NGUYEN VAN THIEN

MANAGING MODERN LIBRARIES IN VIETNAM

Major: Library and Information Science
Code: 62320203

SUMMARY OF DISSERTATION
ON LIBRARY AND INFORMATION SCIENCE

HANOI, 2016
The research work was completed at: Hanoi University of Culture

Supervisors: 
1. Assoc. Prof, Ph. D Tran Thi Minh Nguyet 
2. Ph. D Nguyen Thu Thao

Reviewer 1: Ph. D Le Van Viet - National Library of Vietnam
Reviewer 2: Ph. D Nguyen Huy Chuong - University of Social Sciences Humanities
Reviewer 3: Ph. D Vu Duong Thuy Nga - Ministry of Culture, Sport and Tourism

This dissertation was defended at Assembly of Doctoral Dissertation, Hanoi University of Culture, 418 La Thanh Street, Dong Da Province, Ha Noi.

At hh/dd/mm/2006

The dissertation can be found at:
- National Library of Vietnam;
Library and Information Center, Hanoi University of Culture.
INTRODUCTION

1. Rationale

Management plays an important role in different social systems and career fields. Management covers the whole of all activities of the society. Scientific management brings great benefits. Although management has its own general principles and methods, there are specific characteristics in different fields of management. For that very reason, all industry sectors must conduct research to find out the most scientific method in management.

There are lots of elements that influencing the efficiency of library activities, of which management is the most important because an appropriate model of organizational structure and a scientific method of management would bring considerable benefits such as: reducing costs and saving time, saving labor, reducing damage and loss, increasing labor productivity and achieving high efficiency in operations.

In recent decades, libraries have clearly changed, apart from traditional libraries lots of modern libraries have been brought into the world. The application of information technology and other new technologies has made fundamental changes to many business processes in library operations following the trend of automation. It is these changes that provide libraries and users with remarkable benefits. However, at the same time, these changes become the main reason showing many shortcomings in library management due to the fact that almost current library management models are only appropriate to traditional libraries. This has made a huge impact on the efficiency of library activities in Vietnam. Therefore, it is necessary to conduct research of the theory and practice of management in modern libraries and to find feasible solutions in order to improve the efficiency of this operation, which contributes to the upgrade of the level of education, the socio-economic, cultural and scientific development in the age of industrialization and modernization.

2. Literature review

Related to this issue, there have been many studies of researchers from both domestic and international countries that are reviewed as following aspects:

- **Studies on the impact of modern technologies on libraries**: typical authors including: Robert D. Stueart [[84]; Chandrakanta Swain [64, p.3]; Niharika Udani [81]; Thoudam Suleta Devi [87]; F. W. Lancaster [77]; Krishan Kumar [75, p. 71]; Subal Chandra Biswas [86]; western library scientists [27, p.708]; Đoàn Phan Tần [37].

- **Studies on the definition of modern library**: there are numbers of typical scientists including: Barker [16]; Derek George Law [68]; Arms W. Y [63]; Witten and Bainbridge [88]; Ching – Chih Chen (Simmon College, Boston, US0 [16]; Charles A. Cutter [70]; D. Jotwani [78]; Helene Blowers and
Nancy Davenport [71]; Francis Miksa [70]; Nguyễn Duy Hoan [23], Nguyễn Minh Hiệp; Hoàng Lê Minh [80].

- **Studies on the definition of organization and management** including:
  Chester I. Barnard [65]; Harold Koontz, Cyril Odonnell, Heinz Weihrich [18]; Nguyễn Hữu Tri [52]; Phan Văn Tú [56, p.106]; F. W. Taylor [12], H. Fayol; Max Weber [12]; Luther Gulick and Lyndall Urwick [10]…

- **Studies on library management in general**: Studeart, Robert D.; Moran, Barbara B. [84], Kurma P. S. G. [76]; Nguyễn Tiền Hiền [19], Nguyễn Thị Lan Thanh [19, 40]; Bùi Loan Thủy, Đào Hoàng Thụy (1998) [50].

- **Studies on management of modern libraries** including team of library scientists from Hongkong – China [83]; Samuel Olu Adeyoyin [85]; F. W Lancaster [77]; Stueart, Robert D. and Moran, Barbara B. [84]; Krishan Kumar [75]; F. W. Lancaster [77]; Trần Thị Minh Nguyệt [36]…

- **Studies on the functions of modern library management**: Krishan Kumar [75]; Niharika Udani [81]; Subal Chandra Biswas [86]; Robert D. Stueart and Barbara B. Moran [66].

- **Studies on the content of modern library management**: Krishan Kumar [75]; Niharika Udani [81]; Nguyễn Thị Ngọc Thuần [48]; Nguyễn Minh Hiệp [20]; Hà Lê Hùng [26]; Nguyễn Huy Chương [8].

- **Studies on models of organizational structure of modern libraries**: Krishan Kumar [75]; Robert D. Stueart; Barbara B. [84]; Cathy Hartman; Martin Halbert; Susan Paz [79]; Lyndon Pugh [78]; Subal Chandra Biswas [86]…

3. Purpose, object and scope of studies

   **Research purpose**
   To research on the theoretical and practical issues of managing modern libraries in Vietnam in order to propose some solutions to improve the efficiency of management in modern libraries in Vietnam.

   **Research object**
   Activities of managing modern libraries.

   **Research scope**
   Study in modern libraries in Vietnam, in the current period.

4. Research tasks

   - Systematizing and enriching theories of modern library management.
   - Elucidating the transition of the libraries in Vietnam from tradition to modern and requirements for modern library management.
   - Analyzing and evaluating the current status of the management of modern libraries in Vietnam.
   - Proposing solutions to improve the efficiency of management in modern libraries in Vietnam.
5. Research methods
The thesis is based on the methodology of dialectical and historical materialism.
Specific research methods include:
- Analysis and synthesis
- Comparison
- Statistics
- Modeling
- Surveys: investigation by questionnaire and interview

The research used the method of investigation by questionnaire for 03 target populations:
Sample 1: Library managers
Sample 2: Librarians
Sample 3: Library users
After collecting the answers and preliminarily analyzing the results, the author conducted interviews with library managers and librarians to address in detail some issues need to be clarified.

6. The theoretical and practical significance of the dissertation
+ Theoretical significance: The dissertation contributes to systematize and enrich the theories and practice of modern library management.
+ Practical significance:
  - When elucidating the state of modern library management and proposing specific solutions to improve the efficiency of management in libraries, the dissertation has great practical significance, especially in the current context of international integration of Vietnam, information society and knowledge economy.
  - By providing an empirical basis the findings of the dissertation will help policy makers, authorities, leaders, managers in the field, libraries, and information centers gradually improve the library management in general and the modern library management in particular.
  - The dissertation is also a useful reference for library managers in Vietnam, library and information science schools and researchers.

7. Structure of the thesis
Besides the Introduction, Conclusion, References, and Appendices, the thesis is divided into following four chapters:
Chapter 1: Theoretical issues of modern library management
Chapter 2: Transition of Vietnam libraries from tradition to modern
Chapter 3: Reality of managing modern libraries in Vietnam
Chapter 4: Solutions to improve the management quality of Vietnam modern libraries
Chapter 1: THEORETICAL ISSUES OF MODERN LIBRARY MANAGEMENT

1.1. Definitions of modern library and modern library management

1.1.1. Modern library

Definition of modern library needs to be understood alternatively on each circumstance of social. In this stage of time, to identify modern library requires basis on two basic sides:

+ Firstly, modern library is a library with application of science and technology (S&T), in particular the major part is information technology and communication (ITC) in activities such as collecting, processing, organizing and distributing information.

+ Secondly, in modern society, information plays an important role affecting to the survival and development of each nation and their people. The high demand for information in society does change the position of libraries and information units. Modern library is a place not only to archive, organize, serve materials such as books and periodicals but also to manage information, advancing to manage knowledge meeting the demand of the society.

   A modern library has following characteristics:

+ Information resources of library has changed, there are electronic materials besides traditional materials.
+ The way of collecting, processing, organizing and distributing information in library has changed towards standardization and automation.
+ Library space includes physical and virtual spaces.
+ Library service is open and highly interactive between users and library. Services in modern library not only focus on providing, distributing materials in one-way but also providing information meeting the demand of modern society. Library services are provided to promote the creation of knowledge and development of new ideas.
+ Libraries are able to connect into network in different scales to create general power satisfying the requirements of the change of technology as well as users’ demands.
+ Human resource in modern library includes people that are not only capable of work tasks related to collecting, processing, organizing and distributing information but also creating high value-added information products and services to satisfy the demands of the society.
1.1.2. Modern library management

Basically, there are many similarities between modern library management and general library management. Modern library management is still an impact of managing subject on managed object through different methods to coordinate resources to meet the planned targets. The basic functions of modern library management include: Planning; Organizing; Controlling, Coordinating and Examine. The contents of modern library management include: management of human resource, management of information, management of technique, management of facility. However, due to the characteristics of information resources, the process and organization of information and information services in modern library created many changes and posed many problems for implementing the contents of management. To well implement those contents the manager has to change as well as creatively apply the functions of management. Modern library management is under the influenced of factors inside and outside the library.

1.2. Functions of modern library management

1.2.1. Planning

Planning function of modern library management focuses on following aspects:
+ Environmental analysis and assessment are necessary, especially the rapidly changes of S&T environment.
+ The diversity and completion of all plans should be ensured, besides long-term, mid-term and short-term plans, there are acting plans.
+ Planning and identifying strategic targets of library are very necessary to ensure all plans are built towards to implement strategic targets.
+ Planning process should be fully implemented step by step constituting a scientific process.
+ All members in library community should be able to participate in planning, on one hand, this could mobilize the collective intelligence of all members, on the other hand this could motivate the employees.

1.2.2. Organizing

When implementing organizing function of modern library management these following contents should be noticed:
- Organizational structure:
  + Need to choose a flexible organizational structure, quickly adaptable to changes inside and outside the library.
  + Organizational structure needs to ensure all members in library could prove all of their ability not depending on which office or division they are arranged.
  + Organizational structure should facilitate the information and communication in the library.
  + Organizational structure should create more coordination among offices or divisions in the library.
- Arrangement of human resource in organizational structure: Arrangement of human resource in organizational structure needs to be based on multiple criteria
and implemented following a scientific process. Apart from criteria such as job demands, qualifications, librarians’ expectations should be specially noticed.

- Interaction of members in organizational structure: In modern library, the interaction among members, among management levels reflects multidimensionality. The flows of information in a library become multidimensional, subordinates can access to information that used to be held only by managers.

1.2.3. Controlling

When implementing controlling function of modern library management following contents should be noticed:

+ Management method: A manager should flexibly manipulate different management methods to motivate employees. Methods of arbitrary management must be replaced to ensure that library staffs have opportunity to participate in management activities.

+ Requirements for a modern library manager: Besides general requirements for a manager, a modern library manager should have new characteristics such as ability to predict and adapt quickly to changes, ability to apply new technologies, advances of S&T into management activities.

+ Communication: A manager needs to exploit well all modern media in order to ensure the multidimensionality of information flows in library, to change the interaction between managing subjects and managed objects.

1.2.4. Examining

Examining is the important function of management. In modern library management, the implementation of this function includes basic contents as following:

+ The implementation of examining function includes three steps: developing standards, measuring efficiency, correcting errors.

+ To identify criteria to measure and assess accurately activities, the development of assessment standards during examining is necessary. This is the specialization of the activity targets into criteria need to implement measuring accurately.

+ It is needed to diversify formals of examining, before, during and after implementing tasks.

+ One important task to be done is analyzing data, information during examining, measuring and assessing process. To collect accurate information, a manager should use different methods of which the method of mining data solicited from library automation systems need to be focused on.

1.3. Contents of modern library management

1.3.1. Management of human resource

Among contents of library management in general and modern library management in particular, management of human resource is both the most difficult and most important part. “Although a company or an organization is financed variously, resourced (material) fully with modern equipment system,
along with miracle technical scientific formulas, it would be useless if it did not know how to manage its human resource” [47].

Compared to traditional libraries, due to requirements of specialized activities, the management of human resource in modern libraries has many changes: Firstly, it is the change in human resource structure, modern libraries where applied many achievements of S&T especially IT need IT trained staff. The next change is the requirements of modern librarians’ capacity. Modern libraries, the place to collect, process, organize information and provide services enhancing creation of knowledge, require librarians to have the capacity of performing new tasks. These changes raised new issues for management of human resource in modern libraries. The managers need to manipulate flexibly the functions of modern library management to implement well task groups including: Making and applying policy on the development of human resource; Organizing employees; Creating motivation for employees.

### 1.3.2. Management of technique

The management of library and information activities (professional activities) in a modern library has many changes. These changes raised issues for management, which require the manager to manipulate well the functions of modern library management such as planning, organizing and examining.

Planning for professional activities (activity plan) is necessary for any organization, in modern libraries this task will ensure stable activities and effective operations in such volatile environment. There are many types of plans needed to be made for professional activities such as plan of information resource development, information products, information services. Following to Stuart [94, p. 106], Kumar [85, p. 50], in order to have good plans, planning in modern library management must comply with a scientific process including different steps. Besides, the planning in a modern library needs to mobilize the collective intelligence of all members in the library.

The implementation of activities is also a very important content in management of technique. Firstly, this content is portrayed through the arrangement for establishing offices, divisions and groups in organizational structure. The next is the organization of activities in each division, the connection and coordination among individuals through the arrangement and establishment of working process, connection among divisions in library.

The purpose of management of professional activity in modern libraries is to create products and services with the best quality and the lowest cost. Therefore, good manipulation of contents related to examining function is very necessary for a manager. Well implemented examining activities not only help increase productivity but also have great significance in improving the quality of information products and services.
1.3.3. Management of facility

The changes of facility in modern libraries raised many issues for management, in order to manage effectively, a manager should focus on following contents:
+ Similar to the management of other objects, it is necessary to make plan on the investment in facility of modern libraries. Plans built pursuant to processes will be a factor to ensure a library facility adequate and effectively exploited.
+ In conditions of the expand of need-to-be-invested categories for modern library facility, it requires the manager a specific plan as well as a rational and effective arrangement of financial resource.
+ Nature of investment categories for modern library facility requires the manager a plan to ensure the financial resource with long term stability. Not only the beginning investment but also annual investment to ensure the stable operations of the library.
+ The manager should foresee the rapid change of technologies, which becomes the basis to have rational investment in selecting suitable technology and equipment to overcome the backwardness of technology.
+ It is necessary to have a rational mechanism in assessing economic efficiency of investment categories for facility through proofs with detailed data.

1.4. Criteria in assessing effect of modern library management
1.4.1. Criteria in assessing effect of human resource management

There are many changes in management of human resource in modern libraries, in opinions of domestic and foreign scientists such as Stuart [94], Kumar [85], Doan Phan Tan [45], Nguyen Huu Hung [33], Nguyen Thi Lan Thanh [50] and characteristics in management of human resource in modern library to assess management effect of human resource in modern library should base on following criteria: Human resource structure; Quality of human resource; Organization of human resource; Motivating employees; Employees’ satisfaction levels.

1.4.2. Criteria in assessing effect of professional activity management

The management of technique includes different contents related to main activities such management of information resources, management of information processing and organization, management of information products and services, management of library users. Such activities have effect and connection to each other towards to a general purpose of fully meeting users’ needs. However, in order to assess management effect of each activity, it needs to base on specific criteria: Management of information resources; Material processing and information organization; Library and information services; Library users.

1.4.3. Criteria in assessing effect of facility management

Similar to other managed objects, the management of facility in modern libraries has many changes. Therefore, it needs to base on different criteria to
assess the effect of facility management in library: Completion in investment of building facility in modern libraries; Synchronism in factors constituting of facility; Stability; Assessment on effect of facility management; Effectiveness in using facility.

1.5. Factors affecting to modern library management

1.5.1. Political factor

All management systems are affected by political factors. Management of modern library gets affected from political factors, this is portrayed in many aspects. System of political opinions, paths and settlement; System of legislation, political regimes affect directly to contents of modern library management such as directing development, building strategic targets, planning network, building organizational structure, investing in finance, developing human resource…

1.5.2. Economic factor

The application of the achievements of S&T in modern libraries needs huge budgets. This is portrayed in the investment capacity of modern libraries. Besides, the understanding of the financial regulations is also a big issue affecting the library management. The investment in libraries is getting bigger and bigger, which requires library managers knowledge of investment laws, in circulars and decrees in finance… Without such basic knowledge, they would have difficulty in managing a library. Economic factor also affects directly to the relation between managing subject and managed object, to the productivity and quality of work performance. Economic factor is the condition for managers to implement well management methods to motivate employees in libraries.

1.5.3. Cultural and social factor

Culture and society have a huge impact on modern library management. Such factors as literacy levels, structure of population density… will affect strongly to network planning, investment scale to develop modern libraries. The factors such as nation’s traditional cultural value, the establishment and fluctuation of social classes, the ways of social lives… have a huge effect to managing activities of modern library services.

1.5.4. Scientific and technology factor

Modern library derives from the application of S&T into library operations. S&T, especially IT, has basically changed the library operations and created many differences between the modern library and the traditional library. The higher level of S&T application into libraries gets, the more different the modern library management is. This difference between traditional and modern libraries has a huge impact on modern library management. The rapid changes of the facility, the information resources, the information services, the human resources… in modern libraries have much influence on the management.
Overall
The development of S&T and its application into library operations result in the appearance of modern libraries. With many changes in the way of collecting, processing, organizing and distributing information, the modern library management remarkably differs from the traditional library management.

The management of modern library still implements main functions such as: Planning; Organizing; Controlling and examining, however, characteristics of modern library have created many changes in implementing such managing functions.

Similar to traditional library management, modern library management is affected from factors such as S&T, politics, economy and social culture.

The implementation of all functions of modern library management aims to final purpose to perform all management contents. The main contents of modern library management include: Management of human resource, management of technique and management of facility. Therefore, in order to assess the effectiveness of modern library management it needs to base on the effectiveness of implementation of management contents in library such as management of human resource, professional activities and facility.

Chapter 2: TRANSITION OF VIETNAM LIBRARIES FROM TRADITION TO MODERN

2.1. Trends of libraries in the world and the international integration of libraries in Vietnam
2.1.1. Trends of libraries in the world
As far as we can see, the transition process from tradition to modern of libraries in the world and regional countries is truly showed by applying the achievement of S&T, especially IT in library information operations. At the certain stages, together with the development of IT, they create general trends.

In social background of information and knowledge-based economy today, when information becomes resources determining the development of each country and nation, the role of libraries has changed. This makes a development trend of library. Almost all libraries in the world today are heading to make the change of “nature” of information products created by libraries and the basic change of library services. Modern libraries create information products to let users base on them to retrieve materials rapidly and correctly with more access points than them in traditional library.
2.1.2. **International integration of library in Vietnam**

Integration brings to libraries many chances. Libraries in Vietnam have good conditions to approach with library science of developing countries in the world. They have conditions to learn the experiences of advanced countries. The rapidly approach with advanced applications of S&T applying to libraries, which makes library information profession in Vietnam has many chances to approach and effectuate the automation, modernization promptly. This is also the common trend of libraries worldwide. With the “open-door” and innovation of our country, libraries in Vietnam have had a chance to improve strongly the cooperation, widen the international relationship, make libraries in Vietnam a better stand in the world and regional countries.

2.2. **Modernization process of libraries in Vietnam**

The changing process of libraries in Vietnam from tradition into modern is considered when they apply computers, library software into library management. This process is divided into 3 stages:

- **Stage 1: 1986-2000**
- **Stage 2: 2001-2006**
- **Stage 3: 2007 – today**

Passing through certain stages of application the achievement of S&T to library activities, libraries in Vietnam have been changing from tradition into modern.

2.3. **The reality of modern libraries in Vietnam**

2.3.1. **Applying the achievement of S&T in libraries**

Modern library is the library that every activity associated with modern technology, especially IT [74]. Since the integrative innovation policies of the Party and Government are effectuated, the investment on library information operations is concerned. A number of big projects of building e-library are set up.

2.3.2. **Information resources**

Academic library systems with the advantage of having a huge of in-used endogenous materials available in digital formats such as theses, dissertations, research works that runs as pioneers in building digital libraries. There are lots of digital libraries were set up by universities, which manage thousands of digital materials. Statistics from surveys showed that more than 36% of examined libraries built full-text databases, which focus on the academic library system, specialized libraries, multi-disciplinary libraries.

2.3.3. **Information processing and organizing activity**

Primary information processing and organizing are information change processes from original format to new format, which meets goals of library information activities. Result of information processing and organizing will help
users as well as library information agencies can archive, manage and exploit information effectively. In Vietnam from 1990s to today, much software was chosen to apply for managing by many libraries. This created many changes in information processing and organizing activities. Computers, application software have changed the method and the process of information processing and organizing.

2.3.4. Information service activity

The powers of library information agencies are about the ability of as-command information services organizing and providing and the ability of information products creating with high values. The development of S&T not only makes an advantage for libraries to develop, but also makes pressure to them. S&T make information products and services with many advantages that compete more and more with traditional libraries. In Vietnam, IT applications have changed information services in the way of increasing new services and enhance quality of in-used services. IT has built premise for library, information agencies increase new services such as: online search, remote access to information, access to multi-media information, e-mails, online reference service. The interaction between readers and library is usually effectuated by web.

2.4. Comments on modern library in Vietnam

The result of analyzing modernization process and current status of modern libraries in Vietnam shows that:
+ Due to international integration, worldwide library's achievements have a strong impact on the development of Vietnam libraries.
+ The modernization process of Vietnam libraries follows step by step with the worldwide library's development trends:
  * The 1st step concentrates on automating library information operations.
  * The 2nd step focuses on building digital libraries.
  * The current step is to produce products and services with high value-added.

However, almost of the modern libraries in Vietnam just move and stay at stage 2 of modernization process. Modern libraries in Vietnam have not created high-value products and services yet.

+ To effectuate the modernization target, libraries in Vietnam have found and exploited many different funds, primarily through building projects. This reality is showed at public library systems as well as specialized and multi-disciplinary. This is a positive because it helps library accelerate modernization, but when it is considered from the other side, projects end means that library will face with many difficulties in finding funds to maintain developing system sustainably.
+ Seeing the reality of modern libraries in Vietnam shows that there is a rustic development among libraries. This rustic is showed among libraries at the same system as well as in different systems.
Overall

Applying the achievements of S&T to library activities and general social background at certain stages has built developmental propensity of library in the world. In developing countries, library has been changing strongly from tradition into modern.

In Vietnam, Sixth National Congress of the Communist Party of Vietnam with policy of international integration has made conditions for many careers to develop, especially library information profession. International integration has made many changes with libraries in Vietnam. This focus on these following aspects: Library facility, information resources, information processing and organizing activities, library information services. In general, big libraries in Vietnam today had basic features of modern library. However, modernization process of libraries in Vietnam is unstable. This unstable development will affect strongly to managing activities.

Chapter 3: REALITY OF MANAGING MODERN LIBRARIES IN VIETNAM

3.1. Human resources management

3.1.1. Human resources developing policy

In modern library management, human resources developing policy is reflected in activities such as: building plans, building recruitment process, foster human resources.

Building human resources developing plan is very important in modern library management. These activities will be implemented to ensure the stability of human resources in library. Results of the surveys showed that only 39% of examined libraries built human resources developing plans. This is a moderately low rate.

The statistics from the surveys showed that only 26% of examined libraries implemented recruitment process and that 74% have not implemented the process.

In fostering human resources, according to the surveys, 54% of library staff were trained in library profession.

There have been many changes in the structure of human resources in Vietnam modern libraries. The statistics of the surveys showed that 46.3% librarians in libraries were trained in library profession, 9.5% were trained in IT, 44.2% were trained in other professions.

3.1.2. Human resources organization

Human resources organization is an important part in managing modern library. In order to implement well this part, the manager need to creatively apply
organizational function including issues that directly related to model organizational structure and human resources payroll of organizational mechanism.

The surveys showed that most of Vietnam modern libraries are applying the functional organizational structure. 72% of examined libraries are applying this structure. 8% of examined libraries are applying the line organizational structure. 4% of examined libraries are working with line and functional organizational structure. There are 2 libraries applying the divisional organizational structure. The type off organizational structure applied in the remaining libraries is undeterminable.

According to the statistics of the surveys, only 21% of library managers took interest in staff’s expectations when arranging work for them. The results also showed that only 51% library managers based on staff’s actual capacity after a period of working time to arrange personnel in different divisions in the library.

**3.1.3. Create motivation for employees**

Creating motivation for employees is an important content of managing human resources in modern library. To create motivation for employees, the manager needs to apply well managing methods and ensure the transparency of information. In addition, the manager’s ability, manner is also an important factor that affects the creation of motivation for subordinate staff in the library.

The surveys showed that the method of management most widely applied by library managers is the method of administrative management (100%), followed by the economic method (47%) and the educational method (39%).

In the transparency of information, according to the surveys, 8.5% of library staff said that the information of the library development strategy is directly made available to them by the library managers. 54.2% of library staff was informed about their library’s monthly plans. 72.5% of library staff was informed about the weekly plans.

In the media, 94% library managers used in-person meeting. Only 68% library managers usually used utility and fast media such as email, chat.

The rate of staff’s feedback is 9.2% (weekly), 18.3% (monthly) and 53.5% (yearly).

**3.2. Management of technique**

Management of library informational activities (technique) is management of technology process in library and focus on main steps such as: management of information resources development, management of processing and organizing information, management of library information services; management of library users. There many changes in these steps of modern libraries. Therefore, it requires
the manager to apply flexibly the functions of modern library management including: building plans, organizing and examining.

3.2.1. Building activity plan

Building activity plan has an extremely important role in management of modern library. Building plan is the base for other activities of managing modern libraries because objectives that were set in building plan will be the base for the establishing of organizational mechanism, determining payroll, assigning work, selecting suitable leading manner and suitable examining methods. According to foreign scientists, building library management plan need to pay attention to following issues: the diversification and comprehensive of plans; need to mobilize the knowledge of community in building plans by creating chances for library members to participate in these activities; the process of building plans must be logical and focus specially on analysis and assessing environment, determining strategic objectives.

The surveys showed that 100% of examined libraries built plans for developing information resources. The other plans for equipment, users training are taken interest in by most of libraries, meanwhile, only 35% of the examined libraries built plans for processing and organizing information.

The statistics showed that only 21% of examined libraries allowed the library staff to take part in the process of building plans. 79% of the remaining libraries only give permission to library managers in planning.

In the process of building plans, only 33% of examined libraries evaluated the environment, 39% looked for and reviewed the implemented plan, 82% selected plans, 8% build contingency plans, 96% quantified plans according to budgets.

3.2.2. Organizing the implementation of activities

Technique organization needs to start with building plans to establish necessary departments, divisions or expertized teams for modern library. These activities relate to establishing modern library’s organizational structure. The establishment of expertized departments, divisions in library is very necessary because it will make management easier, more comfortable due to the difference of each technique’s objectives in the library.

The surveys showed that the divisions established by most of libraries including: Information Services Division, Cataloguing Division (87%), Acquisition Division (86%).

3.2.3. Control of activities

Nature of technique control is applying contents of examining function in managing modern library in order to ensure the effectiveness of these activities. This is a very important part in technique management because through the
examining activities, the manager knows working performance, reduce risk and have in time adjustments to weakness and implement decided objectives. While examining technique of modern library management, manager needs to pay attention to issues including: the diversification of inspecting methods; the compliance with inspecting process’s steps.

The statistical analysis showed that 100% of examined libraries implemented the activity of controlling. The inspecting methods implemented by examined libraries are quite diverse. The most widely used method is inspecting right after performance (used by 100% libraries). The method of regular inspection was also applied by 86% of libraries. The method of unannounced inspection was used by 61% of libraries. There are lots of inspecting methods that are not used by library managers, only 17% of examined libraries inspected before coming into operation.

3.3. Facility management

3.3.1. Building plans and allocation of investment categories

According to the surveys, similar to other activities, many libraries show interest in building investment plans for facilities and equipment (83% of examined libraries).

In the allocation of investment categories, the surveys showed that the investment categories in examined libraries are listed as follows: 100% of examined libraries invested in equipping workstation systems, 83% invested in equipping serves, 100% spent budgets on office equipment (such as printers, photocopiers), 72% applied barcode technology, 56% used magnetic equipment, 87% are equipped with security cameras. The categories invested by few libraries consist of high tech equipment (such as digitalization equipment, RFID technology) which only 7% of examined libraries spent money on.

The analysis of equipment investment shows the true reflection of current Vietnam modern library’s development. Most of invested equipment is to serve the purpose of automatic activities in the library. A small number of libraries have had investments for the objectives of building digital libraries.

3.3.2. Ensure the stability of investment fund for facility

Most of Vietnam modern libraries’ activities now are funded by state budget. Base on the budget investment mechanism for library, we can divide it into two main groups:

Group 1: made up 5%, including libraries that are funded through a managing unit but still have its own legal status and account.

Group 2: made up 95%, including libraries that are funded through a managing unit but do not have its own legal status or account.
3.4. Assessment on modern library management in Vietnam

3.4.1. Human resources management

Most libraries had recruited employees with technique on IT. Some libraries had established new departments (IT Department) to meet the modern library’ needs on technique. Small amounts of libraries’ managers have implemented initial step of creating motivation for employees by using different managing methods. Vietnamese modern library already has leading staffs with experience in technique and management.

Despite achievements, human resources at many libraries, especially academic libraries still have much unreasonableness. Human resources’ quality is not high. The assignment of employees in model organizational structure is not accordance with scientific process. Most libraries have not yet created motivation for employees.

3.4.2. Technique management

Vietnam modern libraries’ managers have changes not only in managing methods but also in information source development policy and changes in formality of informational resources structure.

- Activities of processing data and organize information:

  At modern libraries, data processing and information organizing activities are often automated with the help of computers. Usage of library software and standards on processing, organizing information provides modern library with easier way to share information, to copy bibliographic records.

- Library informational services:

  Through survey of services in Vietnam modern libraries from different aspects: service formality, service quality, we can see that Vietnamese modern library’ activities of supplying service not only have achievements but also have weakness. Many featured services of modern service have not been performed by most libraries. Some services are automatic but still have problems according to detail analysis. Activities for readers to interact through internet, an advantage of modern library services, have not been promoted yet. The quality of modern libraries does not get good feedback: only 26% of readers that participated in survey assessed service’s quality above medium level.

- Library users:

  Modern libraries in Vietnam had not been able to develop an environment for the users to promote their position as both information user, producer and builder of database structure. Most of current services in Vietnam modern libraries are only created one-sided interaction with the users. The users are only information users.
3.4.3. Facility management

Based on scientists’ points and analysis of Vietnam modern libraries’ facility management survey result, these following assessment were concluded:

Vietnam modern libraries have invested on facility and equipment. These activities are reflected through building activity plans. By using different revenues, library has initially developed quite modern equipment system to meet the objective of library automation. Allocation of equipment investments is basically suitable. Most libraries are funded with equipment for automatize purpose. Library has actively exploited from many different revenues for investment in facility and equipment.

Despite achievements, Vietnam modern libraries’ facility management still have limitation including: investment lack synchronization between facility, equipment and software in some libraries; Most libraries are not financially independent; Invested technology and equipment in many Vietnam libraries are not modern. Facility investment in many libraries is not synchronized.

The reason of these limitations is building investment plan on facility, environment assessment, especially changes in scientific technology environment that had not been implemented well enough. Besides, issues in financial mechanism, ability of manager are also a reason that affect the maintenance of facility investment fund’s stability.

Overall

By researching management of modern libraries in Vietnam including: human resources management, technique management, facility management, we can see that in different levels many modern libraries have innovations in managing activities. These innovations have brought certain positive effect.

However, Vietnam modern libraries’ changes in management are not catching up with fast changes of modern library environment. Hence, the implementation of managing content still have many insufficient issues including: building plans; backwardness of organizational structure; issues in legal documents; limitation in approaching, using new managing tools and performing inspecting function; human resources’ quality is not high enough; tools to ensure quality of product and service has not yet been widely used.

These issues are directly affecting the effectiveness of management. Analysis report showed that the effectiveness of library’s management is not very high. This is reflected in basic content of modern library management such as: human resources management, technique management and facility management. In order to improve the managing effectiveness in modern library, it need to reduce weakness by searching for resolutions to fix existing issues.
Chapter 4: SOLUTIONS TO IMPROVE THE MANAGEMENT QUALITY OF VIETNAM MODERN LIBRARIES

4.1. Innovating the model of organizational structure
4.1.1. Identifying the requirements of model of organizational structure of modern libraries in Vietnam

The result analyzed in the Chapter 2, Chapter 3 of this research has presented that the application the achievements of S&T has created the critical changes in libraries in Vietnam. Overall, libraries in Vietnam have been dramatically changed from the traditional mode into the modern one. This transition is necessary and a common trend of libraries in Vietnam nowadays, which benefits readers as well as the libraries, however, this transition also questions the management, including the organizational structure. Most of all, the organizational structures, which are being applied at the libraries in Vietnam at the present, are not effective enough to manage the modern libraries. On one hand, this reality has created disadvantages for the managers, on the other hand, affected the effects of the operation of the modern libraries. To solve this problem, libraries in Vietnam need to transform their organizational structures in order to assure the new requirements of model of modern libraries.

4.1.2. Proposal of the model of organizational structure of modern libraries in Vietnam
According to the analysis of advantages and disadvantages of the models of the organizational structure, the reality of some models of organizational of organizational structure of modern libraries on all over the worlds and specific features of the present libraries in Vietnam, this research shall propose the solutions to apply the model of organizational structure of matrix for the modern libraries in Vietnam. Specifically, the matrix model applied in the modern libraries in Vietnam is the (hybrid) one combined between the model of function, which is being widely applied in the libraries in Vietnam, and the model of teamwork.

4.1.3. The bases to propose the model

+ Based on the thesis of the scientists about the model of organizational structure of modern libraries.
+ Based on the outstanding advantages of the matrix model.
+ Based on the adaption of the model to the specific conditions of Vietnam.

4.2. Changing the methods and tools of management

4.2.1. Effectively applying the method and tool of management

Effectively applying the methods of management shall promote the employees in an organization. The results of some real researches have shown that the method of management of the managers in the libraries in Vietnam still has some disadvantages. The method of administrative management is being used by the leaders most widely. However, if abusing this method, there shall be pressures for the library staff. Therefore, to positively promote them, the managers need to effectively apply other methods of management such as: educational method, economic method. The reality shows that managing cannot absolutize any method without soft and flexible combination of opinions and methods to improve the effects of management. Each method has its own advantages and disadvantages which need to be combined to supplement each other. However, the managers of the libraries need to research and choose a leading method that suits the objects of management in their libraries to effectively promote their employers the most.

4.2.2. Applying the international standard ISO 9001 in managing libraries

The standard ISO 9001 is a method of managing the quality, of which being applied in an organization shall help the leaders of that organization control the internal activities and promote all the works to be finished at the highest level. Applying the ISO 9001 into the corporations, authority offices has created a scientific method of working, eliminated the complicate procedures, shortened the time and reduce the expenses as well as dramatically enhanced the responsibilities of all workers and the quality of the works.
4.3. Enhancing the quality of the human resource

4.3.1. Managers

Training the level of management and professions of the managers is necessary. It needs to be conducted in a scientific method based on the definition of the managers and with the suitable training programs.

4.3.2. Library staff

To enhance the quality of the librarians in Vietnam, solutions need to be synchronized.

All librarians need to conceive more about the importance of the source of human resource in the modern libraries, to take better care and invest in the development of human resource.

All libraries need to strictly obey the construction and performance of the policies and the processes of recruiting and training the librarians.

4.4. Enhance the management effects of the State

4.4.1. Completing the policy of library development

Constructing the policy of developing the libraries is one of the most important content of managing the state on libraries. Constructing the policy of development plays an important role in managing the modern libraries in general and affects directly to the management of the modern libraries.

4.4.2. Completing the laws

By analyzing the reality of the laws relating to the modern libraries in Vietnam, it can be seen that the laws with relevant contents are lack of quantities as well as strong legal validity. The Law on Library has not been accepted by the National Assembly, the Ordinance of Library after 15 years of application, has shown its disadvantages and is lack of the content relating to the modern library. Therefore, to make the model of organizational structure of modern libraries operate effectively, the completion of the laws is necessary.

Overall

In fact, the management in the modern libraries in Vietnam still has some disadvantages. There are many reasons that lead to this existence. To enhance the effect of management in the modern libraries in Vietnam, several solutions need to be synchronized.

First of all is the change in the model of organizational structure, the model of organizational structure of matrix is a modern one, applying this model in managing the libraries shall bring benefits. The outstanding advantages the model of organizational structure of matrix has satisfied the requirements set for the
management of modern libraries. This reality has been confirmed by researchers of
model of organizational structure of libraries, and many libraries on the world has
chosen to apply this model.

The next solution is to enhance the effect of managing the state, including
concentrating in the main contents such as completing the policy of developing the
libraries, laws and constructing the standard to work effectively in library field.

Well manipulating the methods of managing, effectively exploiting the tools
of managing as well as applying the system of managing the standards in
accordance with standard ISO 9001 are also helpful solutions to improve the
effects in managing modern libraries in Vietnam.
CONCLUSION

The development of S&T and their application in the library have created the modern library. The differences in methods of collecting, processing, organizing and distributing the information of the modern library have affected the managing organization. The changes in managing modern library concentrate on doing the functions of managing; The contents of method of managing organizational structure.

Managing the modern library somehow is similar to managing the library in general, however the features of the modern library have questioned with conducting the managing function as well as managing content. Swift changes in the library environment acquire a flexible model of organizational structure, method of effectively managing and tools of managing... Managing the modern library is still affected by many elements, of which swift change of technology environment should be taken care. To evaluate the effect in management of modern library, it is necessary to depend on several elements, therein, the content of managing in the library should be taken care of, such as managing human resource, profession and financial.

In the last decades, with the undertaking of renewing to internationally integrate by the Communist Party and the Government, and the positive application of the progressive achievements of Science of Technology, libraries in Vietnam have had critically changes. To overview, libraries in Vietnam have been strongly transformed from the traditional model to the modern one. This transition has brought lots of benefits for readers as well as the libraries themselves, however, also the requirements for the organizations managing the libraries. The requirements are questioned in many contents of managing the libraries, such as: the organizational structure; the human resource structure; the method of managing; the mechanism of managing as well as managing the technique in the libraries.

Researches on the reality of managing in modern libraries in Vietnam show the results as well as disadvantages. Changes in management collectively and in conducting the managing functions of library in Vietnam have not caught up with the swift changes of the environment of modern library yet. Therefore, the management still has some disadvantages, which focuses on the weakness in building plans; The backwardness in the model of managing, the system of laws; The disadvantages in the managing leaders of approaching, using the new tools of management with technology applied; The disadvantages in the combination of
methods of management and conducting the inspecting. These problems have directly affected into the effects of the operation of modern libraries in Vietnam.

To enhance the effects in managing the modern libraries in Vietnam, it is important to synchronize different solutions. There must be a change in organizational structure, model of organizational structure of matrix is an effective managing model, applying this model in managing the library shall bring many benefits. The outstanding advantages of this model of organizational structure of matrix have met the requirements for managing modern library. In fact, this has been confirmed by the researchers in model of organizational structure, and being applied by many libraries on over the world. This application and the proposed solutions shall repair the problems existed in managing the modern libraries in Vietnam. Besides, many other solutions, such as enhancing the effect of managing the state, enhancing the quality of human resource, renewing method and tool of management, also need to be conducted in time.

Synchronizing these solutions shall help enhancing the effects of management as well as operation of the libraries in order to develop the library business and serve the industrialization and modernization of Vietnam.
CONTENT OF WRITER’S PUBLICATIONS ABOUT DISSERTATION’S TOPIC


