

THE LIBRARY FOR MANAGEMENT STUDIES

INTRODUCTION

The functions of the Centre for Management Development (CMD) Library can best be understood presented, if you will - against a background of the centre's programmes and activities. In brief, therefore, this exercise begins by introducing the Centre for Management Development. This introduction is meant to serve as a reiteration for those to whom the Centre for Management Development is well-known. Also, it is for information to those who, transacting little or no business with the CMD have only a vague idea of its mission.

The conceptualization of a body that performs the duties now assigned to the CMD had been borne by government for sometime, prior to the creation of the CMD. The reason for government intention is not far-fetched.

Specifically, at the inception of the Nigerian Indigenization Act of 1972, the result of some government-sponsored studies revealed that the nation was deficient in the number, and also quality of appropriate managerial personnel, and something had to be done to correct the imbalance. This apparently immediate reason only added to the fact that the post-independence governments of the Federal Republic of Nigeria had all along attached great importance to the efficient and effective management of the economic resources of the nation. Hence the establishment of the Council became, so to say, mandatory and alongside with it the Centre was created. Both exist for the specific purpose of promoting management development for producing on a consistent basis, the human resource needs for managing the nation's economy, essentially through multiplier effect.

B. DEFINITION OF TERMS

B.1 CMD

CMD stands for the Nigerian Council for Management Development, the governing body and also for Centre for Management Development, the Council's operational arm. These letters also constitute the logo (CMD) that identifies both bodies.

B.2 LMS

The CMD Library is officially designated the Library for Management Studies of the Centre for Management Development; **LMS**, for short. Before this name was adopted, the name "*National Library for Management Studies*..." was proposed, and in fact, used briefly. The latter name had to be dropped to avoid a possible confusion with another Federal institution that had been in existence long before the CMD.

B.3 COUNCIL

The Nigerian Council for Management Development is a Federal Government agency established by Act No. 51 of 1976 to promote, co-ordinate and monitor

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management education, training and development throughout the country.

Its specific functions include:

- (a) advising the Minister (i.e. the Federal Minister of National Planning) on policies, plans and programmes for the enhancement of the number, quality and effective utilization of the managerial manpower resources of the country in all sector of the economy;
- (b) formulating policies and guidelines for the co-ordination of management education and training activities throughout the country;
- (c) developing and promoting high national standards of management education, entrepreneurial development, and supervisory training programmes;
- (d) keeping and maintaining a register of management training institutions and their training programmes, including their subjects, location, standards, duration, type and cost;
- (e) assessing, from time to time, the training programmes offered by these training institutions with a view to determining the competence of the institutions and whether they deserve financial support from the Council; and
- (f) providing a forum at which representatives of both the public and private sectors and of management training institutions could exchange information and ideas on trends in management education and training.

B.4 CENTRE

The Centre for Management Development is the executive arm of the Council. It is the organ through which the Council implements its action programmes. The Centre also has certain functions specifically allocated to it by the Federal Government. These include:

- (a) providing the Council background information and other technical data necessary for the Council's policy making and co-ordinating functions;
- (b) providing management advisory and consultancy services to Nigerian enterprises;
- (c) establishing and maintaining an up-to-date library of management studies;
- (d) publishing journals, research papers and books on modern management and supervisory techniques; and
- (e) sponsoring, promoting and conducting research into all aspects of management and allied subjects in relation to the Nigerian situation.

C. THE STRUCTURE OF THE CMD

effectively perform the duties assigned to it, the Centre for Management Development is organized into

three departments. This structure is new, becoming functional only in August 1981, following the inception of a new Council (third in the series). However, structural changes providing for greater administrative convenience, do not as at now, (and are not likely to) overtly affect the programmes and activities of the Centre, which aside of support services include:

1. Management Education;
2. Management Consulting;
3. Management Research; and
4. Publications.

In addition to creating book awareness, and meeting information needs in these areas, the LMS also responds to needs in its auxiliary and support areas.

These include in the main:

1. Accounting
2. Administration
3. Auditing
4. Public Enterprise
5. Public Relations
6. Printing
7. Small Scale Business, and
8. Technical and Audio-Visual Services

The activities in each of the areas mentioned above are organized as workshops, training session, management audit, feasibility studies, conferences and research projects, etc. which require library resources either, at base, or venue of the event, and at times both.

D. THE LIBRARY FOR MANAGEMENT STUDIES

D.1 THE STACK

The LMS with headquarters at the Centre's temporary Main Office, 133-135, Ikorodu Road Extension, Ilupeju, Lagos State, now stocks approximately 20,000 volumes and 300 journal titles. Figures include the collection at the Aba and Kano Area Offices. Monographs in stack represent 5,000 choice titles on the average, four copies of titles highly relevant to the objectives of the Centre are ordered and distributed as follows: headquarters office two, Aba Area Office Library, one, and Kano Area Office Library, one. The two copies retained in Lagos, are processed for the regular shelves. When up to five copies of a title are purchased, one is shelved in a standby library - nucleus of the collection for any other Area Office that may be created in future. Choice is based on need, as

(a) indicated by users, and

(b) made by Library staff in line with Centre's programme and activities.

Under normal circumstances, books older than four years are not selected.

Journal titles represent, in the main, a blend of academic and practice in the field of management and related disciplines. Subscription (reviewed annually) is continued only for titles that are seen to be used or have an almost predictable potential use. There is an insistence on sample copy/copies of new titles before a subscription is taken.

As an agency with responsibility for enhancing and regulating management practice and education, the Centre is obliged to have adequate information, particularly on the governments of the Federation and

the laws that emanate from them. In this regard, the LMS acquires government publications. The completeness of this genre of materials in respect of each state is a factor of their (states') response to LMS persistent requests.

Another category of documents that characterises the LMS is information on companies, industries and business enterprises. More space is devoted below to this kind of documents: suffice it therefore to say here that information is being collected on business and industrial enterprises in Nigeria for use by the management public.

D.2 STAFF

Staffing is a dynamic phenomenon of any organisation, and the LMS is not in any way different. Staff 'come and go', to use the parlance, but mobility is remarkably greater at the supportive level. The situation has been rather acute this year (1981) because many assistants have succeeded in gaining admission to institutions of higher learning, in Nigeria and overseas. The ambition to further education has however not been limited to library assistants. At least two of the sub-professionals in post are known to have also been offered admission, one to a local university and the other to a foreign university. The situation left the following number of officers in post at the end of 1981.

STAFF POSITION IN LMS LIBRARY SYSTEM AS AT NOVEMBER 30, 1981

Category	Establishment			In Post			Vacancy		
	A	B	C	A	B	C	A	B	C
Location	6			4			2		
Professional	5	1	1	4	1	1	1		
Sub-Professional	12	3	3	7	3	3	5		
Supportive									

1. Legend A stands for Headquarters Office Library, Lagos.
Legend B stands for Aba Area Office Library.
Legend C stands for Kano Area Office Library.
2. The chart excludes secretarial and also janitorial staff.

D.3 HISTORY OF THE LMS

On the first day of February, 1974 when the first (fortunately professional) staff assumed duty, there was only a table and a chair in an otherwise empty average-size bedroom. Between then and March 31, 1974, precisely two months, Mrs. J.O.Y. Akinsete, the incumbent (now Principal Librarian) had N32,000.00 which was to lapse on April 1, if left unspent. This was the beginning of the Library for Management Studies. Staff had to be recruited. Books had to be ordered. Equipment purchase became mandatory. At her appointment, another professional had been interviewed for post of Librarian. He, Mr. Niyi Osundina, had signalled an intention of taking up the post but he did not eventually show up, in spite of his original interest that led to his ordering four book shelves from the Ota ILO Woodwork and Furniture Project.

D.3.1 NUCLEUS OF THE COLLECTION

Thus far, the LMS has been lucky in the sense that successive chief executives of the Centre have been book-oriented. For instance, the first director of the Centre, Mr. S.G. Odia, a bibliophile, had done considerable acquisition spade work for the Library, even before a librarian was employed. Among other things, he had obtained on his own current TETOC Catalogues² for book selection. Also, he had contacted embassies and high commissions, particularly of the USA and Britain respectively, for book assistance before the assumption of duty of the professional Librarian who had to do a follow-up.

In a situation where there was a Librarian without books to meet requests, another CMS staff with considerable academic orientation felt so concerned that he rescued the situation by locating two hundred of his own personal collection in the Library until the first set of the Library's own collection arrived. The individual, Dr. Udo-Aka (then Head, Research and Planning Department) is the current Director-General of the Centre. His gesture was important for a number of reasons. First, the collection he lent to the Library filled an obvious vacuum. Secondly, it kept the librarian busy. She had to organize the collection and call the attention of staff to appropriate titles and sections. More importantly, the action was indicative of the academic orientation of the Director-General, an attribute that he has infused into the Centre since he assumed office as Chief Executive in 1978. From the inception of the Library to date, he has been the Chairman of the Library Committee. As a book enthusiast, his activities are known outside the Centre to the extent that he was invited (1975) to deliver a lecture on "The Public Image of the Librarian in the Nigerian Society" by the Lagos Division of the Nigerian Library Association. The net effect of the book orientation of Centre's chief executives is that the Library's job is greatly enhanced.

Two notable foreign agencies were also of direct assistance to the library at its inception. These were the British Council which donated two thousand and five hundred pounds (sterling) for purchasing British titles of the Library's own choice and the United States Information Service (USIS) which donated notable titles in the field of management and related disciplines. Books for information and recreation were also included in the donation by USIS.

On its own, the LMS ordered, for a start, books worth about N30,000.00 from Blackwells by virtually transferring into order cards, the BNB (1973) Business Schedule. Some of these were requested as air freight on the basis of urgency of need, and also because ordering coincided with the (now historic) port congestion of 1974-1976, that almost paralyzed business life in Nigeria. Faxon was chosen for journal service.

Conspicuous on the list of organizations to which the LMS today owes gratitude is the Library of the University of Lagos. For, during its teething period, UNILAG Library staff understood LMS' infancy problems and came to its assistance in many ways. For instance, it lent to LMS spare catalogues and LC classification schedules as requested. Old and little

used copies of LC *Additions and Changes*, and also cumulations of catalogues were also freely given.

D.3.2 FOR MAL OPENING

The headquarters office Library of the LMS was formally declared open on July 10, 1976 by the then Honourable Commissioner for Economic Planning and Reconstruction, Dr. J.M.O. Akobo. In preparation for this event, which had to be postponed once because ordered furniture had not been delivered by Thomas Furniture Co., a book catalogue of the collection was prepared and copies were distributed at the opening ceremony.

It is noteworthy also that the Aba Area Office Library was formally declared open in 1975. One cannot but mention that the Aba Area Office Library of the CMD happens to be the busiest of the three libraries constituting the LMS system, and until 1981, when a branch of the Imo State Library was opened there, it was the only library in Aba township. The Kano Area Office Library is yet to be formally opened.



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E. SERVICES OF THE LIBRARY FOR MANAGEMENT STUDIES

The traditional service of book loans and also the provision of space to facilitate reading is accorded to users of the LMS both in Lagos and also at each of the Aba and Kano Area Offices, between 8.00 a.m. and 8.00 p.m. weekdays, and 8.00 a.m. and 12 noon on Saturdays. These services are carried out in rented quarters that are unsuitable for the purpose. The other specific activities of Library include the following:

E.1 SERVICE TO CMD STAFF

E.1.1 Programme Report

Each of the activities and programmes of the Centre for Management Development is actively supported by

the LMS. In the main, the Library compiles bibliographies for assisting the conduct of workshops or administration of conferences run by professional divisions within the Centre. A list of the more important of such bibliographies is provided below on E.1.3.

Also in support of Centre's programmes and activities, the LMS maintains an exhibition of books, usually throughout the duration of the programme or activity. It is pertinent here to indicate that Centre's programmes, as outlined in C. above, are run in all parts of the Federation. This spatial consideration is compelled by the nature of some of the programmes. Also, as a Federal Institution, the CMD is obliged to be cognizant of the Federal nature of the nation. We admit that the word exhibition is slightly anomalous here for our book exhibitions are really tailor-made, mini-libraries for participants. Usually, a library assistant attends to users and requests, book issues and loan returns. At the end of the programme, assistants prepare a report, indicating among other things, how the materials have been used, what problems were encountered, requests to be met and suggestions for future exhibitions.

The choice of materials, and also staff for an exhibition is made in the library nearest to the venue of the programme. Monographs (and more importantly journals, if needed) are added from the headquarters office Library in Lagos.

Book exhibitions have become so much an integral part of CMD programmes that participants regard programmes as incomplete without them. It is on record, for instance, that participants at the Fifth Case Writing Workshop at Makurdi (in June 1981) protested in writing that they were denied ample reading opportunities because of the non-provision of a book exhibition.

E.1.2 Service to Individual Members of CMD Staff

As a special library, service at LMS is provided to some extent on an individual basis. In addition to responding to needs and requests, this implies calling the attention of staff to publications that may assist in the performance of their jobs, or that is generally considered pertinent to their preparation and background.

E.1.3 Bibliographies

As mentioned above, lists of books are compiled from time to time in aid of special programmes or activities of the Centre. Such bibliographies include:

- (a) *Management Development, Education, Research and Training: a bibliography, 1975.*
- (b) *Management for Nigeria's Development in the 80s: a select annotated bibliography, 1980.*
- (c) *CMD Library Catalogue, 1976.*
- (d) *Organisational Effectiveness for a Dynamic Economy: a bibliography, 1977.*

The following indexes have also been compiled:

- (a) An Index of Articles from Periodicals received by Library, 1st ed. 1975.
- (b) An Index of Articles from Periodicals received by the Library, 2nd ed. 1977.

- (c) An Index of Articles from Periodicals received by the Library, 3rd ed. 1980.
- (d) An Index of Articles from Periodicals received by the Library, 4th ed. 1980.

E.1.4 Translation Service

This is limited to French/English presently, and is provided on a predictable basis for all CMD staff, as well as registered users of library facilities. However, the CMD has a corps of international experts working for it under a tripartite agreement with the ILO/UNDP. On a less predictable basis, transactions involving languages other than English and French can be handled through this source.

E.1.5 Current Awareness Service

The titles of journal articles that are likely to generally interest CMD staff are periodically indexed and circulated as "Current Contents". This service assists to inform staff of the latest developments in management, whether or not staff have the time to browse in the Library. Following the circulation of any particular issue of "Current Contents", requests trickle into the library for some articles which are then read in the journals themselves, or photocopied for those who cannot visit the Library for one reason or the other.

Current Awareness Service has been extended to Government Publications (at the headquarters library in Lagos) and newspapers in the Kano Area Office Library.

Also, lists of recent accessions are made available to all registered readers. It is as well the practice of the Library to purchase URGENTLY books on topical subjects for the education and/or information of CMD staff. The series of monographs authored by a number of former Nigerian military officers, including General Olusegun Obasanjo, are good examples.

Current awareness service is expected to be expanded for purposes of issuing, on a regular basis, indexes, abstracts, and possibly short reviews of books.

E.1.6 Newspaper Clippings

LMS acquires all daily, and also weekly newspapers in Nigeria. As well as *The Times* of London, and *New York Times* are bought when they are locally available. Feature articles, pictures and all items of information relevant to the CMD are clipped, pasted and filed.

E.1.7 Company Information Service

A company information data base is in the pipeline for Nigeria. To this end, information and documents, including annual reports, balance sheets, patents, handbooks, brochures, auditors reports, etc. are being gathered. The immediate objective of the service is to make company information more readily available, at one location in Nigeria, in response to the frequent requests LMS receives from management practitioners, educators, students and researchers. Eventually however, the data so gathered will be processed for a publication series. Documents so far collected have not been analyzed for publication format, but they are quite useful for use as raw data.

F. PROBLEMS

The most important problem encountered by the LMS administration is space. As at this writing, the headquarters library is located on three floors of rented quarters, with the topmost floor shared by the Budget and Accounts Division of the Centre. For security reasons, this floor is closed to the public at 4.00 p.m., i.e. end of the normal week-day hours. No borrowing, reference or lending service involving the use of materials on this floor can be entertained after 4.00 p.m. on week-days, or anytime on Saturdays. This is only an example of the problem created by limited space. Space problem will most likely remain unsolved until the Library moves to a purpose-built library, sometime in the future.

The high rate of staff turnover, (mentioned above) is another problem plaguing the Library. It appears that many assistants leave (resign or abandon post) at about the time they have received sufficient grooming thought capable of making them contribute to the progress of the Library.

There has never been enough fund to purchase all that the Library needs, let alone wishes. However, since shrinking funds are a phenomenon of the society, and particularly public institutions, I consider it pointless emphasizing same.

The fact that public libraries are yet to become a common phenomenon creates considerable problems for the LMS in the sense that there are at any one time, more requests for membership than the library can cope with. Presently, the LMS functions, to some extent, as a public library. Witness the reference to the Aba Area Office Library. The implication of this dual role is that it is difficult to concentrate on, and limit LMS service to the appropriate management public.

One other problem exists, publication that directly affects LMS and probably most special libraries in Nigeria. The target market for management publications is small in Nigeria. It is suspected therefore that while book production is low in the nation, publication in the management field is lower still. Authors would want to publish secondary school textbooks, for instance, for the expected sales than venture into management publications with little prospective sale. This probably explains, at least partially the scarcity of management titles on the Nigerian press. Needed works therefore are essentially imported at inflated prices. In a situation of tight budget, LMS still has to purchase most titles at high prices.

G. FUTURE PLANS

The future of the LMS is invariably tied, to that of CMD, the parent organization. A good example of the necessary lockstep development is the intensification of acquisition and service in the areas of small scale industries, and also public enterprise matters when divisions were created recently at the CMD to take care of these areas. This trend is likely to continue. Within this framework, thought is being given to the following services:

G.1 Intensification of Company Information Service

As at this writing, the LMS is constrained to limit information gathering (as described above) to the major companies in operation in Nigeria. When the service is fully operational, information is expected to reflect both medium-sized, and also some small companies. In the final form, information will be categorized for publication. It is also expected that when computer operations are introduced at the CMD, company information, and also a number of other library records, the catalogue, list of serial holdings, to mention a few, will be computerized for easy retrieval, painless updating and convenient storage.

G.2 Book Mobile Service

It has been observed that staff in managerial positions in organizations, public and private, have difficulty leaving their tight schedules for the CMD to benefit from book and information resources. It has therefore been proposed that bookmobile service be introduced within this Fourth National Development Plan period, as already the necessary spade-work has been done. Service is planned for the greater Lagos in the first instance. Experience from practice is expected to indicate the extent of future coverage.

G.3 Teaching Materials Library

Only recently, preparations for establishing a Teaching Materials Library was started. The need for this service arises from the fact that the CMD is involved in considerable lecture activities. Materials needed and used by an individual are prepared fresh for each lecture session. Staff delivering lectures also keep their teaching materials. It is intended to house all teaching materials: lecture notes, slides, transparencies, video tapes, etc. in the Library where they can be classified and kept for re-use by any staff having a need for them. The wasteful effort of preparing lecture materials all over again, as opposed to reaching for existing materials (which can be modified or used directly) at a central location, is likely to be avoided.

G.4 Audio-Visual Services

The Centre has a major division designated Technical Services. The division presently undertakes printing, audio-visual services, graphics, and photography. The 'strictly services' aspect of the division's activities, particularly those involving loanable software and microforms are likely to be transferred to the LMS when the purpose-built library is erected. Meanwhile, back issues of management journals are being selected for purchase in microform.

H. CONCLUSION

The Library for Management Studies of the Centre for Management Development has been able within seven years of its existence to build and maintain a collection of 20,000 volumes and 200 journal titles, excluding

government publications and company information documents. Within that time too, it has been able to attract and retain a corps of professional staff who both run the Library and also participate in the activities and programmes of other divisions within the Centre. The LMS prides itself not on the sheer number of titles held, but more importantly, on:

- (a) the appropriateness of the titles to the management public in the Nigerian setting;
- (b) the organization of the collection, and
- (c) the service it is providing to both the Centre and also third-party organizations.

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In sum, we claim, on these basis, to be the best management/administration Library in black Africa. It is our plan to maintain the lead position with improved service.

FOOTNOTE

1. Part of rented residential accommodation that was converted into an office.
2. Council for Technical Education and Training Overseas Countries, London.

E.1.5 Current Awareness Service

The high rate of staff turnover (mentioned above) is another problem plaguing the Library. It appears that many assistants leave (resign or abandon post) at about the time they have received sufficient training to be capable of making a significant contribution to the progress of the Library. There has never been enough time to purchase all the books the Library needs for its various sections. However, since the Library is a phenomenon of the society and particularly public institutions, it is considered if possible emphasizing same to the other areas of the Library for one reason or the other.

The fact that public libraries are yet to become a common phenomenon creates considerable problems for the LMS in the sense that there are at any one time more requests for membership than the library can cope with. Presently, the LMS functions to some extent as a public library. Witness the reference to the A.A. Area Office Library. The implication of this dual role is that it is difficult to concentrate on and limit LMS service to the appropriate management public.

One other problem exists: publication that directly affects LMS and probably most special libraries in Nigeria. The target market for management publications is small in Nigeria. It is suspected therefore that while book production is low in the nation, publication in the management field is lower still. Authors would want to publish secondary school textbooks for instance for the expected sales than venture into management publications with little prospective sale. This probably explains at least partially the scarcity of management titles on the Nigerian press. Needed works therefore are essentially imported at inflated prices in a situation of tight budget. LMS still has to purchase most titles at high prices.

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