as possible, the full cost of a decision should be calculated. Some costs are easily calculated, such as the cost of a piece of equipment or materials. Also, maintenance costs should be included which should vary from year to year. So, too, should be time and labour, although they are not easy to calculate.

7. **Implementation of the decisions**
   These require a lot of considerations. The decision should be made clear to all those involved and affected and properly communicated to them. The necessary procedures for the implementation of the decision should be organised through those who are to carry out the decision. This should be monitored with the aim of obtaining feedback information on the success of the activity.
1.6.1 Decision-Making Model or Style

According to Cowley, the 'Influence Power Continuum (IPC)' provides a five-point model of decision making methods (35). These methods are familiar and widely used. They are:

1. the manager's own decision without detailed explanation - here the manager decides and acts alone without consulting colleagues and without explaining his decision;

2. The manager's own decision with comprehensive explanation - the manager decides on a course of action and gives reasons later;

3. The manager consults with subordinates beforehand during which subordinates offer their views and opinions. The manager then decides on what to do which may or may not consider advice offered;

4. Joint decision-making - where the manager works together with others on a problem and reach a joint decision. This is a genuine participative model;

5. Delegation of decision to subordinate - here the manager gives free hand to subordinates to handle a problem and arrive at solution. The manager will have little influence in the matter, although he may get a feedback on the decision.

Bryson, on his own part, suggests 'four decision making styles' (36). Viz:

1. **Directive style** - Here, managers are logical and efficient but generally have a low tolerance for obscure and low complexity. They are the autocratic type, and have a high need for power and
maintain tight control. They prefer a systematic structure and focus upon technical decisions. Their decisions are made rapidly, usually on short range, with little information, which, in most cases, are obtained verbally, and few alternatives are considered.

2. **Analytical style** - Analytical managers require more information and consider more alternatives than the directive managers because their decisions are based on careful analysis. They enjoy variety and are very careful. They require control over decision-making and are able to cope with new situations. They are problem-solving-oriented and try hard for maximum output.

3. **Conceptual style** - This set of managers have a broad outlook. They are achievement-oriented and consider many alternatives. They are very creative in finding solutions and value commitments and integrity. They concentrate on long-range issues and are able to negotiate effectively. In most cases, they use participative decision-making techniques.

4. **Behavioural style** - Here, the managers pay attention to the development of people and organisations. They communicate easily and tend to be persuasive. Their emphasis is on decision-making through people; as a result, they use limited data and pay attention to short or medium-range issues or both.

1.6.2 Types of Decision-Making

Smith has identified 'three decision areas in any enterprise: the strategic, the administrative and the operational' (37).
1. **Operational decisions**: are concerned with current operations and their efficiency and maximisation. They usually take up a great deal of the organisation's attention.

2. **Administrative decisions**: are about structures, organisation, information flows, distribution channels of the location of services. They are in the area of the development of resources, such as personnel training and financing.

3. **Strategic decisions**: represent new activities or areas of concern and typically address issues that are unusual for the organisation rather than issues which lend themselves to routine decision-making. Our main focus is on strategic decision, so I will deal with it more extensively, as follows.

### 1.7 STRATEGIC DECISIONS

These are concerned with the relationships between the organisation and its environment. They are more about external than internal problems and about services which will satisfy them.

According to Stahl and Grigsby:

> strategic decisions deal with concerns that are central to the livelihood and survival of the entire organization and usually involve a large portion of the organization's resources (38).

Strategic decision-making is an important activity in all types of organisations - big or small, 'for profit' and 'not-for-profit'. For example, when a library decides to offer a new service or serve new clients, it is making a strategic decision. Therefore, whenever organisations
significantly alter their activities, the strategic management process is at work.

**Strategic management process:** involves the entire range of decisions an organization makes concerning its central activities. Burrow (39) states that strategic management is a means of establishing the basic objectives and goals of an organisation. While Carr (40) said that the key elements to strategic management are evaluation, vision and the ability to use and adapt resources effectively. In the same vein, Steiss also confirms that strategic management is the process by which policies are formulated and strategies are selected in an effort to achieve the goals and objectives of an organization (41).

In the process of strategic management, attention must be given to both external strategy and internal capability. Strategic management offers a supporting structure by which an organisation can adapt to the unusual or unpredictable environment and an uncertain future. Strategic management requires both strategic thinking and strategic planning. It is a useful approach for managers as it enables the library or information centre to quantify and qualify its contribution to the community or organisation on a long-term basis. Also, it allows the organisation (i.e., library or information centre) to maintain its position in the community by capitalising on its strengths and opportunities while positively overcoming its threats and weaknesses. Using these strategies, managers can focus on long-term goals and environmental changes, with the result that they are better able to manage and control change. This will make their services more appropriate to user needs. Stahl and Grigsby (42) suggested three steps in the strategic management process. Viz:
1. **Strategic formulation**  
   This is the set of decisions which determine the organisation’s mission and establishes its objectives, strategies and policies.

2. **Strategy implementation**  
   This refers to decisions which are made to install new strategy or reinforce the existing one. New decisions refer to the motivational processes, structure, systems, cross-functional groups, policies and organisational culture used to make the strategy work.

3. **Evaluation and control**  
   These are the activities and decision which keep the process on track. They include follow-up on goal accomplishment and feeding back the results to decision-makers.

**1.7.1 The Strategic Decision-Makers**

As with any other important pursuit, the strategic management process requires competent individuals to ensure its success (43).

In other words, if decision-makers do not have access to the necessary kinds of information the process will break down. Although decisions will be made, they may not be sound. At the same time gathering a mass of expensive data is useless if the process is not followed through. For example, doing a thorough analysis so that the manager can concentrate on decision-making since the analysis has been done for him/her. So, decision-makers are faced with three questions:

1. how to define the kind of extent of information needed;

2. how to gather such information;
3. how to process it from an unusable form into a usable form.

The responsibility for strategy normally rests with the top executive(s) (i.e., a small number of strategic managers) within the organisation. It is their responsibility to develop competitive responses to a rapidly changing and complex environment. This requires a wide range of skills, experience, thorough planning and useful information at the right time. Decision-makers can take four stances in their perceptions. They can be 'domain defenders'; who attempt to allow little change to occur; 'reluctant reactors' who simply react to pressures; 'anxious analyzers', who perceive change but wait for competing organisations to develop responses and then adapt to them; or 'enthusiastic prospectors' who perceive opportunities for change and want to create change and to experiment. These different knowledges are developed through the individual decision-maker's experiences in the organisation.

In organisation, decision-makers are likely to use a non-participative style if a decision is important. But a more participative approach would be taken if the decisions are important for the subordinates in terms of their work. This is more likely if the decision-makers believe that the subordinate has something important to contribute to the decision or implementation.

For example, consider library automation - a senior library manager may see this as offering a more effective control of resources, better service to users and more easily controlled jobs for assistants.

The assistant working on the issue desk may see it as an imposition which will break up satisfying working relationships and replace a variety of manual routines with one invariant routine in which all skills have been replaced by boring activity of scanning bar-coded labels with a light-pen.
The senior library manager may have a unitary view of the library, in which everyone is 'just part of one big happy ship'; the assistant may see it, instead, as being a set of rowing boats all facing in different directions.

So, strategic management by decision-makers requires both strategic thinking and strategic planning coupled with usable information. In effect, one can say that, for effective strategic management, there is need to be aware of the relationship between the stages in strategic planning and the barriers to information flow. These barriers come from a narrow professional approach and the history and culture of the organisation. Management or decision-makers must have a sure grasp of all information pertaining to the library and all of its inter-related parts. Background information on all the library's operations is necessary prior to any pretence of planning. Such information has to be shared with all members of staff because information is a vital cornerstone in the strategic planning process. When information and strategic planning process are used very well, it resulted in successful strategic managers or decision-makers.

1.7.2 Successful Strategic Decision-Makers

The successful strategic decision-makers as noted or defined in various literature are:

1. 'Well informed': they use a variety of information sources to keep abreast of activities throughout the organisation. They also make use of information for more effective decisions.

2. ‘Skilled at focusing their time and energy’: they are good at delegating effectively and know how to manage their time yet they
know when it is appropriate to make decisions or take action themselves.

3. ‘**Good at playing the power game**': they are very sensitive to relationships in the organisation’s hierarchy, and they know how to build widespread agreement for their ideas and form alliances for getting their plans carried out.

4. ‘**Good at being imprecise**': they are very good at adapting their goals to changing conditions.

5. ‘**Accomplished complex goals**': they admit the difficulty in trying to carry out complex goals so they push their programmes through piecemeal, dividing their objectives into smaller, more easily achievable parts.

So, the key elements to effective decision-making is for the decision-makers to think through the organisation's mission, define it and establish it, very clearly and visibly. This requires strategic planning.

### 1.7.3 STRATEGIC PLANNING

Strategic planning is the process of deciding on objective of the organisation, on changes in these objectives, on the resources used to attain these objectives, and on the policies that are to govern the acquisition, use, and disposition of these resources (44).

Strategic planning and decision-making will determine the destiny of an organisation.
Planning typically begins with forecasting relevant trends that should affect the organization's strategic choices (45).

Rao (46), on his own, confirmed that planning is essentially concerned with the future course of actions. Once the internal strengths and weaknesses and the external opportunities and threats have been evaluated, then the strategic decision-makings can determine what they want their libraries to be, say, in five years time, and formulate the strategic plan. Decisions which have major consequences for the organisation may need to be planned for the longer term. The purpose of strategic planning, therefore, is to identify these decisions of great importance, make sure that all decision-makers agree their importance, define objectives and devise the strategy to meet them, and also, review and evaluate strategies and plans. In addition, identification of those areas of opportunity an the extent to which the organisation, in view of its strengths and weaknesses, can take advantage of such opportunity.

Although strategic planning procedures are more advanced and more widely used in the private sector, this should not prevent librarians from using them to improve their library services to good effect. The first step in the strategic planning process is to review the library's mission, goals and objectives. Since strategic planning focuses on future directions, all of the goals and objectives of the library should be carefully reviewed, revised and made current. The level of specificity becomes greater as one moves from the mission statement to the goals and objectives.

1.8 MISSIONS

The mission of any organisation should define its nature and purpose. For it to be effective, mission, goals and objectives must be integrated.
Goals and objectives, without a predefined mission, have no direction; a mission without goals and objectives will merely stagnate (47).

According to David (48) a mission statement reveals the long-term vision of an organisation in terms of what it wants to be and who it wants to serve. A mission helps to define the most suitable direction for growth.

Direction, here, is the keyword because growth in the wrong direction can be potentially more dangerous than remaining static. It should encourage creative growth and give the library meaning and legitimacy. However, as stated by Riggs (49), a library's mission has to be in congruence with its parent organization's mission.

It is worth noting, however, that many organisations have no mission statement. Although all organisations have a reason for being, senior executives and corporate planners might have not consciously put this in writing. In every business literature, it is recognised that the principal reason for not having a mission statement is that the key question, 'What is our purpose?' can create controversy. The question often reveals deep-rooted differences of opinion among top management. As a result, any disagreement on the organisational direction will filter down, and give rise to conflicts regarding operational matters. But a carefully prepared mission statement is widely recognized by managers and academics as the first step in strategic management. So, the mission statement must, therefore, take into account the human factor, and should be stated in terms sufficiently clear to be widely understood throughout the organisation. As argued by Reyes and Kleiner (50), the mission statement must evoke a deep emotional attachment, connecting with people's compelling personal interests. The values and beliefs of employees should not be overlooked when mission statements are being formulated. This is necessary to gain the support of the employee.
Since the mission statement will be reduced to a string of meaningless commonplace remarks unless fully supported by those who must implement the plans leading from it. Strategic planning without effective implementation is little more than a misplaced academic drill. So, a clear understanding of the mission can truly be achieved only through open discussion at all levels, and not a 'top-down' process.

Therefore, organisations should carefully develop a mission statement for the following reasons:

1. To ensure unanimity of purpose within the organisation;
2. To provide a basis, or standard, for allocating organisational resources;
3. To establish a general tone or organisational climate;
4. To serve as a focal point for individuals to identify with the organisation’s purpose and direction.

A mission statement should always be subjected to revision, but will require changes infrequently, if carefully prepared. Effective mission statements tend to stand the test of time. So, the importance of the mission statement should not be discounted, since all goals, objectives, strategies and policies are predetermined by the organisation’s mission.

1.8.1 Goals

Goals and objectives logically follow and firm in opinion to the mission statement. Riggs (51) acknowledges the confusion which can result from treating the two terms as being similar. So it is suggested that, instead
of using the two interchangeably, the term 'goal' can be used as an umbrella term to be followed by the more narrowly defined objectives.

Goals can be broadly classified into three main groups:

1. **Service/product goals**: are concerned with stating in detail the type of service or product to be provided and identifying the target groups.

2. **Resource management goals**: are primarily concerned with the organisation's product or service to be provided, the available facilities for the provision of the product or service. Also, the most important aspect is the people involved in the process.

3. **Administrative goals**: are concerned mainly with organisational structure and lines of communication.

The statement of goals and objectives play a vital role in the day-to-day process of decision-making. Therefore, goals should be supported by specific, measurable and clear objectives.

**1.8.2 Objectives**

According to Stahl and Grigsby (52), objectives should be specific, measurable, time-phased and achievable. All organisations must have objectives and for them to be effective they must be quantifiable. Basically, objectives are to do with desired achievement, so clear goals are necessary for it to be effective. In setting objectives, many things should be considered: the strengths of the library, the limitations of the library and how much can be accomplished with the resources available and the objectives of the larger institution of which the library is a part.
of. The objective should be suitable and should take the organisation in the direction it wants to go. It should support the overall mission and be ambitious enough to be challenging. The objectives should be ranked in priority order. By ranking the objectives, priorities for action are established. These objectives need to be examined closely during each year to determine if new conditions have dictated a re-ranking of them. For example, one objective may have to be broken into two or more small objectives in order to be attainable. A library's strategy formulation process is not complete until the objectives have been verified with the strategies. If an objective has been assessed as unachievable, it will have to be modified or dropped for a new one. The final stage of the objective setting process is finding the proper balance between objectives and strategy.

Establishing objectives is one of the most critical areas in the strategic planning process. It is, therefore, the targets which strategy is intended to reach.
REFERENCES


11. Ref. 9, p. 97.


17. Ref. 11, p. 99.


27. Ref. 15, p. 3.


35. Ref 32, p. 29.

36. Ref. 33, p. 112.


42. Ref 38, p. 6.


47. Ref. 40, p. 5.

49. Ref. 44, p. 31.


51. Ref. 49, p. 32.

52. Ref. 42, p. 34.
CHAPTER 2

RELEVANT ENVIRONMENT: A BRIEF HISTORY OF ASCON AND
THE ORGANISATIONAL STRUCTURE

2.1 THE NATURE OF MANDATE OF ASCON

Administrative Staff College of Nigeria (ASCON) was established by Act No. 39 of 1973 (with retrospective effect from 1 June, 1972) (1), with the following objectives:

(a) to provide higher management training for the public and private sector of the Nigerian economy;

(b) to provide and arrange for a comparative study and investigation of the principles and techniques of management and administrations;

(c) to conduct research into problems of management and administration arising in different spheres of national life;

(d) to establish a library;

(e) to award grants or scholarships for research in public administration and allied subjects;

(f) to undertake, organise and facilitate study courses, conferences, lectures, seminars;

(g) to undertake and provide for the publication of journals, research papers and books in furtherance of the aforesaid objectives.
Thus, it would be seen from the foregoing objectives that the captive market of ASCON as an institution is both the public and private sectors of the Nigerian economy. But, in 1978, the Federal Government of Nigeria effected some changes within ASCON. These changes affected the structure and operations of ASCON that resulted in the Nigerian public sector training only.

2.2 TRENDS IN PRODUCT DEVELOPMENT

ASCON, over the years, in response to the changes and demands in the market, has been developing new training programmes to suit the specific needs of the public service. Thus, between 1973 and 1979, training programmes (products) were purely generalist in nature, because the philosophy of management in public service of Nigeria at that time was also generalist. For instance, officers could be moved from one Ministry to the other - a sort of pool system. No specialist knowledge of management was needed to manage any of the key Ministries.

2.2.1 1975-1985

However, this generalist philosophy of management changed when government set up a Public Service Review Commission which recommended that the 'cult of the generalists was obsolete at all levels of public administration in Nigeria'. The Commission recommended and government accepted that henceforth:

(a) the public service would be managed not by generalists but experts along occupational lines;
the movement of officers from one Ministry to another would stop immediately.

In response to this major policy shift, ASCON quickly redesigned its training programmes to suit the needs of the clients. Thus, in place of its generalist training programmes specialised programmes were designed as appropriate.

2.2.2 1988 Civil Service Reforms

Again, the government also commissioned the Dotun Philips Commission (2) to have an in-depth assessment of the performance of the Civil Service. This resulted in ‘Decree No. 43 of 1988 Section 4’ which states the importance of training in the Nigerian Public Service:

For the purposes of improving economy and efficiency in the operations of a Ministry and raising the standards of performance by employees of their official duties to the maximum possible level of proficiency, the Minister shall establish, operate and maintain programmes or plans for the training of employees in or under the Ministry ...

In response to this major development, ASCON being recognised as the Civil Service College took advantage of this and redesigned its services.

It is relevant to mention that, in pursuance of ASCON Triple Mandate of providing training, research and consultancy, it has evolved a series of long and short duration courses in various fields in response to the demands by its clients. For instance:

(a) training of trainers programmes for Departmental Training Officers (DTOs), whose duty it is to implement government policy on training:
six weeks' duration courses are run in Financial, General and Advance management, Computer consulting, Public enterprises, Local government, Personnel and industrial relations;

(c) an eight-week Integrated rural development courses to meet emphasis on rural development.

In addition, two long-duration of six and nine months certificate and diploma programmes in Public Administration are offered. So, ASCON organises programmes in a manageable way and effectively copes with clients as an environmental variable. But this is made possible by evolving a generally acceptable corporate plan for the College, on which a generally acceptable organisational structure is built to carry out the programmes of the College.

2.3 STRUCTURE OF ASCON

The structure of ASCON had been reviewed many times to maintain relevance and continuing activities directed towards the achievement of the objectives mentioned above. The structural change is necessary because of the external pressures on ASCON.

The academic part of the College was restructured into five departments in 1979, by a new Director General in order to meet the enormous training needs and requirements of the public service. The first Governing Board was disbanded and a new one constituted to manage the affairs of the College under a newly-appointed Director General, Chief M. Ade Soneye. The new Director General assumed duties in January, 1979, with a new mission and a new direction for ASCON. His first concern was the recruitment and training of competent and experienced staff to man the five courses departments of the College, viz:
I Department of General Management Studies;

II Department of Functional Management Studies;

III Department of Financial Management and Quantitative Studies;

IV Department of Public Administration and Machinery of Government; and

V Department of Research and Consultancy Service.

Each department is headed by a Director of Studies. These academic departments are supported by the Administration, Finance, Audit and Library Departments. Having initiated actions on getting some serving officers seconded to the College and recommended intensive training abroad (mainly UK or USA), the Director General himself went on a visit to the Administrative Staff College at Henley-on-Thames in the United Kingdom, the headquarters of the British Civil Service College at Sunningdale, the Civil Service Department in Whitehall, London, and the Royal Institute of Public Administration, London. All these were carried out in order to have a sound knowledge of what obtains in developed countries, so as to have first-hand information on how to provide veritable avenues for the actualisation of the organisation’s goals and individuals’ potentials.

It is pertinent to mention here that the structure of ASCON has changed several times since to ensure relevance and continuity. The recent major restructuring took place this year (1994) under a new Director General, Dr Adele Jinadu, with a review of the former Tri-Faculty arrangement, viz:

- Faculty of Training;
- Faculty of Research; and
- Faculty of Consultancy

into a five new ASCON faculty structure.

2.4 THE NEW ASCON FACULTY STRUCTURE

Structure in different literature is defined in various ways and to the same effect as a system of authority and work flow to attain an objective. In other words, structural effectiveness is one of the main factors of various types of excellence.

ASCON is a parastatal government establishment. The structure of ASCON is a bureaucratic one. The Director General is the Chief Executive and Accounting Officer, who is at the administrative helm of affairs which control the activities of the organisation. He is answerable to the Chairman of ASCON Governing Board. The Director General in his capacity has a direct link with the government and makes the final decision, although there is a fair amount of delegation of authority to his subordinates.

Under the leadership of the Director General, there are four faculties comprising different departments under them, viz:

A. **Faculty of Government and Policy Studies**
   i. Department of Human Resource Development;
   ii. Department of Government and Security Studies;
   iii. Department of Local Government Studies;
   iv. Department of Public Administration and Management Studies
B. Faculty of Management and Business Studies
i Department of Economic Studies
ii Department of Financial Management Studies
iii Department of Enterprises Management Studies

C. Faculty of Computer Studies and Technology
i Department of Computer and Information Management Studies
ii Department of Technical Maintenance Studies

D. Multi-Disciplinary Inter-Faculty Centres
i Centre for Consultancy Services
ii Policy Research and Documentation Centre
iii Centre for Distant Learning

Each Faculty is headed by a Co-ordinating Director. They are answerable to the Director General (DG) and are responsible for controlling and directing the activities of their respective Faculties in the interest of the goals and objectives of the organisation. The departments, headed by the Director of Studies (DS), are grouped together to form a Faculty, as mentioned above. The Faculty staff constitute the line staff. Similarly, there is the staff line comprising the support staff in Administration, Accounting, Library and Audit. Thus, the structure of the College can be represented as shown in Figure 1 (ASCON Organogram). The staff of ASCON occupy positions on the basis of knowledge, skill and experience, but they can be posted to another department and retrained to fit in very well in their new jobs as situations occur. They are very reliable and develop a good rapport with each other in the organisation.
2.5 COMMUNICATION WITHIN ASCON

This is both vertical and horizontal. The DG brainstorms with the Co-ordinating Directors (CDs) on policy issues which affect the organisation. He delegates the authority to the CDs. The CDs, as the name implies, are co-ordinators of many but related departments. Their job is to filter the information coming from the DG and then direct it to the appropriate departments. So, before a job gets to the DG, it must have been cleared by the Head of Department, reducing co-ordination to the number of departments as Director General's span of control. For example, a piece of information relating to computers will be sent to the Computer Department. On top of these departments are Directors who are to convert the information into action. They do this by directing the information to the appropriate sections under their departments. They actually see to the execution of the directives in order to ensure that the sections comply. It is at this level of interaction between the Directors and departments that the feedback takes place. This enables the Directors to give feedback to the CDs. The CDs, in turn, keep the DG abreast of the latest development on the policy issues, in respect of which the information has flowed. This is vertical communication. The channel of communication is formal, coming through official memoranda, circulars and office notices which are pasted on the notice boards.

Management Meetings. This is one major form of communication medium in the College. This is held as follows:

i Directing staff meetings;

ii Departmental meetings comprising the line staff;

iii Task force meetings comprising line and staff pooled from various
Fig. 1: ASCON Organogram
departments to manage a project;

iv Consultancy group meetings on purely professional projects for clients.

The purpose of these meetings, among others, is to provide information on current issues and problems facing ASCON, with a view to obtaining inputs from the generality of staff before decisions are taken. They also provide opportunity to map out strategies for achieving ASCON objectives. However, before these meetings are held, written information is passed on to individuals who may be invited to attend. This allows them to reflect thoroughly on the subject at hand, so that they can contribute meaningfully at such meetings.

**Advantages of These Mode of Communication:**

These meetings enhance participation and involvement of staff including Library staff. It enriches the quality of decision-making in ASCON due to the collective wisdom of the staff. It assists in reducing the level of misunderstanding of management actions, and reduce tension and conflict in the College. It allows the pooling of expertise and experience before final decisions are reached. Finally, meetings provide opportunity for ASCON management to make clarification on why certain decisions have been taken.

**2.6 LOCATION OF ASCON**

ASCON is located in Topo-Badagry on the coast in a serene atmosphere, about 80 kilometres west of the former capital of the country - Lagos. ASCON was sited very close to Lagos so that it could provide training
and consultancy services to Ministries and Parastatals of government. However, in 1991, the Federal Capital was moved to the central of the country in Abuja, Nigeria, a distance of about 1,000 kilometres from Lagos. The change of the Federal Capital from Lagos to Abuja also means the transfer of the Federal Ministries. This prompted ASCON management to swing into action immediately by creating a big branch in Abuja. The purpose of this is to make the presence of ASCON felt in the new Federal Capital. This is also manned by very senior officers. Their mandate is to serve as liaison between ASCON and its clients in various Federal Ministries now in Abuja.

2.7 THE NEED FOR THE RESEARCH

Management of any organisation information and library centres inclusive become more complex because there is intrusion from the outside world (the external environment) than it used to be. Users are encouraged more than before to demand for better, efficient or different services. Improved bibliographic control is increasing users awareness of what has been published and new technology is opening up new services worthy of consideration. The library budgets do not measure up with price increases in books and other library materials. Staff numbers are still not being increased and library administrators are being put under pressure by the funder to account for the budgets they (funders) spend by justifying the services they provide. Therefore, to meet this challenge, especially in the Administrative Staff College of Nigeria (ASCON), which is the parent organisation of ASCON Library, there is need for strategic planning in making decisions. ASCON is constantly looking out for how to make their existing products/services better and more responsive to changing needs and, at the same time, more appealing and attractive to their customers. So, there is need for ASCON Library to identify what the market wants, that is,
products/services the Library should be offering and, in the face of dwindling resources, make strategic decisions to meet up with the challenges. Decision-making is an important management process, particularly when it is related to the planning function for, without decisions, nothing would ever be planned or accomplished. Strategic planning and decision-making will determine the destiny of an organisation. No amount of brilliant marketing will turn an organisation into a star performer unless these decisions are identified and made. The purpose of strategic planning, therefore, is to identify these decisions of great importance, make sure that all decision-makers agree with their importance, define objectives and devise the strategy to meet them.

In order to make an effective decision, information is required. This information should be properly managed to ensure the success of the decision.

However, it is pertinent to note that changes in an organisation which already exists should be a gradual thing, since these involve lots of planning. For example, the automation of a library to improve services to clients should not be an instant thing. It requires a lot of planning. As mentioned by Underwood (3), the changes to library and information services consequent upon the development and use of new technology are complex and involve alterations to working practices, working relationships, attitudes and levels of expertise as well as technical changes to processes and equipment. But, strategic planning would be a good way for staff to learn new skills and attitudes and to handle change effectively. According to Mintzberg (4) every strategic change involves some new experience, a step into the unknown, the taking of some kind of risks. Therefore, no organisation can ever be sure in advance whether an established competence will prove to be a strength or a weakness. So, there is need to construct a strategy in such a way
that it facilitates the management processes of the organisation. Strategic planning, therefore, demands more creative thought than any other planning technique. The success of strategic planning will not happen merely because it is neatly documented, the library manager must still make it happen.

2.8 THE ASCON LIBRARY

The Library was established in 1977, although the College had been in existence since 1972 as stated above. The Library became fully functional in 1979 when the parent organisation (ASCON) moved to its permanent site at Topo-Badagry, Lagos. It was of a 'mobile nature' before, moving from one place to the other. ASCON Library has lived up to expectations in its ability to produce the necessary backing required to administer training and research functions. The Library has a stock of over 24,000 books, 413 titles of current journals and 10,000 volumes of government documents.

The collections cover management, finance, economics, politics, administration, law and other related subjects.

The Library could be regarded as a special library since its collection tends towards management mainly. Also, it could be regarded as an academic library since the library supports the College's curriculum of teaching, research and consultancy. The teaching staff and the students/participants express their needs freely and recommend teaching materials which best satisfy them. The Library staff meet the Faculty staff and participants often, to discuss their requirements and show them what the Library can offer. So, a lot of interaction between the Library's environment takes place. The environment, as mentioned earlier, is mainly composed of Faculty staff, administrators and
participants or students, with which the Library exchanges inputs and outputs.

**2.8.1 Goals and Objectives of the Library**

The Library's goals are the goals of the College (ASCON) itself (the parent organisation). Its activities are directed towards the aims of the College. ASCON's mission statement based on those objectives mentioned earlier is:

> To achieve and maintain leadership in management/executive development, including training, research, consultancy and publication.

So, it could be deduced from the above that the goal of the Library is to support the training, research, consultancy and publication of the College by providing a comprehensive range of book and non-book materials.

The Library's goals have been established by the College authority superior to the Library's top management. In contributing to this ideal, the Library's top management interpreted the aims of the parent body and decided to provide services which are acceptable by and useful to the environment. This leads to having realistic and attainable objectives as follows:

**ASCON LIBRARY'S OBJECTIVES**

1. To provide and maintain access to the library service to meet the general and any special needs of the parent institution (ASCON).
2. To manage the selection, acquisition and distribution of books and other resources for reference and loan against the known and anticipated requirement of the College, including material for research, teaching, recreation and information.

3. To promote reading and to help and advise users on their reading needs.

4. To provide effective information services in co-operation with other information agencies both within and outside Nigeria.

However, it is pertinent to note here that although the Library has the above mentioned objectives, they were not written down. They were passed down by word-of-mouth for individuals to summarise and implement. This is a big problem in itself. The Library staff would like clear, well-written and explicit objectives to hang on when working.

The Library is aware that it performs a great function for the College and it tries to support the College’s goals and values in every way possible, judging from how the College has grown and how the Library had been able to cope with the growth in terms of library materials for research and teaching. The answer to my question regarding revision of the Library’s objectives reveals that the materials being acquired are oriented to the new programmes of ASCON.

This reflects the fact that the Library is adaptable to the requirements of its parent body. So, continual reappraisal of objectives is a sure guarantee for compatibility of its goals with those of the College.

The Library is user-oriented and assesses the users’ needs through formal and informal interaction of the Library staff, the Faculty staff, administrative staff and participants/students. In this way, it strives to
2.8.2 Organisational Structure of ASCON Library

ASCON Library, like all other organisations, has a structure which serves as a means for allocating responsibilities, providing a framework for operations and performance assessment, and furnishing mechanisms to process information and assist decision-making.

Organisations exist to get work done. The structure therefore involves a degree of formality where members have designated roles to play. The structure of ASCON Library tries to provide for efficient work and communication systems, as it establishes the patterns of relationships and responsibilities between section and individuals within the library and its parent body - the Administrative Staff College of Nigeria. This structure has been created to suit the need of the organisation, while trying to achieve consistency between the various aspects of that structure and being able to adapt it to changing circumstances over time.

The ASCON Library, in designing the structure of the organisation, made use of tools which are provided in the form of 'models' developed by a number of researchers on organisation. As mentioned earlier, there exists various models among which are: the classical school, the behavioural science school and the bureaucratic model. The Library tends towards the bureaucratic model. This is the formal arrangement of the functionaries in the organisation in an hierarchical order. Hence, in ASCON Library, the set of officers and office holders at the top of the hierarchy hold strategic positions which give them key responsibilities for taking decisions and giving orders within the organisation.
The organisational structure of the Library can be seen in Figure 2. The manpower of the Library consists of the College Librarian, who is at the top and the Chief Executive of the Library. It is the responsibility of the College Librarian (CL) to co-ordinate and control all the activities of the Library. The Library has an important role to play in the activities of the College, hence the CL reports directly to the Director General and attends the highest authoritative meetings in the College, which is 'Directing Staff Meetings'.

The six sections of the Library, viz:

Documentation; Cataloguing; Serials; Reference and Circulation; Press; and Order and Acquisition are headed by different cadre of offices whose levels of responsibilities are not of the same magnitude. These sections are answerable to the College Librarian, and are responsible for controlling the activities of their respective sections. The chain of command is defined along with this hierarchical structure, and every employee knows where he/she fits in and to whom s/he is responsible. However, there are problems within the structure as would be highlighted later.

2.8.2.1 Documentation Section

This section is headed by an Assistant College Librarian, a top rank next to the College Librarian, assisted by a senior Library Officer and Library assistants. His role is very important, being responsible for the materials dealing with the machinery of government in Nigeria. The activities of this section centre around producing, analysing and delivering useful information based on the three levels of government in Nigeria - Federal, States and Local Government including parastatals.
FIGURE 2

ORGANISATION CHART OF ASCON LIBRARY

COLLEGE LIBRARIAN

- CIRCULATION AND REFERENCE SECTION
- DOCUMENTATION SECTION
- CATALOGUING SECTION
- SERIALS SECTION
- PRESS SECTION
- ACQUISITION SECTION
The Federal Government of Nigeria placed emphasis on the need for adequate and reliable information for policy and decision-making at all levels. In order to satisfy this need, a circular, ref. no. SD 1852/6 of 1981 from the defunct office of the Head of Civil Service of the Federation, confers on ASCON a depository status for all government publications (see Appendix 3), so as to hold in a central place all government documents for the purpose of reference and other uses. Some of these publications among others are: reports of Commissions of Enquiry, Annual Reports, Gazettes, Statistical Publications, Financial estimates, Budgets, Auditor General's reports, Decrees, Edicts, Reports of Constituent Assemblies and Constitution Drafting Committees.

2.8.2.2 Cataloguing Section

The Cataloguing or Bibliographic Records Section is responsible for providing an accurate, efficient cataloguing service in the minimum possible time, so that users can access the materials they need. This section is very important in the activities of the Library, since the Library's strategy is to purchase material to meet current needs of users, hence the quick processing of materials becomes the major preoccupation of this section.

However, this section faces the problems common in many libraries of an increasing backlog of books to be catalogued. At the top of this section is a Chief Librarian assisted by a Higher Library Officer and two Library assistants. This sectional head is next to the Assistant College Librarian.
2.8.2.3 Serials Section

In the Serials Section, in order to cope with rising costs, static budgets and proliferating titles, the Librarian in charge has had to cancel duplicate titles, reduced binding programmes, ceased to buy whole series and switched to individual volume purchasing, cancelled lesser-used items and relied on inter-library lending as an important part of user service activity. All these are practised as a survival strategy.

This section is headed by a Chief Library Officer whose brief is to acquire, catalogue, classify, index, abstract and disseminate the information in the serials with the assistance of his subordinates. The serials are mainly in the areas of management and allied subjects published both in Nigeria and developed countries, also some other African countries. The total current journal titles are 413. The staff strength is three - two library assistants and the Serials Librarian.

The Serials Librarian is providing a useful service to users. According to Kinder and Katz (5), Serials Librarians provide a useful link to the world of periodicals, journals, directories and other reference sources because he/she is familiar with the types of materials available, the treatment of serials, and the problems which are posed by this format's complexity. The Serials Librarian is a valuable associate to the Reference Librarian in terms of working together toward the ultimate goal of providing quality client service. However, this section has problems of funds for purchasing current titles.

2.8.2.4 Reference and Circulation Sections

These are the mot labour-intensive sections of the Library besides Cataloguing. They are the first point of contact for anyone entering the
Library. The heart of the library ticks here. The workload at the circulation desk typically consists of: opening and closing the facility; registration of library users; checking in and out books; checking in and out reserve materials; processing overdues and reserves. Also, in the never-ending quest for the best utilisation of money and manpower, such work as stack maintenance, serial control, student and staff control are under the circulation desk span of management.

The Reference Section acts as the central telephone point of the Library that answer the service questions. It is the public relations desk of the Library, although there are intermediary actions of circulation desk answering telephone questions typically routed there, such as hours of service and referral to reference personnel.

Because the two sections have a key role in providing services, the physical arrangement was well thought out to ensure satisfactory work flow arrangements for the staff, and provide the proper security for the collection and accessibility for the clients. The circulation/reference area is close to the main collection and study area. Although this has its implication of noise factor, much talking between clients and staff in this area disturbs readers at times.

These two sections are very visible. When they are not functioning properly, an impression of total library mismanagement may result. Hence, both sections are headed by a Professional Reference Librarian - Deputy Chief Librarian. The Reference Librarian is responsible for providing the library users with information and materials. This includes instructing people on using the library and its resources. The reference activities are directed toward the goal of clients' service and satisfaction. To provide this service, the reference staff relies on many skills and on the support of other services within the library. The catalogue is a key feature of any collection and knowledge of how it
functions and being able to interpret it, is essential to the Reference Librarian and her staff. In addition to using the catalogue, the Reference Librarian also familiarises herself with the collection. Knowledge of the extent and of the content is helpful in providing good service to users. The Reference Librarian examines sources, notes useful tools and studies the collection, becoming proficient at finding information and answers to users' requests. This familiarity with the collection is necessary to function at the reference desk, although it is a skill and habit that is acquired through time and experience.

The Reference Librarian is also responsible for teaching others the use of the Library. Library instruction includes: training users and staff to use the catalogue; to become knowledgeable about specific portions of the collection; and to use the Library's resources properly.

In short, the objectives of the Reference Section therefore are to provide catalogue assistance, to be a source (and resource) of information in the Library, to offer knowledge about the physical collection and its content, to instruct library users in order to improve their skills and to increase their level of experience. These functions are important in providing effective service to users.

In determining the number of people assigned to the Circulation area, true management skills come into play so that the Circulation staff can do most work with fewest number of people. This is necessary because of the problem of manpower shortage.

Working with clerical workers at the Circulation desk is very rigorous, since not only must all the procedures and policies be examined and taught, but follow-up and evaluation of work has to be carried out on a regular basis. If follow-up and evaluation is not done, policy misinterpretation and loss of materials could result, among other things.
These sections operate with four clerical/library assistants, one library officer in addition to the Deputy Chief Librarian - Reference Librarian.

2.8.2.5 Acquisition Section

The process of obtaining library materials and assuring that they are properly recorded is the major focus of this section. According to Magrill and Hickey (6), acquisition refers to the process of verifying, ordering, and paying for the needed materials.

Here, the librarian has been brought to the point of engaging in broad and rational planning for the growth and maintenance of the Library's collections by a variety of factors in the environment, for instance, lack of adequate financial resources and trends in education. Also, changes in the size and composition of the student body and Faculty in teaching methods, in areas of study, in research methods and interests have required more and different library materials. One might say that all libraries have been affected by the economy, but not in exactly the same way.

In addition, as technological advances have offered new forms of packaging without significantly reducing the need for information presented in traditional forms, these expanding varieties of forms in which the information is packaged and distributed adds to the pressure on the Acquisition Librarian. So, the challenge to the Acquisition Librarian is to get the highest possible level of funding, and make the best possible use of the limited resources. This, according to Katz (7), requires advance planning and ongoing control which is the essence of sound management of acquisitions funding.

The basic responsibilities of this (acquisitions) section are:
1. Obtaining information about the materials that the Library wishes to acquire. This involves (a) securing a written record of basic bibliographic data (title, author, publishing information), series relationship, etc.). This is obtained through the use of an order request form; (b) completing and verifying the bibliographic data by comparing the request with listings of materials in national and international bibliographies in printed format; (c) determining that the Library does not already own, and has not previously ordered the requested item, so as to avoid duplication; and (d) identifying the expected price and possible sources of supply of each item.

2. Initiating the purchasing process. This involves (a) selecting an appropriate vendor (publisher or dealer) with whom to place the order; (b) preparing and despatching the order forms; and (c) keeping aside the funds needed to pay for the item when it is supplied.

3. Maintaining records on the items ordered. This is: (a) keeping manual files which show the status of each order. This is accessible by the title and author (although this could be accessible by series relationship, or standard number, e.g., ISBN - International Standard Book Number); and (b) monitoring the files to make sure that an order has not been outstanding for a long time. Where an order is outstanding for too long, a query is sent to the vendor to determine its status.

4. Receiving and checking materials (a) to ensure that the items sent to the Library are undamaged and any enclosed records (invoices and packing slips) are preserved; (b) making sure that the items are the ones desired, by comparing bibliographic data with the order record; and (d) determining that each item is physically complete and in acceptable condition.
5. Authorising payment for materials.

6. Clearing the order records. This involves (a) recording the fact that the item(s) has been received, by entering the receipt date; (b) preparing a transmittal record, to accompany the material to the next stage of preparation, which is cataloguing; and (c) shifting the order from the current file to completed file.

7. Handling materials which need special treatment. This involves keeping records for, and acknowledging gifts materials, depository collections and items received through exchange programmes. The donations come mainly from: The British Council; United States Information Service (USIS); Visiting Scholars and Foreign Embassies.

8. Dealing with special problem situations. This involves dealing with such matters as claiming items not supplied by the vendor, negotiating credits or refunds for items not wanted or received in unacceptable condition, and notifying requesters that their materials have arrived. Also, solving problems related to poor vendor performance and making adjustments in the budget as the fiscal year nears it end.

This section is manned by a Higher Library Officer who works directly with the College Librarian. The College Librarian is responsible for taking all the necessary decisions of purchasing, selecting, ordering and payment due to shortage of manpower and the importance of the section.
2.8.2.6 Press Section

This section is the newest created out of the Serials Section. Its main focus include: selecting; cutting; clipping; pasting; assigning subject headings; indexing and abstracting of current domestic and foreign titles which are of relevance to the College activities.

The Library's collection of newspapers as of now contain (15) fifteen current domestic and foreign titles which serve as current awareness service for staff and students. These current domestic newspapers are selected on the basis of their standing as important representatives of state, major city or of a significant special interest or political view. Some important subjects and local coverage are also provided for when selecting. These titles include: *The Guardian, The Sketch, Tribune, New Nigerian, Daily Times* and *Punch*, among others.

The staff strength is two in number: the head of the section who is a Librarian I, and a Library assistant.
REFERENCES


CHAPTER 3

MANAGEMENT INFORMATION SYSTEMS IN ASCON LIBRARY

3.1 INFORMATION AND COMMUNICATION SYSTEM IN ASCON LIBRARY

In all organisations, ASCON Library included, information is central to decision-making. Also, communication allows information to flow, therefore effective communication in an organisation is necessary for proper decisions. Management information systems bring levels of management closer by facilitating the communication of information which enables library managers to exercise effective planning and control over all library operations.

Hence, the importance of communication cannot be over-emphasised. This is necessary because in the day-to-day activities, the input of human energy is made possible through communication acts and the accomplishment of work is dependent on communication between people in each organisational sub-system. The most important issue in communication is that the intentions of the sender are understood by the receiver to facilitate the management functions in the Library, such as planning, goal setting and decision-making. So, the key is to see information as the major resource of an organisation.

In effect, the library manager should have a good understanding of the nature and structure of information and how to identify, organise and retrieve it. Ideally, formal communication in an organisation should follow its authority structure.

In ASCON Library, information is communicated through formal and
informal channels. Although ASCON Library has a structure of authority, formal communication, at times, is not strictly hierarchical. Upward communication from a Higher Library Officer to the College Librarian does not have to go through the Chief Librarian. He can talk about his work or about himself without reference to his superior. But, downward communication about policies, rules, procedures and new directives or clarification of certain practices, is restricted to the authority structure. Horizontal communication between peers flows with little inhibition and information about their experiences and common problems is shared. But, problems arise in sections headed by junior officers to the other sectional heads, making horizontal communication difficult due to lack of confidence and respect for higher authority. The junior officers at times find it difficult to express themselves loud and clear at meetings owing to fear of being reprimanded by their senior colleagues. So, there is need to have a good structure which will not inhibit information flow through the channels.

The formal channels of communication in ASCON Library are always in written form and are sent in the form of memoranda, manuals, circulars and files down the hierarchy due to the bureaucratic nature of the Library. Also, for formal upward communication, suggestion schemes, or a written report, may be sent up to the superior. This could be an area where a subordinate wants to clarify some issues on policies or about work. As mentioned earlier, as part of the upward communication in ASCON Library, subordinates can talk to the Library Manager about his work without reference to his superior. But the weakness here is that the Library Manager may be overloaded with less important matters which could be handled by his assistants (i.e., the superior officer above), owing to lack of a clear method of sifting information which is important to him. However, reports are used extensively to send information upward, such as annual reports and budget reports for approval of the Library Manager.
Informal channels of communication used in the Library include meetings, discussions and casual conversation. Both formal and informal channels of communication are very important for the smooth running of an organisation. The aim of using these channels is for staff to understand and accept what management proposes, so that they can comply, to get them to identify themselves closely with the organisation and its achievements and to appreciate their own contributions.

The informal 'grapevine' is also one of the key ways in which ASCON Library's culture is developed and reinforced. Staff meet at the Club House, canteen, corridors and on telephone to discuss one thing or the other. In such circumstances, stories circulate through the grapevine in a rapid way, the information given is frequently distorted and this becomes part of the 'oral history' of the Library to be reiterated from time to time. These focus on an individual or an event in a way which promotes certain values and attitudes. The authority sometimes use grapevine to pass information to staff - as 'leak' to see their reactions before making it formal.

3.2 MEETINGS

This is another formal bureaucratic process used in ASCON Library. It provides a stable, impersonal and regular means by which issues are raised and decisions made. Discussions are limited to those items included on a pre-set agenda of issues for consideration. Such discussions and conversations at meetings carry clear messages and provide opportunity for feedback. Staff are given opportunity to air their views and give suggestions. Meetings are beneficial to staff because it enhances co-operation, effective communication and commitment for the attainment of organisational goals and objectives.
3.3 PROJECT-BASED MANAGEMENT INFORMATION

In addition to the above, another form which one can call 'Project-based Management information' is used. The Library Manager identifies a problem and sets up a study to find the solution.

For example, a project was originated to discover the likely effects of extended opening hours. This is necessary because of the pressure from certain users who wanted the extension of the opening hours of the Library so as to work late. The Library opening hours then were 7.30 am to 4.30 pm from Monday to Friday, and 8.00 am to 1.00 pm on Saturdays.

This project involved among others interviews with potential users and costing of staff time. Responsive management information comes in by the data collection and analysis effort being originated after the problem has been identified. As a result of the information gathered, the Library opening hours was extended to 7.30 am - 8.00 pm Monday to Friday, and 8.00 am - 1.00 pm on Saturdays.

However, the need for systematic, regular management information has been recognised now, and an identifiable management information system will soon be developed. This is a formal system, operating as an integral part of the organisation, which is continuously collecting data, storing it, analysing and processing it and later presenting it to the management in the form of reports. Brophy (1) noted that these sort of systems are designed specifically to provide management with regular reports containing the information needed to support decision-making.

But, in having this formal system, there is need for open and honest communication which will help to alleviate and overcome any negative viewpoints from staff. For instance, management should take care not
to raise expectations too high regarding the wondrous capabilities of the new system, although using information systems with formalised procedures provides managers with appropriate information from all relevant sources to enable decisions to be made.

But some weaknesses are still observed by management scientists, whereby managers prefer information gathered from a face-to-face meeting or during a telephone conversation. The filtering process is also a problem for systems designers. The manager avoids the system when the information becomes too much, preferring the traditional face-to-face channel which provides 'current information' and instant feedback. The face-to-face channel is practised by the Library Manager in ASCON occasionally, in addition to report or statistics information collected.

However, ASCON Library, like other adaptive organisations, need good information systems, in order to adapt to contingencies. The pressure of accountability requires that management demonstrate efficient use of resources, effective service delivery, and value to the clients. Management information systems are needed in order to achieve this aim. Hence, there is need to ensure that staff responsible for collecting data understand why it is being collected and recognise the usefulness and relevance of the exercise. If staff feel involved in the process, they will take more care to produce accurate and timely statistics. So, communication in an organisation is important to influence action toward the welfare of the organisation. Most especially, communication is needed to establish and disseminate goals of the organisation; develop plans for their achievement; organise human and other resources in the most effective and efficient way; select, develop and appraise members of the organisation; lead, direct, motivate and create a climate in which people want to contribute.
3.4 BARRIERS TO COMMUNICATION IN ASCON LIBRARY

Ideally, communication should be a two-way process. But communication problems are often symptoms of more deeply-rooted problems. For instance, a poorly-designed organisational structure may not clearly communicate organisational relationships. This is the problem ASCON Library is facing, as well as differences in status. One-way communication is an obstacle to the flow of information in the Library.

However, effective communication does not happen by chance. It requires an appropriate channel and choosing proper timing which greatly improves understanding. This reduce distrust, threat and fear which undermine communication. Hence, there is a need to plan and review communication so as to avoid the desire to spread only good news which gets in the way of full and accurate upward communication. Also, avoiding a sense of status and of only telling people what they need to know which obstructs the flow of information downward. This keeps staff in the dark, creates an unhealthy atmosphere and discontented workforce. It is glaring that there is a link between communication, organisational performance and human resource. So, this leads us to human resources in the Library.

3.5 HUMAN RESOURCE PLANNING IN ASCON LIBRARY

Management of human resources is one of the most important factors in information management. Human resource planning aims at obtaining and retaining the quantity and quality of people it needs. It makes the best use of them (people) and is able to anticipate the problems of potential surpluses or deficits of people. Also, it can develop a well-trained and flexible workforce, thus contributing to the
organisation's ability to adapt to an uncertain and changing environment.

In short, human resource planning covers a range of activities designed to ensure a satisfactory balance between the supply and demand for library workers, in both qualitative and quantitative terms. For instance, having the right number of employees with the right level of talent and skill, in the right job, at the right time, and performing the right activities to achieve the corporate purpose.

The process of human resource development starts from the strategic plans of the ASCON Library which defines where the organisation is going and the resources needed to get there. These strategies are translated by human resource planning into more specific definitions of how many and what sort of people will be needed in the future, as follows.

3.5.1 Recruitment, Selection and Placement

For recruitment of new staff, ASCON management sets up a committee to provide an accurate number and type of employee which will be needed in future. The selection programme is professionally designed with special care taken to ensure compliance with equal employment opportunity regulations. The setting of qualification standards is observed to some extent. An effort is made to match individual job preferences and qualifications with organisational needs. ASCON recruits new staff by giving them incentives due to the remote location of ASCON to the rest of the country (Nigeria).
3.5.2 Training and Development

This is essential for the systematic development of the knowledge, skills and attitudes required to carry out a job or task, for instance, as technology changes, as services are introduced, and as people are upgraded. ASCON Library made it a policy to initiate the staff to professional and management training programmes as soon as they are employed; this is also true for middle and senior managers. This training can be grouped into two, viz: (i) formal; and (ii) informal.

Formal induction courses are organised to integrate the newcomers into the Library and to introduce them to the social and cultural aspects of the organisation as well as to the jobs themselves. Also, staff are sent on formal training courses when they are two or more years into the job. This helps to develop a continuous supply of high-calibre managers for senior positions well in advance. The Library staff attend conferences, workshops on different aspects of librarianship. This ensures that the vital operations of the organisation are not delayed by insufficient and inadequately trained personnel.

However, there is still a need for training of staff (junior members) in certain areas. This training will serve as a blend of learning skills, knowledge and attitudes, enabling individuals to make significant and increasingly self-confident contributions to the Library's performance. Also, helping them to have a feeling of sense of achievement and satisfaction.

3.5.3 Performance Appraisal

This is part of human resource planning in ASCON Library, and has two fundamental uses. It is concerned with decisions in regard to pay
increases, promotions, transfers and discharges. The second use is concerned with employee development. For instance, this gives information about the performance of staff on-the-job and allows for assessment. It enables the management to know whether jobs should be redesigned and identification of needs for self-improvement, such as training. It is used for reward systems to motivate staff who perform his/her job well in the form of promotion. It allows the Library Manager and subordinate to discuss problems or difficulties affecting them (subordinate) and means of improving their work. In short, it facilitates human resource planning.

3.5.4 Career Planning

The career planning or management in ASCON Library ensures that the organisation has the people it needs to provide for growth and management succession. It also ensures that individual staff are given the guidance and help they require to realise their potential and develop their abilities. They rely on the formal data of assessment forms to do this, although these schemes have their own inherent problems. For instance, individuals become dependent on the opinions and influence of their superior.

3.5.5 Compensation Systems

As mentioned earlier, pay is a useful incentive if tied closely to results because it is good in satisfying a range of needs. Wages and salary in ASCON Library are used to motivate, retain, attract and reward workers for their efforts. There is a unified pay structure, which provides more accurate estimates of future human resource costs. But as pay is a motivator, so also it is an important cause of dissatisfaction.
ASCON motivates its staff in addition to good salaries with such incentives as leave bonuses, transport allowances and retirement benefits. It provides employee welfare services such as good working environment, staff canteen, medical facilities, child care and sports facilities. Although welfare may not directly increase productivity, it may add to the general feeling of satisfaction with the organisation.

3.6 INTRODUCING CHANGE AND MANAGEMENT IN ASCON LIBRARY

It is interesting to note how much the College has grown over the years and how the Library has been able to cope with the growth in terms of library materials and human resources. But scholars of management agree that every organisation, regardless of its degree of complexity, must be in constant dynamic equilibrium with the external environment so that it can be in readiness to convert the Threats and Challenges out there into Opportunities and Prospects (T-COP).

ASCON Library tries to adapt its internal strategies to deal with the requirements and dictates of the environment. Despite the fact that the changes were traumatic ones, the Library took these and other similar changes in its stride. I believe this was possible because the events demanded strategic decision taking of a type where the top management had both experience and skill. This involved the Library Manager and the support and dedication of other senior and middle level management, who played a crucial role in helping the Library to respond successfully to one incident of change after another.

The Library Manager in ASCON is responsible for planning for the future and for scanning the external environment in order to identify potential changes which may either threaten or provide opportunities for the
Library. He interacts with the external environment in the tasks of lobbying or politics and representing the Library in community affairs. He spends most of his time with his peers in the external environment and counterparts from similar organisations with whom he brainstorms.

In planning for the future, he takes note of information received from his contacts in the external environment and from summarised information obtained in the form of reports from his subordinates within the Library’s internal environment and blends them together for effective decision-making.

However, the Library Manager in ASCON makes use of the authority structure which exists in the Library to instruct and communicate requirements within these policies/decisions to those under his control.

But managing change, as it should be strongly led as done in ASCON Library, also requires to be essentially participative. Although a participative/consultative approach to organisational change may threaten, or appear to threaten, the authority structure of the Library. But this will help to alleviate the problem of resistance to change by staff. Also, adoption of participate management strategy would be helpful to cater for staff needs for achievement, responsibility and advancement.
REFERENCES

Strategic decision-making involves a continued assessment of the current situation confronting an organisation in the light of the leader's vision for the future. In ASCON Library, the strategic area considers what business the Library is in and what business it wants to be in. This is a necessary step since the success of a library service depends mainly on strategic issues, which represent practical choices that will enable information service to move from where it is today to where it wants to go in the future.

For instances, changes which affect the ASCON Library in the environment are first noticed in the day-to-day system which runs the service operationally. In the Library, this is the major system which includes: the selection and distribution of stock; the day-to-day running of the Library, such as the lending of books to readers and dealing with enquiries. Environmental effects (such as the advent of the paperback) also show themselves in the operational system, such as a reduction in the number of books borrowed. Invariably, when such effects magnify themselves in the operating system, they are countered in the Library by adjustment. The adjustment takes the form of an increasing concern for efficiency, in order to increase use and 'sell' library materials by displaying new titles. There is still a need for additional promotional efforts in this area to make readers aware of what the Library has. All these decisions are in the operating system.

If the Library loans began to increase, the matter would rest there. But if the Library loan continued to decline, the administrative decision
system would arise with greater concentration on staff training so that increased performance becomes possible to tackle this problem.

The area of staff training still needs to be intensified, since staff is the most important asset of the library. And the strategic considerations for training them should be to instil the mission and purpose of the Library through education, development and involvement. This will help in achieving comprehensive access to recorded knowledge and guide users swiftly and accurately to the information they need.

The strategic system would then be examined in ASCON Library only if loans continued to decline, or did not begin to increase after those two systems have been put to play.

However, changes in the external environment (i.e., changes in the needs of the parent organisation - ASCON) always require a strategic response based on anticipation of the change in relation to many opportunities and threats which present themselves. The Library redefines its basic purpose in terms of the services it wants to render to the organisation (ASCON) and the way it would create these services. The Library is concerned with finding particular services which are relevant in view of ASCON's new needs. The strategic decision-making in certain areas in ASCON Library over the years could be seen as follows.

4.1 STRATEGIC ACQUISITION DECISIONS IN THE LIBRARY

The under-listed factors influence the strategic acquisition decision in the Library

1 Expansion of college activities;
2 Government policies;
iii Availability of foreign exchange;
iv Involvement in various co-operative schemes;
v The roles of donor agencies.

4.1.1 Expansion of College Activities

The College (ASCON) started in 1972 to run General Management courses in hotels as stated earlier in this write-up because the permanent site was not ready. The books and periodicals that the Library purchased then were influenced by two factors.

In the first instance, the Library was to be built right from scratch, hence it was necessary to purchase the core literature of the basic discipline which is management. Second, the scope and nature of training that was initially organised.

The College moved to its permanent site in November, 1979, and the training programmes were reviewed. The following training programmes were introduced as mentioned earlier:

i Certificate in Public Administration - 6 months
ii Diploma in Public Administration - 9 months
iii Functional Management course - 6 weeks
iv General Management course - 6 weeks
v Management Consulting course - 12 weeks
vi Manpower Development course - 6 weeks

Consequent upon the introduction of these new courses, the College was reorganised into five courses departments to take care of the new activities. The expansion in the training activities of the College had a corresponding impact on the Library. The decision of the Library as to
what book or periodical to purchase or subscribe to was affected. The responsibilities of the Library in this regard increased.

Specialised books and periodicals were to be purchased so as to keep the academics in these new areas abreast of the latest developments in their various fields. As the activities of the College expand, so also does the strategic planning which comprises direction setting, internal and external assessment, attention to the needs of users, development of strategies to deal with each issue and decision-making.

For instance, the decision to purchase books and other Library materials is influenced over the years, as shown in the following figures:

**TABLE 4.1.1 SIZE OF COLLECTIONS IN ASCON LIBRARY**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SIZE OF COLLECTION IN ASCON LIBRARY</th>
<th>ADDITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>7,802</td>
<td>-</td>
</tr>
<tr>
<td>1981</td>
<td>11,419</td>
<td>3,617</td>
</tr>
<tr>
<td>1982</td>
<td>12,455</td>
<td>1,016</td>
</tr>
<tr>
<td>1983</td>
<td>13,268</td>
<td>833</td>
</tr>
<tr>
<td>1984</td>
<td>13,730</td>
<td>462</td>
</tr>
<tr>
<td>1985</td>
<td>15,055</td>
<td>1,325*</td>
</tr>
<tr>
<td>1986</td>
<td>16,468</td>
<td>1,413*</td>
</tr>
<tr>
<td>1987</td>
<td>17,068</td>
<td>600</td>
</tr>
<tr>
<td>1988</td>
<td>17,618</td>
<td>550</td>
</tr>
<tr>
<td>1989</td>
<td>19,129</td>
<td>1,511*</td>
</tr>
<tr>
<td>1990</td>
<td>20,834</td>
<td>1,705*</td>
</tr>
<tr>
<td>1991</td>
<td>23,022</td>
<td>2,188*</td>
</tr>
<tr>
<td>1992</td>
<td>23,633</td>
<td>611</td>
</tr>
<tr>
<td>1993</td>
<td>24,382</td>
<td>749</td>
</tr>
</tbody>
</table>

Source: Acquisition section of the ASCON Library

* Book Donation This was carried out in 1985; 1986; 1989; 1990; and 1991 through a demand-led geared towards management and allied books.
It could be seen from the above figures that books and other library materials increased to show that the strategic decision to buy more books was as a result of the increased number of ASCON courses and programmes over the years from 1980 to 1993.

4.1.2 Government Policies and Environment

Government policies have, to a very large extent, influenced the College activities and consequently the acquisition policy of the Library. In 1983, there was a change in the political climate of the country. The concept of government at the grass-roots became better established. Much emphasis was placed on the management of the third tier of government, that is, Local government. In Nigeria, it is the third tier of government after Federal and State governments. It is a vehicle for bringing government closer to the people. Hardly can any meaningful national development take place without the necessary inputs from the government.

Reacting to this political change, the College (ASCON) decided to create a department of Local government and Field Administration. This department provides training to Local government personnel, conducts research and consultancies in Local government. The training programmes offered by the department include, amongst others: (i) human resources development training course; (ii) Local government personnel management course; (iii) integrated rural development management course. All the courses are of six weeks' duration for officers on grade level 08-12.

This new department was saddled with the responsibilities of training the Local government officials with additional influence on the acquisition policy. So, as the Library was struggling to cope with the
collection development, it started to think of building the collections in the newly-introduced field.

Government policies continued to influence the actions of the College. Another example is the establishment of the Small Business Consultancy Services Division in the College. This was as a result of the Government policy to encourage the development of small and medium-scale business in the country. The corporate decision to create this division in the College had a lot of influence on the acquisition policy of the Library. The same thing went for the Government policy to privatise and commercialise some Federal government corporations and parastatals.

Government focus at any point in time has always been a major source of change, and has ever remained strategic in the library decisions to acquire print and non-print materials for the College.

4.1.3 Foreign Exchange

By 1972, when the College was established, the country was in credit. There was no problem with foreign exchange. In fact, the country had enough foreign reserves to service all the development projects in the country. A lot was realised from oil as a result of the war which broke out in the Middle East in 1973. It was not difficult to fund College projects which require foreign exchange, such as acquisition of books and periodicals, around this time and up until 1984/85. The Library subscribed to a long list of periodicals as mentioned earlier. Some of the titles of local and foreign periodicals can be seen in Appendix 4a and b.

However, by 1984, the foreign reserve which the country had already been depleted as a result of bad management. It was no longer easy for
anybody to obtain foreign exchange and the College was also affected. The situation was aggravated by the then new administration which came in 1985. The administration accepted the conditions of the IMF (International Monetary Fund) for the internal adjustment with this policy. It became very difficult to obtain foreign exchange.

Consequent upon the effect of scarce foreign exchange to service the acquisition of the Library, the subscription list of periodicals and books was reviewed and the number of titles was reduced. The Library is now forced to use the UNESCO Coupon for the purchase of books. Very often, assistance of some international donor agencies is solicited. The British Council, the Overseas Development Agency and United Information Service are also assisting.

Availability of foreign exchange has always been a major consideration in the Library's acquisition policy. The lack of foreign exchange over the years has led the Library to examine other options. This is because the level of publishing in the country is at the embryonic stage. As at now, not many books are published locally at the tertiary level. A greater percentage of the management books fall within tertiary publication and they are mostly published overseas. The Library, therefore, relies heavily on foreign exchange to purchase these materials to provide effective service to users.

4.2 PROVISION OF INFORMATION SERVICE TO CLIENTS AND BUDGET CONSTRAINTS - GOVERNMENT GRANTS

In ASCON Library, providing adequate library support for new courses and programmes is an especially difficult challenge in times of greater financial constraints. The College enjoys certain grants from the Federal government annually. A certain percentage of such grant is normally
allocated to the Library for its operations which include the purchase of library materials for effective services to users. Consideration is therefore given to the size of the grants when it comes to making decisions strategically to satisfy user needs. The bigger the grant, the more money the Library has.

However, in the face of inflation, the Library allocation has not been sufficient to cover the necessary materials for user needs. The budget allocations for library materials for the period 1991-94 (August 1994) are:

<table>
<thead>
<tr>
<th>TABLE 4.2 BUDGET ALLOCATIONS FOR LIBRARY MATERIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Periodicals</td>
</tr>
<tr>
<td>Library books</td>
</tr>
<tr>
<td>Library equipment</td>
</tr>
<tr>
<td>*ANAI Project</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

* ANAI Project = African Network of Administrative Information Project

Source: ASCON’s Accounts Department

The figures above can be seen to show some element of increment every year but, due to the inflationary nature of the economy, this hardly meets the commitments enshrined in the budget. The Naira (N) which is the currency of the country (Nigeria) has been devalued tremendously and this affects foreign purchases which have dropped significantly.
As a result, the adoption of strategic decisions that combine priorities, choices and substitutions with the goal of cost containment became a necessity. In ASCON Library, linking collection development with the College’s curriculum has been a common theme, so as to provide adequate library support for users and to manage collection development budgets. As confirmed by Lanier and Carpenter (1), coping with financial limitations requires continuing diligence. In fact, it also requires the development of anticipating strategies which address the needs of the curriculum.

Another strategy in ASCON Library was developing a strategy for service enhancements, including document delivery which lessens the need for new subscriptions. This is assessing the Library’s capability of providing users with items they need when they need them. This takes the form of studying what is available on the library’s shelves at a given time (i.e., evaluating total resource adequacy) plus the external resources also available to the Library’s clients.

As part of the collection management strategy, a preservation policy was adopted by ASCON Library in consultation with its clients, as a managerial tool for making information available to users when needed. This was mandated by the need to live within a budget which was not keeping pace with inflation. It also ensures that limited funds are not wasted on work of little or no value. As rightly stated by Feather (2), the basic objective of preservation policy is to ensure that materials and information which the library’s clients can sensibly demand will be available when needed. This is based on an understanding of the following related factors:

* the demands of the library’s clients;
* the intellectual quality of the existing stock;
* the use of information and the literature which it contains; and
• the physical condition of the collection.

4.3 CO-OPERATIVE AND RESOURCES SHARING AS A KEY STRATEGY

In ASCON Library, one of the key strategy in supporting the College's new programmes was an emphasis on resource-sharing. No library can meet its users' needs without the co-operation of others. So, co-operation and resource-sharing represent the only way forward in the face of higher publishing outputs, and declining budgets for collection development. This resource-sharing is a sort of co-ordinated co-operative collection management, involving a formal agreement among libraries to develop and maintain their collections to their mutual benefits. This is necessary so that everyone involved in the resource-sharing could receive some benefit. Since, ten weak libraries depending on one strong library is not resource-sharing but parasitism.

ASCON Library is involved in different co-operative and resource-sharing schemes which include: Nigeria, West Africa and Africa.

4.3.1 Nigeria

In Nigeria, document delivery is supported at its most basic level at no expense to the clients including rapid inter-library loan (ILL) services. This is accessible to all ASCON faculties, students/participants and staff generally.

4.3.2 West Africa

ASCON Library is involved in a sustainable information networking
system in West Africa. This is known as the West African Management Development Institutes Network (WAMDEVIN) Information Network. This WAMDEVIN Information Network (acronym WINET) is for the West African sub-region. It is a network of all the Business School and Management Development Institutes (MDI) libraries in the sub-region, for the purpose of making effective use of scarce information resources through sharing of services and expertise, for the mutual benefit of WAMDEVIN member institutions.

In other words, WINET is aimed at promoting co-operation of library and information resources in the sub-region for the purpose of pooling, sharing, communicating, exchanging and delivery of information in the sub-region.

The mission of WINET (3) is:

To promote a co-operation of library and documentation services among WAMDEVIN institutions in order to develop a database of information resources within the network, for the achievement of our objectives in training, research and consultancy.

The services of WINET to the business schools and MDIs of the WAMDEVIN include, among others:

i current awareness/selective dissemination of information (SDI). This is based on the known subject interests of WINET clients;

ii Indexes and abstracts issued out periodically. This is a general bibliographic indexing and abstracting service covering the subject scope of WINET;

iii Union catalogues. Union list of serials holdings and union
catalogue of library collection are produced as a special project of the network;

iv Reference/referral services on specific topics are provided on request.

v Reprographic Services, such as photocopies and microfiching of documents are provided;

vi document delivery and special bibliographies on themes and topics of current interest to WINET clients are provided.

Another very successful component of resource-sharing was the Journal Exchange Programme, initiated between the Library and WINET libraries in West Africa, although the Journal Exchange Programme was not deemed appropriate for some titles. Hence, subscriptions were placed for some selected titles. Highest priority was assigned to titles on major programmes in the Faculty which were unavailable elsewhere in the community.

4.3.3 Africa

ASCON Library is also involved in administrative information resource-sharing in Africa as part of its strategy to enhance services to clients. This co-operation network is known as the African Network of Administrative Information (ANAI). ANAI is designed to deal with specialised materials on development administration and management with respect to the African context. It includes data relating to subjects such as development plans and follow-up reports on these plans; centralised and decentralised administrative systems; rural and urban development; administrative reforms; law and organisational
ANAI is a response to a felt need both at local and international level. At the local level, the need of the librarian to satisfy his/her clients and, at the international level, of which ANAI is a response, the need to link up development process with the use of information systems in order to satisfy information needs of clients. In other words, to create a database made accessible through establishment of an information network.

ASCON Library became involved when it was nominated as the National Focal Point for the ANAI in Nigeria in a letter, Ref. No. SDD 1430/T4/61 of 21 September, 1981, by the then Manpower Development Division (MDD) of the Office of the Head of the Civil Service of the Federation, (see Appendix 5).

Consequent upon this, the first Chief Librarian of ASCON, Ms D O Awosika, attended the meeting arranged by African training and research Centre in Administration for Development (CAFRAD) held in Dakar in 1983. This meeting was intended to review the ANAI’s project strategy for action and consider the _modus operandi_ of the project.

So far, the objectives arrived at for ANAI among others are:

i   to analyse and disseminate comparative studies and research on administrative problems connected with social and economic development in Africa;

ii  to standardise processes and procedures in order to improve the delivery of administrative information in all participating countries;

iii to develop a uniform administrative information system that will
facilitate document retrieval at the national and contribute to an integrated system at the regional level; and

iv to help avoid unnecessary duplication and waste of resources.

The above mentioned steps were taken as a strategy to have a wider availability and use of information services in the College (ASCON). These steps taken to enhance services appear to have been successful, in the face of all odds, in that it has a significant impact on the library and its relationship with its clients. As rightly stated by Havard-Williams (4), serious thinking about the future of libraries and information services needs to be done, and concrete strategic plans formulated today, so as to provide adequate and appropriate services tomorrow.

4.4 LOCAL GOVERNMENT DOCUMENTATION CENTRE

Another strategic decision was the setting up of the Local Government Documentation Centre as a strategy towards government policy as mentioned earlier. Local government in Nigeria is the third tier of government and it is responsible for bringing government closer to the people.

The establishment of local government in the College brought about the setting up of the centre to collect, assemble, catalogue, classify, index and abstract all literature on local government. This is essential for effective dissemination of information to the decision-makers. The needs of researchers and students of local government were met by having in a centrally placed documents emanating from the 450 widely scattered local government headquarters in Nigeria. This was backed up by the circular from the defunct Office of the Head of the Civil Service of the
The objectives of the Documentation Centre on local governments among others are:

i to identify, salvage, preserve relevant information on local governments in Nigeria (e.g., on service delivery, on programme implementation capability of local governments, basic statistical information);

ii to foster the improvement and building of a national information system on local governments in Nigeria which will also serve as a clearing house;

iii to provide information on local government to policy-makers, researchers and executing agencies of development programmes in Nigeria; and

iv to facilitate inter-local government performance comparison analysis.

This documentation centre forms part of the library services providing basic information on local governments to all those who need it. The Library has acquired government publications and other relevant materials most especially in the area of local government, with the first batch received in the Library from Ministries and Parastatals accompanied by a letter, ref. no. SD 1852/43 of 8 April, 1981 (see Appendix 6).
ASCON Library as part of its strategy has started to exploit information technology (IT) as an integral part of enhanced service provision. IT has immense potential to increase the quality and usefulness of information and to provide timely, accurate and reliable information for decision making. The situation in which ASCON Library had found itself in recent years has encouraged it to consider automation seriously. Funds have become inadequate in the face of inflation, yet the workload has increased. For instance, the number of students/participants has increased considerably, so also has the faculty staff. The reaction to such circumstances is to reduce services but, on the whole, the Library has tried to give as good a service as it can.

Automation has been seen as a way of reducing manual routine associated with the Browne System (presently in use) such as: filing and straightening issue cards; searching for discharges; searching and flagging reservations and sending out overdues. The time taken to deal with each person at the circulation desk will be cut down considerably, improving the accuracy of the routines which replace them. Also, redeploying resources to enable new services to be provided. Automated systems provide much improved management information to enable rational discussions to be made. It provides the availability of external data which can be exploited to greater effect on a computer-based system.

Another significant factor in the move to computerise cataloguing systems is the availability of centralised data. Automation is necessary so as to have a broadening information access because no library can take full advantage of automation while a substantial portion of its records are on cards in the traditional catalogue. So, there is need to change in order to cope and exploit this new technology.
However, it is pertinent to note that, although the idea of computerisation had been conceived by the Library and it has even engaged in computerising some of its operations, it is unfortunate that the basic activities which were fundamental to successful implementation of a computerisation project were set aside. There was no proper consultation and planning with the ASCON Library manager so as to analyse and carry out a detailed study of the existing manual system. By so doing, they would be able to identify weaknesses in the present system and determine ways of correcting them. The activities set aside in addition to the above include conducting of feasibility studies, systems analysis and design, mapping out of implementation strategies and the implications for staff and training. The training given to staff was inadequate.

Instead, one microcomputer was transferred to the Library from the Computer Department of the College and some other equipment, such as printers, software and Uninterrupted Power Supply (UPS). Unfortunately, the software copied into the pc before transferred into the Library (e.g., Dbase III+) was not good enough for the Library operations. So, a new software (Micro CDS/ISIS) package which is specifically designed and developed by UNESCO for library and documentation services in the developing countries, was later installed. At present, the Library has indexed all its periodical holdings totalling about 7,800 records; all the CPA and DPA dissertations 1980 to date; and some government publications and documents.

Another big problem is the memory capacity of the microcomputer transferred to the Library. With ASCON Library intending to have an integrated computerised system, for cataloguing, acquisition, circulation, serials and documents, a microcomputer with 640 Kb is grossly inadequate. The memory space of the computer is almost full with just one twentieth of the materials needed to input. The Library needs the
type of microcomputers with a larger memory capacity that can withstand library operations.

Also, one microcomputer is not adequate for the Library. At least there should be four provided for effective operations. Some of these will be used for behind the scene operations, such as inputting of records and editing. While some will be used by clients to conduct their individual searches.

In a nutshell, one can see from the above, that the absence of basic activities needed before implementation of computerisation, resulted into selection of wrong hardware, no software package purchased and the training given to the implementors was not specifically designed for library operations. There is need for ASCON Library manager and other top executives to study the implications of IT to avoid the failure of automation implementation.

The successful harnessing of IT to organisational goals requires much more than technical know-how. IT raises strategic questions about organisational structure; management style, services, offered, and the internal processes by which those services are being created and delivered. It raises a number of important human considerations relating to attitudes, behaviours, and implications for staff and clients in the ways the technology might be used. As a result, IT developments need logical and systematic thought on the strategic, tactical and operational level, because technology has a basic impact on the way in which an organisation works.
REFERENCES


CHAPTER 5

MANAGEMENT INFORMATION FOR STRATEGIC DECISION-MAKING ISSUES: DISCUSSION OF FINDINGS FROM ASCON AND THE UNIVERSITY OF BIRMINGHAM LIBRARIES

COMPARISON BETWEEN THE TWO LIBRARIES

The success of any library/information service depends on top management to see strategy and the management of the organisation as a whole as their main task, giving clear and concise direction to the total organisation. All libraries should have clear aims and objectives and be consistent in their evaluation and re-evaluation of them so as to succeed. Any attempt to do otherwise will defeat the purpose of any library’s existence. The analysis of the ASCON Library (AL) and the University of Birmingham Library (UBL) findings as follows will clarify some of these issues. These can be summarised into: goals and service provision; user needs and service development; personnel; resources; information technology; finance and user fees; co-operation and future plans.

The University of Birmingham Library (UBL) is a very big academic library with about 3 million collections compared to AL which is 25,000. It has access to information and stock held remotely (in print, electronic or other format) exploiting information technology where appropriate. Apart from the Main Library there are other Nine Sites libraries viz: Barnes; Education; Harding Law; Public Policy; Clinical Teaching Block; Barber Music; Shakespeare Institute; Baykov; and Barber Fine Art. UBL has a total staff strength of 165 who are well trained compared to AL which is 25 in number. The percentage of professional staff is 40 while non-professional is 60.
The users range from: undergraduate; postgraduate (taught course and research); academic staff; members of the public from sixth formers to researchers in different fields. The users by faculty are: Arts; Commerce and Social Science; Education and Continuing Studies; Engineering; Law; Science; Medicine and Dentistry. The UBL has Liaison Librarians in each faculty responsible for their needs and report to the University Librarian accordingly. Materials are purchased to support reading lists from academic staff.

All library sites are opened with full services during office hours (9am-5am), Monday to Friday throughout the year (excluding Bank Holidays, University Closed days and Inspection periods). The Main library and Barnes library in addition to the above time opened with reduced services on weekday evenings and on Saturdays in term time. Other Site libraries (excluding the Research libraries and Special Collections) open with reduced services in the early evening Monday to Thursday and on Saturday mornings in term time (excluding the post-examination period in the summer term).

So, UBL is a bigger library with more collections, staff strength, and offers various services compared to AL. However, because of the history of Royal Institute of Public Administration (RIPA) Library, which was supposed to be interviewed and compared to AL, but had transferred its library and contents to Public Policy site of UBL. Hence, the comparison between the UBL and AL which is appropriate since the RIPA contents which had been transferred to UBL cannot be separated from UBL's day-to-day activities of library and information services provision.

In effect, this comparison is not intended to show whether or not AL offers the same level of services as the UBL. It seeks to illustrate UBL as a good example of how to manage information for effective decision making. Also, to suggest how AL can benefit by making use of the ideas.
to its background and environment.

First Issue: Goals and service provision

**AL:** The goal of ASCON Library (AL) is to support the training, research, consultancy and publication of the College (the parent organisation) by providing a comprehensive range of book and non-book materials, and to provide and maintain access to library service, to meet the general and special needs of the College.

**UBL:** The University of Birmingham Library exists to support research, teaching and other forms of learning within the University by developing relevant collections, by promoting access not only to these but also to remote information sources (printed and electronic) by providing a range of support services such as enquiry and circulation facilities, and by equipping its users through appropriate training with effective information skills. While the Library's principal aim is to serve members of the University, services to the wider academic and local community will also be provided where this can be done without prejudice to the primary client group.

The findings showed that both libraries places emphasis on supporting research, training, consultancy and other forms of learning to their primary client (i.e., the parent institutions). Both libraries provide a range of support facilities in the form of enquiry services, stock circulation, user education and training, publications and reprographic services. They also provide access to information and material held elsewhere in print and audiovisual. They identify user needs and ensure
the relevance of services to the changing pattern of teaching and research within their organisations.

However, by contrast, University of Birmingham Library exploits information technology by providing access to information held remotely through electronic means, where appropriate UBL also provides access to the stock through an accurate, versatile and easy-to-use automated catalogue. It also provides binding services for its clients. UBL acquires the range and depth of stock to support current teaching and research and provide a sound basis for collections for future staff and students. UBL is very alert to new opportunities, new ways and new technologies to enhance its service to its clients.

In carrying out this goal, the UBL has a written Mission statement (1) as mentioned above, which guides its staff. The mission statement is reviewed annually and a hundred per cent of the mission statement is strategically relevant to the services of the library. All these apply to ASCON Library except that ASCON Library has a mission statement which is not written down to guide its staff.

In making strategic decisions, factors that influence these for both libraries are the same in certain areas. For instance, external factors are the same, viz:

- development within higher education, nationally;

- development within the parent organisation, such as increase in students/participant numbers; and

- decisions about how to resource the library.

But the internal factor is not the same. In UBL, decisions about how the
staff and the organisation is structured in providing services is different from that of ASCON Library. The UBL structured the organisation in such way that junior staff cannot by-pass his/her immediate boss to go to the Library manager for any information.

The factors which inhibit strategic decisions implementations are the same. These are lack of resources such as staff and funds.

The breakdown of the users' group of both libraries are the same. These are the faculty staff, students, administrators and the local community.

However, from the findings above, it can be seen that UBL has a strategy to achieve comprehensive access to recorded knowledge by guiding users swiftly and accurately to the information they need through exploitation of information technology and effective organisational structure. This structure in UBL provides effective communication among staff as well as library users, and enhances good services provision. The UBL written mission statement also serves as a guide to library staff in providing relevant services.

Therefore, in ASCON Library, provision of a high standard of service is needed. This could be achieved through good organisational structure which provides effective communication between staff and clients. Also, exploiting IT where appropriate and having a written mission statement to guide staff.

Second Issue: Users' needs and service development

AL: ASCON Library users are academic staff, participants/students on ASCON courses, administrators and the public. User surveys are conducted once in a while
to understand user needs and to improve service provision. However, the user surveys are not conducted as expected because of problems of limited time and staff.

**UBL:** User surveys are carried out actively at the UBL with a range of library services to know the satisfaction and dissatisfaction of its users. The results of the surveys are used to develop services in response. The surveys covered the following range of services: opening hours; level of service - evening and Saturdays; provision of study places; provision of online public access catalogue (OPAC); ease of use of OPAC; ease of finding books/periodicals; ease of finding way round; provision of course books; provision of background reading; short loan collection; availability of loan materials; reservations system; availability of library staff; provision of photocopying facilities; provision of databases; and provision of microcomputers.

The UBL seeks to provide a range of services and facilities to academic staff, students, administrators and the public to specified levels of performance. The performance levels have been defined in relation to the perceived local needs of users. These are the principal criteria against which the UBL determines how successfully it is satisfying the needs of its users. Where suitable data exist, the UBL uses this information to assess its success in meeting defined service level targets. The UBL also adopts a number of management approaches and techniques in order to ensure that the quality of its services and the facilities provided to users are as satisfactory as possible within the resource constraints under which the UBL and its staff operate. These include:

* **Management Information Analysis:** the UBL bases much of its planning of services on management information obtained from
the University, from the Library's own automated systems and on feedback from users. For example, availability of, and network access to, the online library catalogue throughout opening hours; availability of specific services such as issue services; queue detection; reshelving targets; supply of standard financial statements and regular order listings.

* **Sampling:** the UBL undertakes quota sampling of various aspects of in-library usage of materials and facilities, the use of which would be difficult or impossible to assess from available statistics. This allows the UBL staff to construct a more detailed understanding of the satisfaction of users with the range and quality of services, materials and facilities provided.

* **Focus Meetings:** senior members of the UBL staff hold periodic meetings with special groups of users (e.g., postgraduates and mature or part-time students) in order to assess particular problems and requirements and to take corrective action, where possible.

* **Suggestions and Complaints Scheme:** the UBL values any suggestions from users on ways in which the services and facilities provided can be improved or modified, to bring them more closely into line with identified user needs and requirements. Suggestions can be made through the suggestion boxes available in all parts of the Library or through members of the Library staff.

* **Service Level Targets Review:** current service level targets are kept under regular review and are adjusted in order to meet the constantly changing needs and requirements of the UBL's users.

* **Layout:** the UBL, in view of the changing role of libraries and the greater emphasis on the provision of information services, review
regularly the internal layout of its buildings. It provides clear signing and guiding in order to promote the ease of use of its expanding collections.

ASCON Library, according to findings, understands the need for and use of information by its clients. It provides users' needs through some of the management techniques used by UBL above. For instance, feedback from users; focus meetings; suggestions and complaints scheme; and service level targets review.

However, there is still need for ASCON Library to provide management information analysis obtained through automated systems. Users' needs should be given priority to develop information services. Although ASCON Library is trying to provide better services within its limited resources, lack of funds and personnel prevent it from high standard service. Adequate users' survey is inevitable for the improvement of library/information services depends on better knowledge of the real need of users. So, AL should put emphasis on users' survey. Access to the collections should be provided by reviewing regularly the internal layout of the buildings. Although this is in place, it needs reviewing regularly to promote the easy use of its expanding collections. This will help the Library to contribute to the educational well-being of its clients.

**Third Issue: Personnel**

**AL:** The number of non-professional staff is higher than the professional staff. The staff development programmes are not adequate due to lack of funds.

**UBL:** The number of non-professional staff is also higher than the number of professional staff. The Library has a priority to
continue to help staff to develop as effective and responsible managers in order to deal successfully with the changes in information services. UBL believes that the success of the Library in adapting to change depends on the skills, attitude and confidence of the staff as on the number of staff available. So, there is increased investment on staff development to update their skills in order to perform well.

In ASCON Library, there is staff development but this is not adequate. If AL needs staff who are to be innovative, forward-looking, service oriented, skilled in managing resources and able to communicate with and get the best out of other people, then it should put more emphasis on staff development. This will improve the quality and flexibility of staff skills to respond to changes and provide more quality services.

**Fourth Issue: Resources**

**AL:** provides information in the form of printed materials (books and periodicals) and audiovisual materials. Requests are answered mainly through the use of in-house collections and from outside resources through inter-library loan and exchange journal programmes.

**UBL:** provides a sound basis for collections for its clients making use of in-house sources. It also facilitates access to information and material held remotely (in print, electronic or other format), exploiting information technology, where necessary. UBL also enhance, conserve and make available its special collections for the benefit of its clients.

The reduction in acquisitions funding leads both libraries to minimise
book purchasing costs, by ordering paperback editions in some cases where hardback and paperback editions are available. In collection development, both libraries are guided by their users' needs and costs of acquisitions. Both libraries regard resource-sharing as an essential way to make the flow of information smooth to the clients they serve. So, users are provided with necessary inter-library loan, where appropriate.

However, ASCON Library still have most of its library collections in printed formats with inclusion of minimal audiovisual materials. There is need for electronic format which can provide up-to-date information, although ASCON Library is working towards this last format now, which will not take long to achieve.

But the emphasis for AL at present is to concentrate more on caring for its collection, making progress both in the better organisation and exploitation of its own resources and co-operative arrangements with other libraries where they are cost-effective should be intensified, as well as economics in collection development. This is necessary since no library can build up a complete collection for its users' need.

**Fifth Issue: Information Technology (IT)**

**AL:** is still at an early stage of development in AL. ASCON Library is still trying to automate some of its holdings and so does not provide much service in the area of IT, such as intensive online searching. The Library make use of a microcomputer which is accessible to staffing the provision of information services to users, especially on government documents and serials.

**UBL:** exploits IT by providing access to information held remotely through electronic means. The Library invested heavily in all aspects of automation. Automation is used to provide new kinds
and levels of services; improving the efficiency of support operations, such as issue services, shelf checking, availability of, and network access to, the online library catalogue throughout opening hours.

IT is central, in UBL, in giving access to library catalogue and other sources of information and preservation effort. UBL is keeping abreast of IT development and is currently in the process of migrating to TALIS. This is a new system of online. The old system currently in use is called Birmingham Library System.

ASCON Library has started to exploit IT as an integral part of enhanced service provision but is still at the early stage. Automation will be used to provide new kinds and levels of service to improve efficiency of operations. Computer programmers and information scientists have been appointed to help in the application of computers to the library systems, especially in automating its acquisition, circulation and cataloguing operations. So, service delivery, such as electronic mail and teletext are not available in its service process. New corporate responsibility is at present being assigned to develop the library's strategy for the use of technology. However, the principle of service provision should be emphasised before IT could be applied successfully. As a result, technology will then facilitate the flow of information.

In UBL, the important areas for the advance of IT are:

- on-line public access catalogue (OPAC);
- automated book requesting system;
- electronic storage and delivery;
- CD-ROM products and services;
- direct data entry for catalogues;
- serials and monograph acquisitions control;
network capabilities for shared cataloguing; and
upgrading the infrastructure for inside and outside users.

UBL, in addition to the above, have an effective planning and implementation strategy for IT in which the Library manager is fully involved from the beginning. It has sound telecommunication developments which is crucial to delivery of documents and information to users.

So, ASCON Library, in automating its circulation and other operations, should try hard to be fully involved in the planning and implementation. It should make sure that the IT being applied suits its environment.

Sixth Issue: Finance and User Fees

**AL:** Information service is free in AL, except when photocopying service is provided.

**UBL:** A free service to readers needing help in the use of user catalogues is provided. Also, basic library services are provided without charge.

However, online searches undertaken on behalf of members of the University are charged at the rate equivalent to 130 per cent of data fees and communication costs (the additional 30 per cent being to cover non-staff overheads). External users pay at a rate equivalent to a minimum of 170 per cent of data fees and communication costs plus VAT at 17.5 per cent. Online searching undertaken for academic staff is liable to VAT at 17.5 per cent except where recharged to the school or department. All online searches for students are exempt from VAT.
In addition to the above, UBL charges for inter-library loans. Each school's/department's information fund includes an allocation for inter library loans as well as for books and periodicals. Schools, departments or individual staff and students may purchase extra inter-library loan request forms at £5.00 (five pounds) each. External users may purchase request forms at £11.50 (eleven pounds and fifty pence) for a standard request. VAT at 17.5 per cent is charged in addition to external users.

Through these charges, the Library is passing all direct costs on to the user. Where extra direct costs are incurred (e.g., in the case of renewal, the requesting of urgent action' items or of specific types of material), the Library reserves the right to pass such charges on. Specifically, in the case of urgent action' items, the normal charges to internal users are 3 request forms at £5.00 each, the charge to external users is £21.00 plus VAT.

Where requests are satisfied by the supply of photocopies, applicants will be allowed to retain the photocopies without further payment. But photocopying services are paid for when reproduced within the library.

Refunds are given in cases where the request completely fails due to inability to locate a library with a copy of the required publication, or where the library declines to supply a copy. While refunds will not be given when the failure of the request is attributable to imperfect bibliographical data supplied by the applicant or when the request cannot be supplied within a specific timescale.

The UBL has been able to provide sufficient budgets for its information services to date.

ASCON Library does not have sufficient budgets to organise its information services. So, it should seize this opportunity of providing
information services to charge its clients, especially in the area of interlibrary loan. AL should make use of the marketing process in order to match the supply and demand of information services as well as meet users' needs. So, applying financial management techniques will be a good idea in its operations and services.

Seventh Issue: Co-operation

**AL:** There is co-operation especially in the area of inter-library loan and exchange of information/documents with other libraries in Nigeria, West Africa and Africa.

**UBL:** Co-operation with other libraries is used as a strategy to achieve comprehensive access to recorded knowledge.

The findings indicate that both libraries have a positive attitude towards co-operation with other libraries, especially in the area of inter-library loans. This serves as a valuable asset in the provision of information services to clients.

But staff training activities are less co-operated by both libraries in their different locations/areas. These could be looked into as a way of co-operation, to learn from the wealth of experience of other libraries, so as to help the libraries fulfil their goals of providing relevant services to clients.

Eight Issue: Future Plans

**AL:** is planning for new services in the nearest future, especially in the area of IT. ASCON Library intends to improve its service provision
by exploiting IT.

**UBL:** is putting more emphasis on improved service to its clients by offering: a range of standard library skills and IT skills training sessions covering known areas of difficulty or interest.

The UBL intends to improve its services by providing more of the following:

* reservations will be accepted for items on order and, where items are urgently required, orders will be hastened from suppliers;

* profiled current awareness and book selection information (derived from the BookData database) will be provided to requesting representatives on a regular bi-monthly basis;

* enquiries will normally be dealt with immediately, but if this is not possible, within one working day. When an item has passed through the acquisitions department, the enquirer will be provided with its control number and order number to assist in its location by cataloguing department staff;

* short loan items, reservations, urgent orders and certain reference items will be catalogued, classified and sent for binding/processing within one working day for receipt.

ASCON Library also indicates a high motivation towards future planning and improving its services to its clients. AL intends to automate most of its holdings and provide most of the services mentioned above under UBL. However, it faces certain limitations in the area of funds and staff. But ASCON Library can give priorities to certain services so as to provide
efficient services to its clients.

5.1 SUMMARY

It can be seen in this chapter how the University of Birmingham Library and ASCON Library have managed information for making strategic decisions to the benefit of their users.

The comparison between AL and UBL of eight key issues - such as goal and service provision, users' needs and service development, personnel, resources, information technology finance and user fees, co-operation and future plans - is capable of making library managers take the future of their services seriously and plan for it. This will allow for current trends and predicting future trends in making decisions that will affect library/information services. Library managers and librarians cannot live in the past, but must look to the future and anticipate what another opportunity may bring.

The strengths and weaknesses of ASCON Library including the need for strategic planning and thinking have been identified. They show that a positive vision lies in the essence of strategic planning. This is the systematic identification of opportunities and threats that lie in the future which, in combination with relevant information, provide a basis for making better current decisions. This will help to exploit the opportunities and avoid the threats.

The major issues raised in this chapter will now lead us to conclusions and recommendations in the next chapter.
REFERENCES

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 CONCLUSIONS

Every activity performed by an organisation creates and uses information, which may be exploited within and outside the organisation to create a greater advantage. The role of information is very important because it reduces uncertainty. Information is used to inform people about many things among which are: the progress of projects; the degree of deviation from a desired goal; the attitudes of employees; and changes in the environment. All these ideas and other comments in this conclusion, are revealed in the literature review done in chapter one in this study.

Information services are considered to be the ends of the library operation, while communication is the means. Library information services have to do with human activities as well as the collection and tools to access information resources. The meaning that information has for people is the key issue in the design and management of information systems. However, meaning is imputed to the information by people using it and not the other way round. This is because people in organisations will interpret information according to their interests. But information is still a vital resource of management.

Therefore, information management should be seen as a strategic issue in decision-making that can prove powerful and innovative for managers. It is necessary for library manager to grasp the role of information management to his/her own advantage and that of the organisation. He/she needs to know and assess whether his/her information requirements can be met on an individual basis or whether corporate
facilities are best provided to meet them. S/he needs to be able to monitor and evaluate developments such as new sources pertinent to his/her needs.

The information revolution is driven by the development of new technology. So, there is need to change in order to cope and exploit this new technology. S/he needs to know when it is appropriate to use identified external sources, whether printed or electronic, and when to marry this with internal data.

In the fast-changing world of IT, it is better not to allow oneself to be locked into the past. IT is very good for enhancing provision of services. However, the library manager needs to study the implications of this IT and play a major role in its co-ordination and strategy to avoid failure of automation implementation. Emphasis should be on service provision and the relationship between information professionals and the users' now, while IT should be integrated as funds permit in future. Integrating technologies and information approaches in a changing world requires vision, creativity and skills that are new and essential in maintaining library's good image. In order to do this s/he needs a clearer view of strategic planning, by defining what it is and developing a more holistic approach towards this activity.

The advantages of strategic planning for effective decision-making for managers could be summarised as follows:

* having an objective view of management problems;

* major decisions can be effectively related to established objectives;

* more time and resources can be diverted to identified opportunities;
* It helps to integrate the behaviour of individuals in the organisation into a total effort;

* provides a ground for the clarification of individual responsibilities which gives contribution to motivation.

Strategic planning has been suggested as an effective way to define information services and to develop strategies so as to survive and succeed in a rapid changing environment.

**Mission Statement:** There is need to have a carefully prepared written mission statement in ASCON Library. This should be the first step in a strategic management. The mission statement should help to clarify the goals and purpose of the library. Also, it has to be suitable to its parent organisation's mission. It should help in defining the most suitable direction for growth. Direction, here, is the keyword because growth in the wrong direction can be potentially more dangerous than remaining static.

All staff should be aware of the mission by having open discussions about it during its periodic review. So, the mission statement should therefore take into account the human factor, and should be stated in terms sufficiently clear to be widely understood throughout the organisation.

The mission statement should be stated such that it gives the reason for its existence, as well as revealing the long-term vision of what the library intends to do. In ASCON Library, top management should see strategy and the management of the organisation as a whole as their main task, giving clear and concise direction to the total organisation. It is necessary for other staff to participate and contribute to strategic planning in areas which only they can do effectively. Librarians in
ASCON Library should be concerned with conveying the corporate messages; adapting services to meet local needs in agreed corporate areas of development.

This requires a structure of management that is flexible and a management style which recognises the need for participation and learning throughout the organisation.

Every organisation's ability to achieve its aim relies on its values, style, structure and securing a competent and motivated workforce. This requires positive aspects of personnel policy: developing, inspiring and improving their commitment and their ability to deliver high quality services. It involves ensuring that employees are trained and developed to meet the challenges of changing values, structures and approaches to service delivery.

**Structure:** There is need for new structures to deal with new situations. The processes of planning, policy or decision-making, setting objectives and problem-solving, are closely linked with organisation design. Without an effective organisational structure, communication and coordination, which is very important to the planning, problem-solving and decision-making functions, cannot take place.

In effect, proper structure which keeps the library manager's span of control within manageable proportions, without a junior officer bypassing his/her immediate boss to see the manager is necessary. This will provide for effective doing of those things necessary to attain the objectives of the organisation.

However, designing the new structure requires a great deal of thought and planning. It is important to study successful organisations and identify the common characteristics which help to make them succeed.
According to Stahl and Grigsby (1), the structure of an organisation acts as information filter and therefore shapes the strategic decisions. So, to have a sound strategic decision, there must be a good and effective structure in place. A good structure has an influence on individuals by allocating responsibilities, providing a framework for operations and performance assessment.

There is need for staff training and development in ASCON Library. Library employees must be kept up-to-date to meet the challenges of change.

**Staff development:** should be taken seriously because an employee accepts a job in an organisation for more than salary reasons. S/he hopes to take pride in his work, aspires for recognition, advancement, responsibility, professional growth and longs to share professional interests with others. People are the primary sources of libraries. The collections may be of good quality with easy access to information but the effective organisation and motivation of library staff are the most expensive aspect in library service.

The front-line employees should be trained properly so that they become empowered to respond to clients' unique needs with speed and courtesy. All library staff should be given an active role by charging them with real responsibility and showing them respect and trust.

Non-professional staff have tried a lot to shoulder most of the responsibilities in the area of service provision. However, they should be trained to become professional staff with innovative ideas. This will improve performance for effective services delivery.

All new staff should be provided with a comprehensive induction training package. They should be made aware of the library's commitment to the
provision of a quality service and of appropriate service level targets in their own areas.

The qualities and skills required in a professional librarian are: acceptable personal characteristics, intelligence and drive, good interpersonal and communication skills. All librarians must acquire more training along this line to be more effective. In fact, education should continue throughout a professional career, by attending seminars, conferences and workshops to become up-to-date in information handling which is changing rapidly.

As part of the training young/new librarian should be moved round to change jobs within the library. Variety of experience is better than specialisation in a single area.

Lastly, the library should ensure that all staff have the opportunity to develop and update their skills in order to enable them to perform the agreed targets.

Effective communication is vital in the period of change because people will respond if the desired changes have been properly explained. Staff should be properly briefed in ASCON Library if they are expected to use their own initiative.

**Communication:** It is essential that all communications are clear, concise, courteous, constructive, correct and complete. Good communication must be instructive and informative.

A good strategy is to create an environment which encourages communication. This involves the library manager taking pains to listen more effectively and creating a climate of trust. Staff will not offer their observations, opinions or information if that data is used to exploit a
situation, condemn an action, or gossip about an individual.

Another strategy is to create communication opportunities within the organisation. For instance, the use of temporary teams and social events bring people together and can build a feeling of collective identity and team spirit. These can help to break down barriers of status and formality and so, contribute to better inter-personal relations. According to McKee (2), this encourages integration and a sense of overall purpose.

Also, one-way communication top-down is not the answer, as it merely produces or reinforces a negative or authoritarian culture. Two-way communication is necessary to help generate ideas and facilitate the improvement process of services to clients.

The following steps could be taken to handle defensive behaviour in communication:

* be willing to listen;
* allow time for other person to develop a case;
* be concerned for other person's fears;
* avoid hurtful comments and be assertive in an informal manner as possible;
* outline the problem and what the organisation expects;
* make it clear that you are open to suggestions;
* avoid being aggressive or submissive.
These steps are necessary because effective communications within an organisation are central for the processes of leadership, decision-making and effectiveness of library operations and services.

ASCON Library is trying to provide for its users' needs as funds permit so it should continue to do this. However, emphasis should still be put on services so as to reflect needs. Adequate users' surveys are inevitable for the improvement of information services depend on better knowledge of the real need of users.

The emphasis for AL at present is to concentrate more on caring for its collection, making progress both in the better organisation and exploitation of its own resources and co-operative arrangements with other libraries.

Resource-sharing arrangements with other libraries where they are cost-effective should be intensified on, as well as economics in collection development. No library can build up a complete collection for its users' needs. Staff training activities with other libraries should also be intensified, so as to learn from the wealth of experience of others.

As part of caring for its collection to meet agreed targets, backlog of catalogued books should be dealt with by using additional cataloguing staff deployed from other sections. Since the library's agreed strategy is to purchase materials to meet current needs of users, materials should therefore be processed quickly. Henceforth, monthly attention should be paid to materials that need urgent cataloguing. This will help to determine where resources should best be deployed that month by the librarian in charge.

Although the librarian in charge has been trying his best in this area, he needs help from within the library to ensure that backlog does not build
up so that items are catalogued quickly to achieve service objective.

ASCON Library do not have sufficient budgets to organise its information services. Hence, it is necessary that charges should be made in providing information services to its clients through inter-library loan. So, applying financial management techniques will be a good idea in its operations and services.

Lastly, all the above are necessary to improve the image of the library and the clients' view of it. In order to become a client-oriented organisation, extensive changes will be required on the part of employees. But the initiative for these changes must originate in the executive suite. For successful decision-making, the library manager must be a visionary, a strategist, an informer, a teacher, and an aspirer. S/he must communicate with his/her employees, imparting the organisation's vision and listening to their needs to make that vision a reality.

At the heart of strategic management are matters concerning services. Therefore, with the present rapid change and declining resources, it would be necessary for ASCON Library to design its services to satisfy its clients' needs.

In ASCON Library, therefore, the importance of having key information for making strategic decision, to fulfil a vital role of providing relevant services to clients when needed (and bringing to bear adequate resources in the wake of such events) cannot be over-emphasised. To decide means to choose between two or more alternatives, and a library manager can make this choice if information is available on the alternatives concerned.

But collecting and analysing more information than necessary can be a
luxury for which an organisation may pay a high price and which may unduly delay decisions. So this requires investment, competent people and an efficient organisation that strategic corporate plans have to address. This is necessary because decisions based on inadequate or irrelevant mass of information is nothing but a high risk step.

Hence, the following step will be to make recommendations where necessary.

6.2 RECOMMENDATIONS

Based on the issues raised earlier on in the last chapter, the following recommendations will guide ASCON Library to take decisions for the right and desirable future of the library. I recommend that:

6.2.1 Structure: A new structure which keeps the Library Manager’s span of control within manageable proportions be established. This will provide the opportunity for a reassessment of management techniques as a means of addressing strategic issues.

6.2.2 Staff Training and Development: This should be adequately provided for. It should come in the area of : comprehensive induction training package; ensuring that all staff have the opportunity to develop and update their skills in order to enable them perform effectively.

6.2.3 Communication: A two-way effective communication which will
help to generate ideas and facilitate the improvement process of services to clients.

6.2.4 Mission Statement: A mission statement be adopted and the following draft considered:

The ASCON Library primary responsibility is to support the current and anticipated instructional, research, consultancy, training and other service programmes of the Administrative Staff College of Nigeria, by procurement and developing relevant collections, organisation, maintenance, and promoting access not only to these but to other remote information sources. Also, to extend these services to the community without prejudice to the ASCON, the primary client group.

This will help to give the reason for the Library's existence, as well as revealing the long-term vision of what it intends to do.

6.2.5 Users' needs and Service development: Adequate users' survey should be carried out regularly for better knowledge of the real need of users. Access to the collections should be facilitated by reviewing regularly the internal layout of the buildings.

6.2.6 Resources: ASCON Library should strive to make progress both in the better organisation and exploitation of its own resources and cooperative arrangements with other libraries within and outside Nigeria.
6.2.7 Finance and User Fees: Charges should be levied on clients for the provision of Inter-Library Loan services to them. This will provide funds for the library to organise some of its information services.

6.2.8 Information Technology (IT): IT should be integrated as funds permit in the near future.

6.3 IMPLEMENTATION STRATEGY

High priorities should be given to the implementations of recommendations 6.2.1 to 6.2.6 above. Middle priority given to 6.2.7. Since recommendation 6.2.8 requires a lot of resources, it should therefore, be considered last at piece meal as funds permit.
REFERENCES


BIBLIOGRAPHY


Administrative Staff College of Nigeria. The final report of the Committee on Corporate/Strategic Planning for ASCON. Lagos: ASCON Press, 1993.


Mr E.O. Faboyinde,
Administrative Staff College Of Nigeria (ASCON)
PMB 1004, Topo Badagry,
Lagos,
Nigeria.

Dear Mr Faboyinde,

Management Information For Strategic Decision-Making

Project

I would be grateful for your help with the research, which I am undertaking for a Master's degree in the Department of Information and Library Studies, Loughborough University of Technology. The area of investigation is "Management Information for Strategic Decision Making."

Since the research has direct link with ASCON Library, I would be extremely grateful if you would be kind enough to furnish me with some information that will be useful in carrying out the research, according to the questions attached.

Please, if there is any other information that may help the research kindly send it along with the reply.

Hopefully, the experience would be beneficial in the near future.

Thank you for your support and co-operation in carrying out this study.

I have written the same copy of this letter to Mr Olanigan, and I would like a joint answer from both of you, please.

Yours faithfully,

Mrs Toks Daodu.
## Mission Statement

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a mission statement for your library?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If &quot;Yes&quot;, is it a written Mission statement? (If &quot;Yes&quot; can I have a copy please?)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How much of the mission statement is strategically relevant to the services of the library? (please circle your answer)</td>
<td>30%</td>
<td>40% 50% 60% 70% 80% 90% 100%</td>
</tr>
<tr>
<td>How often is the mission statement reviewed?</td>
<td>Yearly, Quarterly, Half yearly</td>
<td></td>
</tr>
<tr>
<td>When was it last reviewed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mention some of the strategic decisions that you have either taken part in or you are aware of in the last 5 years.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the environment and its influence on ASCON,s Mission affect strategic decisions in ASCON library?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mention those factors, which in your own opinion, influence effective strategic decisions making in ASCON Library.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What factors would you consider to inhibit strategic decisions making in ASCON Library?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Library Users/Clients

<table>
<thead>
<tr>
<th>Question</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please, could I have a breakdown of the users group of the library.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Users Information Needs

<table>
<thead>
<tr>
<th>Question</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you know the information needs of your users?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What level of satisfaction do you think ASCON library offers to meet these needs? (Please circle)</td>
<td>25% 50% 75% 100%</td>
<td></td>
</tr>
</tbody>
</table>
### Meeting the Information Needs of Users

<table>
<thead>
<tr>
<th>Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please indicate the relative importance factors that influence the acquisition policy in your library: (Circle in order of priority please)</td>
</tr>
<tr>
<td>Finance; Space; Academic Staff needs; Diploma/Certificate course needs; Short course needs; Admin. Staff needs; Others please specify.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organisation of Library Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please, what is the reason for using a particular Classification Scheme in your library?</td>
</tr>
<tr>
<td>Are there any plans to automate the catalogue?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a feedback from the circulation department to the acquisition department?</td>
</tr>
<tr>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>Is such feedback used in taking decisions on acquisition?</td>
</tr>
<tr>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>What feedback do you get from your users on their views about the services in the library?</td>
</tr>
</tbody>
</table>
Mr J. Thompson
University Librarian,
University of Birmingham,
Edgbaston, Birmingham.
B15 2TT.

Dear Mr Thompson,

Management Information For Strategic Decision-Making Project.

I would be grateful for your help with the research which I am undertaking for a Master's degree in the Department of Information and Library Studies at Loughborough University. I am on secondment from my post at Administrative Staff College of Nigeria (ASCON). As part of my programme, I am undertaking research study on:


One of the UK Libraries that has been selected for this comparative study is your library. I hope that the experience will be mutually beneficial to both our institutions.

In view of this I would like to discuss a number of issues with you. These include your use of IT, materials selection policy and the provision of information service for your client. I hope that it might be possible to arrange a meeting with you in the near future.

I shall look forward to hearing from you. Thank you.

Yours faithfully

Tokunbo Daodu (Mrs).
Appendix 2.B

INTERVIEW QUESTIONS

1. Is your library automated? If 'yes' is the library manager fully involved in the planning and implementation?

2. What sort of services do you provide for your clients and the degree of importance of each? For example:-
   
   (a) Enquiry services
   (b) Indexing and Abstracting services
   (c) Bibliography services
   (d) SDI (Selective Dissemination of Information)
   (e) Current awareness services
   (f) Referral Services
   (g) Inter library-loan services
   (h) On-line searching services
   (i) Others (please specify)

3. Please could I have a break down of your clients.

4. How do you know the information needs of your users?

5. What factors influence your acquisition/ materials selection policy?

6. Is there a mission statement for your library? If 'yes', is it a written one?

7. How much of the mission statement is strategically relevant to the services of the library?

8. How often is the mission statement reviewed?

9. Is your library involved in co-operative and resource sharing with other library/ information centres?
10. If 'yes' what sort of co-operation do you have?

11. Do you have sufficient budget to organise your information service annually?

12. What is the total number of your library personnel? What percentage of these number are professional staff?

13. Is the staff strength adequate to cope with the provision of information services to your clients? Is there staff development programmes?

14. What sort of sources do you make use of in answering requests? For example:

   (i) In-house collections
   (ii) External sources
   (iii) On-line Data bases
   (iv) Others (please specify)

15. Mention those factors, which in your opinion, influence effective strategic decision making in your library?

16. What factors would you consider to inhibit strategic decision making in your library?

17. Is there a feedback from the circulation department to the acquisition department?

18. Is such feedback used in taking decisions on acquisition?

19. What feedback do you get from your users on their views about the services in the library?
APPENDIX 3

SD1852/6

Office of the Head of the Civil Service of the Federation
Manpower Development Department,
33, Moloney Street,
Lagos.

To:

Heads of the Civil Services in the States
All Federal Permanent Secretaries and Heads of Extra Ministerial Departments
The Armed Forces Headquarters
Permanent Secretaries of State Government

RETRIEVAL AND STORAGE OF GOVERNMENT DOCUMENTS ON ADMINISTRATION

1. The need to keep in a central place, copies of all Government documents pertaining to past Administrations with particular reference to reports of different Commissions which have been set up by the Federal and State Governments, Government White Papers therein, Salary Reviews on the Public Service and Corporations, Commissions of Enquiry, etc., has been identified.

2. The Administrative Staff College of Nigeria, having been especially established to undertake the training of all Senior Executives in the public sector and high level Managers in the parastatals in administration and Management, is considered properly suited for the storage and keeping of such documents from where references can be made to them by those wishing to do so either for research or teaching purposes.
3. In the light of the foregoing, a call is hereby made for such documents to be forwarded to the Permanent Secretary, Office of the Head of the Civil Service of the Federation, Manpower Development Department, 33, Moloney Street, Lagos.

As a guideline, the required documents may include the following:

i. Publications on the administration of the former Regions and Divisions/provinces.

ii. Establishment of Local Governments and subsequent reforms.

iii. Management Reports, e.g., Whiteley Council, Morgan, Ani, Adebo, Salary Commissions, etc.

iv. Finance - Revenue Allocation, Treasury, Audit Reports, Fiscal Commissions, Annual Estimates, etc.

v. Military Decrees and Edicts

vi. Technology in Management

vii. Public Utilities - NEPA, NEA, NRC, etc., - Annual Reports and Feasibility Studies.

4. In order to establish successfully a system for the collection and diffusion of information on development administration, it would be appreciated if you would please bring the contents of this circular to the notice of all Departments, Parastatals, Governments and either forward all such documents or arrange for them to be collected together in a place from where we can collect them, not later than 31 March, 1981.

Signed

C. A. Tugbobo

for Permanent Secretary,
Manpower Development Department,
Office of the Head of the Civil Service of the Federation
APPENDIX 4a

LIST OF FOREIGN JOURNALS

**Development Studies**
1. Development Policy Review
2. Journal of Development Planning
3. Journal of Development Studies
4. World Development

**Economics and Finance**
1. Abacus
2. Accountancy
3. Accounting and Business Research
4. Accounting, Organisations and Society
5. Accounting Review
6. American Economic Review
7. Economica
8. Economic Journal
10. Government Accounts Journal
11. Financial Accountability and Management
12. Government Finance Review
13. Internal Auditor
15. International Monetary Fund occasional paper
16. International Monetary Fund staff papers
17. Journal of Accountancy
18. Journal of Accounting Research
19. Journal of Business Finance and Accounting

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| 21 | Journal of Economic Literature |
| 22 | Journal of Economic Perspectives |
| 23 | Journal of Financial and Quantitative Analysis |
| 24 | Journal of Political Economy |
| 25 | Managerial Finance |
| 26 | Journal of Mathematical Economics |
| 28 | Public Choice |
| 29 | Southern Economic Journal |
| 30 | Public Finance and Accountancy |
| 31 | Public Money and Management |
| 32 | Quarterly Journal of Economics |
| 33 | World Economic and Financial Surveys |
| 34 | Review of Economic Studies |
| 35 | Review of Economics and Statistics |
| 36 | World Bank Operational Summary |

**General Management**

| 1 | Academy of Management Executive |
| 2 | Academy of Management Journal |
| 3 | Academy of Management Review |
| 4 | Advanced Management Journal |
| 5 | Harvard Business Review |
| 6 | Journal of Business Strategy |
| 7 | Journal of General Management |
| 8 | Journal of Management Studies |
| 9 | Leadership and Organisation Development Journal |
| 10 | Long Range Planning |
| 11 | Management Decision |
| 12 | Management International Review |
| 13 | Management Review |
| 14 | Management Science |
| 15 | Management Today and Management News |
| 16 | Omega |
| 17 | Organisational Behaviour and Human Decision Processes |
| 18 | Project Management Journal |
| 19 | Sloan Management Review |
| 20 | Strategic Management Journal |
| 21 | Sundridge Park Management Review |

**Human Resources Management**

| 1 | HR Magazine |
| 2 | International Journal of Manpower |
| 3 | National Productivity Review |
| 4 | Personnel |
| 5 | Personnel Journal |
| 6 | Personnel Management |
| 7 | Personnel Psychology |
| 8 | Personnel Review |
| 9 | Public Productivity and Management Review |

**Management Consultancy**

| 1 | Group and Organisation Studies |
| 2 | Journal of Management Consulting |
| 3 | Management Services |

**Political Science**

| 1 | American Political Science Review |
| 2 | Review of African Political Economy |
| 3 | Government and Opposition |
| 4 | Journal of Politics |
| 5 | Ps: Political Science and Politics |

**Public Administration**

| 1 | Administration and Society |

156
2 Administrative Science Quarterly
3 Administrator
4 Australian Journal of Public Administration
5 Canadian Public Administration
6 Indian Journal of Public Administration
7 International Journal of Public Administration
8 International Journal of Public Sector Management
9 International Review of Administrative Sciences
10 Public Administration
11 Public Administration Review
12 Public Administration and development
13 Public Sector
14 Socio-Economic Planning Sciences
15 Teaching Public Administration

Public Enterprise
1 Public Enterprise

Policy Studies
1 Journal of Policy Analysis and Management
2 Policy Sciences

Research and Development
1 Research and Development Management
2 Technovation
3 Management Research News

Production Management
1 Ergonomics
2 Industrial Management and Data System
3 International Journal of Operations and Production Management
Interdisciplinary
1 African Affairs
2 American Journal of Sociology
3 Foreign Affairs
4 American Sociological Review
5 Canadian Journal of African Studies
6 International Journal of Sociology and Social Policy
7 Managerial Law
8 Journal of Personality and Social Psychology
9 Journal of Applied Psychology
10 Journal of Communication
11 Opec Review
12 Journal of Modern African Studies
13 Sociological perspectives
14 UNESCO Courier
15 Third World Quarterly

Computer Services
1 Information and Software Technology

Indexing and Abstracting Services
1 Business Periodicals Index
2 International Political Science Abstracts
3 Management and Marketing Abstracts
4 Management Bibliographies and Reviews
5 Personnel and Training Abstracts
6 Personnel Management Abstracts
7 Public Affairs Information Service Bulletin
8 Scimp

Library and Information Management
1 Aslib Proceedings
2 Audiovisual Librarian
3 Choice
4 Government Publications Review
5 Information Development
6 Inspel
7 Journal of Documentation
8 Journal of Librarianship
9 Library Management
10 Special Libraries

Training
1 Journal of European Industrial Training
2 Journal of Higher Education
3 Journal of Management Development
4 Journal of Management Education
5 Management Education and Development
6 Training and Development Journal
7 Training and Management Development Methods
APPENDIX 4b

List of Titles of Nigerian Origin in ASCON Library

1. African Concord
2. African guardian
3. African journal of academic librarianship
4. African journal of library, archives and information science
5. Agriscope
6. Ahmadu Bello University. Institute of Admin., Director's Annual Report
7. Ahmadu Bello University journal of insurance
8. Amicable bulletin
9. ARMTI news
10. ASCON annual report
11. ASCON current contents of journals
12. ASCON journal of management
13. ASCON library accession list
14. ASCON library bulletin
15. ASCON newsletter
16. Automag Akwa College of Education bulletin
17. Bayero University Kano official bulletin
18. Benue State Civil Service newsletter
19. The Book - Nigeria
20. Broad Street Journals
22. Bureaucrat
23. Business executive
24. Calabar Polytechnic Information Bulletin
25. The Catalyst
27. Central Bank of Nigeria annual report and statement of account
IPM news
ITF - Lagos news
The Journal of Business and Social Studies
Journal of Management Education and Training
Lagos Librarian
Liberia today
Library news
The Link
LSDPC - news
Luth Mirror
Management Consultancy
Management in Nigeria
Mandevo news
Marketing in West Africa
Mass Line
The Mobilizer
Napetcor
Nasmet quarterly news
National Accountant
National Board for Technical Education newsletter
National education technology centre newsletter
National Provident Fund newsletter
NDIC quarterly
New breed
New Dawn
The New Nation
Newswatch
Nigeria bulletin of foreign affairs
Nigeria illustrated
Nigeria law report
Nigeria trade journal
Nigeria yearbook
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>92</td>
<td>The Nigerian accountant</td>
</tr>
<tr>
<td>93</td>
<td>Nigerian business review</td>
</tr>
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Small scale industrialist
Sokoto University
This Week
Technical education
Times International
Town crier
The truth
University of Ife law report
University of Nigerian Information bulletin
WAMDEVIN Newsletter
OFFICE OF THE HEAD OF THE CIVIL SERVICE
OF THE FEDERATION,
New Secretariat
Lagos, Nigeria

P.M.B. No. 12796
Telegram 684937

The Director-General,
Administrative Staff College of Nigeria
Topo - Badagry.

I am directed to forward herewith copy of letter Ref. No. CP 9/81/316 of 30th June, 1981 and the Aide-Memoire on the above subject received from CAFRAD for your information.

2. An expert from CAFRAD is expected to visit Nigeria for the purposes of discussing further on this project and identifying the institution that could serve as the Country's Focal Point. You will be informed of the date of the visit.

3. Meanwhile, this office has recommended that ASCON should be made the Country's Focal Point.

(T. J. Kasali)
for Permanent Secretary (MDD)
Office of Head of the Civil Service of the Federation.
RETRIEVAL AND STORAGE OF GOVERNMENT DOCUMENTS IN ADMINISTRATION

With reference to circular letter SD.1852/6 of 6th January, 1981 I forward herewith the first batch of documents received from Ministries and Parastatals per the attached lists for your information and further necessary action. When further documents are received they will be forwarded.

2. Thank you for your co-operation.

M. O. SALISU (Ns)
for Permanent Secretary,
Manpower Development Department.