LEADERSHIP AND MANAGEMENT IN THE E-ENVIRONMENT OF SERBIAN ACADEMIC LIBRARIANSHIP

Vesna D. Župan[164]

Abstract: *The scope of this paper is to show how Serbian academic librarianship may help users who are willing to improve their own knowledge in leadership and management. The retrievals of COBISS (Cooperative On-line Bibliographic System and Services) will be implemented. It will be explained how that indispensable knowledge on leadership and management is organized in Serbian academic librarianship.*

Keywords: leadership, management, academic librarianship, Serbia, e-environment.

1. INTRODUCTION

According to Cambridge Dictionary, leadership is the set of characteristics that make a good leader. It is also the position or fact of being the leader (1). Management of an enterprise implies the following phases: planning, organization, and control. However, these phases are also indispensable for cultural and educational institutions.

There is no successful organization without the efficient management. Nowadays, libraries possess e-resources that students, researchers, professors and other staff may use for finding necessary materials. Printed materials are still being used and they will be used also in future. They are practical for citing. Library users may read printed materials relaxed in an armchair or in a park.

Human resources require particular attention. The number of those people who found a job or a better one upon their specialization is not so small. Studying professional resources helps readers to get knowledge which can be their comparative advantage on the international labour market.

This paper is focused on the academic libraries of Serbia in the system COBISS (Cooperative On-line Bibliographic System & Services). The states of ex-Yugoslavia where COBISS is implemented are Slovenia, Serbia, Bosnia and Herzegovina, Montenegro, and Macedonia. COBISS is implemented also at Kosovo and Metohia. This is illustrated by the map no. 1.

---

[164] „Svetozar Marković" University Library, Bulevar kralja Aleksandra 71, 11000 Belgrade, Republic of Serbia

Map 1. COBISS in YUGOSLAVIA (grey surface)

2. LEADERSHIP AND MANAGEMENT IN SERBIAN ACADEMIC LIBRARY ENVIRONMENT

Academic libraries in Serbia also tend to implement marketing. As a professional discipline marketing is not new in libraries. Academic librarianship includes the adjustment to the needs of users as a necessity or even the imperative. The academic libraries of Serbia tend to adjust regularly the conditions of work to the students who are their most numerous users including postgraduates. Except that, libraries get adjusted to the needs and wishes of the researchers, teachers, the employed and the unemployed if they have a right to become library members. For postgraduates, it is usually sufficient to be enrolled at the studies in order to fulfill the conditions for receiving a membership card. The unemployed may have also their own professional reasons to consult academic materials.

The „Svetozar Marković" University Library in Belgrade is open for users since 1926 (2). This is the central library of the University of Belgrade. This library is included into COBISS (Cooperative On-line Bibliographic System & Services) (3) and it acquires literature on leadership and management as well as all other necessary materials in several ways. Some of them should be mentioned, such as:
- compulsory copy,
- purchase,
- gift, and
- the exchange.

Except cataloguing and classification of monographs, the employed in this library *analytically* catalogue and classify monographs and serials. They implement international standards for bibliographic description of library materials. These standards for monographs are known as ISBD (M) e.g. International Standards for Bibliographic Description of Monographs. Furthermore, these standards are adopted by the International Federation of Library Associations and Institutions (IFLA) (4).

It is through the insight into the e-catalogues of leading world libraries that users may get the information on new editions in their professional field. They can find a useful reference and borrow a book through the interlibrary loan service with abroad. In the central library of the University of Belgrade, this service is possible only for those persons who became its` members. Except this, the academic libraries of Serbia give users the opportunity to retrieve the aggregated data bases with e-articles in full text.

Library personnel help users regularly in order to improve the retrievals of the information e-resources. It is not unusual that a library user tries to carry out his first retrieval of an e-resource at a computer within the academic library. Libraries are still in the very core of the Information Society as they had been ten years ago.

The vast majority of e-articles in full text are published in English as far as professional e-resources are concerned. Except that, the development of the Knowledge Society imposes the promotion of a linguistic culture. IFLA keeps developing free access to information and freedom of expression. The process of globalizing imposes the necessity of learning or improving the knowledge of foreign languages in order to follow scientific and technical progress easier.

Table 1. Bibliographic descriptions on *education and management* in the e-catalogue of the "Svetozar Marković" University Library in Belgrade

Terms	No. of bibliographic descriptions
Marketing and management	80
Economics and management	109
Economic development and management	15
Economics and leadership	10
Education and leadership	15
Education and management	130
Culture and management	24
Culture and leadership	16

Resource: www.unilib.rs (Access: 28.11.2018.) (5)

Table 2. Bibliographic descriptions on *education and management* in the cumulative e-catalogue of Serbian academic librarianship
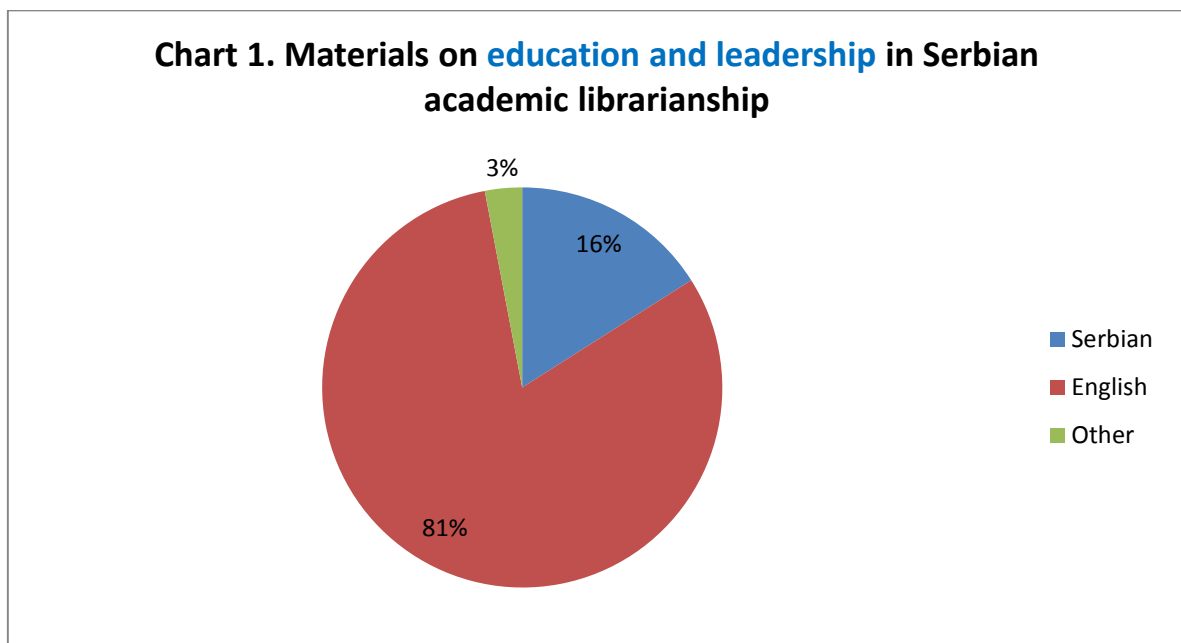
Terms	No. of bibliographic descriptions
Marketing and management	839
Economics and management	934
Economic development and management	188
Economics and leadership	94
Education and leadership	213
Education and management	1072
Culture and management	333
Culture and leadership	224

Resource:
http://www.vbs.rs/scripts/cobiss?ukaz=BASE&bno=99999&id=1845507344226384
(Access: 28.11.2018.) (6)

English language is a leading business language in the world. It is known as *lingua franca* nowadays. There are many materials on management in the academic librarianship of Serbia. It would be realistic to expect that young people go on to read materials after their studies would be over in order to improve their own knowledge and promote their own linguistic skills in foreign languages. The investments into personal knowledge needn't stay without any particular achievement.

This is true particularly if a library user makes well a choice of a domain for his further professional development. One of the scopes of The Bologna Declaration of 19 June 1999 – Joint Declaration of the European Ministers of Education, was to promote the employability of the European citizens who obtained a degree after their higher education. Therefore, degrees are to be *easily readable* and *comparable*. (7)

Chart 1. Materials on education and leadership in Serbian academic librarianship
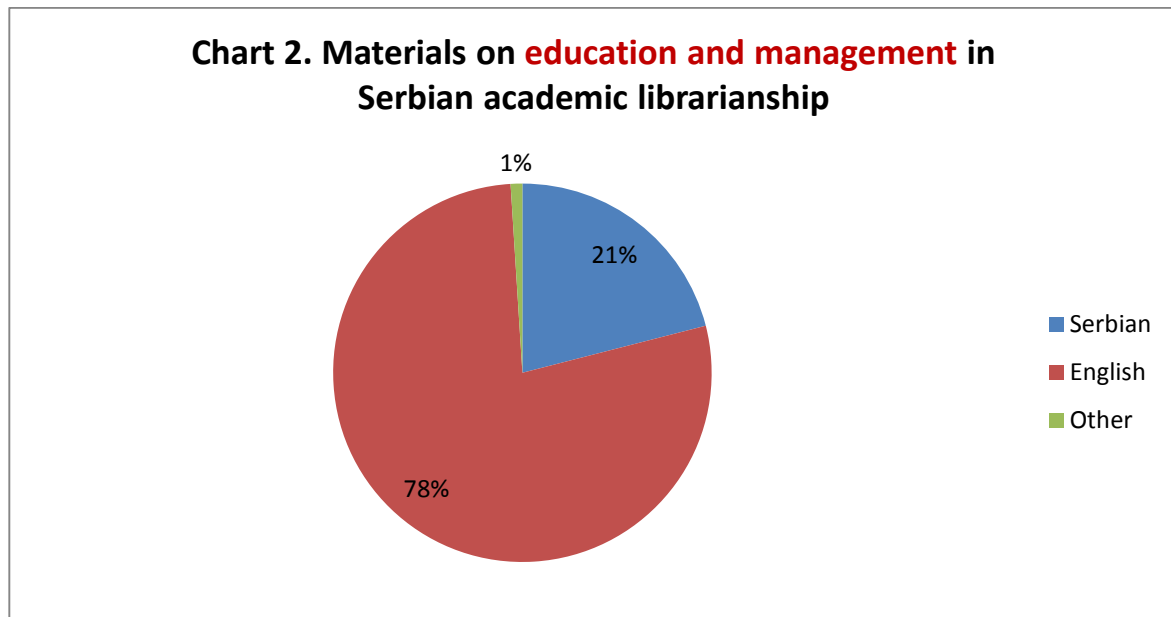

Resource for data: cumulative e-catalogue COBIB.SR (Accessed: 1 December 2018)

Leaders usually concentrate on purpose, guidelines, vision, scopes, and efficiency. While managers keep administrating, leaders keep innovating. Managers are focused on a system and a structure within an organization they are employed in. However leaders are focused mostly on human resources. Managers usually rely on control. Leaders rely usually on confidence. Leaders watch towards a horizon. Managers are interested in the operation line. (8)

Predicting the characteristics of the innovative organization, some authors mentioned:
- positive atmosphere and the employed who make jokes,
- high level of energy and enthusiasm,
- the employed who are able to control their job,
- the employed who work in a team,
- a high difference in salaries from one calendar year to another,
- permanent education or specialization,
- managers who are accessible to the personnel etc. (9)

This is quite comprehensive for all organizations e.g. profit and non-for profit organizations. Academic libraries are to be innovative ones particularly because of the fact that they belong to the group of scientific organizations.

Chart 2. Materials on education and management in Serbian academic librarianship

Resource for data: cumulative e-catalogue COBIB.SR (Accessed: 28 November 2018)

During the last five years The University of Belgrade established its` digital repository PHAIDRA (Permanent Hosting, Archiving and Indexing of Digital Resources and Assets) (10). Full texts of doctoral dissertations are being downloaded in it. The University of Kragujevac has also its` own digital repository PHAIDRA for similar purposes (11). Except that, The University of Niš has its` own digital repository PHAIDRA, where the full texts of doctoral dissertations defended at that university are being downloaded in .pdf format (12).

3. THE INTERLIBRARY LOAN SERVICE WITH ABROAD

The interlibrary loan service with abroad is a possible way to overcome the lack of literature in a library at least partly. Except that, there are users who became the members of several libraries in order to widen their professional and scientific horizons. Professional materials in free access become more and more numerous. However it is far away from users` needs in many domains.

Postal costs for the interlibrary loan service with abroad are to be covered. Therefore, users have to pay such fees which are not very high. The „Svetozar Marković" University Library has such a service in its' offer for users. It is one of its' comparative advantages in the world of Serbian libraries.

4. A PRECIOUS PORTAL - DART

It is through the retrieval of DART-Europe E-theses Portal that the data in tables 3 and 4 were received (13). The number of e-theses on *education and leadership* is the highest in the United Kingdom, Sweden and Netherlands. When the inquiry was changed into *education and management*, the same order was received when the first three places were had in mind.

This paper does not comment the quality of the e-theses. This quantitative approach which is used will just illustrate the subject concerning the materials freely available. Such materials in full text can be usually downloaded in .pdf format.

Table 3. The no. of e-theses on education and leadership on DART-Europe E-theses Portal

State	No. of e-theses
UK	1206
Sweden	451
Netherlands	315
Spain	185
France	135
Ireland	128
Greece	119
Italy	104
Finland	102
Norway	92
Switzerland	48
Hungary	47
Serbia	25
Portugal	23
Belgium	18
Estonia	12
Lithuania	6
Bulgaria	5
Czech Republic	5
Germany	4
Austria	3
Denmark	3
Latvia	3
Poland	3
Croatia	1
Cyprus	1

Resource: www.dart-europe.eu (Accessed: 29.11.2018.)

It is obvious that Serbia participates very actively in the process of knowledge globalization. The number of e-theses received upon both retrievals surpasses 20. Doctoral dissertations in Serbia have the expanded abstract in English as well as the list of resources used for writing a doctoral dissertation. Except that, materials in .pdf may inform every reader about the type of illustrations used for the conducted research.

Table 4. The no. of e-theses on education and management on the European Portal of E-theses DART

State	No. of e-theses
UK	1362
Sweden	459
Netherlands	309
Spain	243
France	182
Greece	163
Ireland	150
Finland	135
Italy	106
Latvia	70

Norway	68
Switzerland	39
Hungary	38
Serbia	35
Belgium	27
Portugal	24
Estonia	17
Croatia	16
Lithuania	12
Czech Republic	9
Denmark	9
Germany	9
Bulgaria	8
Slovenia	5
Cyprus	4
Austria	2
Poland	1

Resource: www.dart-europe.eu (Accessed: 29.11.2018.)

The users of the academic libraries in Serbia may receive e-articles in full text. This opportunity exists for all those libraries which are the members of KOBSON (Consortium for Coordinated Acquisition of Serbian Libraries). Serbian Academic Library Association (SALA) contributes to the promotion of library work through its` regular activities which are being performed in professional bodies (14).

5. CONCLUSION

Lots of materials which concentrate on *leadership and education* are available to the users in Serbian academic librarianship. There are many library units which analyze seriously and very professionally *management* in the context of *education* from different academic points of view. English language is the leading one as far as these editions are concerned. Except that, there are many theses freely available in full text which refers to the problems of education, management and leadership as well. The users of Serbian academic libraries may retrieve freely aggregated data bases with e-articles in full text. Library personnel have always been ready to make the retrievals easier.

REFERENCES

[1] Cambridge Dictionary https://dictionary.cambridge.org/dictionary/english/leadership (Access: 29.11.2018.)
[2] The "Svetozar Marković" University Library www.unilib.rs (Access: November 2018.)
[3] Institute of Information Sciences in Maribor – IZUM, www.izum.si (Access: November 2018.)
[4] International Federation of Library Associations and Institutions, https://www.ifla.org/ (Access: December 2018)
[5] The "Svetozar Marković" University Library, www.unilib.rs (Access: November 2018.)

[6] Virtuelna biblioteka Srbije,
     http://www.vbs.rs/scripts/cobiss?ukaz=BASE&bno=99999&id=1845507344226384
     (Access: November, December 2018.)
[7] The Bologna Declaration of 19 June 1999: Joint Declaration of the European Ministers of
     Education, https://www.eurashe.eu/library/bologna_1999_bologna-declaration-pdf/
[8] Sanja Vlahović, Liderstvo u savremenim organizacijama, Podgorica, DID, 2008, p. 47.
[9] Sanja Vlahović, Ibid., p. 158.
[10] E-THESES OF THE UNIVERSITY OF BELGRADE, https://eteze.bg.ac.rs/ (Access:
     November 2018.)
[11] E-THESES OF THE UNIVERSITY OF KRAGUJEVAC, https://eteze.kg.ac.rs/ (Access:
     November 2018.)
[12] E-THESES OF THE UNIVERSITY OF NIŠ, https://eteze.ni.ac.rs (Access: November
     2018.)
[13] DART-EUROPE E-THESES PORTAL, http://www.dart-europe.eu/basic-search.php
     (Access: November 2018.)
[14] Serbian Academic Library Association – SALA,
     http://zbus.rs/cir/index.php?a=vesti&b=cirilica (Access: November, December 2018.)