Contents

			Page
Abstract			**ii**
Acknowledgements			**iv**
Table of contents			**v**
List of tables			**x**
List of figures and charts			**xii**
Chapter 1	**Contextualization of the study**		**1**
	1.1	Background of the study	1
	1.2	Problem statement	3
	1.3	Objectives of the study	4
	1.4	Respondents of the study	5
	1.5	The method of data collection	5
	1.6	Preparation for analysis	7
	1.7	Significance of the study	9
	1.8	Limitations of the study	10
	1.9	Definitions of terms	11
Chapter 2	**Literature review**		**12**

Chapter 3 Change in university libraries **24**

3.1 Introduction 24

3.2 What is change? 24

3.3 Types of changes 26

Technological change 26

Structural change 27

Individual change 29

Cultural change 31

3.4 Why change is needed? 34

3.4.1 Internal forces for change 35

3.4.2 External forces for change 35

Technological forces 36

Economic forces 38

Sociological forces 39

Political forces 40

3.5 Conclusion 40

Chapter 4 Managing change in university libraries **42**

4.1 Change process 42

4.2 Planned change 44

4.3 Strategies for successful planned change 45

4.4 Resistance to change 51

4.4.1 Individual resistance 53

29 DEC 2020

4.4.2 Organizational resistance 58

4.5 Dealing with resistance 61

1. Education and communication 63

2. Participation and involvement 64

3. Facilitation and support 67

4. Negotiation and agreement 68

5. Manipulation and co-option 68

6. Explicit and implicit coercion 69

7. Set the stage for change 69

8. Make tentative change 70

4.6 Change management models 70

Lewin's force field theory 70

Information technology management model 74

4.7 Planned change and organizational effectiveness 76

4.8 Conclusion 78

Chapter 5 Analysis of data and discussion 80

5.1 Data gathering and response rate 80

5.2 Technological change management 81

5.2.1 Technological changes 82

5.2.2 Computerized in-house operations 84

5.2.3 Services provided through the library web site 87

5.3 Economic forces management 90

5.3.1 The library allocation 90

	5.3.2	Services that had been cut down	91
	5.3.3	Plans in response to the economic constraints	92
5.4	Human resource management		94
	5.4.1	Scope of the available library staff	94
	5.4.2	Plans to develop university library staff	95
	5.4.3	Training needs of university library staff	97
	5.4.4	Kinds of training the university library staff possess	98
	5.4.5	Reasons for resistance to change	100
5.5	Changing user requirements		103
	5.5.1	User groups	103
	5.5.2	Curriculum of the universities in Sri Lanka	105
	5.5.3	Strategies to improve university library services and satisfy changing user requirements	106
5.6	Planned change		109
	5.6.1	Types of changes	109
	5.6.2	Successfulness of changes implemented	111
	5.6.3	Strategies for successful implementation of change	112
	5.6.4	Need for planned change	114
	5.6.5	Change management model	115
	5.6.6	Problems and barriers during change management	116
	5.6.7	Achievements through change management	118
	5.6.8	Positive impact of change management on the effectiveness of the university library services	119

29 DEC 2003

Chapter 6 Conclusions and suggestions 121

Bibliography 127

Appendix 1 List of University Libraries 133

Appendix 2 Questionnaire 135

List of Tables

		Page
Table 4.1	Methods for dealing with resistance to change	66
Table 5. 1	Distribution of questionnaires and the response rate	80
Table 5. 2	Technological changes at university libraries in Sri Lanka	83
Table 5. 3	Computerized in-house operations at university libraries in Sri Lanka	85
Table 5. 4	Library resources accessible through university library web site	87
Table 5. 5	Adequacy of the library allocation	90
Table 5. 6	Plans in response to the economic constraints	92
Table 5. 7	Scope of the university library staff in Sri Lanka	94
Table 5. 8	Plans to develop university library staff	96
Table 5. 9	Training needs of university library staff	97
Table 5. 10	Kinds of training the university library staff possess	99
Table 5. 11	Reasons for resistance to change	101
Table 5. 12	User groups of university libraries in Sri Lanka	103
Table 5. 13	Curriculum of the universities in Sri Lanka	105
Table 5. 14	Strategies to improve university library services	107
Table 5. 15	Types of changes implemented in university libraries in Sri Lanka within last five years	110
Table 5. 16	Successfulness of changes implemented within last five years	111
Table 5. 17	Strategies for successful implementation of change at university libraries in Sri Lanka	112
Table 5. 18	Need for planned change in university libraries in Sri Lanka	114

Table 5. 19	Use of change management models at university libraries in Sri Lanka	115
Table 5. 20	Problems and barriers faced by university libraries during change management	116
Table 5. 21	Achievements through change management at university libraries	118
Table 5. 22	Positive impact of change management on the effectiveness of the university library services in Sri Lanka	119

Table 5. 19	Use of change management models at university libraries in Sri Lanka	115
Table 5. 20	Problems and barriers faced by university libraries during change management	116
Table 5. 21	Achievements through change management at university libraries	118
Table 5. 22	Positive impact of change management on the effectiveness of the university library services in Sri Lanka	119

List of Figures and Charts

		Page
Figure 3.1	Types of changes	30
Figure 4.1	Basic change process in organizations	42
Figure 4.2	The collective influence of five major factors on the success of changing an organization	47
Figure 4.3	Sources of individual resistance to change	56
Figure 4.4	Forces influencing individual behavioral reactions	57
Figure 4.5	Sources of organizational resistance to change	60
Figure 4.6	A model of participation and change	65
Figure 4.7	Lewin's force field analysis model	71
Figure 4.8	Three step change process	72
Figure 4.9	Information technology management mode	74
Chart 5.1	Technological changes at University Libraries	84
Chart 5.2	Computerised in-house operations at University Libraries	86
Chart 5.3	Resources accessible through library web Site	88
Chart 5.4	Adequacy of the library allocation	91
Chart 5.5	Plans in response to the economic constraints at University Libraries	93
Chart 5.6	Scope of the university library staff	95
Chart 5.7	Plans to develop university library staff	96
Chart 5.8	Kinds of training the university library staff possess	100
Chart 5.9	Reasons for resistance to change in University libraries	102

Chart 5.10	User groups at university libraries	104
Chart 5.11	Curriculums of the Universities in Sri Lanka	105
Chart 5.12	Strategies to improve university library services	108
Chart 5.13	Types of changes implemented in university libraries within last five years	110
Chart 5.14	Successfulness of changes implemented in university libraries within last five years	111
Chart 5.15	Strategies for successful implementation of change at university libraries in Sri Lanka	113
Chart 5.16	Need for planned change at university libraries in Sri Lanka	115
Chart 5.17	Problems and barriers during change management at university libraries in Sri Lanka	117
Chart 5.18	Achievements through change management at university libraries	119
Chart 5.19	Positive impact of change management at university libraries	120