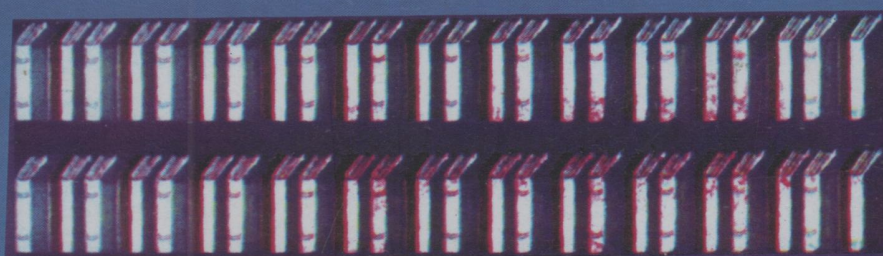
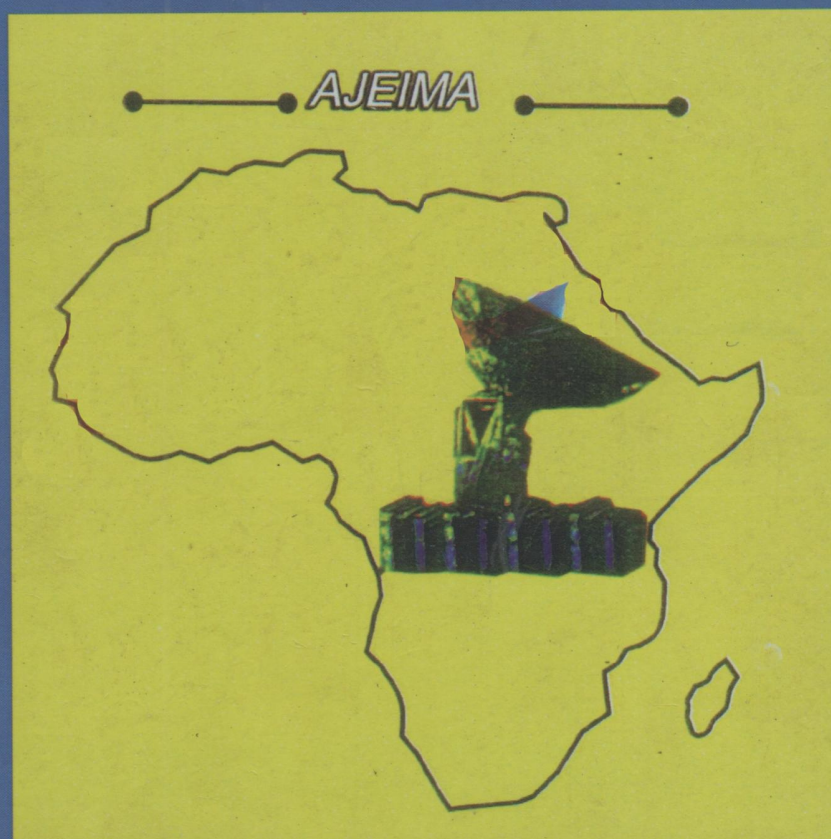


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Management Indices and the Implementation of Acquisition Policies in University of Uyo Library

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Abstract

The study examines management indices and the implementation of acquisition policies in University of Uyo Library. The management indices included planning, staffing and funding. The study had three objectives and hypotheses which were to guide the study on the relationship between management indices and the implementation of acquisition policies. The systems theory was used to support the study while the University of Uyo and the survey research design were the area of the study and research design respectively. 26 librarians from University of Uyo were used as the population of the study while 15 librarians were purposively used as the sample of the study. A researcher-designed four-point rating scale questionnaire titled, "Management Indices and Implementation of Acquisition Policies Questionnaire (MIAPQ)", was used to collect data for the research. The data collected were analyzed using mean score for the research questions, while t-test statistical tool was used to analyze the hypotheses. Findings of the study revealed that the University of Uyo Library has an acquisition policy and implementation is done by the staff; faculty and student representatives are consulted and the acquisition unit has a reasonable number of staff; budgeting for acquisition is done but there are situations where funds for specific resources as stated in the policy are not released or wrongly channeled. At a whole, there was a significant relationship between management indices and implementation of acquisition policy in University of Uyo Library. Based on the findings, it was recommended that there should be a committee saddled with the responsibility of planning for library acquisition and proper budgeting and follow up which would eventually lead to adequate release of funds for acquisition.

Key Words: Planning, Funding, Personnel, Library Acquisition, Library Policies

Introduction

Universities are institutions of higher learning set up to instruct and train people in their various choices of profession. Universities also carry out researches through experiments, observations and in-depth studies in various fields of knowledge. To complement the university's effort in achieving her lofty aims is the university library, which is regarded as one of the most essential academic unit of the institution. Etim (2007) posits that many successful scholars are always in close contact with the library because most of their widely acclaimed academic quality, publications and contributions to knowledge owe a lot to their intimate interaction with the library. No one can mature into a good teacher, scholar, public intellectual or even an enlightened citizen without cultivating intimate friendship with books and libraries. These go a long way to buttress the importance of the library to everyone. A University without a library can be likened to a body without a soul. It is possible for university students to receive quality education if they have adequate library resources, even with poor or no teachers. This is the reason why university libraries need to be given keen attention and richly maintained.

The library is an integral part of the university and it is involved in acquiring, processing, organizing, disseminating and preserving of information resources (print and non-print). Etim (2007) further noted that librarians conduct frequent evaluation of library resources to ensure that they still meet the standards and needs of the

library patrons. Librarians in evaluating the library materials take into cognizance the currency of the existing materials, the physical nature (quality), the relevance of the material to current academic issues and decide which of these materials to weed and which to preserve. The university library on meeting the needs of library patrons who are mostly scholars and students, have to ensure that the existing collections and the collection to be acquired are current, of good quality and relevant to library users. In a situation where the library is lacking in its collections, then new ones have to be acquired.

A policy is a set of basic principles and associated guidelines, formulated and enforced by the governing body of an organization, to direct and limit its actions in pursuit of long-term goals. A policy is so important because it guides in order to be able to carry out an activity appropriately. Without a policy one is not guided and that means duties would be carried out indiscriminately.

Acquisition, according to Richards (2000), is the process of securing materials for the library collection, whether by purchase, gifts or through exchange programmes. It is primarily concerned with the ordering and receipt of materials for the library (Gorman, 1998). For a library to succeed and satisfy its patrons, it must be alive and kept alive. This means that new streams of information sources must be acquired and materials considered to be of little value and unfit must equally be weeded out; this is to aid the library to meet up with its aims and objectives. In

order to achieve the objectives of acquisition, policies have to be formulated to guide acquisition procedures. Acquisition policies are principles of behavior and conduct thought to be necessary or desirable in the activity of searching, selecting and acquiring of information resources in the library. Any acquisition done without giving attention to the necessary laid down conducts and behavior will always give some challenges. With proper management, details of conducts and behavior are always observed.

An acquisition policy is a statement that guides the acquisition of information resources in libraries. It ensures that the acquisition on information resources in libraries is done appropriately, effectively and efficiently, without mistakes and shady practices. The Cory Library of Rhodes University South Africa has a standard model acquisition policy with the following;

- Introduction
- Mission and Vision statements of the Library
- Aims and objective of the policy
- Acquisitions guidelines
- Library collections; mode and format at which collections are acquired
- Archival collections; policy on archival manuscripts that are collected
- Rationalization guide lines; stating how collections will be disposed
- Conclusion

The policy of Cory Library is as stated on the above headings, details

show that the policy states clearly what to be done at every stage of acquiring information resources, and how certain objectives are achieved in order to be able to complement effectively teaching and learning in the university.

Management applies in virtually every aspect of life. Without proper management, set goals and objectives of organizations such as the university library, may not be achieved. Just like every other organization and institution, the library needs proper management to be able to achieve her aims and objectives. Acquisition of information resources being one of the most delicate functions of the library requires proper and efficient management to be able to run her activities effectively. According to Mbipom (2002), management is all about harnessing all the resources of an organization towards the achievement of its goals. Nkang (2002) regards acquisition as the art of getting things done through people and with people. An essential part of management is concerned with coordinating the activities of people and directing their efforts towards the goals and objectives of an organization (Mullins, 1999). In other words, management is concerned with coordinating human and material resources to implement the programmes and policies of a university library in order to achieve set goals. Management of acquisition process must certainly bring about policies that guide the activity. Management processes are most times guided by a policy that is why with a good management objectives are achieved.

Planning in acquisition of information resources in the library includes knowing what the library has in store (that is the quality and quantity of resources), knowing what the users need and knowing where and how to acquire the materials. Planning involves choosing tasks that must be performed to be able to acquire relevant and efficient information resources in the library (Wilkinson, 2003)

Funding is the shorthand statement of its priorities and contains most of the details needed to control its organization. It is the financial statement that is prepared and approved for a specific period of time and which provides details of the proposed expenditure and revenues. In library acquisitions, once it is noticed that the library needs more materials, market surveys are done and proposals prepared. Although the parent institutions are supposed to have budgets for the acquisition of information resources for the year, funding is always planned in order to increase efficiency, save time, money and prevent potential wasteful spending.

Staffing is another management index that should be considered in acquisitions process. Staffing which can also be referred to as personnel management is the provision of appropriate personnel services in library acquisition activities (Cole, 1993). Library acquisition does not just need personnel but needs quality, experienced and appropriate personnel because of its peculiarity. Acquisition of information resources is one activity in the library that need good hands to be able to carry

out its duties effectively. Without qualified staff, library acquisitions which are basically collections development will suffer. It is therefore the criticality of acquisition policy, run and maintained by library management that continues to sustain the flow of current and relevant information resources in university libraries. However, it is not easy to relate management variables to acquisition in many university libraries. There lies the imperative of this study, using University of Uyo library as a case study.

Statement of the Problem

Libraries are set up to support teaching, learning and research functions of the parent institution. They do this through the acquisition and provision of all types of information resources. The process of acquisition of information resources seems uncertain in many university libraries. Based on the researcher's observation and interaction in some academic libraries, acquisition policies are merely formulated and abandoned without recourse to it for proper guidance, leading to the observed problem of indiscriminate acquisition of information resources. Since policies are managerial tools used to guide implementation of a course, the study now seek to ascertain the relationship between management indices such as planning, staffing and funding and implementation of acquisition policies in University of Uyo Library. This has become more urgent when viewed against the backdrop that there is hardly any empirical evidence as seen from available literature on the relationship between management indices and

implementation of acquisition policies in the University of Uyo Library.

Objectives of the Study

The objectives of the study are:

- To determine the influence of planning on implementation of acquisition policies in University of Uyo Library.
- To examine the influence of personnel on implementation of acquisition policies in University of Uyo Library.
- To ascertain the influence of funding on implementation of acquisition policies in University of Uyo Library.

Research Questions

The study provided answers to the following research questions:

- What is the influence of planning on implementation of acquisition policies in University of Uyo Library?
- Is there any influence of personnel on implementation of acquisition policies in University of Uyo Library?
- Does funding influence implementation of acquisition policies in University of Uyo Library?

Hypotheses

1. There is no significant influence of planning on implementation of acquisition policies in University of Uyo Library.
2. There is no significant influence of personnel on implementation of acquisition policies in University of Uyo Library.

3. There is no significant influence of Funding on implementation of acquisition policies in University of Uyo Library.

Theoretical Framework

The theory adopted for this paper is the Systems Theory. Systems theory, propounded by a biologist named Ludwig Von Bertalanffy in 1968, emphasizes that real systems are open to and interact with their environments and that they can acquire qualitatively new properties. This theory provides a conceptual overview of organizational functioning and the functions of the body that works with every part to succeed. According to Koontz (1980), the systems approach requires that the physical human and capital resources are interrelated and coordinated within the external and internal environment of an organization. Systems theory recognizes the importance of studying interrelatedness of managerial functions and infrastructures in an organization as well as many subsystems.

The library is seen as a system while all its units and services are seen as sub-systems working together to achieve a common goal. If there is a problem with any of the sub-systems every other part of the system is affected and will not be able to function properly as it should and that implies that its goals will not be achieved as stipulated. The systems approach stipulates that units and departments of organizations and institutions should view themselves as a part of a larger environment, consequently if any part or unit of an

organization activity is affected then all other parts are affected.

This theory relates to the present research in that the library being a system has policies that serve as a software to guide operations. Just like without a system software the system does not function, likewise the library and its units, without a policy and implementing the policy the library as a system and its subsystems of which acquisition is one of it cannot function, hence the need and importance of the library acquisitions policy and its implementation.

Conceptual Framework

Management has been a long standing terminology. It is a situation where prudence is brought into the allocation and use of available resources, used for daily activities either to tackle waste and improper use of resources which may include: money, property, time and manpower. Management is a generic term and is subject to any interpretation. Mullins (1999) describes it as an integrating activity, which permeates every facet of the operations of an organization. Everard and Morris (1990) define management as the act of working, particularly through people, for the achievement of the goal of an organization. The manager has to map out his strategy, find the people and the materials to do the jobs, assign different people to accomplish different jobs, ensure that these jobs are done as planned. Denga (1996) notes that human beings as staff are a priority of effective management. He explains that the staff cannot expect to get all, but when they

see the managers' efforts to keep them close to his heart they become very understanding. Management is concerned with the process by which resources including equipment, materials, money and people are coordinated to achieve predetermined goals. Edoka (2000) observes that management gets things done through people in order to secure optimum achievement of objectives. The most important objectives in management are the achievement of its goals. In librarianship, specifically in acquiring information resources, the librarian together with the departments and faculty staff involved, plan together on how to achieve the set goals and objective of acquiring appropriate materials that will meet users' needs.

Policies are very important tools that guide and regulate official actions. According to Anderson (1979), it is the prescriptions and guidelines developed by governmental bodies and officials to regulate official actions. Acquisition of information resources being an official action carried out by university libraries has to be guided by policies in order for it to be able to achieve the desired outcome of acquiring information sources. According to Fred (2012), the purpose of the acquisition policy is to serve as a reference for the acquisition librarian or committee to follow when assessing potential acquisitions for the library collections, including print, non-print materials, electronic and other resources. The acquisition policy also includes guidelines for the acceptance and processing of gift resources.

Planning and Implementation of Acquisition Policies

A few publications have been written on planning as it affects the acquisition of information resources in academic libraries. Nkang (2002) notes that planning is a necessary ingredient, if an organization must be effective and efficient in its operations. The author further asserts that planning is preparing to do and communicate what is to be accomplished to reach valid and value goals. A general acquisition policy statement it includes elements of identifying needs, selecting among the documented needs those of sufficient priority for action. In library acquisition, planning helps in knowing the library community and their information needs: putting effort in searching, selecting and acquiring the appropriate information resources that will take care of the yearning needs of library patrons. Library administrators must be aware of potential library users and what their various needs are likely to be. Knowledge of the user population also affects library organizational structure, the need for special reading materials and accommodations for particular user groups. If one knows the makeup of the community he or she serves, one may be able to plan for it and also make policies that would also accommodate such.

Library acquisition policies are guidelines that outline the procedures of library materials acquisition. These policies prevent acquisition of information resources from going beyond what it should so that its aims can be achieved. According to Fred

(2012), the purpose of the acquisition policy is to serve as a reference for the acquisition librarian or committee to follow when assessing potential acquisitions for the library collections, including print, non- print materials, electronic and other resources. The acquisition policy also includes guidelines for the acceptance and processing of gift resources. For one to have successful and efficient acquisition in libraries there are policies, procedures and guidelines to follow. The mission of the acquisition policy is to ensure that the selection of library resources support the educational needs of the students, faculty, administration and staff of the university. The library supports the mission of the university by providing resources in print, non –print and electronic formats through the following criteria: Curricular (academic, technical, vocational, needs of the students, teaching faculty), Development of skills and lifelong learning, General and cultural needs of students, faculty, administration, staff and the community. With planning, a library will be able to state the processes of implementation, how implementation will be done, who implements and the review pattern.

Funding and Implementation of Acquisition Policy

Finance is needed in every organization to carry out one thing or the other. Finance includes all monies, revenues or income available to an organization such as library with which it carries out its operations, such as acquisitions of resources (the new Webster dictionary, 2004). For

qualitative and efficient resources to be acquired in the academic library, a lot of funds are needed for searching, selecting and the actual acquisition of the resources. According to Coombs (2006), money provides the essential purchasing power with which education acquires its inputs. Vaizey (2003) however notes that financing of education has been an intractable problem of parent institutions in most developing countries due to uncontrolled increase in school age population. Aghenta (2004) expresses the opinion that money is a very important input in which the success of any school system depends.

One of the indices of implementation is the ability to mobilize adequate funds for academic programmes. The success of acquiring efficient information resources in university libraries requires adequate funding; this is the reason why the National University Commission (1993) stipulates that 20% of the total university grant should be set aside for library activity, because the library is the backbone of every academic institution and without a quality and well stocked library, accreditation of academic programme suffers a huge set back. Without adequate funding acquisition policies will be very difficult to be implemented. With funding, libraries will have enough money to provide the resources and personnel motivation towards implementing the policy, and replenish cases of inadequacy whenever it arises.

Personnel and Implementation of Acquisition Policy

Personnel is another important index that contributes to the effective acquisition of information resources in academic libraries. Without the required staff or manpower, an organization can achieve nothing, because nobody will be there to carryout duties and activities of the organization. According to Nkang (2002) staffing has to do with making arrangement for regular supply of the proper kind of needed staff to handle all unit and department concerned. Library acquisition activities need qualified manpower to successfully implement laid down acquisition policies. Apart from the librarians, other personnel are needed to contribute their knowledge in their various fields to actualize its aims. For instance, inputs from departmental staff like lecturers in various courses in the university are needed to be co-opted in the acquisition committee, members of faculty staff are also needed to give advice of the kind of information resources that would meet the university and NUC demand. Similarly, students should also make up the committee so as to have an insight of what they expect of the university as they make up the primary constituency of which the university serves. Librarians with knowledge and experience of information resources indices should also be co-opted. Without the required manpower or personnel successful implementation of acquisition policy may be impaired because certain activities that should be done by particular personnel might be jeopardized. With proper staffing

implementation of acquisition policy would be properly carried out as the personnel involved would get used to the policy and work as stipulated and required

Summary of Literature Review

This section undertook the review of literature in management indices and how they relate to implementation of acquisition policies in university libraries. A theory related to this work was also reviewed and that is the Systems theory. Literature on management were equally reviewed and it is noted that the management indices under this study which include planning, funding and staffing play a lot of roles in effective organizational proceedings and implementation of laid down acquisition policies which also affect the library and the execution of its duties. Literature in acquisition of information resources were consulted and report on acquisition activities and policies were treated. All these literature explained how management indices relate to the implementation of acquisition policy.

However, none of them was based on management indices and implementation of acquisition policies in University of Uyo library.

Methodology

The survey research design was used for this study. The study was carried out in the University of Uyo, Akwa Ibom State while the population consisted of 26 Librarians of the University library; however accidental sampling technique was used to administer questionnaire to 15 librarians met on ground for the study. The instrument for data collection was a researcher designed questionnaire titled "Management Indices and Implementation of Acquisition Policy Questionnaire (MIAPQ)". The instrument was face and content validated by one expert each from Test and Measurement, Library and Information Science and Business Management Departments. Cronbach Alpha was used to test reliability of instrument on 8 librarians which yielded a high reliability index of .87. The data collected were analyzed using Mean score for the research questions, while t-Test statistical tool was used to analyze the hypotheses at .05 level of significance.

Findings and Discussion

Librarians' responses on the influence of management indices on implementation of acquisition policy

Table I: Planning and implementation of acquisition policy

S/N	ITEMS	SA	A	D	SD	N	MEAN	STD. DEVIATION
1.	We have an acquisition policy in your library	2	8	1	4	15	2.57	.64
2.	Meeting regularly to strategize for every acquisition of information resources in my library can help in the implementation of the policy	6	8	1	-	15	2.61	.57
3.	We carry out acquisition of information resources as planned in my library	-	1	12	2	15	1.35	.51
4.	We do acquisition based on what the policy stipulates	-	2	13	-	15	2.32	.42

**Significant mean value = 2.50*

Findings from Table I above reveal that at a significant mean value of 2.50, University of Uyo library has a functional acquisition policy. Interestingly, planning helps in its implementation as the respondents indicate there were regular meetings

where the issues with regards to the policy issues on acquisition were taken ($\bar{x} = 3.47$). As shown by the Mean value of 1.95 and 2.08, there were occasions when implementation of the policy did not follow the laid down stipulations.

Table II: Budgeting and implementation of acquisition policy

S/N	ITEMS	SA	A	D	SD	N	MEAN	STD. DEVIATION
1.	We draw up a budget for library acquisition as part of our acquisition policy	-	5	6	4	15	2.64	.54
2.	Funds are released for acquisition of information resources as budgeted	-	3	10	2	15	2.34	.73
3.	Proper funding can aid implementation of the acquisition policy	8	7	-	-	15	2.57	.43

**Significant mean value = 2.50*

Again, as shown on Table II, at a significant Mean value of 2.54 and 3.57, budgeting influenced the implementation of acquisition policy at University of Uyo. This is because the library usually draws up budget for acquisition of resources based on their policy

guidelines ($\bar{x} = 2.54$) and proper funding helped the library in implementation her acquisition policy ($\bar{x} = 3.57$). However, there were situations where funds made for the acquisition of specific information resources as stated in the policy were not released ($\bar{x} = 2.04$).

Table III: Personnel and implementation of acquisition policy

S/N	ITEMS	SA	A	D	SD	N	MEAN	STD. DEVIATION
1.	The acquisition unit work with faculty staff and student representatives in acquiring information resources in my library	2	7	6	-	15	2.72	.63
2.	My library acquisition unit has a good number of staff to carry out library acquisition duties	3	7	5	-	15	2.96	.76
3.	Having an acquisition committee with appropriate personnel can encourage implementation of acquisition policy	-	10	4	1	15	2.74	.48

*Significant mean value = 2.50

Table III also shows that staffing or personnel helped in implementation of the library acquisition policy as staff in-charge worked in collaboration with faculty staff and student representatives as stipulated (\bar{x} = 2.60) and the acquisition unit had a reasonable number of staff with right qualification and experience (\bar{x} = 3.0). All these helped the library in carrying out her acquisition duties diligently. The presence of acquisition committee within the library also helped in ensuring that the acquisition activities were duly executed (\bar{x} = 2.60).

In answering the research questions, the Mean and Standard Deviation was used. The cut-off point for the mean of each item on the 4-point rating scale was 2.50. Therefore any items with the mean of 2.50 and above were considered to be of high influence of management indices on the implementation of acquisition policy in University of Uyo Library. On the other hand, any item that has a mean value that is less than 2.50 is considered not to have a high influence of management indices on implementation of acquisition policy in the library.

Table IV: Result of t-Test analysis of the response for influence of management indices on implementation of acquisition of information policy.

Variables	Mean	Std. Deviation	t-cal
Management indices	3.51	6.31	2.97
Impl. of Acq policy	9.83	19.4	

Significant at .05 t -crit = 1.66; df = 14; N = 15

The analysis on Table IV above shows that the calculated value of 2.97 is higher than the critical value of 1.66, thus, the null hypothesis which states that there is no significant influence of management indices on implementation

of acquisition policy in University of Uyo Library is therefore rejected; consequently there exist a significant influence of management indices on implementation of acquisition policy in University of Uyo Library. These

findings are supported by Nkang (2002) who remarks that planning is a necessary ingredient if an organization must succeed. Having time out to sit and brainstorm along with the acquisition policy is a very necessary activity which a library needs to succeed in its acquisition activities which all boils down to planning. On the issue of drawing up budget as part of acquisition policy, Aghenta (2004) posits that money is a very important input in which the success of any school depends. School without money is a failed project; such institution cannot grow and compete with recent global best practices. Monies for library acquisition has to be released as budgeted so that the institution will not fail. That is why NUC (1993) states that 20% of the total university grant should be set aside for the library and this is what university management should comply with in order to have a university library that can achieve its goal to the mother institution. On the acquisition unit working with faculty staff and student representatives, Nkang (2002) maintained that arrangement should be made to hire needed staff in all units and departments because failure to do this will lead to poor work performance which will in turn affect every other aspects of the library and ultimately bring failure. The finding is also supported by the assertion of Leeds University Library (2010), which states that it is advisable to have a committee which may be called Library Acquisition Advisory Board that can be made up of librarians, faculty or department representatives and student representative who sit down, brainstorm,

plan and advice the university accordingly. It was equally observed that most university acquires information resources every year, so that as knowledge is updated newer materials are equally acquired. It is important to have specialist who can know what do and when to do especially in the area of acquisition of information resources which is what makes the library to be what it is, having its relevance to be effective and efficient in its operation.

Summary of the Study

In this study, the influence of management indices on implementation of acquisition policy in University of Uyo library was examined. Based on literature review, research hypotheses were formulated and tested on a sample size of 15 from the total population of 26 librarians in the study area. The instrument employed for the collection of data was the questionnaire. Mean value was used to answer the research questions and test the hypotheses. Findings show that management indices which include planning, funding and staffing have significant influence on implementation of acquisition policy in the University of Uyo Library.

Conclusion

It has been determined in this research that University libraries being an integral part of the university should take time to plan for her acquisition activities, because failing to plan can allow for indiscriminate acquisition which would not impact the effectiveness of the library nor contribute positively to the academic growth of the

university or nation at large. As a way of planning, it is recommended that time should be taken into cognizance, right personnel should be used, appropriate tools and policies should be put in place, duties should be properly designated, funds should be made available and a standing committee or board should be constituted to be responsible for acquisition activities in university libraries.

Recommendations

Based on the findings of the study, the following recommendations were made by the researchers:

- There should be a standing committee saddled with the responsibility of planning for acquisition of information resources in university libraries. The committee should be led by an acquisitions librarian while other members of the committee would include faculty staff and student representative.
- Proper budgeting should be made for acquisition of information resources so that the needed information resources can be effectively acquired.

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