LEARNING BEYOND THE PROFESSIONAL EDUCATION: NEED FOR THE OBJECTIVE CAPACITY BUILDING PROGRAMMES FOR PROFESSIONAL EXCELLENCE WITH SPECIFIC REFERENCE TO LEADERSHIP AND QUALITY LIBRARY SERVICES

**A thesis submitted to
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DECLARATION

I hereby declare that the thesis entitled "**Learning beyond the professional education: need for the objective capacity building programmes for professional excellence with specific reference to leadership and quality library services"** completed and written by me has not previously formed the basis for the award of any degree or other similar title upon me of this or any other university or examining body

Place: Dharwad   **Mr. Jayadev B Kumbar**

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CERTIFICATE

This is to certify that the thesis entitled "**Learning beyond the professional education: need for the objective capacity building programmes for professional excellence with specific reference to leadership and quality library services**" which is being submitted here with for the award of the Degree of Vidhyavachaspati (Ph.D.) in Library and Information Science Faculty of Moral and Social Sciences Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by **Mr. Jayadev. B. Kumbar** under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any degree or similar title of this or any other university or examining body upon him.

Place: Dharwad

Date:

Dr. C. R. Karisiddappa

Research Guide

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Summary

It is the tested opinion of the scholars that, the society has passed through several phases. First it was agricultural society where agriculture was the dominant force for development. This was followed by industrial phase as there was a sudden spurt in industrialization. Then the revolution in information technology which made the society to force forward and was called in as information phase. Today we live in a society which is known as knowledge society, because it is being driven by knowledge management processes. The role of libraries in providing comprehensive and inclusive access to knowledge is widely acknowledged. In today's scenario, library has to play two distinct roles-to serve as a local center of information and knowledge and to be a gateway to national and global knowledge.

The librarianship has evolved and found itself new roles and responsibilities in this knowledge environment. The knowledge management process in libraries and outlines the responsibilities that are expected of librarians to function as knowledge managers. There are various avenues available for librarians to acquire the skills for their professional development. Increasing applications of ICT and rapid developments happening in knowledge environment have put lot of pressure on LIS professionals to perform and deliver results. At the same time, these developments have also given birth to new challenges and opportunities for them. In this dynamic environment, LIS professionals are facing complex challenges to overcome the ever-changing diverse information needs. They need to enhance their skills for implementing new practices and technologies and for sustaining the

demands of knowledge economy. As managers of knowledge base, LIS professionals have to be aware of the use and implementation of these changes and develop technological, managerial and communication skills. Only such attitude can help LIS professionals in realizing their full potential.

Libraries, just like businesses, need to focus on building their capacity for maximizing their effect on the R and D community. LIS professionals need to dedicate themselves to raising capacity building to the same level of importance as that of their organization's critical functions. The professionals have to build their capacities aligned with the organisation. This capacity building activity will not happen in a single initiative; it has to be initiated at each and every level of the LIS profession so that one can see the change. It includes strategies and the structure of the system. Capacity Building of the whole organization (Libraries) certainly makes for an interesting topic. However, it is a vast and complex topic which needs to be deliberated in a comprehensive manner. So, this study is limited to studying the overall development in the knowledge environment where in various training and development activities are available for LIS professionals for the professional development. The important manifestation of capacity building in response to the rapidly changing environment. Although professional development is an individual responsibility, it thrives on partnership with the associations and the institutions that share common goals and values with librarians. Though a lot relies upon the individual's attitude and interest in acquiring skills, institutes do fare better when they have an institutionalized approach for preparing their human resources for the knowledge environment.

Today's LIS profession depends heavily on ICT tools for knowledge management activities. Knowledge environment has posed several challenges which are staggering. To perform the role of the information professional, one needs to be armed with highly skilled, managerial skills, leadership skills, communication skills and information skills. With these skills LIS professional will build professional personality. These developments require increased technological skills to ensure appropriate and effective action on the part of information professionals.

Capacity building is a critical means to build library professionals ability to serve the cause of complex needs of the community. Library professionals often has advocacy skills but need their skills strengthened and need to gain confidence to use them appropriately. Capacity building helps them to understand the need to demonstrate the impact of the library has on the community. It strengthens their ability to communicate tailored messages to the community, government officials, and community leaders to build the confidence they need. Through capacity building library professional will be able to create sustainable library services that improve health, education, workforce skills, and employability and funds. It also improves library professional's planning skills as they learn how to set goals and objectives for future library services and advance the status of the library in the community. Further it enables to create, maintain and expand personal and professional advocacy networks. It is envisaged that if library and information center draw the best practices that are prevailing in some of the established service sectors regarding skills and competency building, it will emerge as a champion among

the contemporary service sectors and can regain the glory of inevitable partner in the progress of the knowledge society.

Information center is accessible to the users' community at their door step. To keep oneself up to date in the digital borderless library environment, there is a need of the skill enhancement programs for the library professionals. Besides academic institutions, other organisations can help in enhancing the skills of the library professionals to help pro-activeness and positive attitude to work for the benefit of user community.

A sincere attempt is made by the researcher to work out training modules on the basis of the study conducted. These formulations are specific to the LIS as a service sector. Comparing the kind of grandeur of the services offered by banking, tourism and hospitality sectors to the existing library and information services offered by different types of libraries needs large scale improvement. In this study researcher, has provided some of the phase wise training modules on communication skills, interpersonal skills, leadership skills which are to be provided to different levels of LIS professionals.

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List of Abbreviations

Abbreviations	Abbreviations Full forms
APLU	Association of Public and Land-Grant Universities
CARL	Canadian Association for Research Libraries
CASS	Cluster Analysis process of Soft Skills
CDI	Capacity Development Initiative
ECDPM	European Centre for Development Policy Management
ECP	Effective Communities Project
EDIC	Economic Development Information Centers
EU	European Union
GEF	Global Environmental Facility
IFLA	International Federation of Library Associations and Institutions
IMLS	Institute for Museum and Library Services
KM	Knowledge Management
LISA	Library and Information Science Abstracts
M&E	Monitoring and Evaluation
MSC	Most Significant Change'
OCR	Optical Character Recognition
PR	Public Relation
SCANS	Secretary's Commission on Achieving Necessary Skills
TTQS	Taiwan Train Quali System
UNCED	United Nation Conference on Environmental and Development
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN	United Nations
WSSD	World Summit in Sustainable Development

1.1 Introduction

"Wealth is the product of man's capacity to think" – Ayn Rand

Over the times, the community has trekked diverse phases. "First it was agricultural society where agriculture was the dominant force for development. This was followed by industrial phase as there was a sudden increased growth in industrialization. Then the revolution in information technology which made the society to force forward and was called as information phase. Present society is known as knowledge society, for it is being driven by knowledge management practices. The part of libraries in contributing boundless and inclusive access to knowledge is widely acknowledged. In today's ambiance, library has to perform two unconnected roles-to serve as a local center of information and knowledge and to be a passage to national and global knowledge" (library.igcar.gov.in, 2016).

The dynamic environment of library and information sector stresses the need for library professionals to remain flexible and adaptable to change (Technology, 2012). To meet this need they have to ensure that their insight, competencies and expertise accommodate the requirements of the community, which they serve. Similarly employers have a duty to facilitate moments for LIS professional to keep their skills, knowledge and competencies up-to-date. In addition to technical and professional skills they have to possess various other skills like management, leadership and soft skills etc. The competencies comprise a set of skills attitudes and values that enable librarians to work efficiently. Good communicators; focus continuing learning throughout their careers; demonstrate the value-added nature of their significant additions; and

endurance in the new field of work. Successful running of an organisation require certain leadership skills and certain management techniques. It is important that academic librarians attain the proficiency that will permit them to improve productivity in large and increasingly competitive organisations (Technology, 2012).

Over the period of time LIS profession has advanced and increased new roles and authorities in this growing knowledge society. The knowledge management mechanism in library and information centers call for developing suitable skills and methods to work as knowledge chiefs. The different channels are wide open for librarians to bring in the required skills for professional enhancement. Increased applications of ICT and rapid developments that are shaping knowledge society are pressurizing LIS professionals to perform and convey outcomes. In the meantime, these advancements have likewise made new avenues and open doors for them. In this powerful information environment, LIS professionals are confronting complex problems to meet the constantly changing different information needs. They have to redesign their skills for executing new practices and advancements and for withstanding the requests of knowledge society (library.igcar.gov.in, 2016). Therefore there is dire need for improving the suitable soft skills to cope with the demands for the varied user community. "Interest" is the driving force for the successful life. In the changing scenario it is experienced that interest builds and sustains self-motivation and purpose, or course of action in spite of reason that is required to stay committed against all odds. Interest play a vital role in choosing successful career. Individuals in these days spend most of their time in career building. Along with persons

interest's personality and values also matter a lot. These will help to choose the correct career and how the personality and values are aligned with that career.

The quality library service is mainly ascertained by the competencies, skills, talent and motivation of the librarians. In the present day context librarians have to play an enabling role in development of users. This involves not only imparting thinking, research, consultancy and extension work preparing set of services with the aid of subject matter experts and information technologies and use of modern methods of management. There for it is necessary to update periodically their skills and competencies

1.2 Realisation of skills and competencies for librarians.

Libraries just like service provider need to focus on building their capacity for maximizing their impression on the R&D group. LIS professionals need to commit themselves to update their capacities and capabilities as that of their Organisation's critical functions (library.igcar.gov.in, 2016). The professionals have to build their capacities aligned with the organisation. This is not one time activity it has to be inculcated at each and every level of the LIS profession so that one can realise the change (Bundy, 2003). It calls for working out the strategies and restructuring of the system. The rapid changes in higher education has changed the nature of services which library and information professionals provide and one can also see the major shift in their appropriateness of skills (Lacrux, 2000). Explores the sorts of skills which will be enforced by scholarly - and, chiefly, subject - librarians in the foreseeable future. Further it

indicate that, while high-tech advancements unmistakably have significant association for libraries, they may not to surpass the people-oriented skills which are similarly important for organizing and facilitating the effective and qualitative services (ISSUU, 2014). There are practical suggestions concerning specific set of skills including improving reliability with teaching staff, giving suitable suggestions on teaching information skills, concentrating on particular information technology -related skills and capturing the key management proficiencies such as change management, finance and strategic awareness (Laili, 2012). Some of the responsibilities of the library information management and the individual to safeguard the skills are utilized by means of co-ordination and progression. Which will benefit both as a person and the wider academic community.

1.3 Dawn of Digital Libraries

An unprecedented transformation in librarianship resulting from the application of cutting edge and converging technologies has emphasized the learning and development programs in LIS to design and offer appropriate courses and teaching and training to prepare competent digital librarians. In this context the survey was conducted in (Karabbenhoeff K. S., 2014)United States to identify the activities, skills and find out the gaps in the training. Analysis of the survey helps to understand the quality of digital library work practices and to make out necessary attributes (skills and wisdom) crucial of "Cybrarian." The aftereffect of the study have presented the implications for the designing of digital library education that facilitates the real workplace requirements. All over the world, people have witnessed the transformation of

libraries. These transformational changes which affected mostly academic libraries, in terms of how services are rendered, research being supervised, facilities being upgraded and research made possible (Conferences Austrialian Library association, 2000). Hawkins says that "library is not World Wide Web, and approach to it is away from libertarian. This should be plainly known" (Hawkins, 2000). This shows that majority population consider that World Wide Web can supersede the library and they can have the access to a wide range of informational sources from it. Hence, the library professional must take on the challenge of guiding the users on how to assess and recognize the precise and right sources utilizing the correct technique. This can be executed just if the librarians are well equipped and are aware of the new metamorphic changes happening in the libraries (Hindustan University, 2012).

1.4 Capacity Building: Historical perspective

The study of capacity building programme in all libraries is the need of the hour in the existing uneven situation in India. In any case, it is an immense and complex theme which should be thought in a far reaching way. Present study is confined to examining the overall enhancement in the knowledge society wherein variety of learning and development activities are accessible for LIS professionals for the professional enhancement (SALIS, 2006). The critical discloser of capacity building is that they need to be tuned to the changing scenario. Even though a professional advancement is a personal accountability, it succeeds in alliance with the association as well as with the institutions that share similar objectives, aims and ethics with professional librarians. However a the majority relies on the person's approach and

enthusiasm for attaining skills to establish improve when they have a standardised approach for setting up their sources for the comprehensive knowledge society (library.igcar.gov.in, 2016).

In 1970 the "UN framework for activity and thinking on what was then called growth of foundation was laid on United Nations Development Programme (UNDP, 2008) and it has presented guidance to its staff and fellow member governments. By 1992, Capacity Building became a main concept in Agenda twenty one and in other "United Nation Conference on Environmental and Development" (UNCED) agreements. By the end of 1998 the UN General Assembly had executed and, accepted assessments of the effect of the UN system's support for capacity building. These evaluations were further utilized by the UN Department of Economic and Social Affairs being the part system development activities" (Arko-Cobbah1, 2011). Ever since, the concern of capacity building has evolved one of the important priorities within the global councils, international communities, Global Environmental Facility (GEF) (Erik Damgaard, 2015).

UNDP direct its critical alliance with the GEF Secretariat, kick started Capacity Development Initiative (CDI), an advisory mechanism bound with extensive transcend and discourse to recognize nations immediate preferred challenges in capacity improvement needs, and in view of these examinations, to build up a system and plan of action for that locations the issues need to address the difficulties of worldwide ecological activity. World Summit in Sustainable Development (WSSD) and the Second GEF Assembly approved the need of building the capacity of developing nations. The WSSD suggested that GEF information sources be utilized to arrange monetary aid to

developing nations to meet their capacity requirements for coaching, high tech knowhow also, reinforcing national organisations. Capacity Building is, after all, not bounded to global aid work. Off lately, capacity building being utilized by governments to change society and industry proposals to deal with social and natural issues (UNDP, 2008).

Presently information technologies are rapidly changing. The readily availability of digital resources from many sources and those essence are accessible to the faculty members and student community by means of internet (Madya, 2012). Fast developing development intends to energise and empower sharing resources voluntarily is known as Open Academic Resources. There quite a number of library and information centers and library federations that have actively taken the forefront in generating resources for the global community. Librarians, who are specialists in diverse fields, contribute to the open educational resources. India is taking an active participation not only in the technical (Open Source) evolution, in any case, likewise in the open access development and furthermore the development of Open Educational Resources (SAIKAT GOSWAMI, 2013). In this open academic development the clever LIS professional with vision, in line with the latest knowledge stays open to the changing patterns in the instructive world, Awareness of accessible resources both print and on the web, and inclination to deal with evolving innovations, progresses toward becoming important partner in the collaborative educational efforts with the passage of time moved through several phases (SAIKAT GOSWAMI, 2013). To start with, it was the agricultural league where it was the predominant dynamism for improvement. This was trailed by manufacturing phase as there was an abrupt outburst in

industrialisation. At that point the transformation in information technology which made the civilisation to force forward. Today's society is known as knowledge culture is directed by knowledge management process. The role of the libraries in giving across the board and comprehensive access to knowledge is generally acknowledged (library.igcar.gov.in, 2016). In this setting library needs to assume two specific responsibilities to provide as an information center and as gateway to national and global knowledge (work for government, 2011). Over the years the field of librarianship has developed and gotten itself new roles and duties in this knowledge society (Calzada Prado, 2013).

The knowledge management prepare framework for the roles that are required of librarians to operate as knowledge directors. The assorted channels accessible for librarians to get the skills for their professional improvement. Expanding utilizations of ICT and fast advancements occurring in knowledge society have put plenty of strain on LIS professionals to execute and present outcome (Biswas, 2011). In the meantime, these improvements have additionally made new difficulties and avenues for them. In this aggressive condition, LIS professionals are confronting complicated demands to confront the dynamic, various information requirements (library.igcar.gov.in, 2016). They have to update their skills for executing new practices and advances and for managing the requests of knowledge society. As knowledge professionals, there is a need for LIS professionals to be conscious of the utilization and execution of these progressions and create innovative, supervisory and communication skills (Morgan, 1996). Such approaches can help LIS professionals in understanding their maximum aptitude Libraries, much the

same as the project, need to concentrate on building their capacity for maximizing their effect on the R&D community (Ganaie, 2014). LIS professionals need to devote themselves to raising the capacity building to a similar level. The professionals have to build their capacities aligned with the organisation. This capacity building activity will not happen in a single initiative, it has to be initiated at each and every level of the LIS profession so that one can see the change. It includes strategies and the structure of the system (D, 2004).

1.5 Need for the Study

The study of general advancement in the knowledge society wherein different coaching for LIS professionals for the professional development becomes essential. The imperative phenomenon of capacity building is the reaction rapidly to the evolving condition. Despite professional advancement is an individual authority, it blossoms with association with the affiliations and the establishments that experience universal objectives and qualities with librarians. Much relies on the person's demeanor and enthusiasm for obtaining skills, organizations improve when they have a regulated approach for setting up their HR for the knowledge society (library.igcar.gov.in, 2016).

Capacity building helps LIS professional to improve both personal and professional development. In turn they will advance and enhance the services given by a wide range of library and information offices. And ensure the high standard of work force occupied with information arrangement and cultivate their professional advantages and goals (Bundy, 2003). The library and information quarter provides the information requirements of an autonomous,

dynamic, professional matured furthermore, and socially different society. A key concentration of the division is sanctioning individuals to relate along with the universe of information, connecting with information and using information taking all things together facet of their impulse (Northern Territory Library, 2009). The sector cherishes long lasting schooling, individual fulfillments, enhanced governing, knowledge evolution, novelty, originality, ingenuity and enriching persistence (Austrelian Library and Information Association, 2009). Professionals working in the category have specialised subject knowledge and skills and in addition nonspecific traits. The level to which people have imperative knowledge, abilities and characteristics relies on upon their precise requirement, assignments which they have done previously, professional buildup, and the responsibilities they execute. Professional librarians and information chiefs require the knowledge and ability to configuration, arrange, create, oversee and assess the conveyance of library and information services to meet the information needs of their customers and help them to wind up information proficient (Association, 2014). With their professional education and experience librarians and information chiefs can break down, assess, sort out and incorporate information and to create programs that will enable their patron to achieve the proficiency crucial to productively seek, detect and utilize the information for their varied needs (Sheikh.etal, 2014).

1.6 Statement of the Problem

It is perceived that the upcoming library and information professionals require flawless efficient knowledge and abilities with a specific end goal to

bring in impressive library and information services (Association, 2014). Realising the rapid proliferation in the application of technologies it is strongly felt that the coming generation of library professionals to be trained and empowered with new competencies and skills. Hence the topic entitled "Learning beyond the Professional Education: Need for the objective capacity building programmes for professional excellence with specific reference to leadership and quality library services" is undertaken for research.

1.7 Objectives of the study

Considering the available literature and the through observation of the growing service sectors, it was thought of translation of the key success of similar service sector with the library and information services, especially with regards to the capacity building. The following major objectives are formulated;

1. To develop the capability of projecting the core values of LIS profession in the professional practices;

2. To build the spirit of motivation among the working professionals to attract the attention of the users and facilitate them to exploit the information resources available in the library and elsewhere;

3. To train the professionals at different levels with well-defined curriculum and inculcate PR qualities and service mindedness;

4. To make the professionals information literate by education, training and demonstration with the help of suitable teaching, learning programmes;

5. To build the visible image of the library and its services with the help of well-developed leadership qualities and communication skills;

6. To establish the true spirit of ambassadorship in sharing and exchanging the information overcoming barriers of the space time and language

1.8 Methodology

Intensive investigation of some social aspects never tackled by a single method. It needs the application of several methods of which some are acting as core and some are used as supplementary and complementary. Therefore the study under investigation has to utilize few methods to get the perspective of the problem and to collect the relevant data required for analysis and synthesis.

a) Discussion method

Discussion method is effective in getting the researcher to think constructively while interacting with the experts. Discussion with some of the successful library experts enable to get the insight for the proper evolution of the system

b) Observation method

The observation method comprises of human or mechanical experience of what people actually do or what events take place during a issuing and return including the interaction with the users. Information is collected by observing the activities at work in different library environment.

c) Documentary sources

Documents are rendered by human being and teams over the span of their daily practices and are intended only for their own quick feasible needs. They have been composed with a reason and depend on the specific inference and displayed in a convinced approach or technique, and to this intensity the researcher must be completely conscious of the roots, reason. It must be noticed that records are most certainly not consciously composed with the end goal of research yet actually happening objects with a explicate or semi-durable entity with inform diffusely concerning the social world" (Arko-Cobbah1, 2011) Available documentary sources of all types are consulted for the purpose.

d) Interaction method

More often the closer interaction with the librarians and other similar service oriented professionals help to get ideas and enable to design and develop a methodology for presenting new ways and means of acquiring competencies and skills

1.9 Limitations of the Study

The study is constrained exclusively to those efforts which are enabling the professionals in promoting the capacity building activities to serve the cause of library and information services in right perspectives. This is a descriptive study mainly based on the published literature and close observation of the existing practices in the libraries of all types. The support to

study intensively on the problem is the success of the service professional in the service and corporate sector.

1.10 Chaptarisation

The study is formulated in six chapters. A crisp aspect of each chapter is presented in the following paras

Chapter one introduces the concept of capacity building and explains the various facets involved in it. In addition, the objective and methodology is presented.

Chapter two deals with the reviewing of the related literature classified in four distinctive facets. Article papers and reports are reviewed extensively to project the extensiveness and significance of the capacity building programmes in the library environment.

Chapter three presents the overall view of the capacity building programmes with brief historical perspective

Chapter four highlights the role of empowered library professional in the knowledge society keeping in view the required competencies and skills to perform effectively

Chapter five showcases the proposed training models for capacity building in LIS professionals

Chapter six Deals with the possible and feasible suggestions and conclusion.

1.11 Conclusion

Off lately LIS profession bank massively on ICT mechanisms for knowledge management exercises. Knowledge aura has represented a few difficulties which are really astonishing. To perform the role of the information professional, one needs to be armed with highly skilled, managerial skills, leadership skills, communication skills and information skills. With these skills LIS professional will build professional personality life. These improvements require expanded high-tech skills to persuade admissible and constructive activity with respect to information professionals.

Capacity building is a crucial path to set up library professional's aptitude to serve the cause of complex needs of the community. Library professionals often has support skills yet require their skills reinforced and need to pick up certainty to utilize those skills. Capacity building helps them to comprehend the need to show the effect that their library has on the group reinforces their capacity to connect that effect through custom fitted messages to the neighborhood, government authorities, and group pioneers manufactures the certainty they require (Ammons Stephen, 2009). Through capacity building library professional will have the capacity to make feasible library assistance that enhances well-being, training, workforce skills, and employability and funds. It additionally enhances library professional's arranging skills as they figure out how to set targets and objectives for future library administrations and propel the status of the library in the group. Further it enables to design, preserve and grow individual and professional support networks (Janet Sawaya, 2009). It is envisaged that if library and information

center draw the best practices that are prevailing in some of the established service sectors regarding skills and competency building, it will emerge as a champion among the contemporary service sectors and can regain the glory of inevitable partner in the progress of the knowledge society.

Information center is becoming available to the users community at their door step. To keep oneself up to date in the digital borderless library environment there is the maximum need of the skill enhancement programs for the library professionals. Besides academic institutions, other organisations can help in enhancing the skills of the library professionals should also have the pro-activeness and positive attitude to work for the benefit of user community. This is in tune with the goals of the National Knowledge Commission (NKC) in establishing a knowledge dependable society emphasizing greater participation and more access to knowledge across all sectors of the society (Pitroda, 2006).

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2.1 Introduction

"True genius resides in the capacity for evaluation of uncertain,

hazardous and conflicting information" – Winston Churchill

Conducting of research calls for a systematic planning, where in methodology to be followed and materials to be consulted for completing the research and bringing to the logical conclusion. Research methods to be adopted for conducting the research depends on the scope and objectives of the topic. Data collection assumes greatest importance in the whole process, since it deals with the collection of both qualitative and quantitative information about the research problem in terms of facts and figures.

Review of related literature is covering fairly exhaustive literature and presents a reasonable understanding of the field of study. It additionally encourages the researcher to have a knowledge of the tried techniques, strategies and understandings of comparative examinations led somewhere else. The review of the literature is understood to be comprehensive, in-depth, systematic and critical review of research publications. It acts as a pathway in research study and reveals the concepts and ideas. Literature review gives enough evidence to the facts deduced from various studies. The main objective of literature review is to broaden the knowledge of a research topic. The traditional sources like primary and secondary literature are being consulted by the researcher to select the desired information. Internet, online journals and websites including search engines like Google Scholar etc. are also invariably consulted. Library and Information Science Abstracts (LISA), Information Science Abstracts, primary information resources like journals,

thesis, technical reports published in library s and information sciences, Conference proceedings, books and reference resources are being consulted. The information collected from these resources have been searched and organised in the following four distinctive components.

1. Capacity building
2. Competencies
3. Leadership
4. Soft skills

2.2 Capacity Building

The review of literature moves between theory and practice to develop conceptual understandings of the complex social forms required in capacity building. Capacity building reflects the longer-term investment in organisational change, and suggests that the focus of intervention should be on sequenced and planned change initiatives. This concept of capacity development as change management links capacity development to the extensive literature on what is needed for successful change initiatives and what leads to failure. Cohen, W. and Levinthal, D(1990) fears that the capacity of a firm to perceive the estimation of new, outer information, assimilate it, and apply it to business is crucial to its inventive abilities. They mark this ability a company's absorptive limit and recommend that it is to a great extent of the company's level of earlier related knowledge. The discussion concentrates first on the subjective reason for a person's absorptive capacity including, specifically, earlier related knowledge and differing qualities of the foundation. It at that point portrays the variables that impact absorptive

capacity at the organisational level, how an organisation's absorptive capacity contrasts from that of its individuals and the role of differing qualities of proficiency in the organisation. They additionally contend that the advancement of absorptive capacity, thus, imaginative execution are history or way needy and contend how the absence of interest in a specialised topic at an opportune time may dispossess the future improvement of a specialised ability around there. In this manner formulate a model of firm interest in research and development (R&D), in which R&D contributes to a firm's absorptive capacity, and test predictions relating a firm's interest in R&D to the knowledge underlying specialized change inside an industry. Discussion concentrates on the ramifications of absorptive capacity for the investigation of other related creative exercises, including fundamental research, the adoption and diffusion of developments, and decisions to participate in cooperative R&D ventures.

Kaplan, (2000)"Opines that capacity building is presently a standout amongst the most current advancement ideas but it keeps on resisting a mutual meaning of what it implies by and by. Is it conceivable that capacity building requests such a profoundly new type of practice, such a drastically new type of considering, that the current methodologies are destined to disappointment, not on account of the deficiency of satisfactory models or 'technologies', but since the very way to deal with the issue is deficient? Contending that regular capacity-building activities have tended to concentrate on the material and substantial parts of the capacity of an association and its people to be basically self-aware, the author traces some essential movements which would be both involved and produced by focusing on the act of the advancement specialist in

connection with authoritative improvement, as opposed to concentrating on outer appearances or racing to the instructional pamphlets". ECDPM Discussion Paper (2000) throws the light on various aspects of capacity building they are as below   the idea of capacity as the capacity of people, organisations, or social orders to set and actualize improvement targets on a reasonable premise, goes through a considerable lot of the cases. Capacity is likewise seen from a more unique viewpoint - a nonstop procedure by which people, gatherings, establishments, associations and social orders improve their capacities to recognise and address advancement difficulties in a practical way. The paper also discusses on a) Levels of Capacity, b) Elements of Capacity, c) How is Capacity Built, Developed, Acquired,

(Jones, 2001) "In his article presents reflections on a surprising result of an investigation of the unmistakable "twinning" strategy utilized amid the most recent two decades by the Swedish International Development Cooperation Agency (Sida) to advance practical hierarchical and institutional capacity building in creating nations. Twinning game plans have created noteworthy advantages at the level of expert/specialized overhauling, however comes about at the level of supportable capacity building have for the most part been less attractive. Thus, Sida have estimated whether the idea of hierarchical learning may give a beneficial system to twinning activities. The article provides details regarding what has all the earmarks of being the "revelation" of a developing 'learning association' in clearly improbable conditions, and looks at the components which may represent this. The more extensive ramifications of the "disclosure" are examined, and the conceivable pertinence of the idea of unsaid knowledge is recommended".   (Harris,

2001)"Throws lights on investments to improve the organizational capacity and execution of charities have expanded drastically as of late. However, regardless of the prominence of the idea, moderately little research is accessible that unmistakably exhibits the estimation of not-for-profit capacity building or connections it to enhanced program results. What is required are more similar and far reaching discoveries about the results of capacity building, both to guarantee the continuous responsibility of discoverers to bolster this work and to exhibit what sorts of capacity building endeavors have the best impacts and when. This paper proposes a framework for understanding the different ways to deal with capacity building and a methodology for measuring the results of capacity building exercises. The discoveries detailed here are drawn from: 1) examinations of the capacity building endeavors of eight different authors that are home to around 16 particular capacity building programs; 2) phone reviews of 250 help suppliers in the organizational adequacy development and 250 administrators of high-performing nonprofits, directed as a component of the Brookings Institution's Nonprofit Effectiveness Project; and 3) continuous research on the condition of the nonprofit sector.

In the prologue to the capabilities for information professionals of 21st century created by Special Library Association, Jones, (2003) brought up that competencies are essential for the survival and sustainability of any profession and librarianship is not an exception. It also says it is our unique competencies that make our profession in dispensable to our community's clients and constituencies. (Susan Doherty and Steven E. Mayer, 2003) "Capacity Building is a buzzword these days, along with "organizational effectiveness."

The Effective Communities Project (ECP), as an organization helping foundations and nonprofit organizations "get to the next level of effectiveness," seeks to provide information and perspective that allows foundations and nonprofits to better understand the dynamics of building capacity, so they can put these dynamics to work rather than be puzzled by them. Further "Capacity" is not just a fad; it's the key to long-term sustainability. If an organization is working well in governing and managing itself, in developing assets and resources, in forging community linkages and in delivering valued services, it is a sustainable enterprise. It's taking care of business. It has the full array of options working for it. An organization that works on all these points is increasing its chances of survival.

The comparative study of structure of human DNA to the skills, knowledge and attitudes of the model information professional for the 21st century by (Partridge H L and Hallam G, 2004) "reveals that both discipline knowledge and generic capabilities were essential to be successful information professional in today's information environment. The study was conducted in the focused groups of information professionals of Queensland Australia region. It also comprises of group of students and educators. The outcome of the study reveals that there are ten major capabilities which include information literacy, lifelong learning, team work, communication, ethics and social responsibilities, project management, critical thinking, problem solving, business acumen and self-management are important to information professionals" (IFLA , 2007). Study also reveals that domain knowledge which was covered under the essential knowledge. Wrigley provides a reflection on a pilot experience of using the 'Most Significant Change' (MSC)

methodology to evaluate the capacity building services of CABUNGO, a local capacity building support provider in Malawi (Wrigley, 2006). MSC is a story-based, qualitative and participatory approach to monitoring and evaluation (M&E). INTRAC and CABUNGO worked collaboratively to adapt and implement the MSC approach to capture the complex and often intangible change resulting from capacity building, as well as to enhance CABUNGO's learning and performance.

"Heslop states that the task of converting the rhetoric of sustainable development to real action and change is one that poses significant challenges for local and central government agencies. The complexity of this task is compounded by the increasing acceptance that the impediments to advancing the sustainable development agenda are largely institutional. He claims that, unless explicit consideration is given to understanding institutional change for sustainable development and the ways in which it can be enabled, little progress is likely to be made" (Heslop, 2010). The thesis sets out to evaluate the contribution of building institutional capacity in enabling institutional change for sustainable development. Starting by developing conceptual frameworks for both institutional capacity and institutional change. The illustrates the integrated nature of capacity building for progressing sustainable development, and the conceptual framework of institutional change is designed to help agencies understand the complexity and holistic nature of institutional change. These conceptual frameworks were developed initially from an analysis of empirical material relating to the institutional issues associated with advancing sustainable development and were informed by the theoretical perspectives provided by new institutionalism and capacity

building. Further refinement of the conceptual frameworks was possible by using a case study of a multi-agency public sector sustainable development initiative in the Auckland region of New Zealand. Analysis of interviews revealed that the building of institutional capacity is enmeshed with institutional change for sustainable development".

The failure to understand the integrated and holistic nature of capacity building has an impact on the success of multi-agency public sector initiatives seeking to change current policy and practice. From the case study and further analysis of the empirical and theoretical literature it was possible to develop a set of institutional design principles that incorporate the conceptual frameworks and seek to make them applicable for the design of multiagency initiatives. These institutional design principles were tested and refined through further interviews with case study participants, resulting in the development of a process for designing and implementing multi-agency public sector sustainable development initiatives. The design process embeds the conceptual frameworks for institutional capacity and institutional change, and demonstrates that the task of progressing sustainable development is a process of change and can be enabled by a focus on applying the institutional design principles developed through this research. It is critical, first, that design of new initiatives takes account of the existing institutional landscape and identifies the necessary shifts in each dimension of institutions to ensure institutional change, makes as much use of existing structures as possible, is clear on the purpose of the initiative, specifies the extent of coordination sought between agencies and identifies specific mechanisms to steer integration. The second key component of institutional design is the

identification of the institutional capacities required to support the institutional change sought from the initiative, their development during the course of an initiative, and the incorporation of evaluation and reflection as a key element of the process of implementation.

The findings of this research contribute to the understanding of capacities required to facilitate institutional change and the elements of institutional design that can shape efforts by the public sector to advance sustainable development.

"Ifeakachuku studied the interest and self-motivation as correlates of capacity building and career commitment of Female librarians in Nigeria. This was with the views to providing valuable data for stake holders to guide in on going career development programs. The data which has been collected through survey method by distributing questionnaire; interviewing and discussing with the focused group revealed that majority of the female librarian in Nigeria never were interested in the profession before going for it"(Ifeakachuku, 2013). Now since they are in the field and are committed to their career to a great extent however their capacity building opportunities and efforts are very low. The study recommends that the Nigerian Library Association to organise conferences and workshops for librarians. Arrange more training outlets and mane workshops more or practical training sessions. (Sadhana, 2014) "Discuss the basic aspects of library capacity building leading to reformation of library and information service centers in the present changing scenario of ICT. It also focus on a conceptual framework of capacity building &library restructuring, role of capacity building in the area of user care, impact of competency, various challenges facing by the LIS centers.

Capacity building involves human resource interfaces in organizations to increase operating efficiency, expertise and skills of personnel towards the achievement of organizational excellence and concurrently library capacity is focused on community building"

2.3 Competencies

"Griffiths states that effective and efficient library and information service requires a specific arrangement of aptitudes, knowledge and capabilities. Abilities have been characterized as bland arrangement of knowledge. Aptitudes or perspective of a individual that causally related to effective behavior as demonstrated through external performance criteria" (Griffiths W, 1986). Knowledge of basic reference sources collection management and conducting a reference interview as an essential competencies of professionals suggested by Buttler and Mont (1996). A list of discipline- specific knowledge which the digital librarian should know and be qualified in were presented by The main purpose of the these knowledge is to create and manage digital library collection and they are image technology, optical character recognition(OCR), mark up languages, metadata, indexing and database technology (Tannant, 1998). With the help of Delphi method predicted the role of academic librarian of net generation and they also identified some skill sets which might be useful for future academic librarian. The findings are categorized into five broad categories namely: - communication/training skills IT skills, Managerial skills, commitment and lastly domain knowledge or profiling. Along with these categories Team work, public communication skills project management skills leadership skills commitment to the profession and flexibility were also mentioned as important

skills which are essentials for future academic librarian (Marcinek 1999). A content analysis of job advertisement was conducted to investigate the personal characteristics which are essential for Information professionals by (Goulding, 1999) the analysis was conducted in the United Kingdom. The detailed questionnaire was sent mainly to the chief librarians along with the other library sectors. The gist of the findings describes tat thee is a need for four important essentials skills for information professionals and are categories into- a) communication skills, b) flexibility, c) ability to work under pressure last but not the least d) dealing with the variety of users. (Sreenivasulu, 2000) Opines that an important role of digital librarian is to play liaison role to bring information and users together. Apart from this a digital librarian must have the ability of manage the digital library.

The importance of oral and written communication skills was revealed by the content analysis of nearly 220 job advertisement of American academic Libraries conducted by along with the regular skills like computer technology and other related skills are analysis also shows the importance of flexibility, creativity and leadership Lynch B and Smith K.K, (2001). Study on serials librarians in connection with the technological change by Kawasik.H, (2002) reveals that the importance of traditional skills is exists and it's more frequently mentioned in the requirement along with the communication skills which occupies the second place. Further the study also throws the light on the desired knowledge on metadata standards, Markup languages experience in cataloguing the e publication for information professionals.

As per Myburgh S, (2005) the role of modern information professional is nothing new. By learning or developing the skills like problem solving,

team work, keeping pace with the change which is an essential for every profession one can successfully manage the digital library. Along with this one has to have a zeal for lifelong learning, interdisciplinary knowledge commitment for the services, high ethical standards, and flexibility can create the visibility for the information professional. Competency is one of the most essential concepts for service sector to achieve success in any of the day to day job performance responsibilities from task management to recruiting form training and development. In other words competency means, "a) having personnel with the ability to execute the principles, b) skills behaviors, processes and techniques needed to perform a given task, c) procedure or set of tasks to achieve the predefined desired results". There are mainly two types of competencies we could see they are individual competencies (those knowledge, skills and abilities that individual in the organisation possess). Secondly organisational competencies (those things that characterize collective action at the organisational level). Debabrate Das, (2012)

Study conducted by Gerolimas and Konsta (2008) of 200 jobs advertisements across UK, Canada, Australia and US during 2006 and 2007 reveals that communication skills were one of the highest ranked skills on par with the experience it is also observed that interpersonal skills are also important.(2008) Study conducted by O'Connor and Li(2008) where the positons description were classified into four major groups namely- a) computing technology, b) interpersonal and intrapersonal, c) service approaches d) traditional approaches o librarians. In addition to this the study also identifies those communication skills leadership skills interpersonal skills innovative sills are frequently presented. The study was conducted on 138 job

openings across US, UK, New Zealand, Hong Kong and Australia between 1973 and 1998. (2008) In content analysis conducted by Orme (2008) on 180 job advertisements between (2006-2007)in the library sector UK shows that generic skills are the most normally required. Professional and personal skills come in the second and third place respectively. A study by (Nonthacumjane P. , 2010) on the essential competencies of information professional reveals that the knowledge and skills that underpin the work of information professional competencies encompassed analytical, creative and technical competencies. Further to this the principal areas of discipline knowledge required included an understanding of metadata, database development & management user needs communication, critical thinking, information literacy and team works were also essential.

Pussadee Nonthacumjane (2011) presents the key skills and competencies of new generation of LIS Professionals. In the beginning an introductory background of the digital age and its impact and changes which are taking place which are taking place in the libraries next deals with the review of literature on skills and knowledge of LIS professionals working in the digital era and related researches. Methodology of the study key skills and competencies of a new generation LIS professionals and classification of these skills into three broader categories like- personal skills, generic skills and discipline(domain) specific knowledge are discussed in detail. Pussadee concludes the article by presenting the image of new generation of LIS professionals. Analysis done by Anna Kawalec , (2012) that there are changes taking place in the field of LIS of European University centers in context of the creation the European higher education area. Further the analysis of skills,

competencies and qualifications acquired by students during LIS studies also done other aspects which are covered are the scope and profile of LIS education structure of study program. Learning outcomes and its advantages and its advantages student's Expectations about LIS Curriculums similarities and difference between curriculums and study program employers expectations.

Su-Chin, (2012) Discusses about the term of "competency" and its vital part in enhancing work execution and thus qualifies HR. Particularly, under the influence of globalization, the work environment requires business professionals to gain another arrangement of knowledge, abilities, and to confront the differences and inconvenience of the new business condition effectively. The main purpose of this study was to analyze a review of the literature concerning the development, models, categorization, and paradigm shift. Especially, the study collected Taiwanese research patterns of competency. Moreover, the system of Taiwan TrainQuali System (TTQS) was presented as a successful example in application of competency.

According to Shabir, (2014) that Library and information centers are service oriented institutions. They provide various types of services to the reading community. To provide the services effectively and efficiently LIS professionals have to have certain competencies. These competencies always changing as the role of the person changes. The cause for this change is technological development, social change, the paper also discusses about i) information discovery tools, ii) Library networks, iii) online information servies, iv) Repacking and Consolidation, v) Record management and vi) knowledge management. Muthu M (2014) opines that a cluster of related

abilities commitments knowledge and skills that enable a person to act effectively in a job situation. Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations recent technological advancements have provided that opportunities to LIS professionals to learn communicate and enhance their professional skills. The study discusses the professional skills and competencies necessary for LIS professionals and slow tells how these can be acquired and developed to services in an ever changing environment and to meet the future challenges.

Sonia Mileva (2015) discusses about the new occupations, capabilities and future expertise requirements for the tourism area in Europe has a specific significance. It has been raised at EU level, propelling distinctive activities, for example, ESCO – European arrangement connecting skills competences, capabilities and occupations. From the opposite side, employers are progressively worried with what workers know, understand and can do by and by, as opposed to concentrating on formal capabilities, degrees and certificates. Furthermore, there is a developing understanding of the significance of transversal skills and competences, for example, correspondence, capacity to learn, and a feeling of activity and imagination. Public and private business administrations react to this pattern by step by step transforming from an occupation-centered way to deal with a skills and ability situated approach. Some employment administrations have consequently started to supplement their current word related groupings with skills records. In the meantime, education and training frameworks are moving far from input approaches – portraying learning with input components, for example, the time spent on learning and where the learning happens. This mutual

concentrate on abilities gives a chance to connect the communication crevice between the universes of education and work. It will expand the pertinence and responsiveness of education and training arrangement and to enhance coordinating of free market activity on work markets.

Today, employers are progressively worried with what LIS Professionals know, comprehend and can do practically speaking, as opposed to concentrating on formal capabilities and degrees. Moreover, there is a developing comprehension of the significance of transversal skills and capabilities, for example, communication, capacity to learn and a feeling of activity and creativeness. Transversal skills are pertinent to a wide scope of occupations and divisions, regularly alluded to as center skills, fundamental skills or soft skills, the foundation for the self-awareness of a man. Transversal skills and capabilities are the building obstructs for the improvement of the "hard" skills and abilities required to prevail in the Job advertise. Cross-division skills and abilities are important for at least two sectors yet not really connected in an extensive variety of occupations and areas. As per the ESCO approach, cross-sectoral skills are identified with considering, language, use of knowledge, social association, attitudes and qualities (ESCO 2014). Cross-sector skills and capabilities can be exchanged starting with one occupation then onto the next, therefore empowering word related versatility. They can be utilized as a part of various comparative occupations and sectors yet may require extra training to be utilized as a part of another employment or potentially workplace.

2.4 Leadership

Depree (1989) describes Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately, in its practice. Bailey (1993) says Leadership, in one of its aspects, is the art of cutting into [the] chaos [caused by a messy and complicated reality] and imposing a simplified definition on the situation, that is, making people act as if the simplified picture were the reality. …Leadership is a form of cultivating ignorance, of stopping doubts, and stifling questions. Thomas Teal (1998) writes "The managers people name with admiration are always the ones who delegate their authority, make subordinates feel powerful and capable, and draw from them so much creativity and such a feeling of responsibility that their behavior changes forever." Fullan defines Leadership, is not mobilizing others to solve problems we already know how to solve, but to help them confront problems that have never yet been successfully addressed. Sergiovanni (2001) opines authentic leaders anchor their practices in ideas, values and commitments, exhibit distinctive qualities of style and substance, and can be trusted to be morally diligent in advancing the enterprises they lead. Authentic leaders, in other words, display character, and character is the defining characteristic of authentic leadership.

Purdue (2001) says the theory of transactional leadership, like that of social capital, places trust, embodied in social transactions, at the center of its model and stresses the importance of social networks. Leadership in social networks involves maintaining a flow of transactions within the constituency.

Greenleaf's (2001) way to deal with leadership consists visioning and practicality. In his words the worker pioneer should constantly inhabit two levels in this present reality concerned, dependable, successful, esteem situated and furthermore isolates from that world "riding above it seeing today's events and seeing oneself deeply involved in today's events, in the perspective of a long sweep of history and projected into the indefinite future. Such a split enables one to better foresee the unforeseeable." leadership is about interpreting and making sense or meaning of the experiences of organisational life. Voluntary sector leadership is a career not for the faint of heart or mind. Prasad Kaipa et al. (2002) study throws light on the role of soft skills development in the entrepreneurial success. They categorized important soft skills as leadership, decision-making, conflict resolution, negotiation, communication, creativity and presentation skills, and observed that soft skills are essential for entrepreneurial success and maximizing human capital in any enterprise. The important observations of the study can be summarised as: ignoring or failing to pay adequate attention to soft skills development will impede entrepreneurial success; the soft skills are key factors that make or break a company; soft skills are critical to all facets of the venture; they can provide great energy and cohesion for the members of and enterprise and thus, provide a way to get the highest return on the investment in terms of human capital; while professional skills may open the door of opportunity, soft skills keep an entrepreneur in the driver's seat; conversational skills and dealing with conflict are found to be the critical skills for building good entrepreneurial teams. The study also found that very few executives are good in dealing with conflict in teams.

Thompson (2004) says Leadership, the exercise of social power (and often attendant economic and political power), is fundamentally a moral endeavor. There is an inescapable moral dimension to the exercise of power, whether or not it is formally acknowledged. Effective leaders are able to engage with others in building, by example and constructive effort, an environment within which individuals and groups are free and encouraged to discern and actualize the right and the good in fulfillment of shared goals, values and purpose. McCauley & Van Velsor (2005) define leadership as the collective activities of organizational members to accomplish the tasks of setting direction, building commitment, and creating alignment. Akbar Ali (2012) discusses about the definition of leadership and the role of Organizations in understanding the fundamentals of leadership before making decisions about their leadership. Leaders are not created overnight. Becoming an effective leader involves considerable time and effort to hone the necessary skills and abilities. Training is considered as a key to develop leaders, however understanding the concept of leadership is vital for leader's development. The aim of this paper is to study the in-depth context of leadership and its significance in organization effectiveness. Concept of paradigm shift has emphasized that volunteers administrator must serve as a focal point for leadership. A comprehensive review of current literature is used to develop the ground for this paper. This paper significantly contributes towards the literature of leadership by conceptualized role and effectiveness of leadership in organizations

Skinner (2014) provides a brief history of library leadership training in the U.S. context.2 The report is based on data gathered and analyzed in a

cross---sector review conducted from November 2013---February 2014 under the Institute for Museum and Library Services (IMLS) funded planning project: "The Nexus Project: Spanning Boundaries to Transform Library Leadership"(http://www.educopia.org/research/nexus).This review included literature (publications and whitepapers), web---based resources, a targeted survey with library leadership training programs, and interviews with key thought leaders in library leadership training. The dataset documents the spectrum of offerings that have served four major library communities—academic, public, special, and archival—between 1998 and 2013. In the report on leadership training 21st century library leader by Katherine and Karabbenhoeff (2014) throws the light on the history of library leadership training in the US between November 2013 and Feb 2014. Under the institute for museum and library services lot of literature has been taken into consideration for library leadership programs, interview with leaders in library leadership training has given the ideas as what to be offered in the training.

2.5 Soft skills

Luria (1997) argue that, in skill development that involves the educational mission of the college as opposed to a more specific task training such as the type of skill development that is durable and more likely to contribute to sustained employment and productivity. All of them agree to the point that soft /interpersonal skills contribute to the organisational productivity and often act as the differentiating tool in the competitive business environment. Research by Robert J. Bowles on motivation of integrating technical and soft skills on a workforce development program. Informal

observations of students in courses that explicitly feature skill integration seem to indicate increased student motivation. The study is among the technology students of Middlesex Community College, Massachusetts. The purpose of the study aimed to prepare students to succeed 66 investigates the effect of student

The soft skills include many different attributes and characteristics, such as adaptability (Plamondon et al., 2000), proper communication (Mallet-Hammer, 2005), and working with others (Conference Board of Canada, 2000). Many of the broad soft skills contain a range of descriptive elements and several taxonomies have been created. For example, adaptability, includes handling emergencies in crisis situations, handling work stress, solving problems creatively, learning work tasks, technologies, and procedures, dealing with uncertain and unpredictable work situations, demonstrating interpersonal adaptability, demonstrating cultural adaptability, and demonstrating physically oriented adaptability (Plamandon et al., 2000). Communication includes reading comprehension as well as oral and written attributes (Conference Board of Canada, 2000). General competencies have been articulated as:

1) Resources (being able to manage time, spending, and people),

2) Information (apprehending and comprehending),

3) Interpersonal (working with and for well with others),

4) Systems (improving the organizational technological performance), and

5) Technology (self-managing technology skills),

. Soft skills hold a high priority for employment across the geo-political barriers (SCANS, 2000) (Commonwealth of Australia, 2009; UK Commission for Employment and Skills, 2009; Griesel & Parker, 2009; SCANS, 2000).

Hager, Garrick and Crowley (2000) identified teamwork, communication and planning and organising as prominent amongst the critical skills for performance. Building and construction workers who are incorporating soft skills into their work practices are be compared legitimately to the workers in knowledge industries. This research was conducted with strategic partnership with industry research and training, the University of Technology, Sydney and the New South Wales department of public works and services .The three-year project provided the research team an opportunity to investigate the industry in several phases. This research project identified significant progress in the development of various skills as a workplace reform in the building and construction industry. The findings were derived mainly from interviews with employees of large companies that are undertaking major projects. David Finegold and Alexis Spencer (2008) Notabartolo Opines that Communication skills are equally vital to effective operation within knowledge-based manufacturing enterprises. In their survey of 10 organizations in the hi-tech, pharmaceutical, and medical devices sectors, the Irish Expert Group on Future Skill Needs (2003, v) found that communication skills in those areas were of "ever-increasing importance in the workplace," but that such "soft" skills were more difficult to train. Employee flexibility as a soft-skills asset runs prominently through the human resources (HR) literature, with discussion of businesses' need to be more flexible in light of the ever shifting consumer market.

Haskel J etal (2003) attempted to answer three questions: First, do more productive establishments employ a more skilled workforce? Secondly, if so, which skills matter for productivity? And the last, how much of the variation in productivity is associated with variation in skills? The researchers find that there is enormous interest in these questions at a number of levels. The data were collected with four main considerations. Firstly, data on skills and productivity at the plant level; secondly, since productivity is likely to be determined by a host of unobserved factors, a panel tried to control at least to some degree for these; thirdly, to frame a number of measures of skills. In particular, whilst qualifications have often been used as a formal skill measure, it has been argued that more informal skills (attitude, time keeping etc.) are just as important to company productivity. Usual measures such as work experience, years of education or test-scores, fail to capture the so-called „soft skills". Fourth, average productivity inside an establishment is also likely to depend not just on its average skill level but also the organisation of its human capital, so distribution of the workforce skills are concluded as important.

Katerina Ananiadoua etal (2004) review the literature on the impact of workplace basic skills training on individuals, as measured by their effects on wages and employment probability. In addition, we also examine studies on the returns to individuals of general training at the workplace. On the whole, the evidence suggests that better numeracy and literacy skills have a strong positive effect on individuals' earnings and employment stability, even when other relevant factors, such as qualifications levels, are taken into account. There is also good evidence to suggest that general training provided at the

workplace has a positive impact on individuals' wages, particularly when this training is employer provided rather than off the job. However, the literature also suggests that improvement of basic skills levels in adults has very small or even no positive effects on wages and employment probability. They further discuss the implications of these findings on the formation of government policy on basic skills provision. They also propose that there is a real need for more research in this area, not only in terms of longitudinal quantitative studies tracking the effects of basic skills programmes on firms and individuals but also in terms of detailed case studies focusing on specific training programmes and their impact at the level of the individual and firm.

"Soft skills are those skills required in all lines of employment, as opposed to particular disciplinary, or specialized, skills of a profession" (Robinson, 2006). P. Arocena, Imanol Núñez, Mikel Villanueva (2007) analyse the effect of promoting workers' employability on labor productivity. To this end, they adapt a simple efficiency-wage model that includes the employer's decision on the provision of opportunities for enhancing workers' employment prospects in a context of job insecurity. They show that (i) by facilitating workers' employability, the firm increases its labor productivity; and (ii) the higher the job uncertainty the higher the productivity gains due to the increase in employability. One of the advantages of our model is that it is simply enough to allow them to formulate two testable hypotheses, namely (i) the increase of jobs' potential to enhance workers' employability results in higher level of workers' effort, and (ii) the provision of employability is more profitable for small and medium enterprises (SMEs) than for large firms. More precisely, SMEs should obtain higher effort levels from employees by

fostering workers' employability than large firms. They also provide some evidence supporting these hypotheses from a highly representative sample of Spanish manufacturing firms (Arocena, 2007).

Bernd Schulz (2008) surveys importance of soft skills in students' lives both at college and after college. It discusses how soft skills complement hard skills, which are the technical requirements of a job the student is trained to do. The paper exhorts educators to take special responsibility regarding soft skills, because during students' university time, educators have major influence on the development of their students' soft skills. Embedding the training of soft skills into hard skills courses is a very effective and efficient method of achieving both an attractive way of teaching a particular content and an enhancement of soft skills. Soft skills fulfil an important role in shaping an individual's personality. It is of high importance for every student to acquire adequate skills beyond academic or technical knowledge. Adaptability, including the utilization of feedback and study and drawing in all sentiments, runs as an inseparable unit with flexibility (Trilling & Fadel, 2009).

Interpersonal skills. Interpersonal skills, as defined by Heimler (2010), incorporates the necessary skills that allow an individual to work with others, which include customer service, negotiation, and dealing with diversity of cultures and views. The importance of interpersonal skills on the job is emphasized in the selection of top management as well as lower level employees. Klein (2009) found that interpersonal skills were strongly correlated with higher levels of job complexity, and therefore, concluded that organization representative must demonstrate satisfactory level of

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interpersonal skills to meet customers' needs. Heimler also concluded that students, faculty, and human resource managers agreed that interpersonal skills are important for job recruitment. However, Heimler pinpointed the disparity in perspectives; unlike faculty and human resource managers, graduate saw no necessity for additional training in interpersonal skills.

When businesses come to college career fairs looking to hire, they are in fact looking for a broad set of skills that include not only strong technical expertise but also "soft skills" in candidates (Doyle, 2011). In 2011, the US Association of Public and Land-grant Universities (APLU) took on the question of identifying soft skill (employability) priorities for new graduates in Agriculture and Natural Resources related disciplines. Their work began from a question that Universities may not preparing students with the basic soft skills needed for entry level employment. As the a National organization located in Washington, DC, with 221 member institutions (encompassing public, land-grand and state universities) and over 3.5 million undergraduate students (Fink, 2011; APLU, 2007-2011), the APLU is uniquely situated to bring people together to address the question. For the 2011 APLU National Academic Programs Summit, led by committee Chair, Dr. Josef Broder (University of Georgia), the theme was "Creating Change: Reforming Curricula for a 21st Century Education." (http://www.aplu.org/page.aspx?pid=1992 for Summit information). The Summit goal is to "focus on curricular reform with respect to what we teach. While our colleges are well-regarded for their teaching of the disciplines and technical skills, employers often take our institutions (and higher education as

a whole) to task for not preparing students with transferable skills beyond the disciplines"

Mr. Robert Dalton and Ms. Laura Fielitz (graduate and undergraduate students, respectively, at Michigan State University)(2011). Presents the survey findings at the APLU Summit in Indianapolis, IN (Crawford et al., 2011a). Utilizing a cluster analysis procedure of soft skills recognized in the writing, the CASS group sorted out the skills into seven clusters, with seven engaging attributes each. A need positioning framework was utilized for study respondents to rank the clusters and after that the expressive qualities inside each cluster. The constrained positioning framework pushed respondents to give a positioning, of most to slightest critical, as opposed to having the capacity to rank all or large portions of the skills similarly. Responses were received from 31 Universities across the US. The 8124 responses included: 2699 students, 898 faculty, 4266 alum, and 291 employers. Value perceptions of the soft skills created a basis for beginning the conversation at the APS-APLU Summit. Communication, Decision-Making and Self-Management were the top three skill clusters, as ranked by the employers, and Leadership was ranked 7th (Crawford et al., 2011a). It was noted at the Summit that while the rankings help to identify high priority which skills could be focused on at the University level for education and training, all of the soft skills are important.

Sonia Mileva (2015) in her article discusses about the new occupations, abilities and future aptitude requirements for the tourism part in Europe. It has been raised at EU level, propelling diverse activities, for example, ESCO –European classification connecting skills capabilities,

capabilities and occupations. From the opposite side, employers are progressively worried with what workers know, comprehend and can do by and by, as opposed to concentrating on formal capabilities, degrees and authentications. Furthermore, there is a developing comprehension of the significance of transversal skills and capabilities, for example, communication, capacity to learn, and a feeling of activity and imagination. Public and private business administrations react to this pattern by bit by bit transforming from an occupation-centered way to deal with a skills competence approach. Some employment services have thus begun to complement their existing occupational classifications with skills lists. At the same time, education and training systems are moving away from input approaches – describing learning with input factors such as the time spent on learning and where the learning takes place. This shared focus on skills provides an opportunity to bridge the communication gap between the worlds of education and employment. It will help to increase the relevance and responsiveness of education and training provision and to improve matching of supply and demand on labor markets.

More than 75% of employers surveyed said that soft skills were as important as – or more important than – technical skills in securing entry-level employment. National surveys of employers reflect similar views, showing that in many cases soft skills are even more important than technical skills. Research on predicting the future career success of students supports employers' opinions that some soft skills are a better predictor of adult success (salaries, graduation rates, home ownership) than technical skills (Pritchard, 2015).

There Are Key Differences among Industry Sectors in Desired Soft Skills Employers in all three sectors analyzed (healthcare, manufacturing, and office occupations) listed communication as a priority skill. However, in manufacturing, written communication appears to be less of a priority compared to the other industry sectors. Other notable differences include the following sector priorities:

• Manufacturing – teamwork, problem solving, and reliability;

• Healthcare – customer service skills and positive attitudes;

• Professional services – teamwork, professionalism, and organizational skills.

Soft skills refer to a broad set of skills, competencies, behaviors, attitudes, and personal qualities that enable people to effectively navigate their environment, work well with others, perform well, and achieve their goals. These skills are broadly applicable and complement other skills such as technical, vocational, and academic skills. There are five critical skills most likely to increase odds of success across all outcomes and which employers expect employees to have: social skills; communication; and higher-order thinking skills (including problem solving, critical thinking, and decision-making); supported by the intrapersonal skills of self-control and positive self-concept (LauraH.Lippman, 2015).

It also throws light In particular, there are several priority areas   that would contribute to a better understanding   of the relationship between soft skills and workforce success. These areas for research include:

1) How soft skills lead to workforce outcomes (understanding the causal mechanisms);

2) How soft skills, independently and together, relate to academic and technical skills, and how they might be integrated into general and technical education;

3) How individual factors such as gender and socioeconomic status, and contextual factors such as industry and job sector, culture, regional differences, and the   presence of conflict, all influence the importance of specific soft skills for workforce success;

4) How soft skills can be improved specifically among youth and   young adults, and developed across earlier   life stages; and

5) How soft skills can be measured using common definitions and scales, and included along with workforce outcomes in longitudinal studies and program evaluations for youth across cultures, genders, and regions of the world, and how might they be augmented with objective measures and Information and Communication Technology (ICT) platforms.

Kim stack Washor (2015) in his dissertation made the observations about the growing concern that recent college graduates do not possess the necessary soft-skills to transition into entry level positions seamlessly. Educators are asked by employers and policy makers to provide instruction which would develop student skills in both the "hard" (academic and technical) and "soft" (personality traits and habits) skills required to be workplace-ready. The study was designed to understand the degree to which

internships enhance student soft-skill development, specifically in the areas of communication, teamwork, initiative, and, analytical thinking. Further to above points pre-post retrospective surveys were administered to students and one to corresponding supervisors to measure change in soft-skill development has been done during a 13 week semester as a direct result from participating in an internship. 278 students (88%) and 287 supervisors (91%) consented to participate in the study and completed all of the items on the survey regarding soft-skill development. The analysis of all soft-skill development items suggest that there are patterns among student and supervisor pre and post responses. Students and supervisors reported gains across all soft-skill development scales at the conclusion of the internship. Findings suggest that participating in an internship contributes to student soft-skill development.

Local employers believe the lack of prerequisite soft skills is inhibiting the graduates from a local community college from securing employment (Williams, 2015). The rationale of this phenomenological study was to investigate the perceptions of students and employers related to the soft skills needed to be successful in future employment. The theoretical framework was based on Mezirow's transformational and Daloz's mentorship theories. Individual face-to-face, semi structured interviews were used to gather data from 12 business and computer students and 7 employers (N=19) who were selected using purposeful random sampling. The typewritten transcripts of participants' responses were imported in MAXQDA 11, then were open coded and analyzed for emergent themes. According to emergent findings among these 19 participants, for entry-level jobs, communication was the most important and the most lacking soft skill. The recommendations informed the

creation of a mandatory 3-day professional development training program, which was developed to help students enhance their soft skills before entering their future careers. This study directly affects positive social change by enhancing the quality of soft skills for future employees who enter the local work force.

Pat Crawford, Robert Dalton (2016) in his article describes the costs of education, class sizes, and competition in a post-recession work force grow, universities will explore the ways in which students may graduate with high opportunities for employment in their chosen field. Students in the Built Environment (B.E.) are graduating from accredited programs, but what skills beyond technical understanding do employers wish to have in their entry level employees? A survey of 8124 respondents of employers, alum, faculty and students allowed these stakeholders to rank order seven soft skills and seven characteristics within each soft skill. This study explores the ways in which the B.E. field ranks the skills and characteristics in comparison to seven other professional fields. The B.E. respondents rank order the soft skills as: communication, decision-making, self-management, experiences, teamwork, professionalism, and leadership. Utilizing ordinal regression, it was found that B.E. respondent's rank creative solutions, applying technology, cross disciplinary and international experiences as more important than other fields. Many of the differences are attributed to the need for those in the built environment to think creatively and work collaboratively. The findings can inform educational curriculum to match soft skill training with the professional path of their students.

Soft skills are a collection of people management skills, important to many professions and job positions, including academic librarianship (Miriam L. Matteson, 2016). Yet the concept of soft skills lacks definition, scope, instrumentation, and systematic education and training. The literature review explores the definition of soft skills; contrasts skills with related concepts, such as personality traits, attitudes, beliefs, and values; and compares a set of soft skill typologies. We discuss a number of conceptual issues associated with soft skills and suggest several lines of research to help clarify and strengthen librarians' understanding of and development of soft skills.

2.6 Conclusion

The literature review reveals that there are very limited studies made in the context of capacity building with reference to Library and Information Services. However there is ample literature contributed in other context by and large, competencies required for all the service sectors are also applicable to Library and Information Services hence the related literature covering fields is reviewed

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3.1 Introduction

"Building capacity dissolves differences. It irons our inequalities"

– A P J Abdul Kalam

The ability of human to perform the given task is known as capacity and it varies from individual to individual depending upon the role and environment in which one is placed. Human capacities are ever growing along with the time and the experience which he or she gets from the routine work. We can also say that it's a self-promoting activity of individuals. In the organisational level these capacities distributed over the roles and the tasks one is responsible. Hence the organisation always keep a tab on the individuals' performance through their supervisor and always keen to know the level of capacity one is having based on the observation, feedback and the performance of the individual the organisation carry the capacity building programs for the enhancing the capacity of their employees thus allowing them to elevate from present level to the next level. In the professional scenario the employees who are professionally excellent but lac in some of the areas which are not in their radius. The emergence of corporate work culture and the customer centric society demands the need of certain capacities which are very much essential for the professionals to acquire in this fast changing society.one can observe the changes especially in the service sector, the customer is a king. If you are not treating your client properly someone else will take the opportunity and over take your business. This will not stop here it goes word of mouth and it may spoil your business too. To maintain the good will and the trust of the customers the service sector always conducts the

capacity building activities to their employees. This is in turn helps the employees to gain the self-confidence and boost their productivity. One can see the results in the form of customer delight.

3.2 Capacity Building

Capacity Building is an organised improvement of knowledge, administration, aptitudes, and different capacities of an individual, organization, community or nation through obtaining, motivating forces, technology, as well as training. Building human and social capital is intrinsic to critical community asset since it influences and increases the effect of community investment resources by reinforcing nearby accomplice associations, advancing independence, and improving the probability of project achievement. Numerous different specialists and investigators now acknowledge that the extent of capacity issues goes past the typical training and technical support path. The general feeling of the term from this point of view is one of the capacity to convey or instrument better. The spot light here is on capacity as management problem-solving – the methods - as a major aspect of an attempt to improve developments and achievement - the ends. A more grounded operational method for evaluating and administering capacity issues is to identify that the approach of capacities can give an essential sorting out idea. Effective capacity building creates a win-win situation for both the organisation as well as nearby partners by producing comprehensive procedures that limits trust and enhance commitment and healthy relationships (International Finance Corporation, 2014). For some organizations, capacity building is their exit and continuous approach moved into one. Capacity building requires cautious arranging to identify the correct group and build the

appropriate skills at the right moment of time. Illustrations advocate that capacity-building drives influence more compelling when they are apprehended as a continuous vital duty (International Finance Corporation, 2014). Capacity building is one of the slightest accepted however generally vital facet of progressing work. There is a dimension of district capacity-building mediations that organisations can choose to back as and when the need arises, context, and desired outcomes.

Capacity building is performed for a variety of different objectives. Commonly, divided into two; 1) technical capacity building 2) general capacity building. Technical capacity building is done for tending to a particular issue concerning an organisation's exercises. Capacity building in Technical scenario would not typically   be proposed to include an organisation in a major procedure of progress, and would be inconvincible to embrace the vision, values, culture, or other core components of that organisation. It is often executed in setting with the project particular or program with which an association is included.

General capacity building, on the contrary, is catered to help associations build up their own particular capacity to accomplish their core capacities, and to pave towards their own central goal. This sort of capacity advancement can be moderate, complex and unstopping, and can require comprehensive consideration on an organization's culture, qualities and vision. A definitive objective of such work is to enhance the organizations through progress, execution and its capacity to adjust inside an evolving setting. This kind of capacity building is not restricted to quick viable needs.

The two sorts of capacity building is at times explained as the contrast between capacity building as a necessary chore and capacity building as an end in itself. The table underneath presents that capacity building can have a dimension of various purposes, contingent upon the unique situation (Smith, 2010).

	Capacity building as means	Capacity building as process	Capacity building as closures
Capacity building in the associations limits	Strengthen association to perform determined exercises	Procedure of reflection, initiative, motivation, adjustment and scan for more prominent cognizance between NGO mission, structure and exercises	Strengthen association to survive and satisfy its central goal as characterized by the association
Capacity building in common society	Fortify capacity of essential partners to actualize characterized exercises	Cultivating correspondence: procedures of argument, relationship building, struggle determination and enhanced capacity of society to manage contrast	Reinforce capacity of essential partners to take an interest in political and financial field as indicated by targets characterized by them

(African Journals Online, 2010)

It covers an extensive variety of issues, including activities to fortify and additionally create HR, frameworks or arrangements of organisation inside a group or association. It also covers the advancement of soft skills, Leadership skills at various levels and in various segments of society. Fruitful capacity building lays a strong reason for more viable services and exercises. It firmly backs the improvement of information and comprehension.

3.3 Process of Capacity Building

Capacity building is a charismatic action that is usually component of a more extensive formative or change process. As a consequence it is crucial to arrange well in advance which phase will necessary to be taken, or in which order. Research has not shown any particular layout or scheme or bundle of resolutions which is ensured to prevail with regards to building capacity and enhancing execution. Late research by the European Center for Development Policy Management has analyzed the components that boost it, how it varies from one situation to another, and why endeavors to create capacity have been more fortunate in some circumstances than in others (Blokland.M.W, 2010).

Capacity contains the aggregate of the abilities of a group, establishment or chain of organisation; the capacity of the group or establishment to learn and adjust, and the performance of the association in proclaiming good research and having an influence on protocols and practice. Poor execution is frequently credited to a shortfall of capacity. This generally guides to description of technical what's more, resource deficiencies, for example, excessively few staff, lack of equipment, and outdated systems and procedures. (Blokland.M.W, 2010)The ECDPM research urges partners to look past the fundamental administrative frameworks, capacities and call attention to different elements that drive association and framework conduct. It distinguishes the following five main capacities which empower an association to perform and survive.

1. To do technical, service commitment and operational tasks**:**

   Essential operations counselled at the execution of commanded objectives

2. To balance concordance and distinction:

   Energize development and security, oversee multifaceted nature, and balance capability mix.

3. To attract resources and support:

   Resource compilation, legitimacy, network building

4. To confer, relate and possess**:**

   Empowerment, encouragement, assurance and the administration of relationships

5. To adapt and self-renew:

   Learning, strategising, alteration, change management

Effective capacity building has to be clear on what sorts of capabilities, mindfulness, and abilities should be generated. The United Nations Development Program's grouping of two general sorts of capacities, "technical," "functional", and "behavioral," correlate to awareness and attitudes are "crosscutting" capacities that are appropriate across assorted stages and are not combined with one particular sector or theme. The management capacities required to work out, put into action, and audit procedures, projects, and programs. Since the attention is on "completing things," the key significance for any fruitful capacity improvement. These capacities are the ones that organizations are well on the way to target behavioral capacities need to do with social moves and changes in state of mind. An essential segment of capacity building, mainly in a many collaborators setting, is bringing issues to light keeping in mind the end goal to influence changes in the attitudes, methods, and practices of people, crews, and establishments. These progressions incorporate banding together, building

collusions, and connecting in novel or distinct ways. Behavioral capacity building can also precise changes in procedure direction, strategies, and institutional culture

Needs and expanding on existing capacities

Deliberately performed needs evaluations are crucial to preference setting and scheme outline and are fundamental if the capacity building projects are to emulate the proper conditions and needs of heir.

Being clear about the goals

There is a requirement for a reasonable grasping of the aims of capacity building amongst suppliers and recipients. Most importantly, any capacity building project ought to make an unmistakable expansion to accomplishing practical advancement, whatever the concentration of the program Using a ample variety of capacity building avenues An extensive variety of methodologies is accessible to build capacities, including formal education, training, capacity building ventures, systems administration and others. Such approach will firmly relies on upon the particular objective to be accomplished. A training workshop more often than not can go similarly as collaborating human capacities at an alertness boosting level. In the event that particularly outlined, training may likewise prevail with regards to building expository capacity.

Focus on the perfect individuals to build a critical amount

Capacity building exercises of universal associations many times put strong ascertained on training key players in government, for example, senior authorities that precisely take results. This can lead to a circumstances where a genuinely constrained group of individuals, who normally as of now accepted

a comparatively quality education, is included in a wide range of capacity building exercises. While senior authority are doubtlessly an important destination group, more stress needs to be put on building the capacities of different group in the public eye

Making the training-of-trainers approach work

One approach much of the time advanced for duplication is the preparation of-mentors mode, implying that trainings offered by universal offices concentrate on preparing a littler gathering of professionals, who then are equipped with the latest information and ready to prepare others in their nation. Utilizing this approach, two issues need to be addressed with at most care starting from the beginning:

3.4 Services, activities and types of capacity building

There are many methodologies for giving capacity building services, which include;

a) Giving access to archives of information and

b) Publications

c) Trainings

d) Consultation

e) Coordinating alliances

These services offered through different types of capacity building activities. However, it does include many of the types of capacity building in nonprofits.

3.5 Competencies

Competencies points to a series of functions needed by a definite work and the essential capacities to play out those errands in light of fixed model. Competencies comprises, personal traits, motivation skills and knowledge based approach (International Review of Administrative Sciences, 2010). Learning skills and knowledge are inadequate in the event that they are not connected in genuine work. They are "figured know-hows and understanding". In view of the position and responsibility of people and cluster inside an association, abilities can be universal or particular, fundamental or progressed. Competencies cite to the personal and cumulative expertise recommended to accomplish tasks. Competencies are characterized practically speaking concurring to the requirements of respective units. With respect to training models that are separated from genuine work settings, capabilities should be characterized inside the work settings.

3.6 Steps for implementing the competencies-based training program

The structure provides the systematic concept towards the competencies based training program (Abels, 2003).

1. Characterize tasks and exercise that employees are habitual to execute. Partners need to recognize, code and blend main objectives and functions, competency units and components, performance criteria, the scope of use and the confirmation of project summary execution and knowledge. This procedure unites a few partners (workers, bosses, administrators, institutions

that provide training surrounded by others) to give enter in characterizing fundamental capabilities.

2. Assimilate competencies to figure out duties and responsibilities of staff. This procedure intends to create maps of competencies that distinguish parts, actions and crew of competencies. After the framework is made, educational necessities and objectives can be characterized.

3. Define the training modules. Since the skills based approach joins execution and training, educational objectives begin with the pre identified competencies. Syllabus what's more, courses ought to help students secure the units of competence.

4. Assess. The competency-based model is result-oriented. Surveying whether competencies have been gained requires calibrating whether knowledge and skills are enforced adequately in the work environment. This evaluation depends on certain bench mark that the participant knows well in advance. Both the evaluator and learner should be perceptive of the prerequisites of various tasks and what should be shown to demonstrate competency. The assessment surveys skills for particular skills that are almost easy to perform and simple to watch.

Skills happens to be one of the integrated components for professionals information literacy which is comprehensive and lifelong learning process results in generating the skills among the professionals it comprises of wide dimensions such as leadership skills, which is helpful for handling the generated information authoritatively and systematically. Managerial skills for properly managing the information which is flowing from various sources

and channels and which is in various format listening skills; for patiently listening to the quarries of the reader and provide them with the information which they are in need of it. Soft skills are also essential for welcoming the clients and making them feel at home so that they openly share their requirements, the impact of courteous ness and humbleness makes the client to have a trust on you (LIS professionals). And that client will be ambassador for your library, your services as a Library professional. By doing so LIS professionals can achieve customer delight and visibility in the organisation. The quality of the library is determined by the value added services it provides and the commitment and reliability and the skills of the LIS professionals

To acquire above skills there are set of defined trainings which are part and parcel of other service sectors like hospitality industry, Tourism industry, Hotel industry. Training and development the name itself says all. It's a part of human resource department. Training and development or the Learning and development focuses on the

3.7 Description of skill and competency

A group of related talent, engagement, knowledge and skills that empower a man to act viably in a job or responsibility. Competencies reveal plenty of knowledge and skills that empower somebody to act in a wide assortment of position. Since each level has its own prerequisites competences can happen in any time of individual's life or at any phase of his or her Job.

In Literature skill and competency have been utilized reciprocally however it is exceptionally much vital to categorize both. Skill is functional capacity, a facility in completing an activity though, competency is frequently

characterized as the basic facet and intellectual capacity that oversee how an individual connect with the world. Competency empowers entity to collectively confer emphatically to their associations and the library profession. Skill is visible in the task which are carried out by someone, competencies are covered up inside the individual however impacts how he utilizes his aptitudes (Clarkson 130). Larsen likewise portrayed abilities as "Joined theoretical knowledge and practical experience which makes person to be competent and responsible to make the right choices in the day by day working condition". Therefore, competencies are the personal attributes, and technical knowledge that add to an individual's achievement specifically position, while skill is the ability obtained by a man through training to effectively entire a specific job. Supporting the development of organisation, the capacity building programme concentrates on four areas a) leadership b) Communication c) Team building d) soft skills

3.7.1. Leadership

Effective leadership must join "an ethical reason with an ability to be communitarian and to advance joint effort between teammates, by means of teamwork and by going beyond the limits of support in leadership and decision making." (Harris, 2001).Therefore the work of leadership as used within the definition of leadership capacity - implies complementary, extreme learning together in group. Cooperation is fundamental to taking care of issues and working cooperatively. Determination proposes values, spotlight, and impulse. Learning is commonly making importance and knowledge. Group is the crucial habitat for experiencing mutual and persistent learning.

To ensure the success of a service organization, leaders must have skills and potentiality to mold service structure and guide employees to deliver the service experience. Still one has to see a set of leadership expertise required for service sector—let alone those needed for the Service Sector. Providing new managers is not the solution it's better to train the existing manager with the competencies they need to flourish in their careers. To approach this matter, a survey of managers to examine the leadership competencies required for general managers of service sector. Service sector has the classic characteristics of other types of service sector, meaning that managers are guiding staff members in relatively low-skilled jobs to fulfill clients' requirements.

Leadership comprises of "an impulse, skill, feature aspect of one's self-image or social role, or body of knowledge" which are a vital part of each leader and are utilized as a part of day today undertakings. (Kate Walsh, 2015). A leadership competency framework summarizes the knowledge, skills, and attitude required to be adequate in a leadership position. Strong leadership is important in all sectors, but nowhere is leadership more critical than in service organizations, where the leader influences college's choice and motivation, configure the distribution process, and drives overall quality.3 Indeed, to the point that leaders are more inclined on service quality, and provide employees with behaviorally based feedback on their performance, employees are more successful in delivering a service that is perceived by customers to be of high quality. 4. Leaders are essential in creating a service environment which is targeted on setting high standards and expectations of performance, and designing the service performance with their own practice

(Kate Walsh, 2015). The importance of leader's role in a service sector's success features the need to understand which specific leadership competencies are crucial.

3.7.1.1 Leadership factors

- Budgetary administration – understanding the standards of arranging and planning in scholarly libraries

- Risk management – understanding the focal points and hindrances of any activity or choice and having the capacity to successfully assess both to assist any resolution made

- Project management – arranging, sorting out and overseeing resource to effectively attaining definite project goals within a fixed turnaround time

- Leadership – influencing and inspiring others to tackle for perfection; able to shape up to a diversified working/learning styles, situations and authoritative societies and to lead change inside the association

- Assessment and Evaluation – understanding the concepts and strategies for service, resource and venture assessment and assessment of results

- HR administration – understanding the proposition of effective crew proceeding and human resource development

- Partnerships & Collaborations – understanding the logic and approach for promoting association and associations with partners and significant groups

- Services and collateral advancement – seeing how to evaluate the requirement for and to arrange and execute new services as well as resources in light of present and foreseen needs (CARL, 2010).

3.7.1.2 Leadership in Library Professionals

In the Library and information centers, the Librarian should inspire the fellow team members as well as other personnel and the users. He should inspire them to utilize the library and library services effectively. He should set adequate proposals & practices and the fellow collogue will take the entire endeavor to accomplish the goals. The participant model is very much relevant in the library since the readers are highly inspired. The user's ideas & suggestions are given much importance in order to obtain the aims. They distribute the responsibility with superior. It provides strength to the library by enhancing moral belief of readers which are high and favorable. So, the word "participate model" suggests that every individual ought to engage in and it is democratic model. It is a model which involves mental and emotional involvement. Hence, participate model is very suitable for the library.

Librarians needing to climb the profession stepping stool need to build up their leadership skills and capacities. Leadership master characterizes leadership as the activation of others and self to accomplish objectives. He additionally characterizes "transformational leadership" as the capacity to raise and change the objectives of supporters. In their 1985 book, Leaders: The Strategies for Taking Charge, Warren Bennis and Burt Nanus additionally recognized four qualities generally found in transformative pioneers. In her investigation of library leaders, Brooke E. Sheldon affirmed that these four

qualities every now and again show up in library pioneers (Burns, 1978). These qualities are

    a) Vision

    b) Communication

    c) Trustworthiness

    d) Positive Self-Regard

3.7.2 Communication

The Librarians require interpersonal skills when leading, administering, intervening, empowering and facilitating the users. In this way the librarians makes an environment of open correspondence and an atmosphere of common trust and collaboration. This can be seen from the pointers conveys successfully utilizing verbal techniques e.g. (volume, pace, articulation) and non-verbal techniques (gesture, appearance, position) Encourages powerful correspondence by tuning in summarizing also, by getting some information about both substance and inclusion. It shows individual contribution and excitement with person users and cluster of users

To provide effective and quality service to the clients' librarian should have good communication skills, for which one should Communicate openly, directly, clearly, and respectfully with client and colleagues. To be effective communicator one should shows undivided attention abilities with clients and associates. Active listening provides multiple avenues to focus on solutions, rather than problems (CARL, 2010).

3.7.2.1 Communication Skills

- Versatility, elasticity, and excitement for advanced skills and knowledge

- Communication and advocacy – effectively bringing out the priority of libraries to their management, to their intended interest groups/electorates, and propelling the estimations of the library profession

- Negotiation – working with others to touch base at commonly adequate /beneficial solutions

- Decision making– settling on very much educated choices in a way that is insightful of the suggestions; focusing on behaviors even when confronted with ambiguity concerning to satisfy organizational objectives

- Problem solving – recognizing issues, deciding applicability and precision of accompanying information, and utilizing practical insight to concoct arrangements; acquiring the intelligence to handle and clear up the friction/ disagreements in constructive ways

- Change management –able to handle the responsibility completely even with vagueness; receptiveness to change and adjustment of work propensities /behavior to distinctive conditions

- Initiative –the ability to recognize issues and to create and execute answers for address the concerns

- Innovation – implementing the idea with the end goal of contriving answers for issues, and planning novel approach/mechanisms when

settled ones do not meet the requirements or they are not holds good for the contemporary scenario

- Collaboration – working with diverse troops, within as well as out of the library, in quest of common objectives and with a valuation for differing points of view; taking the library's story into the group

- Writing skills – adapting credible award proposals or reports

   Marketing – advertising the ability, services, compilation, what's more, offices of the library to a varied clientele and presenting the defense to managements for the library as an imperative foundation in the research activity and for academic and education

- Mentoring – contributing useful consultation and assessment to new individuals from the calling to help them achieve accomplishment in the field and in their new positions

- Presentation skills – aptitude to convey before a crowd of people – with or without innovation (CARL, 2010).

3.7.3 Team Building

Merely assembling a few people together and afterward trusting that those individuals by one means or another figure out how to cooperate cannot form teams. Teams are best when painstakingly outlined. The objectives ought to be intended to be "Brilliant (Specific, Measurable, Attainable, Related and Time-driven)." Hearing the team members and incorporate contribution from fellow associates of the organization when crafting and wording these objectives. Objectives may be, for instance, "to deliver a venture report that incorporates a venture proposal, time frame and funds to flourish and assessment a through representative execution administration framework

inside the coming year." Note down e down these objectives for prospective communication and discuss with all colleagues. Worker execution administration framework inside the coming year." Note down e down these objectives Team building activities and exercises benefit, build integrity in teamwork community and enhanced group dynamics. They are regularly testing and require arranging to fix the problem, coordination and confidence. Applying them will absolutely make difference.

Teamwork is an efficient way of producing prosperity at work or in the management. It supports in boosting the productivity, effectiveness and efficiency of work as well as the performance of organizations as a whole. Organizations prefer a team form of working in conducting its activities as well as achieving its goals and objectives. Some of these activities, goals and objectives are; gaining cutthroat advantage in the market, providing excellent services to customers, boosting the productivity of employees as well as the individual, stimulating expectation and a zeal of cooperation among members, eliminating tribalism among employers and employees, improving relationship (that is between management and employees, employees and other employees, employees and customers), enhancing individuals' creativity in handling and resolving conflict, facilitating good decision making and implementation among members.

Collaboration is a basic piece of working environment achievement. Cooperating to set up the smooth accomplishment of tasks. Every team part has a particular part to play in fulfilling undertakings on the given responsibility. The credit goes to each team members who have well-coordinated in accomplishing the task. For others it looks that the achievement

is done by a single person but behind the success of every organisation there is strong team work involved which is always working toward the common targets of the management. Suitable outlining coordination and cooperation are the key success factors of team effort In this fast changing world time is money and the competitive employers are in search of individuals who not just know how to cooperate with other people. At the point when everybody in the working environment cooperates to carryout objectives, everyone bring about more.

The strength to fill in as key member of a group is a standout amongst the most essential skills in today's corporate world. Employers are searching for employees who has the capacity to contribute their own particular thoughts, additionally need individuals who can work with fellow team members to constitute and develop projects and plans (Edwin C. Thomas. M. Ed., 2005).

Teamwork comprises of achieving connections and working with other coworkers using a numerous of vital skills

- Adding to bunches with thoughts, proposals, and exertion

- Working cooperatively

- Communication (both giving and receiving)

- Awareness of responsibility

- Healthy appreciation for distinct notion, customs, and personal preferences

- Capacity to take an interest in cooperative choice making

3.7.4 Customer Service

Today's society is customer centric and customer is king in this competitive dynamic world satisfying the customer is one of the biggest challenges. For this Dynamic organizations as of now perceive the need to separate their items on par with their rivals. In any case, in numerous aggressive markets, the recognizing highlight between organizations is that the how one gives the nature of service, or how representatives connect with clients to fulfill their necessities.

The major success of Customer service is in

1. Employee Satisfaction and Retention: Organizational frameworks and bolster systems empower workers to complete their given tasks well. Staff members are contented with their occupations; they turn out to be more profitable and more averse to leave the organization.

2. Consumer loyalty: Clients see an incentive in the services offered by fit, experienced, and passionate workers.

3. Client Loyalty: Clients are so satisfied with the esteem and nature of service that they select a company over its opponents. They give continues business and give referrals. Rapport establishes between the client and the management as the time passes.

4. Business Success: Benefit, piece of the overall market, and different measures of triumph increase, thanks to delighted, steadfast clients. Fruitful business have more resources to reinvest in the association, which transcend to more noteworthy employee pride and retention (Paul Bernthal, 2000).

Apart from knowing library collection and the services one should know how to route them to the clients. Customer service is key to the success of information centers. Greet all customers politely, pleasantly with the eye contact so that they should feel that one is listening to them. Maintain friendliness with the customers so that one can dig out for more specific information to serve them. Customers should feel that their quarries are given high priority.

3.7.5 Soft Skills

Lots of changes are happening across all the professions. These changes can be identified in the areas like technology, customer service, identifying the needs of the clients, providing the quality services to the client and handling the clients. To keep one self-ready for tacking the above changes every one has to master the required soft skills. These skills can be acquired by undergoing the planned and programmed these training mediations address reasonable ICT skills, curing gaps in existing skill sets, and giving future-situated skills. Re-dynamic and 'fill-the-gaps' soft skills training are a basic piece at work preparing philosophy. The prime concentration is on the genuine skills required to successfully deal with the procedure of venture development into the following stages. Work related skills preparing intercessions take after two primary models: the workshop-based model and the venture based model. Choosing which model is proper relies on upon the consequences of Training Needs Assessments, and the land nearness of members from various undertakings. At whatever point conceivable, the training happens in the real workplace. On location training addresses skills and abilities and learning improvement in the technical and institutional setting of a particular venture.

On the off chance that this is impractical, then the setting is, however much as could be expected, custom fitted to copy this condition.

Particular undertakings that people are relied upon to perform in their professional circumstances are tended to. This approach brings about more effective execution of the recently procured skills and knowledge in the working environment. Workshop-based trainings focus on specific ICT skills and knowledge, and include on-site follow-up to ensure effective on-site implementation of newly acquired or enhanced skills and knowledge (iicd.org, 2009). Some of the essential soft skill development training programmes can be listed as below (Parashar, 2015).

Listening skills

The LIS professionals must have great listening abilities as he/she needs to communicate with various set of clients constantly. By attentively tuning in to clients' he/she can distinguish the correct necessity and afterward arrange for the deserved service as per the requirement

Communications skills

Great communication abilities additionally require perspective individuals, fearlessness. One can accomplish parcel and take care of issues as well. Command on dialect mainly English and also territorial one will upgrade the communication.

Writing skills

Strong writing skills comes from habit and persistence. The emphasis of writing daily is that to create a new habit. Reading daily papers magazines journals websites and books can enhance composing skills. And librarians are

the most privileged ones they have the access to all the experts which are necessary for improvement of their writing skills.

The librarians are some of the time made a request to submit/help in composing business proposal, research proposal, project report, which needs good written skills. Today there are numerous library professionals who are committing to assorted publications even in-house or even by blogging for sharing their involvement and serving users.

Presentation skills

Presentation skills are essential for librarian in accomplishing many tasks like report composing, library board of trustees meetings and even in day today work to present the information in the required format and desired style. It also helps librarians at conferences it is no longer worthy to murmur through a conference paper but instead librarians need to present their work in sure way making strong eye contact and clear with a solid voice. Librarians can improve their presentations skills with some great training with practice. It not only asserts the personal abilities additionally from library introduction by method for its embellishment, client's aides, and library atmosphere.

Interpersonal skills

Librarians have to attend to all levels of individuals like administrators, users, fellow team mates in library, sales man etc. To attend everyone in legitimate way requires interpersonal aptitudes. When you work in big establishment, it is most essential to assemble affinity with all divisions, which helps in directing the library and catering improved services to everybody.

Public relations

One needs to utilize PR successfully to draw attention of users in libraries through discrete means. It additionally bonds with clients and sellers as well. Additionally offers capacity to work with other departments

Customer service

Client is library user and to fulfill his information needs is serving the client. The librarians are constantly giving consideration to their clients and giving services through CAS, SDI or other customized services. The customer service affirms the consumer loyalty, which ensures that reader will dependably return to library

Negotiating skills

These abilities are required on special events, for example, taking care of mass procuring, specific databases membership with dealers and so on. Additionally a few circumstances in sensitive circumstances like library board of trustees' gatherings or bypassing inappropriate claims from bossy users etc.

3.8 Changing scenario of library and librarians

The fundamental part of the librarian has not changed. Notwithstanding the particular position, the librarian's focal reason is to influence information seekers to move closer to the information sources. (CARL, 2010). This objective continues as before either the individual is creating metadata, addressing the query at a reference work area, instructing a course, or developing another electronic administration. Nature inside which librarians execute their center mission, notwithstanding, has changed drastically. Studies reveled that handing far from conventional publishing

settings over in favor of developing group confirmed discussions to disseminate information and research discoveries. Students arrive to the library with their information looking for propensities and systems as of now composed, and with involvement in a host of off late information sources and new technologies. Transformative technologies and the behaviors they instigate have completely changed the production and circulation of scholarly journals, information and other research accomplishments. Researchers are accommodating the ways they educate and the ways they handle research to another and changing digital information environment (CARL, 2010). The library is always tested to remain an indispensable piece of this changing environment. The important part is to meet the test is to guarantee that librarians' parts move to achieve emerging needs. New areas of excellence are flourishing as are new chances to give novel, value-added services for the readers and researchers in the knowledge society. Across the globe, librarians and libraries are rethinking the part of the custodian inside the association.

3.9 Conclusion

Human capacities varies from person to person and they are always changing in nature human nature always craves for the change in one's personal and professional life. These changes can be attained by increasing one's capacities. Some are self-identified and some are identified by the superiors or the organisation. Depending upon the business requirements organisation goes for the building the capacities of their employees. In two types of capacity building both are equally important and these capacity building programs change the life style of individual.

Capacity building programme concentrates on a) leadership b) Communication c) Team building d) soft skills are dynamic in nature and they keep on changing as when the role of an individual changes and these programs always supports to create the visibility of person in the organisation. In the fast changing service sector everything is important starting from the client to the time if one's consideration redirects from the any of the perspectives individuals are waiting to grab the opportunity. Likewise in library environment which is also a part of service sector has to follow the frame work of the similar service sectors, like banking sector, hospitality sector, tourism industry.

Willingness to learn and infectious zeal and enthusiasm are very necessary on the part of lecturers but those qualities cannot be included through preaching. There should be training programs particularly for library and information science experts to enhance their leadership skills, managerial skills, communication skills, soft skills, since library is a service oriented organisation and the librarian is a service provider with the above skill sets he can deliver the services very effectively and efficiently and this helps him to achieve the customer delight.

An efficient and legitimately controlled library fills in as an important guide in the conservation of knowledge and thoughts. The library, in this way, plays variety of activities, by way making a difference to the readers with reading material, reference books, and periodicals, by giving countless bibliographical tools and upcoming literature on each and every subject for faculties and researchers additionally by keeping up an effective reference and information benefit. For these exercises Library professionals are trained in

the acquisition, association, recovery, and spread of information. Presently days the varied and complicated services of a modern library scenario needs to be composed and controlled by a man of competence also, skill, who has a sound information of the devices and methods of library profession. The library professionals' part will keep on including choice of reasonable assets, giving access to such assets, offering direction and help to users in deciphering assets, and saving both the medium and the information contained in that.

Most Leadership abilities can be gotten and rehearsed at any level of an association. By the by, on the off chance that you plan to look for a leadership position, formal initiative positions could give a lift to your resume. As said above, NMRT gives numerous open doors. You can likewise look for advisory group meetings with your present boss by volunteering or by educating your director of your enthusiasm for board of trustees work. Like most open doors, you will pick up from leadership positions what you put into them. To completely create vision, correspondence, reliability, and positive self-respect, you should hone these abilities. Bennis and Nanus show us that figuring out how to lead is "a profoundly human process." Reading and perception will give you the hypotheses, yet just experience and application will permit you to create leadership abilities.

Leadership skills create a niche for the librarian in the workplace and collectively serve as a variable in organizational success. It is established in the estimations of librarianship and library benefit. It is focused on improve the library's projects and administrations. Leadership is a central component in the strategic and operational practices and success of librarianship. Leadership in libraries can never again be pushed aside and disregarded; it must be

conveyed to the middle of everyone's attention, and treated with a capital. With solid, element, and visionary leadership, libraries are sure to float forward into the bright future. Also the Library leadership develops connections and shared duty regarding satisfying the library's main goal and understanding the vision of future achievement.

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4.1 Introduction

"As each generation comes into the world devoid of knowledge, its first duty is to obtain possession of the stores already amassed. It must overtake its predecessors before it can pass by them" – Horace Mann

In 1970 the ideas of information, 'information revolution', 'and information age 'and 'information society' were profusely used in LIS literature. Alvin Toffler's works presented the complexities and capabilities of Agricultural society, Industrial society as well as, then just blooming Information society. Futurists were of the opinion that information had the ability to change the society into an idealistic culture, where ailments would be wiped out and anti-conception medication would be widespread (Masuda, 1980). In addition to other things, professionals and technicians would develop as preeminent social class, supplanting business and modern business visionaries (Dizard, 1982)

In the 19th century, John Shaw Bellings, Surgon General Office Library stated about the geometric movement in the development of medicinal literature (Billings, 1965). After the Second World War, there was much discourse on the phenomena of 'information explosion'. One of the earliest advocates who promoted the concept of information revolution was Fritz Machlup. As an economist Machlup showed his keen interest in understanding the monopoly of competition in a free society. He was of the firm belief that Research and Development (Research and development) is firmly connected with education and great training is a pre-condition to quality research. Hence he had to inquire into the educational system of all levels to discover how the country created the knowledge – not only in simply logical

and technical information, but also in schools, colleges and at graduate studies (Machlup, 1962).

Technological innovations have an influential role in the society. The leaps forward in information handling, stockpiling, and re-transmission control have precede the utilization of information and communication technologies taking all things together the regions of life. Aptitudes and qualities like rational, memory, and correspondence, were once thought to be novel to people, are presently outperformed by PCs. The diminishing costs, expanding preparing power and the enhancing system abilities among PC frameworks have prompted to believe that any one can get information from anywhere and everywhere.

4.2 Place of Information in the Society

Information explosion is all pervasive Bell (Bell, 1989) noted in his article that information and knowledge become the main key and productive resources in the postindustrial society, just as labour what's more, capital were focal resources of modern social orders. Free and fair utilization of information is decide how best in class a general public is as far as its introduction to information.

The predominant normal for a information society is the way of its economy. As right on time as the 1960's, the great management guru Peter Drucker (Drucker, 1969) noted that "knowledge has become the pillar of the contemporary economy", and there is move "from an economy of merchandise to knowledge economy". Others were of the firm opinion that post machanised society is defined by an administration economy, the accentuation on human administrations (education, wellbeing, social administrations) and competent

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assistance (computing, system analysis and scientific development). In an information society, the matchless quality of occupations is found in information work. Work that requests physical quality and manual expertness is slowly supplanted by more control of figures and content.

Twenty first century innovations and progression in the field of ICT have drastically changed the world and made impossible things possible. The speedy and remarkable advances have influenced the life in many ways and have motivated globalisation of knowledge, communication and expansion of media as a whole. Because of information systems that associate areas at different locations across the world, the concept of time and space has been blurred by the utilization of information technologies advancements making the world a global village. The increase in the trans-border data flows, the worldwide circulation of mass-intervened information, and the all-inclusive procedures of organizations are the results of IT and global village.

The relationship between the industrial society and post-industrial society or information society is that the machines have taken over by technologies related to communication processes. (Assessment, 2006), The production of commodities supplemented the significance of information. Hence the economy shifted from modern economy to knowledge economy. The world economy is changing as knowledge succeeds physical capital as the authority of present (as well as future) revenue. As knowledge becomes more crucial, so does higher education. The World Bank study (World Bank Study, 2013), 'Peril and Promise' highlights that, "in the knowledge based economy the menace of being rapidly left behind, if the skills and knowledge to participate are not adopted" if one want to transcend in the highly competitive

and ambitious world where trade considerations leading to an erosion of the goods and services.

The development of the knowledge based economy, is an economy in which generation, utilize and circulation of information and knowledge, which has given a further impetus to commercialization of the services, as captured by David (David, 1997) "the educational institutions are not only a creator of knowledge, a coach and mentor of youthful era and a transmitter of culture, additionally a noteworthy administrator for economic development; the knowledge manufacturing plant, so to speak at the focus of knowledge economy" (Cardozo., 2010). Library is an entire and always developing framework and has turned out to be more dynamic in the present situation. The advantage of priceless society has given more flexibility to accumulate human acumen efficiently for human progress. With this there is a lot of changes in the literary activates and the formation of value added information. Which are helpful in increasing the productivity of mankind. The library as an impetus for human development is fundamental (Akeroyd, 1991).Even though the libraries are playing important role in the growth of human intellect they have been asked a justification for the resources which are spent on the growth. At this juncture, libraries must portray the estimation of their administrations to financing experts, be public or private. These mandate have stressed on quantitative valuation to give solid proof about the degree of their incentive to the society. Furthermore, the advent of World Wide Web has provided the majority of the information online accessible on one's finger tips has also raised the question for funding for the library resources. Hence, the effective

working of libraries relies on upon exhibiting their core values in the ample sense and to their verity reading community.

4.3 Libraries in the Knowledge Society

Proliferation of information technology (IT) has demonstrated that computers exponential in power as years passes along with the decrease in the cost. This leads to the change in the curve which is the results in the revolution –this rebirth is made conceivable by Information and Communications Technologies. What one couldn't envision yesterday is a reality today, and this process never (Edwards, 2000).

The changing life style is changing in every dimensions of human being be it is economic, political and social. The framework of the twentieth century are being supplanted, and transformed for the new millennium. There are many reasons for the change and it is difficult to determine. But it is guess that it is probable to say that the quick development of correspondences, figuring and digital content is empowering the globalization of information generation; moving endeavor and innovativeness. This is nothing but a "knowledge driven economy", as characterized by the British government. The era and exploitation of knowledge has the imperative influence in the production of riches. It is not just about pushing back the prior knowledge; it is additionally about how viably one uses and exploits of a wide range of knowledge in every possible way of financial action "(United Kingdom department of trade and industry, 1999). Indeed, knowledge based items and administrations as of now created more than 60% of OECD nations' riches generation.Today, information & communication technologies, distributing, media and research are the quickest developing some portion of the worldwide

economy. The knowledge society requires more participative majority rule government and more grounded common society organizations - for if the primary resource is knowledge, then such values as openness, trust and authenticity are critically essential.

4.4 Libraries mobilise Information and Knowledge

Libraries play an important role in enhancing the estimation of human scholarly yields by giving access to them through proper channels. If the libraries were not exists the learned out puts were not been preserved and made available to the readers and these intellect outputs of no use (UNESCO, 2003). It is the mere presence of the libraries that hundreds of published and unpublished materials made available to the reading community and makes sure that they will be utilized properly for all kinds of needs (commercial, educational, cultural and recreational).

4.5 Libraries promote Continuous Advancement of Knowledge resources

Academic and research libraries were at low profile. Previous researches shown the libraries have given huge commitments to education. Users of foundations where library utilization for reasonably turned out to be prepared for the development of society and effective and efficient occupation than those without appropriate library. Libraries assumes the part for the advancement of proficiency, a basic segment of the development of scholarly capital of the society, an attribute which launches an expansive influence on an individual's ability to become economically strong and opens various avenue in the job market. Library services and programs are being utilized by variety of people ranging from children to the age old (Mcclure, 2000).

4.6 Libraries Enable Fostering of Economic Development

Financial advancement exertion is just any movement that raises genuine salaries, in this manner contributing new any desires for more extensive opportunity for individuals, groups, and enterprises. Since both the worldwide and national economies turn out to be significantly knowledge driven, particular knowledge has turned into the critical resource for further monetary improvement. Neighborhood organizations advantage incredibly in constrained routes from libraries, including investigating the new thoughts, knowledge and information.

In particularly, growing businesses, new companies, and private companies of numerous sorts are anticipated as relishing the most noteworthy help from library products and administrations. Without a doubt, nearness of libraries has been noted as a purpose behind a business' choice to migrate to a specific group. Concentrates additionally given the outcomes that business information resources were greatly significant with master help of expert library staff. As it were, information sources and the provider of those information sources are equally important, be that as it may, proficient administrations gave by librarians are depended by many to be significant conditions in finding, getting to and using information resources without bounds degree, particularly as to electronic resources. Further to this the study reveals that for any country to be powerful in the worldwide economy, its organizations of higher education must accomplish more than simply set up an educated workforce and extend information through research and grant. They should get included in neighborhood economic development (Matson, 1995).

Libraries in the associations have the ability to play indispensable part in affecting increment of financial improvement knowledge to the society. The primary physical articulations of economic knowledge augmentation benefits by higher organisation are economic improvement information centers (EDICs) (uneca, 2008). The kind of information gave in EDICs incorporates: general economic and industry-particular insights, economic estimates, exchange measurements, showcase studies, registration information, assess and administrative prerequisites, average cost for basic items and cost-of-working together information and data on general business practices, money related arranging, and worker advantages and remuneration. This helps not only in starting a business but also to entering foreign (Miele, 1995). Training in planning the basic business and management of the business can likewise be given. A library offers augmentation benefits as a major aspect of its service portfolio or build up an EDIC unit to concentrate on neighborhood financial improvement services.

4.7 Libraries enhance productivity of individuals and organizations.

There are many cost saving direct benefits are available from library services to people. These incorporate from getting materials as opposed to buying them; obtaining of book recordings and tapes, which spare substantial consumptions; and the use of periodicals and daily papers which result in monetary benefit. There is a binary nature to this firstly, clients spare the cost of securing these things all alone; and furthermore, numerous clients can deal with their lives subsequently of information acquired (McClure, 2000). Approach and access to the right information is a part and parcel of the efficiency of information professional, and subsequently the profitability and

great basic leadership of the associations utilizing them (uneca, 2008). For the independently employed knowledge worker, utilization of information centers make them more gainful on their responsibilities, particularly as they can have hands on involvement in job related training in the ranges of ICT and information literacy skills and great business practices (Keyes, 1995).

Libraries assume a vital part of social contribution as they serve the necessities of impeded populations, for example, poor people, the elderly, the physically impaired, the unemployed and those with learning handicap, since these groups to the least extent liable to have the way to get such assets as information sources, PCs and world wide web access (Charted Institute of library and information professionals, 2002). Libraries likewise serve as catalyst of social connection. In one of the reviews, a member stated: "we are brought closer to other members of community through the very act of resource sharing with counterparts" (Usherwood, 2002) For this reason, social incorporation with the plan of long lasting learning of many developed nations incorporate the setting up of new public libraries and expanded information and library arrangement for learners at all levels and of any age.

4.8 Libraries promote Group Information Service

For the majority of groups and associations, libraries serve as civic centers,, which help them in satisfying their civic duties by offering meeting space for community associations, helping with voter enrollment, and making government forms available. Since there is a lot of movement of public in the library premises, due to which libraries additionally catering as a posting place for proposed changes in nearby controls, and other local government orders. As a public center, the library acquaints clients with new frameworks of

getting things done amid shift programmes. Other programmes like story-telling, introduction to information technology education, and recreational activities are provided as a value addition. Esteemed in many spots is the accessibility of meeting spaces for voluntary groups, which speak to financial savings to them.

Libraries additionally serve the society by providing aid in finding answers numerous fundamental quarries: from finding jobs to where to find up-to-date health and legal information (uneca, 2008). These small informational help provided by the library can lead to important economic benefits and impacts (Afsar, 2002). Studies likewise found that society esteem their libraries as physical resources and a wellspring of social respect. Surely, libraries, particularly public and national libraries, are imperative turning points in numerous urban areas and different groups. It is also reflected in the survey that the presence of another library, or the redevelopment of a current one, positively affected on its prompt environment (Albanese, 2001).

4.9 Libraries Empower Democracy and E-Governance

Viability of citizen's activity is just conceivable when they know how to have the access to information of different types and they need to gain the skills to become responsible and informed team player in. Libraries offer both real and virtual platforms where residents can talk freely, have comparable thoughts and concerns, and seek after what they accept are to their greatest advantages. Finally, free discussions among learned citizens encourage common society; and common society advances the social capital required to accomplish shared objectives. Through this, libraries inhibit the lack of information and exchange of ideas which in a sealed society smothers

inventiveness, conceal the creative ability and makes a hindrance to social, financial and technical progress (Berger, 1991).

E-governance is about utilizing power of information technology to give better public administrations. The fundamental significance of an e-government plan include: building administrations for the betterment of society and which are useful for the citizens. Making government and its services more available to each and every individual, guaranteeing social incorporation and guaranteeing both side correspondence between the legislature and the general mass. Governments have always carried on libraries to gather and spread government information, however e-government includes new and esteemed measurements: the citizen enabling potential fortified by virtual access and the likelihood to consider governments responsible without physical showdown.

4.10 Digital Advantage Within and Among Nations

The digital gap exists inside countries and in addition amongst them, and the cures must be worldwide. Both libraries and librarians extends traditional contributions which will remain essential in knowledge society;

- Providing access

- Working in association

- Structuring information

- Preserving legacy and motivating trust

- Imparting abilities

Traditionally the access to the information is provided in the buildings which are situated around the academic institutions, offering the service to the users (IFLA , 2007). At present the libraries won't just involve introducing

columns of PCs with Internet access: client group has ended up technically knowledgeable and they can get to the material from where they live and work. Internet as a vital source of electronic information sources and services in gaining the all-time popularity. Arranging connections will continuously be about creating electronic information services, for example, Internet gateways and going about as a center man between content providers and far off clients. In the digital world there will at present be an interest for physical reports where readers not only access knowledge but can have the discussions, learn and support each other through information exchange. In less advantaged communities, the hover of knowledge society won't occur without free. Finding information skills may well develop as most imperative part. Information illiteracy will be the primary risk to achievement and social inclusion in the knowledge society. Helping society to wind up distinctly basic customers, certain learners and fulfilled makers of information is a vital undertaking.

Studies demonstrate that, exclusive certain class of society can acquire the hardware, software and connectivity expenses to take part in the information trade, including online business (Mcclure, 2000). The significance of having the hands on of the Web is however not restricted to individuals and organizations with optional wage, at this point libraries are set up to help connect the financial crevice alongside the technical gap. People who can't have the capacity to manage the cost of PC at home to numerous little and locally situated organizations, the library is well equipped with the computer hardware and technology including the access to Internet to help keep the appropriation of our general public into information "haves and have not's."

In the third world countries universal access is not practically implemented like western style as a great part of the mass can't bear the cost of individual access. To overcome this challenge focus has been given on giving access through group facilities like libraries and schools (Gamboa, 2001). In the information era, way to deal with it has a place nearby reasonable nourishment, education, and other essential necessities. This aspect has widened the interpretation of deficit to incorporate information starvation. All the more in this way, when it has turned out to be straightforward to the general population and countries who are not able to or will not take part whole heartedly in the new information economy will make sense of it the more hard to rise above of destitution. Similarly as today, books are a possibility for ordinary citizens to enhance themselves, in the information society; access to World Wide Web will be a course to better chance. How books are accessible openly from libraries, libraries ought to direct everybody to virtual world sans toll. In the information society this genuine chance for uniformity in getting to the information through libraries ought to remain.

4.11 Emergence of Knowledge Management

The Basic function of knowledge management is apprehend the knowledge. There are two types of information, which are essential to complete this task they are: explicit and implied. Explicit information is package, easily arranged, interchangeable, what's more, transferable. Tacit information, then again, is exclusive, specific to context, difficulty to describe and tough to communicate and transmit. Joining these two sorts of information utilizing formal and casual furnish the predicted results of knowledge management.

The area and blueprint of information administrations has dangerously changed in the course of the most recent decade. There is no compelling reason to leave the home or office to find and get to information now expediently and accessible expeditiously on-line by means of computerized gateways outfitted by a wide assortment of information suppliers (e.g. Libraries, electronic, distributors, business, associations, and people). Information is electronically accessible comprehensively across the globe scattered information storehouse. Information is no longer basically content and pictures. It is electronically in an extensive variety of configurations, a hefty portion of which are substantial, manifold and often integrated. The ready accessibility of information on the Internet, and its unlimited utilize, certainly presents librarians with an opportunity, not a risk. Gen X clients realize that they require help, which librarians can give. Librarians now confront troubles and complicity challenge because of patterns in information access. In the present tech time the library professionals need to advance themselves along with change in the information profession. Recently information masters need to function as e-information assets in which different expert affiliations are relied upon to plan procedures that prompt to create, oversee, keep up and benefit the information.

The key objective of library and information profession has dependably been to give access to information to the individuals who needs. The exercises achieving this objective have inferred and changed throughout the years. This incorporates – accessible technology, and need to an advancing information society. Information exercises have been guided by the improvements in the field of stockpiles, introduction and filing of knowledge,

collection development and association of information, information explosion and PCs in information recovery. Librarian and information professional required in information gathering, stockpiling, retrival and broadcasting on one hand and then again the tech masters who backs the library and informational professionals in this venture. For smooth establishment of digital library, it is curtail that LIS professionals are all trained and secure proper knowledge and skills in such manner.

The role of librarian has changed in the digital library era. It is, along these lines germane with respect to the librarian to secure new skills required for prospering and keeping up the digitized libraries. The library and information professionals are required to obtain such knowledge and skills as the library is one the exceptionally IT impacted service profession. The strengthening of library and information professionals with IT skills is targeted for giving services that are anticipated from the customers in the new environment.

Libraries are facing the major transformational changes because of the developments of information and communication technologies (unisa, 2008). The technological changes has claimed and made many current practices out of date in providing library services. The part of the library has dependably been to give the most ideal services to all benefactors, potentially at all circumstances. With rivalry from the World Wide Web, there is a sheer requirement for the librarians to give a 'cosmetic touch up' to their present standpoint and services. In the digital era, librarians, system people, and record directors must have the capacity to work with digital media as effortlessly as they have worked with paper. They should have the capacity to

help electronic resources, alongside the capacity to distinguish, select, get, clarify, sort out, reference, and save these digitised works.

The changeover from librarian to knowledge manager is ongoing process however; a significant glance at the heading that the information superhighway is taking research acknowledges the conditions of additional broader advances. As many trade practices move to the cyberspace, the usage of information will become unified with the systems and services. In this situation, information as a particular part or resource may not win anymore. To fine tune to these more pervasive developments, information professionals must hunt beyond current constraints and think as far as esteem expansion to their associations. At this moment, information can be utilized to lift aggressiveness and profitability.

Knowledge environment encourages the synergistic knowledge building, basic leadership and knowledge disclosure relying on the knowledge society. Knowledge management is the way toward changing over information and mental resources into withstanding esteem. It associates individuals with the information that they have to take proper action, when they require it. In the corporate environment, managing knowledge is considered key to achieving breakthrough competitive advantage. Information is power. The essential goal of libraries is to sort out and give access to information. This target will never show signs of change, despite the fact that the configuration and the strategies that are utilized can change drastically, giving new open doors and difficulties. Advanced education, grant, technology and financial matters, which are altogether interrelated, assume a vital part in comprehension the necessities of libraries.

4.12 Growing practice: Marketing of Library Services

Libraries are the heart of the any education establishment and are viewed as basic to educational and research attempts and have depended on institutional budgetary support for their holding on operations. The worthiness of the library is also being taken into account with ever changing 'globalization' and new eras of clients are making new requests on arranging the library services. Heads of libraries are contesting with numerous needs for financing on their campuses. They must figure out client requirements, arrange services, empower the accessible services, convey them productively and adequately and change over them into money related and other reinforcements.

Reduction in funds and the arrival of matured technology in the libraries have opened up the new roads for showcasing information product and services. In the event that the libraries neglect to snatch the moment, the commercial vendors will capture the same. Since the time is very much important for everyone, the reader do not mind shelling out for the paid services if the service is worth of its value and available at the right time with reasonable price. The marketing approach of the libraries needs 'systematic planning, designing, enforcement and evaluation with regular review.'

4.13 Libraries in the Service Framework

Much advance has been made in coordinating library services with growing (and increasingly digital and networked) research and learning environments. At times, however, this growth has been patchy, disintegrated, and sensitive. As libraries pursue to associate with an ever-changing information prospect, it is clear that a mutual perspective of how library

services should be standardised and materialised in these new ambience and contexts would transcend their efforts. Libraries have not been unproductive in the face of the changes re-organising their environments: in fact, much work is commenced and major progresses have already been accomplished. But these endeavors need a consolidated plan, a means for libraries, as an association, to collect the strands of individual projects and weave them into a cohesive whole. A framework of this kind would help in communicating cumulative aspects, assessing pace, and diagnosing important gaps. As the information prospect frequently transfers and changes, a scheme would spencer the layout and pursuit of adjustment, inter operable library systems that can communicate instantly to the requirements of libraries in serving their components. It will contribute a port of entry for institutions exterior to the library authority, and help them understand the important contacts between the services and those of libraries.

A service design is a tool for documenting a common view of library services in uncertain scenario; communicating it among libraries and others, and implementing it to best advantage in fulfilling library objectives. It is a means of direct attention and formulating meeting. It is not, however, a alternate for innovation and imagination. It does not provide the solutions, but promote the process by which solutions are sought and enforced.

4.14 Library service in promoting use of ICT

Librarians and librarianship have been substituted by the evolution and usage of Information and Communication Technologies (ICT).   The use of these technologies has exchanged the concept about approach and proprietorship. It has also swapped the conception about librarians'

commitment and authority. Library clients have likewise been stimulated by ICT (questia, 2007). Their knowhow with technology has enhanced their certainty of libraries and librarians. Today's clients still utilize librarians for various reasons:

- Example of media and sorts for information

- Absence of certainty in certainty information

- Essential to appraise information resources as per professional standards

- Increasing amount of information and constant information renovating

- Scattering of information in different electronic and printed materials

- Users' requirement for knowledge of distinct sorts of information resources and search techniques.

The academic and managing parts of librarians are more imperative than prior. Librarians need off late and modernised education to accomplish their role (questia, 2007).

4.15 Place of Librarians in an emerging Knowledge-Based Society:

Information and knowledge are posts separated. An information is not the same as the knowledge-based community. At the point when custodians of library agreement with information, they adapt to subjects, patterns, documents, and compilations. In a knowledge group, they manage client group also. Coordinated effort, basic considering, aspiration, splendor, and individual and group learning are characteristics of a knowledge society

(questia, 2007). Knowledge workers become profitable resources. Libraries and librarians are crucial in this knowledge environment (Materska, 2005)In the time of knowledge librarians deal with individuals since knowledge is developed out of the scholarly personalities of individuals. Hence it is required to switch a biased and intellectual knowledge into an equitable and practical one by building connections with community and learning and distributing knowledge.

4.16 Required Skills for Librarians in the Knowledge society

Competences of knowledge workers are branched into "professional abilities" and "individual aptitudes" by Fatahiyan (Fatahiyan, 2004).

Professional skills

- Functional capability

- Scientific learning

- Technological proficiency

- Information grant

- Cultural training

- Global presence

Personal skills

- Vision

- Imaginativeness

- Handling Risk

- Ownership and

- Public relations.

Bailey and Clarke clarify knowledge management as "the procedure of procurement, arrangement, filtration and changing of information to the

utilization or coordinating, programming and running projects." Knowledge management joins gathering information from exercises of an association and utilizing it in different exercises (Parirokh, 2003).A wide range of media, correspondence bearers and recovery abilities are utilized as a part of knowledge management, including proficient distributions, individual cognizance and associations, email, databases, and websites (Walzer, 1996). As a knowledge-based association, a library is a treasure of librarians' knowledge and association. It is difficult to satisfy knowledge management in a library without the help of librarians' and his involvement. Which needs skills in the formation, configuration, grouping, preservation, and broadcasting of information. Librarians must be outfitted with strategies of arranging information and ready to utilize different media for circling information. For example they should know how to utilization of email, site and chat interfaces to scatter their classified information to other fellow colleagues and build new knowledge by compiling disseminated knowledge. Require the awareness for supporting electronic instructive projects of academic institutions is other ability, which librarians need to gain. Considering exact points and clients, distinctive associations hold electronic instructive educational programs and need librarian's help with this respect (questia, 2007). Librarians ought to be acquainted with various sorts of information resources in every subject area and every format, so that they can evaluate different resources and guide specialists of various branches of knowledge. Further it incorporates using email and chat to transmit information to teammates. Capability in supporting electronic instructive projects is critical. Librarians should be accustomed with

information resources in every aspect and format to assess resources and guide experts in different subject areas (Materska, 2005).

Each one of these abilities will be just productive if a knowledge culture is confident in the library. In the event that librarians consider to the significance of knowledge and the fundamental of sharing and coursing it in the organisation, these skills will come convenient. These abilities can't be relied upon to redesign unless librarians welcome the energetic changes in their responsibilities that have showed up (questia, 2007). In such novel atmosphere those librarians who understand the significance of accomplishing and spreading knowledge in organisations and have an information based vision are luckier and helpful.

4.17 Conclusion

The world of information is ever growing. Information age is at the defining moment ever. The day has arrived when it is most vital to figure out how to get to, investigate, apply and assess such information. As conventional custodian of knowledge, it is essential for librarians to know about the ramifications of these progressions and create tech savvy and Interpersonal abilities, which will rise above them to make powerful utilization of information and to meet their associations changing information requirement. In the knowledge-based society the significance of knowledge is known and decisions are made and exercises executed on the bases of knowledge. In such a group librarians' part is to facilitate, control, and deal with the different formats of knowledge. Conventional practices and thinking not ready to address the issues of library clients in a knowledge community. Librarians require new skills to handle the knowledge-based environment. These are

bundled in knowledge management, information and ICT skills, logical and viable aptitudes, worldwide and social readiness, and ability to contribute to educational activities of different organizations.

Libraries are undergoing unprecedented modification, which is quickly challenging and common with moment. Survive with these changes in ways that highlight and relate the value of library services will be important task for library administrators and system builders. A service structure for libraries will help them in that task, giving them a chance to organize and express a steady view of library services, that will in turn back the development of library systems that are malleable and responsive to the coming up needs of changing research and learning climate.

4.18 References

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5.1 Introduction

"Everything comes to us that belongs to us if we create the capacity to receive it.   *-Rabindranath Tagore*

The present research study is exclusively based on the documentary sources and the personal observations. In some situations, discussion and interactions with the service sector leaders and experts were held the total outcome is due to enormous information which is scattered in different sources of information. There were many instances where the information showed indifference to provide the facts and figures. Numbers of attempts were made to take an appointment with the executives and managers of the selected service sectors like banking tourism hospitality and hotels they were reluctant to divulge the information. As a user of the services the researcher could visit some selected sectors and observe closely their activities to promote their respective services thus collected and recorded information was further cross checked by checking the websites and published brochures

It is also observed that there is not much work done in this aspect in library and information science But much talked about the relevance of LIS in all aspects of life. However a modest attempt is made by the researcher to work out on the basis of the study conducted on capacity building. These formulations are specific to the LIS as a service sector. Comparing to the kind of the services offered by hotels tourism and hospitality sectors to the existing Library and information services offered by libraries huge gap is clearly visible.

5.2 Observations listed by the researcher based on the study.

1. The study of overall improvement in the information environment where in different training for LIS professionals for the professional development becomes essential.
2. The vital initiation of capacity building is needed rapidly to the evolving environment.
3. Much relies on the individual's disposition and enthusiasm for securing aptitudes

4. Capacity building helps LIS professional to improve both personal and professional development.

5. To serve the information needs of an autonomous, dynamic, technologically matured and culturally diverse society capacity building is essential.

6. The focus of the service sector is stimulating people to relate with the universe of information which requires effective communication and interpersonal skills

7. LIS profession cherishes long lasting learning, personal fulfillments,

8. Improved decision making, knowledge evolution leads to know and understanding novelty, creativity, ingenuity and cultural continuity.

9. Proficient administrators and library supervisors require the learning and aptitude to configure, arrange, create, oversee and assess the convience of library and information administrations to meet the information needs of their customers.

10. With their professional education and experience librarians and information professionals can examinations, assess, compose and integrate information and to create programs that will enable their customers to obtain the proficiency crucial to productively seek, detect and utilize the information for their varied needs

The service sectors are flourishing in the knowledge society. Growing competition between the service sectors to gain importance or to create brand in ongoing process. LIS service sector has to seriously workout the strategy to impress upon the authorities to develop the capacity of the LIS professionals to compete with the other service sectors. The total mechanism has to be reorgsinsed to pick the best conventions and practices of the service sectors, particularly training and skill development in the service sector.

As the libraries continue to engage with ever shifting information landscape it is apparent that upgrading ones capacities is very much essential. The Expectations from library services are providing round the clock access to collections and availability to their users. The core value of LIS profession is commitment to access knowledge and preserving the records for future generations. LIS professionals in the 21st century must also have the skills in

strategic planning ability to communicate with wide variety of audiences. Success in improving the

LIS service quality depends heavily on involvement of LIS professionals. LIS professional's competencies must be up to date. Quality objectives and emphasis on continuous improvement and monitoring if the user satisfactions to provide the users requirements are fulfilled.

Important goals of LIS professionals are to provide users with a variety of quality services. In order to provide these tailored services one has to be equipped with effective communication skills. Interpersonal skills to maintain positive relationships communicate better resolve conflicts and build trust which helps in getting along with one another and helping exchanging the positive communication which in turn minimize the conflicts and influence others to be positive below listed training programs help the LIS professionals to upgrade themselves to compete on par with the other service sector professionals. These training programs are categorized into phase wise along with the levels;

     i.   Beginners,
    ii.   Intermediate
   iii.   Managerial

5.3 Suggested Training Programs for LIS Professionals

5.3.1Training Program on Communication Skills

First Stage

I-Introduction to Communication/ Verbal /Speaking Skills.

    a. What is communication?
    b. Significance of and Benefits of Effective Communication
    c. Procedure
    d. Impediments of Communication
    e. Critical Dos and Don'ts for impressive communication
    f. 7 Cs of Effective Communication
    g. Making the appropriate First impression

Second Stage

Verbal Conversation-Written techniques

a. Composing formal Emails, Documents and letters
b. Vocabulary
c. Phone protocols
d. Email protocols

Third Stage

Non Verbal Communication/relational aptitudes

a. Listening abilities
b. Hand expressions
c. Idiosyncrasies
d. Non-verbal communication
e. Self-Presentation

5.4 Training Modules on Communications Skills

5.4.1 Introductory communication skills Training

Effective Communications for beginners

Overview

The essential communication skills program covers the basics of interpersonal communications. It also shows how a mixed messages misunderstandings and misconceptions cost the organisations. By undergoing this training participants should have a clarity on good communication skills and how they help in improving their abilities

Objectives of the Training

a. To identify the common communication problems that are holding them back
b. To distinguish what their nonverbal messages are telling others
c. Listening effectively and compassionately
d. Handling the difficult situations calmly and methodically
e. Communicate with assertiveness

Outline of the Training

a. <u>Components of Positive Relationships</u>

Exploring the ways to build positive relationships with their colleagues

b. <u>Self-awareness</u>

Identify the qualities and shortcoming through exercise and through role play

c. <u>Road Block</u>

Creating the awareness to find the various factors of communication barriers and what they can do about them

d. <u>Asking questions and listening for answers</u>

It is a group activity which examines the questioning skills through an address and matches work out. Members likewise deal with their listening abilities by role play

e. <u>Body language</u>

This part shows the impact of participants' body language on the message. It teaches as instructions to embrace the positive language to enhance how their communication is accepted

f. <u>Self-image</u>

This unit throws the light on how the people determine form ones appearance. It ends up in the self-evaluation

g. <u>Assertiveness</u>

This unit makes the introspection of the participants and creates understanding of interacting each other and the uses. It is done through lectures, case studies and discussions. This segment investigates ways that members can enhance their personality and in this manner manage troublesome circumstances confidently and decidedly

Outcome of the training

1. Understanding the fundamental technique for building positive relationships
2. Realising the importance and concept of self-awareness
3. Identifying the hurdles for communication
4. Improving the questing and listening skills
5. Identifying the importance of Body language
6. Knowing about the personal appearance and surroundings affect, how people perceived

5.4.2 Communication skills training (for Intermediate level)

Interpersonal skills have long been identified as essential for professionals. Lack of communication skills among the professionals career has stalled, faltered or fallen apart. Some people of have the gift of great communication skills furthermore, some don't have. Few individuals conceived with it. The majority of them have polished and learned with slip-ups. Intelligent training will make sense of members' communication abilities, challenge investigate models of communication and talks about the precipitation and its effect on understanding. This likewise covers the body language tone of the voice, composed communication strategies.

Objectives of the Training

1. Illustrates why good communication abilities are vital
2. Recognise what makes such skills difficult to crack
3. Portray the models of and techniques for communication
4. See how predispositions and constrained discernment hinder with communication
5. Characterise nonverbal communication
6. Re words expressions to avoid unpalatability
7. Exhibit the capacity to proficient email messages that are clear yet gracious
8. Create a plan of action to enhance communication skills

Outline of the training

a. <u>Need and Purpose of communication</u>

The training begins with the need for communication. Participants identify their individual communication strengths and challenges

b. <u>Communication breakdown</u>

Sometimes communication breakdown occur since we are locked into our own perspective that we neglect to see different conceivable outcomes. There might be considerably more methods for understanding a circumstance that varies from our own. This section explore multiple point of views which gives different dimensions

c. <u>Verbal communication</u>

Verbal communication incorporates not exactly what we say but rather how we convey our comments. This part focuses how and why messages get misconstrued. It's an activity based section. The participants will take part in the exercise "Rephrasing for better relationships" Which teaches the participants as how to paraphrase a blunt phrase so that the message will be better acknowledged by the listeners. This also covers the volume vocal tones for the appropriate situations.

d. <u>Power of non-verbal communication</u>

Exploring the way how individuals communicate without articulating a word. It contains a simple workout. Members figure out how the body language, facial appearances apparel, reliability, individual space and touch impact how other see them

e. <u>Faulty impressions</u>

This segment delineates how fractional or unrevealed information can keep the viable communication, without trying to look all the more carefully or ask the correct inquiries. Individuals miss the chance to understand each other improper presumption without the knowledge or information leads to unhealthy relations

f. <u>Active listening</u>

This section throws the light how an in active listening leads to the poor communication. It takes patience empathy and attentiveness towards a meaningful communication.

g. <u>Art of writing</u>

Last part trains the participants how to write effectively which helps in communication. It helps participants to craft the email messages clear concise and worthy of readers time.

Training outcomes

1. Accommodate members with a thorough review of the communication procedure
2. Propose activities for enhancing listening aptitudes
3. Offer language to position questionable information
4. Provide the steps for crafting clear and courteous email message

The above training gives the exposure to communicating diplomatically, with poise and Finesse. Further it also trains the participants to understand "What to say how to say it.

Take away from the above training

Participants see how to take advantage of their communication qualities change in accordance with their shortcomings adequately utilise office communication instruments and handle crucial individuals.

5.4.3 Communication Training for Managers

Training Objectives are to;

1. Show the utilisation of open and close inquiries
2. Recognise one's behavioral style and its one of a kind difficulties
3. Portray a model of feedback imparting and listening
4. List strategies for managing diverse individuals
5. Arrange information in clear and brief way
6. Make visible introduction

7. Execute methods for differing vocal tones and non-verbal communication

8. Create methodologies for taking care of hecklers and spooks and different members

Outline of the program

a. <u>Communicating to impact and motivate</u>

The training starts with the discussion of what diplomacy and thoughtfulness are and why they are critical to rehearse and create

b. <u>Building personal credibility: Understanding the different communication models</u>

This segment focuses the internal to every member's close communication style. Members will figure out how to recognise their own particular behavioral styles the styles of their colleague and customers and how to change for better communication

c. <u>Be SMART: Goal setting for pinnacle achievement</u>

Assigning and defining reasonable and sensible objectives are basic abilities for managers and managers to have. This part investigates the segments of SMART goals and enables members to work on designating and relating goals and desires to the general population they deal with. It also stresses on creating representatives and prepping them for further opportunities

d. <u>Conveying performance Feedback</u>

Performance feedback need not just occur amid yearly surveys. It is a part of daily working rapport amongst manager and those they manage. This training part prepares for the investigation on giving both positive and negative feedback. Utilising contextual investigations and real time examples

e. <u>Model for better listening</u>

This part targets on the methods for better listening. Members will figure out how to concentrate on the speaker relate to what is being said break down the message and react. They will take part in a

few rounds of work on tuning in amid which they will pinpoint their greatest difficulties for extra core interest

f. Managing Challenges

Members create answers for adequately overseeing troublesome individuals and troublesome circumstances. From whiners to insignificant benefactors

g. Rephrasing for the better collaborations

It is not what you say but rather it is the means by which you say. It takes a few people years to learn. In this segment, members will figure out how to utilize language that it will be better in discussion and in composing.

h. Conducting impressive meetings

No one sits through the meeting that yields no results. A well-managed meeting is the sing of the great supervisor. This unit audits the significance of plans the mechanics of good meeting

i. Fear of open talking

Fear is the reason many individuals hate open talking this unit take a gander at the explanations behind anxiety and methods to beat it. Members will be given agenda for anticipating an ideal picture say farewell to "um","ah" and "you know"

j. Managing hacklers

It is in some cases said that there is one in each group a troublesome individual makes that employment of a moderator a test, best case scenario. Figuring out how to deal with those group of onlooker's individuals who would prefer not to be there is a basic expertise of top speakers this module investigates taking care of troublesome and testing circumstances.

Outcomes of the training

1. Clarifies what great communication looks and seems like.
2. Recognises communication styles and how to oversee a variety of individuals.

3. Gives the framework and the skills need to evidently communicate with direct reports.

4. Give a reasonable model to giving instructing and feedback on the performance.

5. Give clear direction for enhancing listening in and questing skills.

6. Propose strategies for adequately managing troublesome individuals.

7. Characterise the segments of well-run meeting and strategies for replicating reliable outcomes.

8. Offer coordinated training for enhancing presentation skills.

Takeaways from the Training

Toward the finish of the training program members will see how to take advantage of the strong communication skills, alter to oblige their shortcoming to give productive input better handle troublesome individuals, run meeting smoothly and aware of the basics of public speaking. One can also find how to communicate with influence.

5.5 Training Program on Leadership

Leadership Training programs for the LIS professionals who handle the team of fellow LIS Professionals. These training Programs will gives the opportunity to understand the team and assist everyone the managers and pioneers to create basic skills to impact and inspire co-workers to accomplish remarkable execution to fulfilling the organisational goals

Leadership Training Course Content
Leadership:

a. The Principles of Leadership
b. How individuals lead and impact others
c. Sorts of energy leaders possess
d. Strategies for creating power
e. Traits of compelling leaders

Motivation

   a. Standards of Motivation

   b. Motivation Techniques to use with your group

   c. Elements addicting Motivation

   d. Social Styles of leaders

   e. Your style and its effect on your leadership

   f. The behavioral style of others

   g. Comprehend the behavioral styles of people

   h. Measurements of decisiveness that influence your leadership style

   i. Style perception rules

Relationship Management

   a. Building beneficial associations with others

   b. Methods for impacting others

   c. Methods for building compatibility with various personalities

   d. The different styles of peace promotion and their applications in the workplace

Decision Making, Delegation and problem solving

   a. Decision making components

   b. Settling on decisions with certainty

   c. Delegation standards

   d. Demonstrated critical thinking approaches

   e. Normal pitfalls in compelling decision making

Performance Management

   a. Successful execution management

   b. Leader's responsibilities regarding assessing, reviling and directing staff

   c. Get ready for execution management talks

   d. Evaluating performance expectations objectively

   e. Reprimanding and counseling sessions

LIS Professionals along with assorted talent and training and who is adaptable will have the capacity to address the difficulties of future library and information science. A complete LIS professional who is competitive and

assertive who is cooperative and willing to go extra mile who is bound and harnessed with supervisory skills. In short, LIS professionals must show the interest in upgrading their competencies to withstand the transformations which are happening in ICT field.

5.6 Organising the Training Programs

The significance of soft skills in an organisation cannot be over-stressed. Soft skills are supporting abilities; they support people in their employment work, supplementing their insight and experience by making a platform to engage with individuals while handling the roles which they are assigned. Organisations knows the importance of the skilled people to enhance the performance of skilled professionals they organise the training of soft skills so that they can get more benefits. These training programs needs to be conducted from time to time based on the performance of the individual. While organisations are unquestionably putting resources to increase their staff's relationship building abilities, here are a few contributions for professionals and students who would like to initiate the process themselves.

In order to understand where soft skills fit within an organisation it is important to identify the gaps. This can be done at an individual and organisational level. One can start with the organisations mission and vision and analyse where changes are required in order to achieve strategic enhancement in the workforce. This is also a good point to consider the individual's career paths.

In corporate environment there is a dedicated learning and development department which takes care of these activities and they are the one who assess the participant's performance. The L&D wing designs the structure based on the roles which the individual perform. In an academic setup head of the department should take the lead in formulating the basic design of the training program by consulting the behavioral faculty.

In case of non-availability of in-house trainers one can consult the external trainer, who does the freelancing.

5.7 Duration of the training program

Usually these training programs are of half a day to three days maximum. The programs are designed in such a way that the professionals can handle their responsibilities along with attending the training programs. For the fresh professionals, these training programs can be conducted for the period of fifteen days.

5.8 Experts opinion for initiating regular capacity building programs

It has been repeatedly made to known from the published literature and the practices that are followed in the service sectors that the programs for capacity building is normally a regular feature. Considering the library as a social institution serving the needs of the people of all educational levels and occupations including the recreation and entertainment, the professionals working in the library are to be updated, refreshed with the techniques and skills. Taking note of what is happening in other service sectors becomes essential to work out the strategies and plans for such short term and long term capacity building programmes.

Therefore, an attempt is made to collect the opinion of the experts involved in the capacity building programmes of banking sectors. The Director, Head of the Department, expert trainers in leadership skills, behavioral skills were approached to share their experiences and offer their opinion in the context of levels of capacity building programmes, contents and coverage, mode of offering the training and outcome of the training. Some of the active experts were able to express their opinion for the meaningful planning of the capacity building programmes in library and information centers. All the experts to whom the researcher approached have expressed the importance of the training programmes. It is a limited understanding of what to do, how to do and what would be metrics for success in new task. Some may be gifted with an intuitive understanding of concepts still other may struggle with their appropriate application. Often the cost of experimentation impacts individuals and organisations significantly, hence structural learning

interventions provides a safe platform to examine one's depth of knowledge, skills and mindset and to try out new ways of applying new ideas and methods. Therefore, training is typically entails respective learning and doing to create new constraints and ways of engaging with a new or modified task, process and approach.

In a new working environment, the complex nature of job challenges to move away from text book, solution to apply learning to the emergent context. This is where attitude attributes of emotional intelligence, agility and openness to change become critical. The changing circumstances in the volatile and competitive environment it becomes imperative for the organisations to ensure that they may stay updated in the performance of the employees. Hence continuous training and learning is the mantra that would keep organisations to organise the capacity building programmes to enable the workers to perform well and move ahead in the race for growth. In fact training is a tool that facilitates fast forwarding translation of potential into performance with greater degree of success. It provides scope for knowledge transfer at an experiential level which in turn provides for near immediate results in its applications. Training adapts a learner centric approach. Need for training is to upgrade the knowledge levels of the participating professionals. An effective training initiatives will lead them to think of different alternates and other effective way of doing things.

Commenting on the possible contents and coverage of the training programmes the experts have opined that the emphasis be given to functional skill development and behavioural orientation. In general 'service' being the key word and hence the contents of the programmes should focus around 'service' and 'customers'. Further it should be kept in mind the internal customers and their cognitive abilities and their perception of satisfaction.

Coming to the mode of the training, the experts have stated that developing on the needs of the organisation level and content of training different methods of training can be deployed. This can vary from self-learning to web based content to virtual coaching to classroom workshops outbound and other experimental methods. Clarity of the objectives time and

cost considerations are some of the factors that influence the choice of methodology. Face to face classroom, webinar online programmes external workshops internal programmes long duration programs like game changers where some experienced consultants are included in making the capacity building program effective.

Training for sustained impact should be phased over from two weeks to three months in such a manner as to provide trainees with an opportunity to apply in real time the concepts comprehended in sessions. The trainer should shift the gears between training, mentoring, coaching and thus ensuring the trainees feel self-sufficient in their ability to adapt, adopt and implement what it takes to ensure customer satisfaction. In capacity building programmes training unlike teaching, adapts different methods of delivery. Teaching, as we know the majorly focus on lecture mode. This means that through lecture mode, the teacher aims only at delivering the knowledge to the participants, which means that there is no assurance that the learner has learnt and understood the concepts. Training on the other hand provides or aims at personalized attention to the learners. Training methodology or practice adapts different deliver styles such as role plays, activities, case studies, on the job training, video based learning, technology based learning, lectures, on the job training, outbound learning, gaming, group discussion or collective learning, coaching and mentoring, quizzes, demonstration, Q&A session etc. The above methodologies of learning has a definite edge over teaching, in terms of the recalling / retention capacity of the learner. Also, training methodology helps learners to acquire the requisite skills to perform a task, and enhances the learner's productivity.

The experts were also asked to give their candid opinion on the training outcome and their answers are summarized as follows,

Training outcomes, or the result of the training is very important, from the point of view of the Return over Investment (ROI). This is essential as there is a cost attached towards conducting training programs. The outcome of any training must be decided or planned at the preliminary stage itself, i.e., at the time of performing a Training Need Analysis (TNA). This means that we

need to arrive at what the learner is expected to understand by the end of the training.

To successfully arrive at the post training results or outcomes, a few criteria is worth noting. These are

1. Outcomes must be observable

2. Outcomes must be measurable

3.Outcomes must be clearly captured without any ambiguity, so as to assess any further gaps of the learner, not being addressed during the training session.

The above parameters could be better understood through an effective post training measurement. One such tool available to measure the training outcome is through "Kirkpatrick method"

This method includes 4 specific areas to measure the training outcome, as listed below.

1. Reactions – These are the learner's initial reaction and throughout the training session, his reactions, and involvement, and inquisitiveness to know more. In short we can say that what was the WOW factor achieved by the trainer, which was clearly visible, and observable all through the training session.

2. Behaviour – What are the observable change noticed in the behavioural aspects of the learner, while performing his tasks. This includes factors like passion, never say die attitude, and achieving uncompromising quality output.

3. Learner's knowledge and skill up gradation – What is the change in terms of the increase in the knowledge levels before and after the training, which enhances the learner's productivity which are observable, quantified at the workplace. Also the change in terms of performing a task in an alternate, cost

effective methods. In short the ability to think differently, innovatively, and creatively towards achieving the goal.

4. Results – What are the tangible, measurable change taken place in terms of the overall results, in the learner's respective functional areas, such as for example – production, sales targets etc.

The impact of functional skill training is readily assessed through tests of various kinds. These are usually visible and conspicuous through direct application on the job too. However, behavioral and attitudinal changes are not very amenable to assessment. While some participants walk away with a deep sense of awareness and allow themselves the freedom to test their newly gained knowledge and skills in the workshops, others may have just begun the process of reflection and exploring changes in mindset and therefore may not demonstrate visible change in orientation right away. For some others, the correlation between concepts and growing awareness of their own biases, blocks and strengths may occur much later, sometimes even years after the sessions.

By and large the important outcome of such programmes many help in developing better work culture, higher interpersonal relationship, skilled workforce, better efficiency and effectiveness, increased productivity, create better service impact.

5.9 Opinions of the benefactors

An attempt is made to interact with the beneficiaries of the short and long term empowerment and enrichment programmes in some of the service sectors. Researcher is being working in Manipal Academy of Banking and has ample opportunities to meet the trainees of different programmes to elicit their feelings and understanding. A brief summary of the opinions expressed by the trainees is presented in the following paragraphs.

In general trainees stated that they are fascinated by the total conducting of the trainings. The experienced and seasoned trainers (faculty) have made an everlasting impact on their minds. The kind of exposition,

narration of cases and illustrations with interesting anecdotes have touched their mind and heart and enabled them to digest the art of communicating and method of modest dealing with the customers in the work situation.

The intensive and informative courses have supplemented enormously the awareness about the successful performance in the practical work environment. The designed training modules and the timely forum discussions added to the needed strategic approaches behavioral skills and leadership qualities. Trainees have also overtaken by the outstanding delivery techniques of the trainers, coverage of the professional etiquettes application of guidelines and policies. Impressive organising skills and mentorship have collectively contributed for their capacity building. Majority of the trainees were unanimous in stating that the capacity building programmes are really valuable and more relevant to understand the contemporary context. There was no second opinion than accepting the significant advantage of capacity building training which is otherwise missed in their formal qualifying educational degrees. Their unique experience is that training courses beyond the professional education are a must to any successful service oriented organisations

5.10 Conclusion

The service sector is flourishing in leaps and bounds. They are going extra mile to satisfy the customer needs. Being the part of service sector it is inevitable for the LIS professionals to upgrade their skills and competencies as per the changing information landscape. Comparing to the kind of the services offered by hotels, tourism and hospitality sectors to the existing Library and information services it clearly shows that there is a need for Capacity Building which supports the current role of LIS professional along with the professional skills. Capacity building helps LIS professionals to improve both personal and professional development. The capacity building comprises of communication skills, Telephone etiquettes, Email etiquettes and interpersonal skills which includes listening skills, body language self-presentation mannerisms etc. These skills can be developed at the three phases starting from the beginner to the manager level. As a guardian of information one should have the

leadership qualities to manage the team of fellow LIS professionals as well as the other departments. The leadership training program helps LIS managers who are handling the team of LIS professionals. Learning and Development team in corporate setup takes care of end to end of these capacity building programs by organising the Trainings workshops time to time. But in academic setup the Head of the Department in consultation with the behavioral faculty has to design the program which is essential for their teams. In absence of the above facilities one can also consult the private players who are well-versed in these types of training programs. The duration of the Capacity building program starts with half a day to the maximum of fifteen days depending upon the requirement of the organisation.

Suggestions and conclusion

"Confidence comes from discipline and training."

-Robert Kiyosaki

The study drives to the forefront the imperative need for the learning beyond the professional education. Developing the capacity in performing the professional duties and of offering critical services to the needy users calls for improved skills, approaches methods and techniques. The overall study has enabled the researcher to offer some of the following suggestions which are practically possible and also feasible

1. The training programs discussed in the thesis are to be systematically designed with a committee of experts to frame the different level skill development program.

2. The Department of library and information science can also plan and program the training sessions separately or within the frame work of course curriculum

3. It is also suggested that the professional associations and academies can undertake the training and education programs of long term and short term duration.

4. LIS schools in collaboration with the commercial institutions exclusively offering competitive courses is another alternate.

5. There are some of the advanced level centers of learning with specific purpose of promoting the quality manpower for handling the library and information activities in a specialized environment can under take such kind of training programs

6. Existing national library and information systems in different subject areas can also plan on the programs as per the demand of time and offer the training and education programs at the advance level.

7. National public library systems and also the Foundations established in promoting the public library systems and services may undertake the training programs to cover the public library professionals to cope up with the onslaught of emerging social media and digital environment.

8. The information vendors at the national and international level can also venture to design and develop the specialised capacity building and leadership programs in managing the library and information services in different environments.

The ever-growing technology and its impact has changed drastically the continuous process of learning, training and getting empowered with the latest skills and techniques to provide the much-needed information access in different forms and formats and to satisfy the multifaceted needs of the users. Therefore, this thesis is advocating for the immediate need for planned programs for capacity building, skill development and leadership programs in the LIS profession.

Conclusion

Today's LIS profession depends vigorously on ICT for knowledge management exercises. Knowledge ambiance has represented a few difficulties which are stunning. To perform the role of the information

professional, one needs to be armed with highly skilled, managerial skills, leadership skills, communication skills. With these skills LIS, professional, will build professional personality life. These progress require expanded technicalities to guarantee suitable and valid process with respect to information professionals.

Capacity building is a imitativeness to shape library professionals ability to serve the cause of complex needs of the community. Library professionals often has advocacy skills yet require their aptitudes fortified and need to pick up certainty to utilize those proficiency. Capacity building encourages them to comprehend the need to exhibit the effect that their library has on the group reinforces their capacity to communicate that effect through custom-made messages to the group, government authorities, and group pioneers builds the assurance they require (Ammons Stephen, 2009).Through capacity building LIS professionals will have the ability to make supportable library services that enhance the workforce proficiency, and the employability. It additionally enhances library professionals outlining proficiency as they figure out how to set objectives and goals for future library activities and enhance the status of the library in the society. It also empowers to make, keep up and extend individual and professional support systems. It is envisaged that if library and information center draw the best practices that are prevailing in some of the established service organisations regarding skills and competency building, it will emerge as a champion and an inevitable partner in the progress of the knowledge society.

Information center is becoming available to the users community at their door step. To keep oneself up to date in the digital borderless library

environment there is the maximum need of the skill enhancement programs for the library professionals. Besides academic institutions, other organisations can help in enhancing the skills of the library professionals should also have the pro-activeness and positive attitude to work for the benefit of user community. This is in tune with the goals of the National Knowledge Commission (NKC) in establishing a knowledge dependable society emphasizing greater participation and more access to knowledge across all sector of the society

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