I was confronted with this question recently in a meeting of a multidisciplinary group.

My impromptu response was 'discovering and overlaying form (structure)'. Like putting the cart before the horse, I am putting together threads of the arguments supporting my 'off the cuff ' response. Let me explicate and expound the notion of 'Form' as the essence of Information Science.

My argument is based on a theoretical as well as a pragmatic framework. If ours is a science of information, then what is information? The etymological roots of the word information take us to the Latin 'in form' - 'in' meaning 'within' and 'formere' meaning to shape or form. In other words informed means inwardly shaped or formed. Many a conceptualizations of information were propounded in the early seventies. Grounded on the concept of 'structure' and a sound theoretical framework, Nick Belkin came up with the definition of information as ‘the structure of any text, which is capable of changing the image structure of a recipient’. My own research on the notions of information, lead me to propose the following - Information exists in three manifestations - the cognitive, the linguistic and the physical. Information begins and ends in the human mind as thoughts and ideas being formed. The thoughts and ideas in the human mind are mapped into a cognitive model - a mental form. The thoughts and ideas are verbalized into words, sentences and messages -a linguistic form. The verbalized expressions in written form are packaged into different genres of documents-thus giving information a physical form.

Deductively, information science deals with discovering the 'cognitive structures' in the minds of people when they perceive, seek, and use information (information seeking and behavior studies); the 'syntactical and semantic structures' in sentences and texts to discover the ways in which information is represented (grammar and syntax of representations (categories, Ranganathan's PMEST, Absolute Syntax by Neelameghan…)); the structures in the forms of different documents (organization of data elements and information in a document - for example a book has a cover, a title page, a TOC, an index etc). Thus information science is essentially involved in discovering 'FORM' in information and information entities/products.

At a pragmatic level, what is the essential value that librarians bring to information? Overlaying a structure. Classification and cataloguing are the two core professional processes in a library. Classification or indexing or tagging etc are the processes of overlaying the classification schemas, metadata systems, ontology and such frameworks to the information (placing the information entities to a place holder structure). Librarians create catalogues and databases, which are essentially processes of converting unstructured data to structured data. I would venture to suggest that we are in the business of adding certain 'form' to information and information products.

In any development process, awareness and understanding of self is the first step, identifying the essence of our discipline helps us in providing a framework for developing our discipline and profession.

Prof. Shalini R. Urs
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About MyLISA

Mysore Librarians and Information Scientists Association (R.) (MyLISA) was formed on July 26, 2001 to provide a platform for interaction and exchange of ideas among local information professionals. Its aim is to promote and develop high standard of professionalism amongst the community.

MyLISA - a registered body under Karnataka Societies Registration Act 1960 - has its doors open to all professionals who are hailing from or having some kind of association with the city of palaces - Mysore.

Like earlier years of its existence, MyLISA during its fifth year has organized various activities for the benefit of its members. During this period, it has successfully organized seven lectures, one workshop and a panel discussion.

This newsletter provides an overview of the activities of MyLISA that had happened during June 2005 to May 2006.
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<td>Individuals</td>
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For further details, please contact:
Hon-Executive Secretary
Academy of Information Science
C/o. CFTRI Library, Mysore - 570 020.
In olden days books were kept in locked shelves in libraries and they were preserved and not issued. The chances of loss were very few and there was no need of stock verification. But in modern day most of the libraries maintain open access system, where users are free to go directly to the racks for bringing a desired document either to refer at the premises of the library or to borrow for home reading. In an open access library there are chances of mutilation, damage, misplacement and loss of books. When books are read often, misplacement of books also are common. Regular maintenance of shelves by way of stock reading and stock verification enhance the use of books.

‘Stock verification’ means the physical check up of the articles or record. Stock verification is the systematic check of the library holdings for findings out missing items.

Some of the objectives of stock verification are - To find out the missing documents; To prepare the list of books to be bound and weed out; To update the catalogues and other records; To judge the demand for various categories of books; To provide statistics to authorities regarding the loss of books; and To ensure shelf order and cleanliness.

The methods usually used for stock verification in libraries are:

a) Stock verification by accession register;

b) By using a separate register with accession number;

c) By separate sheets containing accession numbers;

d) Sample stock verification; and

e) Barcode for stock verification.

There is not a single library in the world where books are not lost. In open access library users are allowed to browse the books freely in the stack room. It is quite natural that inspite of restrictions and the vigilance on the part of the library books are bound to be lost.

We may conclude that as per Government of India G O loss of 3 books for every 1000 books issued or consulted in the library may be considered as normal loss and they should be written off. The librarian should not be held responsible in such cases as it is the collective responsibility of the library staff. Stock verification need not necessarily be done every year if the total collection is more than 5000.

Government Orders:

- Government of India Department of Finance - OM No F.23(7) - E.11(A)/83 dated 7.2.1984
- Department of supply U.O. No. I.D. No. P111 - 3(5)/82 dated 17.1.83
- ICAR letter No. F.No. 28(17) 73.E.DN/11 dated 29.1.1974
- Karnataka Gazette Thursday OCT 3, 1991 (delegation of powers to heads of department)

**Dr. Mallinath Kumbar**

Presently working as a reader and chairman of the department of library and information science university of mysore Mansagangothri, Mysore Before joining University of Mysore he served at Mangalore University for 4 years and at Kuvempu University for 10 years. He has published more than 60 research articles in national and International professional journals. He has participated and presented in serval national and international conferences. He is life member of ILA, IATLIS, KALA and he is a founder life member of MyLISA. He served as a member and chairman of academic bodies like BOS and BOE in many Universities in the Karnataka, Andhrapradesh and Tamilnadu and Kerla.
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INTRODUCTION

We live in an increasingly globalized and interconnected world. Barriers in trade, commerce, banking, industry, science, technology, education, etc., are breaking down and will continue to become more and more borderless with time. Globalization also means increased dependency on one another in various domains. Globalization is in a sense synonymous with networking. Computers, telecommunications infrastructure and the Internet are not only essential but indispensable in the world we live in today.

Libraries in the 21st century risk being marginalized if they ignore the worldwide web. Other players: search engines, subject portals, digital libraries and open access repositories will be preferred to libraries.

In this scenario, libraries need to become web-oriented in all spheres of their work. Until the 1990s, it was considered sufficient for library's to automate and provide online access to their collections. Today, however, the trend is to network with other libraries. Equally, library’s need to provide networked access to search engines, e-serials, discussion forums, subject portals, etc. The library’s automation software should also be web-based and become the platform for access to other sources and services. The fact that many of these services use different platforms, and software means also that web-based library automation systems require to adhere to international metadata and inter-operability standards.

Web-based library automation and networking

The characteristics of these are:

- All functionalities and sub-systems of a typical library automation system run as applications in the client-server mode. The server software resides on a web server and the client machines in a library could be simple windows- or linux-based connect to the server via TCP/IP running client software.
- Database servers replace file servers that were typical of earlier systems such as LAN systems. Databases in such systems use one or other relational database management systems (RDBMS) at the backend.
- The query language used is SQL.
- Many web based library automation systems use more than two tiers, e.g., they also use middle layers such as application servers to improve response times.
- Web based systems are easily scalable and are better maintainable because of the fact that changes are possible in any of the tiers without disturbing the others.

These systems have many advantages both from the point of view of libraries as well as users.

The typical functionalities, standards and how libraries can easily be networked was demonstrated with a demonstration of NewGenLib.
The World Wide Web offers information and data from all over the world. It’s a huge sea of information for the seeker of information. Finding the right data at the right time is a challenge which is faced by every seeker of information. Though search engines ease this mountainous task, the seeker is still waiting asking for more.

Information professional’s a.k.a librarians/information managers act as catalyst between the source of information and the seeker of information. With the development in technology and the way of presenting information, its imperative upon the information professional to be abreast of the various resources available on the web.

The era of open access has led to freeing of literature. Journals like “First Monday” which was the first of the peer reviewed freely available journal on the web. The complete list of open access journals is available on Directory of Open Access Journals

Various journals on Information Management, Business Management, Competitive intelligence, Science and technology offer variety of articles to users. The copyright of the open access journals remains with the author.

Managing the licenses of the users in this kind of environment requires specialized web application that helps people dedicate their creative works to the public domain — or retain their copyright while licensing them as free for certain uses.

Various newsletters, referral sites, sources of free articles help information professionals guide their users in finding the right document and ease their flow of work.

RSS feeds will help the seeker of information keep himself informed of any changes in the interested webpage.

Wikipedia, which is the world’s biggest collaborative publication, provides users with information which has been edited and validated by users or seekers of information. This website attracts more users to its website than the news sites like BBC or CNN.

Weblogs also known as blogs, are another vital source of information which are periodically updated articles of users. Some of the blogs have developed into full fledged news seeking informative sites, offering users comprehensive insights into specialized subjects.

To store all these sources of information, we have sites which help us categorize and catalogue the various websites into folders, helping us access them anytime anywhere. All that is requires is connectivity to the internet.

Internet is an important source of knowledge. With the development in technology, onset of open source software and open access journals, there are no boundaries for users to stop using these stupendous sources of information. It is important for the librarians or information professional to ramp up their services and mine the web to find these hidden resources of information to help guide their users in this big maze of information.

Ms. Ayesha Taranum

Ayesha Taranum, Associate Manager, Information and Communication Services, HCL Technologies Bangalore. An alumnus of University of Mysore and National Center of Science Information, she has been actively driving the Knowledge management Practice at her organization along with handling the Information Services division
ಕನ್ನಡ ಅಧ್ಯಾಯಗಳು?

ನ್ನು ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ ಸೇವೆಯೆಳೆಯಲು: ಅಗ್ರಿಯಲ್ಲಿ ಅಧ್ಯಯನ ಸಾಮರ್ಥ್ಯ, ಛಾತ್ರವರು ಹನಕು ಹಾದಿದ್ದು ಅಧ್ಯಾಯಗಳನ್ನು ಪಡೆಯಲಾಗುತ್ತಾರೆ, ಹಾಗೂ ಕಾಲಿ ಹುಡುಕು ಅದ್ಯಾಯಗಳು, ಪಾತ್ರೆ: 19-11-2005

ನಾಗರಿಕತೆ, ಆರೋಗ್ಯ, ಸಮಾಜ ಸೇವೆ, ಸಮರ್ಥನೆ, ಇತರ ಅಧ್ಯಾಯಗಳು ಅಧ್ಯಯನದಲ್ಲಿಯೇ ನಿರ್ದೇಶಿಸುತ್ತಾರೆ. ನಾವು ಇಲ್ಲಿದೆ ಎಲ್ಲಾ ಕ್ಷೇತ್ರಗಳು ಅಧ್ಯಯನದ ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಸಮಾಜದ ವ್ಯವಸ್ಥೆಗಳು ಶಾರೀರಿಕ, ಹಿಂದು ಹೆಸರು, ವೈದಿಕ, ವಿಜ್ಞಾನ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ. ನಾವು ಇಲ್ಲಿದೆ ಎಲ್ಲಾ ಕ್ಷೇತ್ರಗಳು ಅಧ್ಯಯನದ ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಸಮಾಜದ ವ್ಯವಸ್ಥೆಗಳು ಶಾರೀರಿಕ, ಹಿಂದು ಹೆಸರು, ವೈದಿಕ, ವಿಜ್ಞಾನ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ.

ಅನ್ನು ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ ಸೇವೆಯೆಳೆಯಲು: "ನಿತ್ಯಾಭಿವೃದ್ಧಿ" ಅಧ್ಯಾಯಗಳು ಕೂಡಾ ಅನ್ನು ಅಧ್ಯಯನದಲ್ಲಿ ಪಡೆಯಲಾಗುತ್ತಾರೆ. ನಾವು ಇಲ್ಲಿದೆ ಎಲ್ಲಾ ಕ್ಷೇತ್ರಗಳು ಅಧ್ಯಯನದ ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಸಮಾಜದ ವ್ಯವಸ್ಥೆಗಳು ಶಾರೀರಿಕ, ಹಿಂದು ಹೆಸರು, ವೈದಿಕ, ವಿಜ್ಞಾನ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ. ನಾವು ಇಲ್ಲಿದೆ ಎಲ್ಲಾ ಕ್ಷೇತ್ರಗಳು ಅಧ್ಯಯನದ ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಸಮಾಜದ ವ್ಯವಸ್ಥೆಗಳು ಶಾರೀರಿಕ, ಹಿಂದು ಹೆಸರು, ವೈದಿಕ, ವಿಜ್ಞಾನ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ.

ಆರೋಹಿ:ದೈತ್ಯ ಹಾರ್ಡ್ 19-11-2005

ಈ ಪ್ರದರ್ಶನದ ಮೂಲ ವೇದಿಕೆಯ ಅಧ್ಯಾಯಗಳ ಸಂಪದವನ್ನು ಬಳಸಬೇಕು. 31 ನಂತರ ವಿದ್ಯಾರ್ಥಿಗಳು ನೆಲೆಯಾಗಿದ್ದರು, ಆರೋಗ್ಯ, ಸಮಾಜ ಸೇವೆ, ಸಮರ್ಥನೆ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ. ನಾವು ಇಲ್ಲಿದೆ ಎಲ್ಲಾ ಕ್ಷೇತ್ರಗಳು ಅಧ್ಯಯನದ ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಸಮಾಜದ ವ್ಯವಸ್ಥೆಗಳು ಶಾರೀರಿಕ, ಹಿಂದು ಹೆಸರು, ವೈದಿಕ, ವಿಜ್ಞಾನ, ಮುಂದುವರೆಯಾದ ಪ್ರತಿಯೊಂದು ಸಾಮರ್ಥ್ಯಗಳು ಹಾಗೂ ಬಲವಾಧಿಯಾಗಿದ್ದು, ನಾವು ತನ್ನು ಅಧ್ಯಾಯಗಳು ಮುಂದುವರಬೇಸಿದ್ದು, ಹಾಗೂ ಅಲ್ಥಿಯ ಸಂಪದವನ್ನು ಸಹಾಯಿಸುತ್ತಾರೆ.
There is a person with whom you spend more time than any other, a person who has more influence over you, and more ability to interfere with or to support your growth than anyone else. This ever-present companion is your own self.

- Dr. Pamela Butler

Self-leadership has been more broadly defined as “the process” of influencing oneself to establish the self-direction and self-motivation needed to perform. Self-Leadership involves “leading oneself” via the utilization of both behavioral and mental techniques. Behavioral self leadership techniques involve self-observation, self-goal-setting, management of antecedents to behavior, modification of consequents to behavior, and the finding of natural rewards in tasks performed. Mental self-leadership techniques involve examination and alteration of self dialogue, beliefs and assumptions, mental imagery, and thought patterns.

What is your direction in life, your ultimate goal, your life purpose? What would you like to change in your life to create greater satisfaction & fulfillment and to achieve the success you are looking for? Take a moment to reflect on your life! What have you done so far and what is the direction you want to take in the years to come?

We can all benefit from aspiring to excellence. Excellence is not a destination we reach, but is an unending process of constant improvement. What better way to live than by growing better each day? Those who pursue excellence aren’t in direct competition with others, for they measure themselves against their own accomplishments.

“The real contest is always between what you’ve done and what you’re capable of doing. You measure yourself against yourself and nobody else.”

- Geoffrey Gaberino

It is about asking of ourselves more than others do; it is about harboring thoughts of excellence in our breast. As long as we aim for a more ideal self, success will naturally follow.

And the good news is excellence is within the grasp of all, for it is merely about doing our best at every moment. It is not about perfection, which is an unattainable goal, but about becoming what we are capable of being. Those who stand by the sidelines and watch others succeed, know what is necessary, but are unwilling to devote the time and effort to bettering themselves. So, each of us have to make a decision. Do we wish to become another statistic by merging with the mediocre majority or do we wish to make a difference by embracing excellence?

Those who are successful in their quest for excellence simply do what they do better and do more of it. They go about life always alert for better ways of doing things. Every endeavor they engage in is imprinted with their mark of excellence. They understand that if you do a job quickly, people will forget about it. But if you do it well, people will remember.

Effective self-leadership involves achieving equilibrium between focusing on the cohesiveness of a work group and/or organization and focusing on the value and identity of each individual employee. Thus, self-leadership does not require entirely autonomous behavior without regard to the team or organization. Nor does it require that the identity and value of each individual employee be entirely put aside in favor of the work group or organization.

Rather, an effective self-leadership perspective would encourage individuals to find their own personal identity and mode of contribution as part of establishment of a group or organization that produces synergistic performance.

According to Chuck Gallozzi the Path to Excellence is to:

Care more than others think is wise. Risk more than others think is safe.
Dream more than others think is practical.
Expect more than others think is possible. Strive more than others think is worthwhile Do more than others think is necessary Be more than others think is sufficient

Dr. Mohanankrishnan

He has enormous interest in Organisation Development, and Behavioral Science based training and interventions. He had inducted the Development Centre for more than 1000 employees in ING Vysya Bank during his tenure as Corporate HR Manager. His other area of interest is Talent Management. He had been invited as a Guest Speaker by various National and International fora. His paper on Talent Management is accepted and he was invited to present a paper on the 3rd ARTDO International Conference at Macau, China. He also presented a paper on “Redefining Motivational Paradigm” in the international IFTDO conference to be held in Cairo, Egypt.
Knowledge Management (KM) is a conscious and coordinated strategy to manage the knowledge assets within an enterprise in order to generate knowledge-mediated services that aim to improve outcomes, innovation and communications. In the realm of healthcare, knowledge management involves the identification, acquisition, sharing and operationalization of healthcare knowledge to provide knowledge-mediated clinical decision support, patient education and policy planning.

Typically, healthcare knowledge is characterized along the lines of explicit and tacit knowledge: explicit healthcare knowledge encapsulates evidence whereas tacit knowledge represents the clinical experiences of healthcare practitioners. However, most knowledge management systems deal with either some variation of explicit knowledge represented as documents, guidelines/workflows or symbolic rules, or with tacit knowledge represented as cases, scenarios or peer discussions. This approach is quite limiting as it provides only a single perspective to the problem's understanding. Clinical decision-making can be significantly improved if healthcare practitioners are able to simultaneously leverage both the experience of healthcare experts and corresponding published evidence, i.e., leverage both tacit and explicit knowledge.

In our research, we have developed a healthcare knowledge-linking framework for mapping tacit and explicit healthcare knowledge modalities pertaining to the management of pediatric pain. The explicit knowledge manifests in terms of peer-reviewed healthcare literature available at PubMed, which is an online healthcare literature repository. The tacit knowledge is captured in terms of email-based discussions among pediatric pain practitioners through a Pediatric Pain Mailing List (PPML). The PPML is an international Internet-based forum for informal discussion of any topic related to pain in children. There are now over seven hundred members, including clinicians, researchers and patients from at least forty countries on six continents. Currently, the archive contains more than ten thousand messages.

Two clustering-based approaches were applied to the email discussion threads containing the tacit knowledge, k-means and Self-Organizing Maps (SOM). Inter-rater reliability problems made it difficult to measure the effectiveness of the clustering approaches and there was no clear way to link to the peer-reviewed literature. An ontology based approach to the problem was also investigated and appears to be a more successful approach than the clustering approaches. This approach used the MMTx tool to parse the email threads and to map the discovered concepts into the Unified Medical Language System's MetaThesaurus and into the Medical Subject Headings. Through the MeSH, the contents of the archive are linked to the peer-reviewed literature in PubMed.

We have now developed a four-stage knowledge mapping strategy that allows linking the tacit knowledge in a discussion thread to corresponding published articles (i.e. explicit best evidence) in order to provide a multi-perspective outlook to the pediatric pain issue. The linking is achieved by (1) cleaning the content and normalizing the terminology in the email-based discussions; (2) linking the emails around a similar topic as a discussion thread and then organizing the discussion threads based on a taxonomy of clinical concepts (or topics); (3) generating an optimal literature search query from the context and content of the discussion thread; and (4) submitting the search query to PubMed to retrieve healthcare articles from PubMed. In practice, through our knowledge linking framework a pediatric pain practitioner can (a) navigate through the various discussion threads each discussion thread comprises a continuous sequence of individual email messages around a specific topic-about pediatric pain topics to leverage the experiences of a community of pediatric pain practitioners; and (b) choose to retrieve the corresponding published literature around the discussion topic by simply selecting the discussion thread. It is our contention that the potential linking of tacit knowledge (i.e. PPML) to explicit knowledge (i.e. published literature) will help pediatric pain practitioners to deal with atypical and ill-represented/researched medical conditions for which both experience and evidence is simultaneously required.

**Dr. Michael Shepherd**

Dr. Shepherd is a Professor of Computer Science at Dalhousie University and co-director of the Web Information Filtering Lab. He has been involved in the field of informatics for over 30 years and is a past-president of the Canadian Association for Information Science. Dr. Shepherd received his B.Sc. and M.Sc. in Computing Science and his Ph.D. in Library Science from the University of Western Ontario. During his Ph.D., he also studied at the Documentation Research and Training Centre (Indian Statistical Institute) in Bangalore. His current research interests include both health informatics and web information filtering.
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Budget is defined as “An Estimate, often itemized, of expected income and expense, or operating results, for a given period in the future”. Thus a library budget is an estimate of expected income and expenditure of the library for the coming year.

The need of preparing a budget is quite evident form the fact that a household which plans its future undertakings can fulfill them to a great extent than a family which does not plan for the future seldom achieves anything tangible. Moreover, when a proper plan is prepared, the available resources can be put to best use, otherwise all the money is frittered away without any results.

Budgeting is the primary means by which formulated plans can be carried out. It is considered important from the administration point of view as “It serves as an effective management tool. It gives over all direction; it co-ordinates all administrative functions by guaranteeing exchange of information on policies, programs and finances; it insures automatic, regular consideration and re-evaluation of ling range plans. Budget making also provides the occasion for periodic review and reassessment of the changing needs of the library’s constituency and resources.

Techniques of library budgeting

Line-item Budget
This is the most common type of budget. Here the expenditure is divided into broad categories such as, salary and wages, books, periodicals and other reading materials, binding, equipment, stationary, insurance and miscellaneous.

It is possible to list item within broad categories. However, this brings in inflexibility, whereby from one item cannot be shifted to another easily. However line item budget is easy to prepare, justify and understand.

Lump Sum:
In this approach, a certain amount of money is allocated to the library. The library decides as to how that amount is going to be allocated to different categories. This give considerable freedom to a librarian to allocate funds.

Programme Budget
Programme budget does not estimate the expenditure on the basis of individual items. It is focused on the activities and the funds are to be earmarked for programmes or services that the library plans to provide. Hence the budget is prepared on the basis of the cost of programmes. Every year, the libraries have to decide whether a programme has to continue, get modified or deleted. The is prepared accordingly.

Performance Budget:
This method is similar to programme budget but in this method the emphasis is given to performance in place of programmes. The expenditure is based on the performance of activities and the stress is given upon operational efficiency. The careful accumulation of quantitative data on all the activities over a period of time is required. Management techniques such as cast benefit analysis and other techniques are used to measure the performance and establish norms.

Planning Programming Budgeting system (PPBS)
PPBS method can bring the best of both programme budget and performance budget, and focuses on planning. This method combines the functions of planning activities, programmes and services, translating them into tangible products and finally presents the requirements in budgetary terms.

Zero Based Budget
This method is similar to PPBS conceptually but does not take into account of what happened in the past but emphasis on the current activities. Every programme and activity is spelled out in detail, and request for financial support for these has to be established afresh every year. In fact no activity could continue simply because that activity was undertaken in the previous year.

Dr. N.S. Harinarayana

Working at the Department of Library and Information Science as a faculty member. He has the experience of serving in a prestigious national level distance education University- IGNOU. He has specialised in development of self instructional material for distance education. He has participated and presented papers in a few international and national conference. He is known for his consultancy service in library automation in and around city of mysore. He is a founder member of MyLISA and has been serving in its executive body in various capacities. He is also a member of IATLIS, KALA.
The information and communication technologies have brought about dramatic changes in the world of learning, scholarship, business and governance. Major changes in the ways and means of creating, accessing, distributing and managing changes in the ways and means of creating, accessing, distributing and managing information— not only in the test format but also other forms such as audio-visual and multimedia types— have engendered a whole new world of e-paradigm. Consequently, information is created, made available and managed in digital form. Libraries and resource centers are increasingly moving towards digital content and collection management. The roles of information managers and librarians have also undergone many changes and shifts. Internet has accelerated the pace of development of electronic resources available in different disciplines. Knowledge of different resources available and methods of accessing and using these resources is a critical component of collection management.

As careers demand acquisition of new knowledge and skill sets on a regular basis, professional training has become a life long process. Multidisciplinary nature of the field of digital libraries makes it imperative that information managers / professionals be trained and retrained in carefully structured programs with right mix of different technologies and techniques.

To this thought MyLISA in collaboration with SDM-IMD (SDM Institute for Management Development) organized a workshop on Digital Libraries for the practicing librarians and information professionals. The three day workshop conducted from April 6-8, 2006 has participants from Karnataka and neighboring states. 38 Librarians and Information Professionals have hands-on on HTML, XML, DSpace Installation, Customization and administration.

**PANEL DISCUSSION ON LIBRARY BUDGETING**

The panel discussion started with the brief overview of what is budget, its importance in day to day life and the types of budget and techniques, practicing in different kinds of libraries by N.S Harinarayna, Senior lecturer Dept. of Library and Information Science University of Mysore. This set the stage for the panel discussion on Library budgeting. Mr. Puttaniah, Rtd Librarian SJCE, Mysore continued the discussion on budgeting by sharing his three decade of experience as technical college librarian. Mr. Puttaniah discussed the various issues involving in preparing a library budget, difficulties in preparing library budget. Source of income for libraries and the role of library budgeting in utilizing available sources of income. Finally he discussed about “Need Analysis Techniques” and the presentations of library budget before the Library committee.

The another panelist Dr. Mahakoteswar, Chief Librarian, FOSTIS CFTRI, discussed source of income for FOSTIS, allotment of funds for different section on the basis library budget and the role of library budget in understanding the Higher Authority to allocate more funds to Library. The participants were discussed the various issues relating to the library budgeting and shared their experience, which they had in preparing library budget. Prof. Nagappa, Retd. professor Dept of Library and Information Science, University of Mysore was the moderator for the discussion.

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