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## Change Management in New Age Libraries: A Case Study of Central Library, NIT Silchar

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**CHANGE MANAGEMENT IN NEW AGE LIBRARIES:  
A CASE STUDY OF CENTRAL LIBRARY, NIT SILCHAR**

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**ABSTRACT**

Change is an inevitable part of any progressive society. Change management is the competitive advantage of an organization for sustaining in the competitive world. The organization has an internal environment but exists in the external environment. To function efficiently and effectively, the organization has to maintain equilibrium between external and internal environment. The external forces which constantly affecting for change in organization are-technology, increased global competition, economic, workforce, social trends, political, government policies, financial and increased customer needs and preference etc. and internal forces are – managerial and administrative forces, individual and group expectation, organization design and structure, system dynamics, technological changes and style of tasks etc. Change management is the strategy for the organization to maintain the equilibrium between external and internal environment by managing efficiently and effectively the 8Ms i.e. Man, Machine, Material, Money, Maintenance, Methods, Measurement, and Market. This paper discusses the change process, change strategy and role of change agent

The library is the knowledge resource center of any educational organization which imparts service to the user community. With the introduction of ICT, Web 2.0 and various pattern of user's demand and preference, library too faces both external and internal forces. To work efficiently and effectively and to provide quality service to the dynamic environment to the diverse nature of user community/ customers, Library has to adopt a strategy for change management to meet the technology trends of providing information. In this connection, Librarian acts as a Change Agent to manage change management in the library.

Central Library, NIT Silchar has taken change strategy for the development of the library and the library team has taken a proactive role in this direction. This paper enumerates issues and challenges faced by Central Library, NIT Silchar for adopting change strategies as well as managing change with ICT environment.

Keywords: Change Management, Library Management.

## **INTRODUCTION:**

Change is an inevitable part of any progressive society and change is the law of nature. Change involves organization's structure, system, and design, technology, people & culture according to the strategy. The organization has an internal environment but exists in the external environment. To function efficiently and effectively, the organization has to maintain equilibrium between external and internal environment. The external forces which constantly affecting for change in organization are-technology, increased global completion, economic, workforce, social trends, political, government policies, financial and increased customer needs and preference etc. and internal forces are – managerial and administrative forces, individual and group expectation, organization design and structure, system dynamics, technological changes and style of tasks etc.

For effective change management, change agent plays an active role. Change agent may be internal or external who involves in the strategy and procedures for change management in an organization. Change agent serves as consultants, trainers, catalysts, interpreters, and synthesists who are responsible for bringing about change in the organization and often work behind the scenes. Change agent acts as a proactive rule in this direction for effective change in the organization to fulfill organization's goal and vision. In library, Librarian acts as the change agent to bring about change in the library.

### **1. WHAT IS CHANGE AND WHY IS IT NECESSARY**

Change is an important characteristic of an organization. Every organization has to adopt the change management strategy for organizational development and for sustain. All the organizations are facing both internal and external forces. The organization has to maintain equilibrium (which is dynamic in nature) between internal and external forces.

Change can be defined as an alteration in the existing field of forces which tends to affect the equilibrium. Increased competition, price cuts, technology, laws, customer/ user demand- are the general change drivers. There are two major forces of organizational change such as:

#### **1.1. External (macro) environment**

- Change in technology and equipment
- Market situation or customer's dynamic demand
- Social & political
- Economical and financial
- Workforce
- Government policies
- Legal etc.

#### **1.2. Internal (micro) environment**

- Organization's vision, mission, and goal
- Change in managerial personnel
- For organizational development
- Adoption of new technology and equipment
- Demand for new technocracy workforce
- Re-design of organizational structure

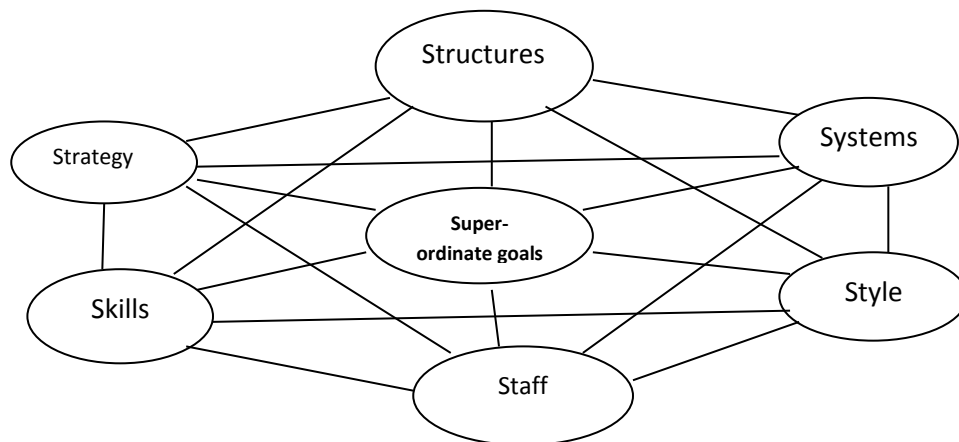
In addition to the above, an organization feels to adopt a strategy of change when it faces the following few factors:

- Rapid technological evolution

- Increased competition
- Strategy as per present scenario and as per the needs of the situation
- Organization's structure, systems, and procedure
- Organization is running through deficiencies'
- Customer's demand and protection
- Organizational values
- Management styles
- Human resources: knowledge, skill, attitudes, and values
- Change is needed for psychological changed
- Demand for a positive attitude towards the organization.
- Employees demand for a better job, more salary, better status, and quality work life.

As the external forces i.e. PESTEL (Political, Economic, Social, Technological, Environmental and Legal Forces) affects constantly internal environment of an organization in terms of consumer's change of demand and service. The organization has to adopt strategy as per the demand of the external environment for organizational development and for sustainability. The organization has to identify and evaluate external opportunities and threat to take a proactive strategy to achieve long-term mission and objectives and also develop policies for short-term goals.

Thus change management strategy is the organizational sustainability and competitive advantage. According to Mckinsey, effective change management of an organization depends on the complex relation of **7S i.e. strategy, structures, systems, staff, style, shared values, skills and superordinate goals**. This relationship can be represented as follows:



**Fig1: The McKinsey 7-S Framework**

Organization change through people. People are the driving force to change management from vision to reality. Change pattern takes place from individual level to group level then to organizational level. The totality of organizational change depends on groups and groups of individuals. Therefore, change is a long-term process to reach the mile-stone of the desired state. For effective change management, change agent plays an active role.

## 2. CHANGE PROCESS

Change is a process of moving all variables (technology, structure, system, human resources, culture, process etc.) as per strategy to desired state (vision). Change can be evaluated and analyzed by 5W & 1H formula.

- Why: Why change is necessary for organization
- What: What factors to be changed-technology & equipment, man, and money etc.

- Where: Where to change
- When: When to change
- Who: Responsible management or change agent
- How: How much needs to change

The needs and process of change can be described as the following figure:

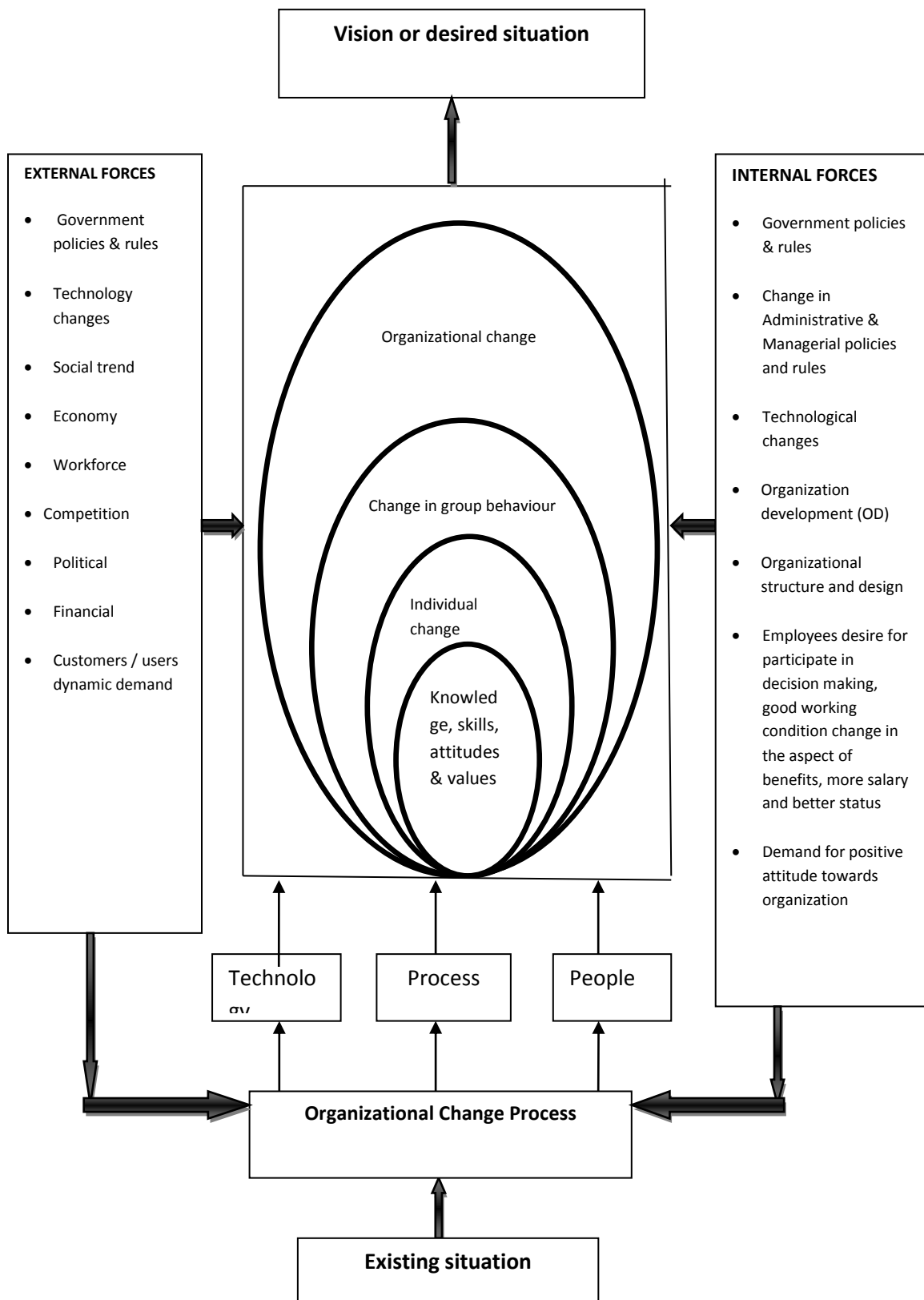
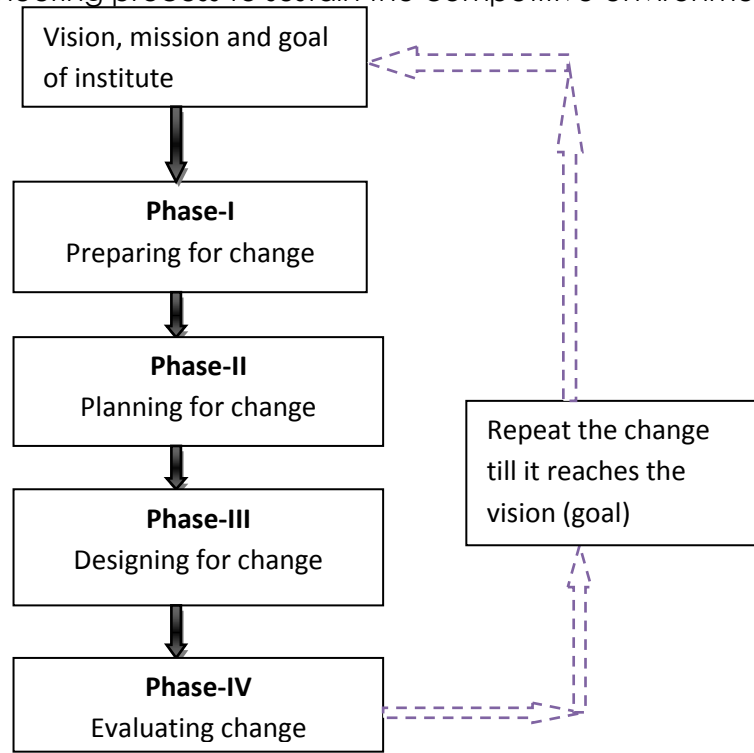


Fig 2: Needs and process for change

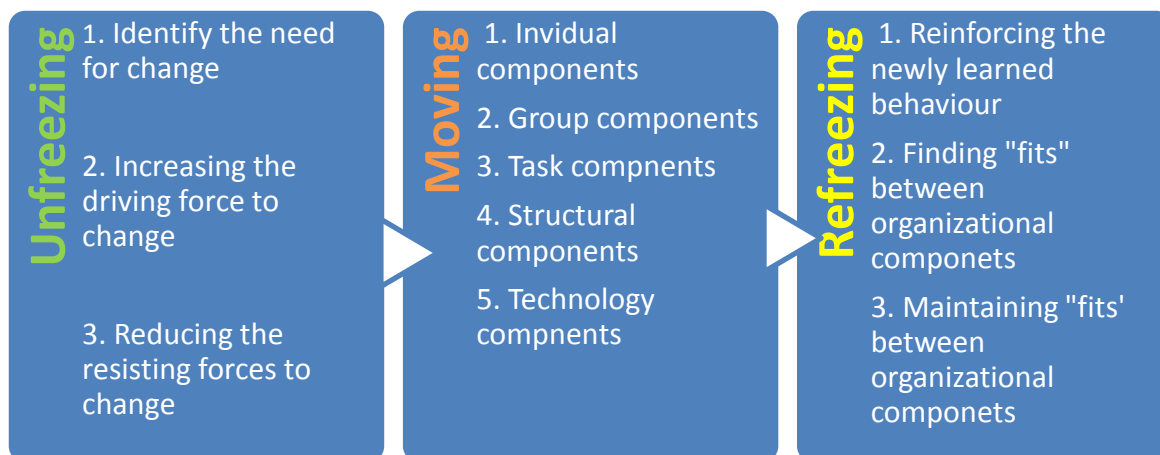
Change involves organization's people & culture according to strategies, structures, process, and systems to reach the milestones.

The change process moves through four steps till it reaches the vision (goal) and it also needs continuous re-engineering process to sustain the competitive environment.



**Fig 3: Steps of change process**

According to **Kurl Lewin** successful of change in an organization depends on three phases - unfreezing, intervening (moving) and refreezing. The three steps is shown in the figure as below:

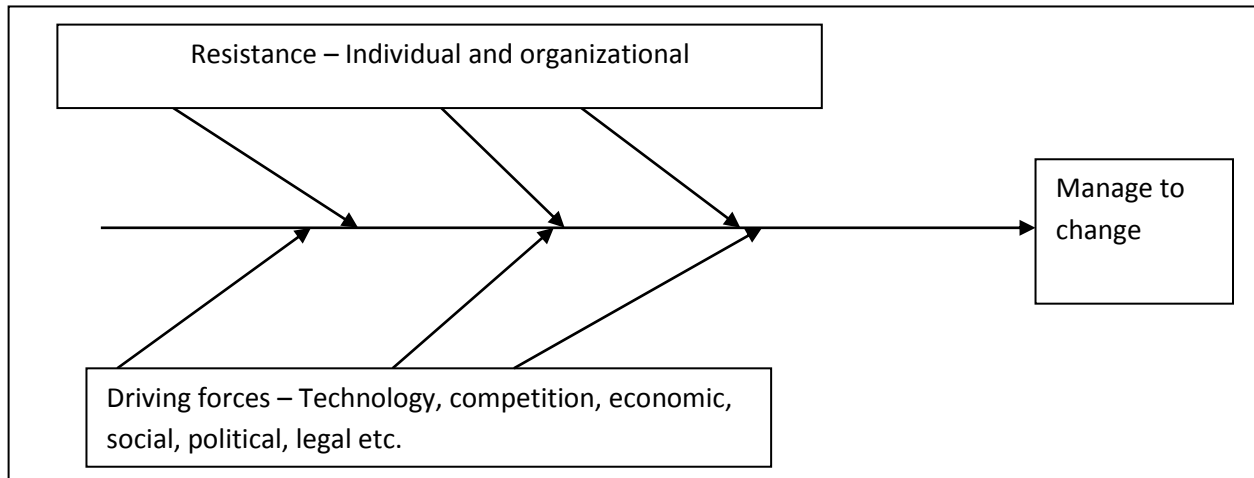


**Fig 4: Three phases of change process**

**3.1. Unfreezing:** According to the 1<sup>st</sup> law of motion states "Every object remains in a state of rest or uniform motion in a straight line unless and until an external force is applied to it". A similar situation exists in the organization. Unfreezing involves the following steps

- Recognizing the driving force
- Increasing the driving force
- Managing the resisting force

**Change is possible when Driving force > Resisting force**



**Fig 5: Change Management**

### **3.2. Intervening (moving):**

Moving involves changing in organizational components-Task, Technology, Structure and Human resources. In this phase, the necessary change should be made in a planned manner considering all aspects.

### **3.3. Refreezing:**

The final phase involves the paradigm shift from original condition to the desired stage. It involves reinforcing newly generated changes by subsiding instability, resistance, and marching towards compatibility ensuring various subsystems. This is the phase for stabilization and integrating the change.

## **3. STRATEGY OF IMPLEMENTING CHANGE**

Organization change through people. People are the driving force to change management from vision to reality. For effective change management, manager or change agent has to adopt the following strategy to implement change in organization

- a) Top down strategy
- b) Bottom-up strategy
- c) Contingency strategy

## **4. WHO IS CHANGE AGENT AND WHAT IS THE ROLE OF CHANGE AGENT**

A change agent is a person who leads the change management process from planning to reality. He/she may be from inside or outside from organization who is responsible for effective, improvement and compatibility for change management process of an organization. Change agent serves as consultants, trainers, catalysts, interpreters, and synthesists who is responsible for bringing about change in the organization and often work behind the scenes. The change agent acts as a liaison between the change agency and client systems. He/she should have ability to understand people in terms of explicit and implicit communication.

The role of the Change Agent can be viewed as

- Consultant

- Trainer
- Counsellor
- Catalyst
- Facilitator – process helper
- Solution provider
- Resource linker and
- Researcher.

Change agent generates new ideas, useful knowledge about the process of change, change methods and techniques and about specific changes of technical, structural, process and new means to resolve problems.

To be a successful change agent should have the following competencies / qualities

- Have cognitive competencies-analytical thinking and conceptual thinking
- Have confidence in the intervention process
- Have breadth and depth of knowledge
- Trust own skills and experience of reality
- Communication skill and relationship building
- Tackle any resultant stress appropriately
- Reduce discrepancy between his ideas and actual behavior
- Cognisant of his impact on the client system
- Generate trust in the client system
- Problem-solving and decision-making skill

##### **5. CHANGE MANAGEMENT IN LIBRARY & INFORMATION CENTRES:**

Demands are for change are both external and internal. As we have seen, outside factors include legislation, technology, Socio-economic forces, the political agendas, etc. Those from inside include re-orientation, the new function of libraries, leaders and reorganisation. However, changes does not happen by itself; people make it happen. To be successful, change has to incorporate the mission, goals and objectives of the organisation (Lawrence, 2002).

Organizations/libraries are required to maintain harmony with their ever-changing environment. They have to maintain compatibility with the environmental changes for their survival, growth and prosperity. Otherwise, the organizations/libraries may fall back in the changing scenario of the world (Purushothama Gowda, 2015). According to Jayaprakash and Ramanaiah (2001), "The organizations which fail to change are sure to fail. Library and information centers are not exception to these phenomena". Organizations must carefully observe the environment and incorporate suitable changes the situation demands. They must be proactive in affecting change.

Nandagopal and Sivakumar in 'Change management in library and information services' (2005) writes that "Library is considered as an organization within organization". Library is a part of an organization/institution be it a business enterprise, corporation, research institution, university, college or other educational body.

In order to implement changes, the library need to develop a strategic plan. Its vision and value should be evaluated and redesigned based on critical success factors (CSFs) (Smye,1994).

##### **6. CHANGE MANAGEMENT IN CENTRAL LIBRARY, NIT SILCHAR**

The National Institute of Technology, Silchar is one of the premier national level institutions for technical education in North East India. The Institute transformed and upgraded from



REC (Regional Engineering College) to National Institute of Technology, Silchar with a Deemed University Status with effect from 28.06.2002, and subsequently the institute the institute was converted in to Institute of National Importance. It offers both under grad & post grad course with PhD programme.

The Central Library which is the heart of the Institute was established in 1977. It is a hybrid library with the state-of-the-art technological applications. Presently the Library is a part of the LTT building & having more than 96,000+ collections. New Library Building Construction is in the final stage. Total carpet area is 7630 SQM.

With the conversion of REC to NIT, to meet the National standard steps were taken to enhance the library collections, the number of users of the library grown substantially in recent years with the introduction of MTech, MSc, MBA and PhD Programmes. As a result of which the work load of the library has grown in manifold. Therefore, Central Library faced the need for change in the terms of technology, equipment, structure, system, and type of workforce. Moreover, with the introduction of ICT in the library, Web 2.0 and various pattern of user's demand and preference, Central Library has faced a challenge for change to combat both external and internal forces.

Therefore, keeping in view the scenario, it was felt to adopt the change management strategy to meet the new challenges. Thus, Library has adopted a strategy for change management to meet the technology challenges. In this direction, Library Team took a proactive role as the role of a change agent to bring about changes in terms technology, equipment, system and skilled workforce to the Central Library to give the real shape of the desired vision.

**Change management process is a long-term process, hence it needs critical analysis of both external and internal environment for successful change strategies.**

Before starting change policy, we had to critically analyze the following issues:

- What are the Strengths, Weakness, Opportunities, and Threats (SWOT) library have? SWOT analysis has helped to summarize the key issues from external environment and the internal capabilities of the library for strategy development. It has helped also identify the strength and weakness of the library.
- What is the goal of the library? Is there any long term plan? What issues are to be considered while planning for change strategies for the library?
- Is the library structure and system fitted for the strategy of change?
- Is the present technologies and equipment fitted for change strategy? Is better technology available in the market? What are the problems library will face while changing technology?
- What is the capacity utilization? How could it be improved? What is the level of inventory? What is the wastage? How can wastage be reduced?
- Being in North-East India, there is frequent power cut due to a thunder storm, hail storm and rainfall. How frequent the breakdown can be managed? Is the new technology viable for this environment?
- What type of the workforce presently having? Are they skilled and knowledgeable? Are they competent? If not, how to cope up with the change? What is the personnel policy of the organization? What are the attitudes of the people with work? Is training required for the existing workforce? If required, where to train the people in-house or outside?
- What is the financial condition of the Institute? Will the institute do investment in change management in ICT environment? If not, what are the sources of finance?

- What type of service customers/ library users expect from the library? Are the present structure or system and human resources competent for providing the expected service?
- Does the Institute agree with the library for change management in terms ICT application? What is the administrative views and opinions towards library?

Considering and analyzing all issues and challenges, we had taken key initiative and proactive role for change management in Central Library, NIT Silchar. Under the dynamic leadership of the Library Management, Central Library started marching towards a new era in the North-East India, especially in southern Assam

### 7.1. Change Management in Technological Front:

In order to meet the challenges of find crunch & technological issues, we had to write projects & approach different funding agencies to fund & some of the projects that helped us in change management is given below:

S. N.	Role/Project Description/ Amount	Period
1	Library Up-gradation Project under Centre of Excellence Scheme - Funded by MHRD, Govt. of India (131 Lakhs)	1997/99
2	"Virtual Classroom for Quality Improvement of the Technical Professionals & Teaching Faculty" Sanctioned by MHRD, Govt. of India (10 lakhs)	2004/06
3	"Development of a Digital Library" Sanctioned by MHRD, Govt. of India. (10 lakhs)	2005/06
4	"Up gradation of the Library" Sanctioned by MHRD, Govt. of India under TEQIP, World Bank Project (47 lakhs)	2006/07
5	"Electronic Resource Management" Sanctioned by NIT Silchar (2.6 lakhs)	2010/11

Because of the successful implementation of the above projects, central library could achieve the following mile stones:

**RFID Technology Initiative:** Central Library, NIT Silchar is perhaps the first Institute in North-East India to implement RFID system in Library in 2006-7.

**Digital Library & E-Learning Initiative:** Central Library, NIT Silchar is perhaps the first NITs in North-East India to establish the digital library in 2006 & established a virtual classroom platform. Under the Digital Library project, the Library has starting digitizing thesis, manuscripts, and documents. 3000 E-books have already been put in the digital library server for the access of the student in the campus LAN. Under this project, library has scanned the photographs of the Institute and its programs and has created a digital photo gallery.

**Electronic Resource Management:** Central Library has developed a model electronic library with the state-of-the-art technological applications. The electronic library has online databases, CD-ROM databases, e-journals, and e-books. It provides a single window access to all electronic resources and is accessible through the Institute's intranet. On-line Public Access Catalogue facility is available in the Library. OPAC can also be accessed through any terminal on the Campus Network. Library collection can also be searched through OPAC.

The Library offers a range of information services to support the learning process set to the highest professional standards. The library has become the membership of E-ShodhSindhu, NDL and DELNET in order to avail the benefits of various services. In addition, library enrolled as Institutional membership of British Council Library, and American Library to avail the service of ILL.

**Library 2.0 Service:** Library started providing services to the users about the latest updates/happenings in the library through library blog at <http://library-nitsilchar.blogspot.com/> and Facebook group at <http://www.facebook.com/groups/369833813038102/>.

## 7.2. Changes in the Human Resource Development Front

NIT Silchar has developed the policy to educate Library staff to ensure for receiving up-to-date knowledge and skill to maintain the highest level of competencies and maintain quality services at all times. The library has oriented different groups for development of different skills in the areas as below:

- Management and leadership skill
- IT and digitization skill
- Information and literacy skill
- Technical service and e-resources
- Research and support services
- Quality Assurance
- Training and development

Following are the few examples of initiatives taken by Institute:

**Professional Training by library staff at International level for last two years:**

Sl. No.	Organization	Period	Details of Training
1.	University of Illinois, USA	9.12.2013-13.12.2013	Higher Education Management Program
2.	University of Illinois, USA	29.05.2014-24.06.2014	International Library Associates Program "Imagine, Question, Connect: A Professional Development Program for Library Leaders and Innovators" <a href="http://www.library.illinois.edu/mortenson/activities/OldPrograms.html">http://www.library.illinois.edu/mortenson/activities/OldPrograms.html</a>

**Professional Training by library staff at National level for three years**

Sl. No.	Organization	Period	Details of Training
1	IIT, Kharagpur	13.06.2016-18.06.2016	Open Source Software for Library Management (OSSLM 2016)
2	Mizoram Univ, Aizawl	21.06.2016-23.06.2016	National Workshop-cum-Training Programme on "Koha"
3	CSIR-NISCAIR	14.03.2016-18.03.2016	TEQIP, NIPU, New Delhi sponsored program on E- Learning.
4	CSIR-NISCAIR	08.02.2016-12.02.2016	Design and Development of Digital Libraries using DSpace
5	JNU, New Delhi	04.11.2015-06.11.2015	18 <sup>th</sup> International Symposium on Electronic Theses and Dissertations (ETD 2015)
6	IIM, Shillong	25.03.2014-27.03.2014	National Workshop cum Training Programme on "Management of Libraries and Information

			Centers in Digital Era"
7	NIT Warangal	12.07.2013-13.07.2013	National Workshop on "Promoting Excellence in Research among NITs through E-Journals"

#### Professional Training by staff at Institute level for three years

Sl. No.	Organization	Period	Details of Training
1	NIT Silchar	30.03.2016-01.04.2016	Installation of KOHA Open Source Software in Library and training to staff
2	NIT Silchar	03.11.2016	Workshop-cum training on Anti -Plagiarism Software
3	NIT Silchar	09.03.2015 & 27.11.2016	Workshop-cum training on Anti -Plagiarism Software

Library Management also encourages the LIS professionals to attend the conference/ workshop both locally and outside for delivering a paper/ poster, to become members in organizing committee like INDEST, ILA, IASLIC, SIS etc. It also organises programme to train the manpower's in the region. Some of the programs are enumerated below:

Programme Organised (Summer School/winter School/Seminars/Exhibitions) for last three years

S.N.	Name of the program	Duration	Funding Agency
1.	Summer Training Programme for the Students of DLIS, ICFAI University, Tripura	27.06.2016 - 8.07.2016	
2.	Summer Training Programme for the Students of DLIS, Assam University, Silchar	26.10.2016-03.11.2016	
3	AIU Workshop on Emerging Trends in Information Technology in University Management <a href="http://aiuworkshop.blogspot.in/">http://aiuworkshop.blogspot.in/</a>	25.08.2015-27.08.2015	AIU, New Delhi
4	International Conference on "What's Next in Libraries? Trends, Space, and Partnerships" jointly organized by Mortenson Center for International Library Programs, the University of Illinois at Urbana-Champaign, USA and NIT Silchar at NIT Silchar. <a href="http://whatsnextinlibraries.blogspot.in/">http://whatsnextinlibraries.blogspot.in/</a>	21.11.2014-23.11.2014	Various Source
5	10 <sup>th</sup> Annual Meet & Workshop of INDEST-AICTE Consortium of MHRD in collaboration with IIT Delhi at NIT Silchar. <a href="http://indest2014.blogspot.in/">http://indest2014.blogspot.in/</a>	05.05.2014-06.05.2014	MHRD, GoI
6	National Workshop on "Innovation India" held from jointly organized by CSIR-NISTADS, New Delhi; NIT Silchar&IIM Kashipur under TEQIP II. <a href="http://iiworkshop.blogspot.in/">http://iiworkshop.blogspot.in/</a>	25.11.2013-26.11.2013	CSIR-NISTAD, Delhi & NIT Silchar

### 7.3. Change Management in International Front - Collaboration and Partnership

Central Library NIT Silchar has bonded strong partnership and collaboration with the various Institute, stakeholders, and universities for effective training and crucial development process.

In this connection, Central Library, NIT Silchar has entered into a collaborative MOU with University Library & Mortenson Centre for International Library Programme of the University of Illinois at Urbana-Champaign, USA to create world class LIS facilities at NIT Silchar. The

MOU was signed by Prof. N. V. Deshpande, Director and Dr. Kishor Chandra Satpathy, Librarian on behalf of NIT Silchar and by Paula Kaufman, Interim Director; Susan Schnuer, Associate Director of Mortenson Centre for International Library Programs; and Walter K. Knorr, Comptroller on behalf of University of Illinois at Urbana-Champaign on 6<sup>th</sup> June 2014.

The main purpose of this MOU is to facilitate the creation of a world-class, innovative, inviting and flexible library system to enhance campus learning, support research, and provide community outreach and service at NIT Silchar, through consultation and collaboration with the University Library of University of Illinois at Urbana-Champaign, USA. The planned collaborations of the MOU are:

- Development of technology road map for the new library at NIT–Silchar.
- Assistance in planning library facilities that support research, services, and studying.
- Professional development for staff.
- Exploration of possible exchanges of academic staff.
- Assistance in collection development.
- Support in the development of a community outreach program.
- Other areas of collaboration identified during the initial assessment visit.
- Joint library projects involving research or training.
- Consultation on the design of an online Digital Library course.

Further for effective change management strategy for sustaining in the ever changing ICT environment, library has invested 44 crore rupees to create a world-class, innovative, inviting and flexible library system at NIT Silchar with 1 lakh sq. ft. carpet area and soon it will be operational.

## **8. CONCLUSION**

Change is an inevitable part of any progressive society. All organization faces both external and internal forces. Change management is a continuous process, to sustain in the equilibrium position, change management is the strategic tool for organizational development. The library being a service sector in an organization, it too faces both external and internal forces. With evolution and application of ICT in libraries, libraries have to adopt ICT for quality and value-added service to the user's community. Hence, Library has to adopt change management strategy for sustain and development. It is the competitive advantage for the library.

Central Library, NIT Silchar has adopted change management strategy, to cope up with the ICT environment and also to provide quality service to the user community. In this direction, the library team after critically analyzing all issues and challenges adopted change management strategy and marched ahead for the development of the library and has started a new era in this zone. As change management is a continuous process, it has to go miles and miles.....

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