
THEORETICAL REFERENCES ON THE THEME "LIBRARY MANAGEMENT": A LITERATURE INVESTIGATION IN THE FACE OF THE INFORMATION SCIENCE JOURNALS DATABASE (BRAPCI)

REFERENCIAIS TEÓRICOS SOBRE A TEMÁTICA "GESTÃO DE BIBLIOTECAS": UMA INVESTIGAÇÃO NA LITERATURA EM FACE DA BASE DE PERIÓDICOS EM CIÊNCIA DA INFORMAÇÃO (BRAPCI)

REFERENCIAS TEÓRICAS SOBRE LA TEMÁTICA "GESTIÓN DE BIBLIOTECAS": UNA INVESTIGACIÓN EN LA LITERATURA EN LA BASE DE PERIÓDICOS EN CIENCIA DE LA INFORMACIÓN (BRAPCI)

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RESUMO: As unidades e os serviços de informação situam-se em um contexto de intensa redefinição. Os reflexos provocados com a adesão às novas tecnologias permitem um fluxo contínuo de alterações em que, ao passo que surgem novos produtos e serviços, provoca-se obsolescência de outros. As tecnologias contemporâneas têm o potencial, em grande parte, de realizar os procedimentos técnicos anteriormente realizados por humanos. Contudo, enquanto os fazeres técnicos são substituídos por máquinas, outros problemas surgem, o que requer a intervenção humana, no sentido de gerenciar atividades e processos de trabalho, tecnologias e relações humanas. Assim, este artigo analisa o que vem sendo publicado a respeito do assunto “Gestão de Bibliotecas”, por decorrência, analisando o papel do bibliotecário gestor. Reflete acerca dos processos de trabalho que orientam as atividades em uma biblioteca. Descreve o papel do bibliotecário ao deixar o perfil técnico para habilitar-se como gestor. Realiza levantamento bibliográfico na Base de Periódicos em Ciência da Informação, através dos descritores “Gestão de Bibliotecas” e “Gestão de Unidade de Informação”. Conclui-se que, embora a produção científica a respeito dessa temática tem aparecido na literatura, a maioria dos trabalhos analisados ainda está focada nos procedimentos técnico-operacionais. Constatou-se que os estudos analisados abordam com maior intensidade a gestão das atividades e processos de trabalho e gestão com foco nas tecnologias utilizadas na unidade, sendo bastante escassas as discussões acerca da gestão do fator humano nos ambientes e serviços de informação.

PALAVRAS-CHAVE: Novas tecnologias. Gestão de bibliotecas. Bibliotecário gestor. Liderança. Perfil humanista.

ABSTRACT: Units and information services are located in a context of intense redefinition. Reflections caused by the uptake of new technologies allow a continuous stream of changes that, while there are new products and services, provokes the obsolescence of others. The contemporary technologies have the potential, in large part, to fulfill the technical procedures previously performed by humans. However, while the technical doings are replaced by machines, other problems arise, which requires human intervention, to manage activities and work processes, technology and human relationships. Thus, this article looks at what has been published on the subject "Library Management", as a consequence, analyzing the role of the librarian manager. Reflects on the work processes that guide activities in a library. It describes the role of the librarian to leave the technical profile to qualify as a manager. Conducts literature in the Journal Base in Information Science, through the descriptors "Library Management" and "Information Management Unit." We conclude that, although the scientific literature on this theme has appeared in the literature, most studies analyzed are still focused on technical and operational procedures. It was found that the studies analyzed address with greater intensity the management of activities and work processes and management with focus on technologies used in the unit, being the discussions on the management of the human factor in the environments and information services quite scarce.

KEYWORDS: New technologies. Library management. Librarian manager. Leadership. Humanistic profile.

RESUMEN: Unidades y servicios de información están situados en un contexto de intensa redefinición. Reflexiones provocadas por la absorción de nuevas tecnologías permiten un flujo continuo de los cambios que, si bien hay nuevos productos y servicios, provoca la obsolescencia de los demás. Las tecnologías contemporáneas tienen el potencial, en gran parte, para cumplir con los procedimientos técnicos previamente realizadas por los seres humanos. Sin embargo, mientras que las obras técnicas son reemplazadas por máquinas, surgen otros problemas, lo que requiere la intervención humana, para gestionar las actividades y procesos de trabajo, la tecnología y las relaciones humanas. Por lo tanto, este artículo analiza lo que se ha publicado sobre el tema "Gestión de Biblioteca", en consecuencia, analizar el papel de gestor de bibliotecario. Refleja sobre los procesos de trabajo que guían las actividades en una biblioteca. En él se describe el papel del bibliotecario para dejar el perfil técnico para calificar como un gerente. Lleva a cabo la literatura en la Base Diario de Ciencias de la Información, a través de los descriptores "Gestión Biblioteca" y "Unidad de Gestión de la Información." Llegamos a la conclusión de que, aunque la literatura científica sobre este tema ha aparecido en la literatura, la mayoría de los estudios analizados se siguen centrados en los procedimientos técnicos y operativos. Se encontró que los estudios analizados dirección con mayor intensidad la gestión de las actividades y procesos de trabajo y de gestión con enfoque en las tecnologías utilizadas en la unidad, siendo muy escasos los debates sobre la gestión del factor humano en los ambientes y servicios de información.

PALABRASCLAVE: Nuevas tecnologías. Gestión de bibliotecas. Gerente de bibliotecario. Liderazgo. Perfil humanista.

INTRODUCTION

Today's organizations are in a competitive, globalized and mutant context, which causes the constant improvement of work practices and the use of sophisticated technologies, in order to allow productivity gains with the lowest possible cost. Adhering to new technologies is a strategy to achieve quality, but it is also a way to meet the needs and expectations of customers.

The use of technology causes a change in the organizational system in order to redefine the workflows, the products and services generated in the processes and the manpower required to perform the technical activities that begin to be conducted through mechanized processes.

These reflections are also present in the context of information units and services. This is because the technical procedures as they were computerized are now carried out by the machines, which redefines the role of professionals involved in the activities of treatment, organization and availability of documents.

This discussion was initiated decades ago, alerting the professionals who work with the information, the need to acquire new skills and competences. As Morigi said in 2004, "the use of such technologies creates and recreates new forms of interaction, new identities, new social habits, and new forms of sociability."

Concern over these changes has become more fervent over the years and is much discussed among experts in the field, who argue for the need to adapt the unit to new technological artifacts and, in turn, to improve their professional skills. It is an unquestionable reality, which has generated many facilities for professional practice and, at the same time, has given rise to new challenges.

Cunha (2003) already reflected on the transformations that occurred in the librarian profession, in information units and in contact with users; according to this author, the new challenges imposed are largely driven by new technologies, and especially by the Internet, which represents "... an unprecedented challenge [...] [as she] came to stay "(CUNHA 2003, p.2).

However, it is necessary to think that the technologies help, to a large extent, the technical activities; however, this contribution can not be the same with regard to other humanistic activities. In the specific case of libraries, the informational function will be driven by machines, but other social, cultural and recreational activities will require a more humanistic work by the professional (SILVEIRA, 2014).

The transformations in society affect a "new face" for the library of the present. It is necessary to be creative, reflective, innovative and audacious in order to allow new products and services to be made available according to the needs demanded by the user community in order to satisfy it (LANKES, 2012). The author argues that the professional must consider as its object of attention not only the information resources, the technologies and the buildings that contemplate the bibliographical collections, but the people, since they are the ones that justify the existence of the library.

Thinking about "people" will require a change of mindset about what needs to be done and how to do it. The librarian of the future is the one who reflects on his attitudes and the benefits generated by his performance. It is necessary to demystify the tendency to be concerned only with the "how to do", because that the machines already do, and to be attentive with more intensity to "what to do" and "to whom to do" (LANKES, 2012).

In addition, as far as technical tasks are concerned, it is also necessary to consider that technology depends on the human factor in order to be managed, given, to allow a monitored work, therefore, achieving excellence in production and economy of resources.

Considering a humanistic, innovative and creative profile on the part of the librarian and in view of the need to monitor the technology, it is perceived that the human factor is one of the main elements that the organizations possess, in order to reach the expected objectives.

Thus, it is understood that the computerization of libraries, coupled with the new needs of users and the intervention of professionals in these needs, through a more humanistic action, are trends that need to be managed, which implies the need to practice management in the units and information services.

To think the management, in all its modalities, whether of people, of processes, of resources, certainly corresponds to the most propitious performance for the contemporary librarian, especially those who work in physical and/or hybrid libraries.

In the opinion of Holanda and Nascimento (2010, p.3, emphasis added), today the professional needs to work in a systemic and proactive way, using "the various supports that the information presents, managing the units of information and seeking the most varied tools available for the organization, dissemination and information management processes".

Faced with this reality, a question arises: what has been published in recent years on the theme "Library Management"? A rapid analysis in the electronic records of the 18th Seminar on University Libraries (SNBU), held in 2014 in the city of Belo Horizonte, found the presence of 17 papers that included the theme

"Management in Information Units". Analyzing the list of papers presented at the 23rd Congress of Library Science and Documentation (CBBB), held in 2015, in the city of São Paulo, it was noticed that 23 papers addressed the theme in question.

It is curious to note that in the first event mentioned above, most of the work dealt with process management, people management and library management proper. In the second event, the topics were more diverse and innovative, addressing the following issues at the core of the libraries: organizational climate, manager profile, service evaluation, people management, leadership and coaching.

In this sense, this article aims to analyze what has been published in the literature of Librarianship and Information Science (in national journals) regarding the subject "Management in Libraries". As a result, the research also reflects on the role of the librarian manager; discusses the work processes that guide the activities in a library; and describes the role of the librarian by leaving the technical profile to qualify as a manager.

As a methodology, a literature review was carried out using the bibliographic survey technique. This survey was carried out in the Periodicals in Information Science Base (BRAPCI), through the descriptors "Management of Libraries" and "Management of Information Unit". As regards the place where these descriptors were located in the publication, only the words that were contemplated in the title of the analyzed article were considered.

2 LIBRARIES AS INSTITUTIONS: THE NEED OF MANAGEMENT

Libraries are structures that contain people, technology, information and resources of the most varied. They are driven by flows of information and work that, through people, allow different activities to be carried out, in order to achieve previously established objectives.

According to Maciel and Mendonça (2006), libraries are considered organizations. This is because, in general, similar to other organizations inserted in the most diverse branches of the market, they converge a set of interconnected elements that produce work.

Dziekaniak (2008) considers that libraries, in order to function, must be endowed with a sum of elements that guarantee the effectiveness of the work processes. These elements are of material, human, financial and technological orders, and they must be properly structured and interconnected, so that they can allow the flow of activities, in order to achieve satisfactory results.

Aiming at a consistent organization or management of these resources, it is necessary to use specific techniques and methodologies that guarantee an effective human intervention,

a practice that characterizes the exercise of management. The professional manager must be

knowledgeable about the company's administrative and guiding principles, geared towards management (DZIEKANIAK, 2008). Management therefore presupposes the existence of a qualified professional and, in the specific case of libraries, it is necessary for the professional manager (in this case, the librarian) to be familiar with administrative techniques and also to have specialized knowledge in the organization of products and services as well as the challenges and perspectives present in these institutions.

The division of the organization into departments or sectors corresponds to one of the most traditional management methodologies. This is because the activities are carried out in a systematized and orderly manner which guarantees a better execution of the activities by the employees, besides providing a more detailed vision of each activity, process and workflow (CHIAVENATO, 2010).

In the specific case of libraries, the division of activities has been a constant reality, especially in large libraries, which demand a more intense flow of informational materials, which requires the organizational division. According to Maciel and Mendonça (2006), the basic activities of librarians include four main functions: collection development function, collections organization function, collections dynamization function, and managerial functions (Image 1).

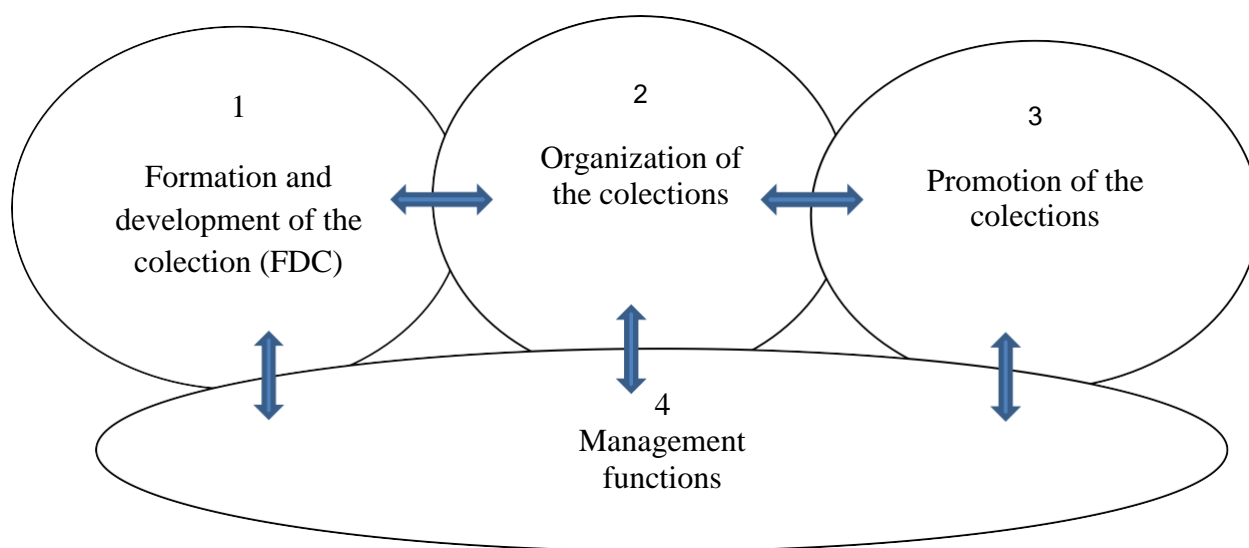


Image 1. The functions of the library and its interactions
Source: the author (2015) – adapted from Maciel e Mendonça (2006)

According to Maciele Mendonça (2006), the first function corresponds to the "entrance door" of the library, that is, the Collection Formation and Development (FDC) function includes the administrative procedures for acquisition of materials that will incorporate the collection, contacts with suppliers, payments and invoice conferences and other documents generated in the transactions.

The second function represents the sector where the technical processing activities are performed, that is, after being acquired, the material is cataloged, indexed and classified, according to rules of representation in the library. After that, the book can be inserted in the shelf, becoming part of the system.

The third function comprises the reference services, that is, the user service, aiming to find a work in the collection. It is in this section that the library performs the activities of control of the collection and the assistance provided to the user, be it in the handling of the system, the collection or the availability of materials for loan.

The fourth function refers to the monitoring activities, that is, it contemplates the activity of administering all other sections, making necessary adjustments and intervening in the activities and the collaborators in order to lead them in order to reach the essence in the activities carried out.

It is important to understand, according to Maciel and Mendonça (2006), that these functions are complementary, that is, one depends on the other, and can not develop in isolation. As the materials arrive at the unit, a constant and continuous flow or work process begins that allows the preparation of the item so that it can be incorporated in the collection so that it can be retrieved at the time of the search.

These work processes that permeate the functions of libraries are influenced by many factors, especially new technologies. According to Reis and Blattmann (2004), the incorporations of technological innovations generate transitions and transformations in the functions, activities and tasks of the organizational context. It is necessary to keep up with the changes, that is, to constantly seize, and to provide new directions in the management of the unit as a whole, and these flows are influenced mainly by the use of the Internet and its resources.

2.1 Management in information units and services

The various activities and work processes that are generated in a unit or information service require human intervention, which, dedicating itself exclusively to this purpose, will observe the strengths and weaknesses that must be worked out in order to achieve continuous improvement.

In general terms, this intervention by an expert individual who master techniques and methodologies of analysis, perception and critical sense corresponds to the process of library management. In the specific case cited by Maciel and Mendonça (2006), one can observe the consolidation of functions, so the information unit opts for a functional structure in order to better manage its products and services.

In addition to considering the functions, one can also analyze the work context through the direct and delimited observation of work processes, which characterizes process management, which according to Reis and Blattmann (2004, p.5):

The management by processes in libraries is an instrument in the continuous improvement in the quality of processes, services and products. It is considered a process a sequence of tasks and activities used in the input, which aggregates a certain value and generates an output for a specific internal or external client, using the resources of the organization to generate concrete results. All processes require feedback that enables significant changes in the conduct of processes

Thus, in order to achieve the improvement of its products and services aimed at satisfying the demands of the community, it is necessary to know their work processes. Process mapping and modeling are part of methods for the implementation of new management technologies, such as Process Management, People Management by Competencies and Knowledge Management, as well as supporting the planning activities of organizations (OLIVEIRA; AMARAL, 2015).

In general, the literature indicates the need to adapt to technological innovations and appropriate theoretical and practical knowledge about the different management modalities, in order to use a model that best fits the library profile and the needs of users of information (SANTOS; FACHIN; VARVACKIS, 2003).

According to these authors, the current reality requires professionals with greater mastery in technologies and tools of information services management, from their research, their treatment and, mainly, their dissemination to the users, that every day become more demanding and hurried in obtaining punctual and relevant information, that is, the exclusive information, efficient and directed to their need.

The management of the information unit is not always a serene activity, because the organizational context of the library, composed of individuals of different natures and activities from the simplest to the most complex, presents obstacles that must be treated with caution and with specific skills and competences, in order to establish the control of processes, functions, activities or people (REIS, BLATTMANN, 2004).

Regarding the management of people, that is, the intervention by the manager in the human capital of the information unit, it is important to discuss that:

People should be viewed as partners in the organization. As such, they provide knowledge, skills, competencies and, above all, the most important contribution to organizations: the intelligence that provides rational decisions and that gives meaning and direction to global objectives. In this sense, people form an integral part of the intellectual capital of the organization (CHIAVENATO, 2010, p. 10, our highlight).

One sees how hard the work of that librarian who assumes the role of manager is. That

is, it must be dynamic to the point of analyzing, in a systemic way, the entire environment of the organization, considering the functions, processes, people, information circulating in work environments, which receives strong interference from new technologies.

The performance of the professional that manages the management requires a proactive and observant profile. It is through observation and innovation / creativity that the strategy is formulated as it aims to solve / eliminate the weaknesses (problems) in the library and conserve the strengths (the benefits). Regarding strategy, in the business field, Mintzberg (2003, p.24) mentions that strategy can be seen "[...] as a mediating force between the organization and its environment. For this reason, the formulation of the strategy involves the interpretation of the environment and the development of organizational standards (strategies) to deal with this main strategy. "

In order to achieve satisfactory results in the information unit management, it is essential, first, to adopt an administrative process, the purpose of which is to contemplate and integrate the following elements: planning, organization, personnel training, coordination and financing (costs and time) (SILVA, SCHONS, RADOS, 2006).

The planning corresponds to the mapping of what will be done; the organization refers to the availability and use of information in the business environment; training is characterized by functional training, coordination is the act of conducting activities and, finally, one must take into account the costs incurred.

2.2 The librarian's role in management

As noted, management represents a set of activities that requires a bold spirit, which aims to lead the work of teams showing errors and predicting success, so as to effectively conduct all the different activities carried out in the organization.

Therefore, it is understood why the figure of the manager exists, the objective of which is to ensure control of everything that happens in the institution, aiming to achieve continuous improvement. The manager is that individual who has well defined characteristics, since it is a job that requires a lot of effort, knowledge, preparation, strategies, audacity and innovation (CHIAVENATO, 2010).

In the specific case of the librarian, in the view of Pinto and González (2010, pp. 55-56), the librarian in information units has the dual function of managing activities, processes and resources and also managing the human capital of libraries, people.

Regarding the ability of this professional to manage the information unit as a whole, the authors mentioned above point out that:

The librarian is the professional who works in the labor market within libraries, information centers, documentation centers and public and private companies that, in addition to the function of producing agent and mediator of informational contents, developing, through the use of techniques and methods, improvements in the retrieval and dissemination of information to a target audience, it also performs the role of manager:

As for the administration of the organization's resources, as well as the management of the entire library infrastructure, Pinto and González (2010), based on the understanding of Guimarães (1996), said that the librarian also participated in the process of managing the institutional structure, with regard to the administrative and physical planning of libraries.

This broad management capacity is justified by the academic training that the professional receives, since it enables him to calculate space with the adequate amount of material for the environment; "[...] organize the collection; normalize documents in general; participate in the development of databases; to associate with the work of information and knowledge manager; and to perform technical and administrative services in the information units " (GUIMARÃES, 1996 apud PINTO; GONZÁLEZ, 2010, p. 56).

As proclaimed by Amaral et al. (2008), it is necessary to consider the potentialities that the librarian can possess. Regarding the management of information units, Amaral et al. (2008) have pointed out that the librarian must possess not only technical knowledge, but also in several areas, especially in the management area, demanding from these professionals a set of competency attributes - knowledge, skills and attitudes (AMARAL et al., 2008) .

In fact, it should be emphasized that the intervention of the manager should not only be done with the activities and work processes that occur within the organization. The management should be done in a holistic or systemic way considering problems or threats that may come from other places or instances, especially the elements that make up the external environment around the library (SILVA; SCHONS; RADOS, 2006).

The aforementioned authors also consider the presence of the librarian in decision-making processes of utmost importance. According to Silva, Schons and Rados (2006), making decisions is an attitude that requires arduous investigative capacity, self-confidence and consistency. Changing work routines, changing times and professional practices, among other changes in the unit, are very frequent actions in the daily routine of managers, but must be worked in tune, in order not to generate conflicting climates.

Concerning harmony in the work environment, this practice is also a responsibility of managers. According to Pinto and González (2010), the librarians who manage the units and the professionals who work there should enable the synergy among the work teams, providing a harmonious and healthy organizational climate so that the activities can develop without any obstacles.

As can be seen, the peculiarities present in the context of the management of information units are so great that there is a need for the presence of a librarian capable of this function. Based on this initial theoretical foundation, it is pertinent to investigate in the literature in order to know what has been researched and reflected by the area theorists on this issue.

3 ANALYZING THE LITERATURE

The literature review was performed using the bibliographic survey technique at BRAPCI¹. This database was chosen because it indexes the content of the major scientific journals in the area of Library Science and Information Science in Brazil. The period between 1980 and 2015 was considered as a time frame, since, according to Massaroni and Scavarda (2015), the literature points out that management began to build strength from the 1980s and 1990s, due to the great attention that it begins to draw to business and academic circles.

By means of the search carried out in the electronic catalog of this database, using the descriptor "Management in Libraries" and selecting only the works of the scientific article modality a total of 29 works were recovered. After analyzing the abstracts, it can be seen that ten papers did not deal with themes related to the subject analyzed. Therefore, 19 articles were selected with the descriptor "Libraries management".

Through the descriptor "Management of Information Units" a total of 11 works were recovered. After analyzing the abstracts of these articles, it was verified that two were not relevant for this research, which provided a total of nine papers used.

Thus, the research sample that will be analyzed in this review was constituted by a total of 28 articles that address the theme of Management in the Information Units, with a focus on libraries. Chart 1 systematizes the research sample containing the data referring to the authorship of the 28 articles, the title and the year of each publication, and finally, in which journal the article was published. The sequential arrangement of the articles in Chart 1 follows the chronological order of publication

¹ This database is managed by the Information Science Department (CI) of the Federal University of Paraná, whose objective is to support studies and proposals in the area of CI, based on activities planned institutionally. To do so, it indexes the journal titles of this area of knowledge. Currently, it provides references and abstracts of 8303 texts published in 37 national printed and electronic journals. Of the available journals 28 are active and nine are historical (discontinued).

Chart 1. Demonstration of survey sampling – 28 selected articles

AUTHORSHIP	TITLE	PUBLICATION YEAR	JOURNAL
LOSANO, Mario G.	A German program system for automated management and integrated libraries	1981	Revista Brasileira de Biblioteconomia e Documentação
ROCHA, Eliana da Conceição; GOMES, Suely	Quality management in information units	1993	Revista de Ciência da Informação
RAMOS, Paulo A. Baltazar	Management in the organization of information units	1996	Revista de Ciência da Informação
SANTOS, Fernando César Almada; TACHIBANA, Wilson Kedy; MUSETTI, Marcel Andreotti; COLETTA, Teresinha das Graças	Trends in the reconfiguration of university libraries' information services according to the new management standards	1997	Informação e Informação
OLIVEIRA, Silas Marques de	Management aspects essential in the management of information units: a review of the international literature	1998	Revista de Biblioteconomia de Brasília
SILVA, Chirley Cristiane Mineiro da; RADOS, Gregório Jean Varvakis	Library services management: customer-focused improvement	2002	Revista ACB
OLIVEIRA, Ângela Maria de; PEREIRA, EdmeireCristina	Relationship marketing for the management of information units	2003	Informação e Sociedade
VILARINO, Elizabeth Gonçalves	Emergence, deployment and management of virtual libraries: a literature review	2003	Perspectiva em Ciência da Informação
REIS, Margarida Maria de Oliveira; BLATTMAN, Ursula	Process management in libraries	2004	Revista Digital de Biblioteconomia e Ciência da Informação
PARANHOS, Wanda Maria Maia da Rocha	Methodological fragments for projects and execution of computerized management of collections of documents and services in libraries	2004	Encontros Biblio

PRADO, Noêmia Schoffen; ABREU, Juliana de	Models of organization and management of the university libraries of the state of Santa Catarina	2005	Revista ACB
NEVES, Guilherme Luiz Cintra; SALES, Fernanda de	Free software and management of information units: implementandognuteca in the Library of the Regional Labor Prosecutor's Office in Santa Catarina: didactic experience	2006	Revista ACB
NEVES, Guilherme Luiz Cintra; SOUZA, Nicole Amboni de; LUCAS, Elaine Rosangela de Oliveira	Library management applications and the use of customerrelationship management - CRM	2006	Revista ACB
SILVA, Fabiano Couto Corrêa da; SCHONS, Claudio Henrique; RADOS, Gregório Jean Varvakis	The management of services in university libraries: model proposal	2006	Informação e Informação
BLATTMANN, Ursula; BOMFÁ, Claudia Regina Ziliotto	Content management in digital libraries: open access to electronic scientific journals	2006	RDBCI: Revista Brasileira de Biblioteconomia e Ciência da Informação
DUARTE, Emeide Nóbrega; SILVA, Alzira Karla Araújo da; COSTA, Suzana Queiroga da	Information and knowledge management: "excellent business management" practices, extensive to the information units	2007	Informação e Sociedade: Estudos
MEDEIROS, Nilcéia Lage de; MEIRELLES, Anthero de Moraes; JEUNON, Ester Eliane	The strategic management in the departments of technical treatment from the view of Porter and Prahalad and Hamel: factor of competitiveness and survival of the information units	2008	Informação e Sociedade: Estudos
VITAL, Luciane Paula; FLORIANI, Vivian Mengarda	Methodology for strategic planning and management of services in information units	2009	RDBCI: Revista Digital de Biblioteconomia e Ciência da Informação
SILVEIRA, Júlia Gonçalves da	Management of human resources in university libraries: reflections	2009	Ciência da Informação
RODRIGUES, Ana Vera Finardi; MIRANDA, Celina Leite; CRESPO, Isabel Merlo	Competitive Intelligence in Information Units: Ethics and Management	2010	RDBCI: Revista Digital de Biblioteconomia e Ciência da Informação

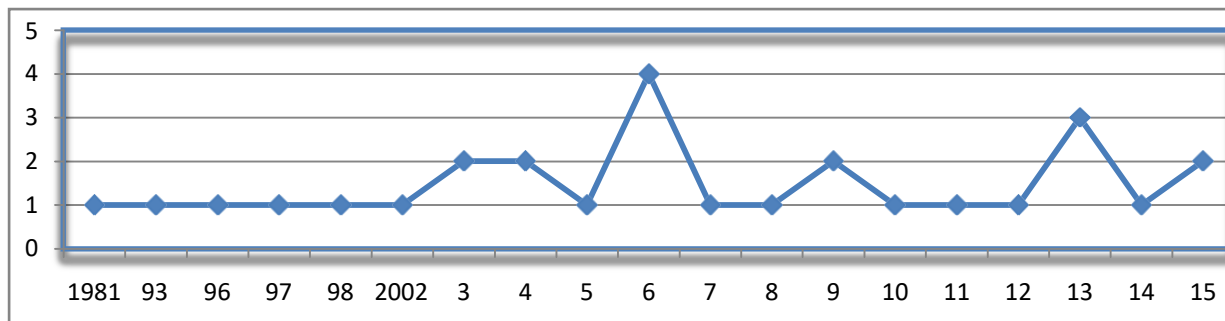
BEHR, Ariel; MORO, Eliane Lourdes da Silva; ESTABEL, Lizandra Brasil;	Specialization in school libraries and accessibility: discussing library management in the long distance education modality	2011	Informação & Informação
FREITAS, Henrique M	The Trajectory of Quality Management in Brazilian Libraries		
ALENTEJO, Eduardo da Silva; BAPTISTA, Sofia Galvão	Design of interfaces for websites of university libraries: design, elaboration and management of information in digital media	2012	Informação e Informação
SEMELER, Alexandre Ribas	Strategies for managing the service of periodicals in libraries: a case study	2013	RDBCI: Revista Digital de Biblioteconomia e Ciência da Informação
ALENTEJO, Eduardo da Silva; BAPTISTA, Sofia Galvão; ZATTAR, Marianna	Management in libraries: a study carried out in the Recife association of higher education	2013	Ponto de Acesso
RODRIGUES, Anielma Maria Marques; CASTRO, Alexandre Camargo; SANTOS, EdgreyceBezerra	The importance of the five laws of librarianship in the management by processes for the recovery of the visibility of the specialized library	2013	Biblionline
ESPÍRITO SANTO, Carmelita do; SANTOS, Joyce Marques Aparecida dos	Management of Services in Public Libraries: application of 5W2H in the acquisition policy of the collection	2014	RDBCI: Revista Digital de Biblioteconomia e Ciência da Informação
MASSARONI, Iracema Fernandes; SCAVARDA, Annibal José RorisRodrigues	Guidelines for the management of information stocks: a case study at the SENAC Santa Catarina Libraries Network	2015	Incid
CORRÊA, Elisa Cristina Delfini; SPUDEIT, Daniela; VIAPIANA, Noeli	The Trajectory of Quality Management in Brazilian Libraries	2015	ACB

Source: the author (2015)

Analyzing Chart 1, it is possible to characterize, a priori, some aspects of the research sample, whether in the year of publication or in terms of the periodicals that the works were published.

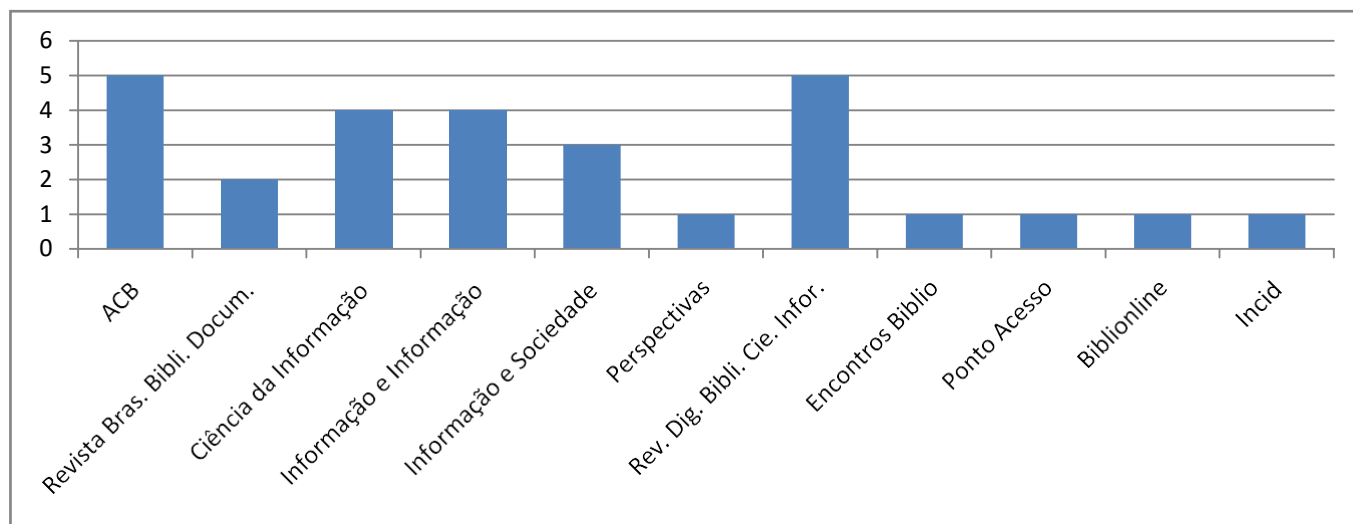
Firstly, analyzing the years of publication, it can be seen that, in the scope of the sample analyzed here (28 papers), there was a certain homogeneity, with the number of articles distributed uniformly over the years 1981 to 2015. In the year 1981, the first article was published, with a new publication only 12 years later, in 1993. Since then, there was a balanced growth, and in the years 1992, 1994, 1995, 1999, 2000, 2001, there were no

registered publication. In 2006 four articles were published, while in 2013 there were three articles. In 2003, 2004, 2009 and until the middle of 2015 it was published two. In other years there is only one article (Graph 1).



Graph 1. Research development through the years
 Source: the author (2015)

On the number of papers published by journals, it is verified that the Catarinense Librarians Association Journal (ACB) and the Digital Journal of Librarianship and Information Science were the ones that presented the most works on "Library Management", contemplating a total of five articles each. Secondly, there is the Information Science Magazine and the Information and Information Magazine. These journals appear with four publications in the course of 1983 to 2015. The Information and Society Journal contemplated three articles; the Brazilian Journal of Library Science and Documentation had two articles published; and the other journals showed only one (Graph 2).



Graph 2. Research distribution by journal
 Source: the author (2015)

After delimitation of the research sample, we start with the analysis and discussion of the main considerations expressed in the retrieved articles. In order to better structure the discussions, the publications were analyzed considering the management carried out in libraries under three aspects: work processes, technologies and the human factor.

3.1 Management focused on activities and work processes

The need to institute a managerial process in librarian activities has been felt for decades. The various activities performed, whether in the public service or in the technical processing of documents, have demonstrated how much it is necessary to manage the activities, establishing adverse responsibilities to the professionals and control in the processes and flows that permeate the diverse sectors of the unit, which requires the control logistic.

This diversity of activities, responsibilities and flows will require the implementation of a quality system in libraries, which is supported by teamwork and the division of tasks that must be monitored, in order to adjust for deviations that to present (ROCHA; GOMES, 1993). The quality factor, in some Brazilian libraries, has been incorporated into the different management styles adopted by the unit, especially in the management of technical and administrative processes (ALENTEJO and BAPTISTA, 2012).

In order to establish quality management, it is necessary, according to Rocha and Gomes (1993), to follow a participatory style in which work teams join forces to work together, aiming at the same result. In turn, according to Ramos (1996), library management will require a more human-centered leadership profile in which opinions are built collectively. The role of the manager is fundamental in the conduct of participatory management, in which the issue of motivation, control, planning and marketing is worked out.

For Santos et al. (1997), the participatory style triggers in the unit a learning environment. The work teams are managed taking into consideration some aspects such as: integration, flexibility and total quality. In university libraries, mainly, these institutions should be considered as business organizations, the librarian having to think strategically, planned and directed to specific objectives as defined in the strategic planning of the library (SANTOS et al., 1997).

The information units consolidate themselves as learning spaces, in view of enabling the elaboration of products and services based on excellence and total quality. This learning presupposes the interaction of the collaborator with the sources of information and should also allow an interaction between the different collaborators that form the organization (DUARTE; SILVA; COSTA, 2007).

Oliveira (1998) points out in his studies some aspects that must be considered so that there is an effective management of the unit. It considers that technology is one of the main factors to be considered, in addition to other interferences that come especially from the external environment, such as customer requirements, increasing competitors and the economic, legal and political situation of the country where the unit is inserted.

Note that libraries are dynamic, open and integrated systems, acquiring organizational aspects. In the view of Rodrigues, Castro and Santos (2013, p. 96),

[...]the library should be understood as an organization like any other and be administered as such, using administrative techniques in its sectors, implementing its own strategic planning and that is linked to the maintainer institution, seeking constant training for its work team, in addition to implanting a quality policy with goals to be met, always having the customer as the main focus.

For Vital and Floriani (2009), work in libraries requires the implementation of a flexible management model, so that it can meet the specific needs of the unit. For these authors, the service sector has grown and become a factor of differentiation in organizations. In this context, the information units need to have instruments that allow adequate planning and management in the delivery of their services. Thus, it is necessary to adopt methodologies that allow information units to develop a competitive advantage.

Considering the interference of internal and external resources, the library should establish the financial management of its resources. This aspect pointed out by Prado and Abreu (2005) requires a participative administration, in which specific commissions are formed to enable fundraising, as well as to carry out the activities with less effort, more agility and less expenses.

According to Silva, Schons and Rados (2006), the most effective way to manage library management is to define strategic planning, because with this management tool, the library will identify strengths, weaknesses, opportunities and threats, so that strengths are used, opportunities are supported, weaknesses eliminated and threats neutralized.

The planning issue outlines the actions of the organization and directs the activities to the same goals. The activities being developed in a procedural way trigger a greater interaction between employees and teams and enables a management by processes and, at the same time, integrated. Thus:

In libraries there are several processes and subprocesses, such as selection and acquisition, technical treatment processes and user service, as they directly influence the quality of the services provided. Processes not only create the efficiencies of the present, but also guarantee the future through skills, that is, the how-to and its appliance to new products and services (REIS; BLATTMANN, 2004, p. 6).

In libraries, work processes are in constant interaction. In the view of Medeiros, Meirelles and Jeunon (2008), the conduct of activities, especially those carried out in the processing sector, such as cataloging, indexing and classification, should be guided by specific policies that direct the actions, with a view to making feasible uniformity in activities, as well as providing legal support for professional practices. Thus, establishing

management focused on work processes contributes to improving results; according to Espírito Santo and Santos (2014: 114), the management by processes in libraries "[...] should be considered as a managerial resource to evaluate and solve problems of library routines ...".

The experience of Alentejo, Baptista and Zattar (2013) shows how management interferes with the achievement of the expected results. If practices are managed, operating costs are reduced, work processes are standardized, and the smooth interaction between teams and customers impacts on system-wide improvement and satisfaction with the results achieved.

The literature also indicates the importance of the management focused on the services carried out in favor of the actions of forming and developing collections. Massaronie Scavarda (2015) reflect on the importance of the management of procurement services, since it is through this that maps the action plans for the other services to be developed until the information resources are made available to the end user. Similarly, Correa, Spudeit and Viapiana (2015) argue that the management of collections and other librarian services will be effective if there is previously the creation of the policy of informational stocks, since it represents the instrument that guides all actions, services and decision-making to be carried out by professionals.

3.2 Technology-focused management

To surround the library in technological resources corresponds to the strategy used by managers in order to adapt to the changes in the market and retain their users, so that they feel fulfilled when information is requested. Since the mid-twentieth century, the process of automation has been consolidating in the world. However, adopting an electronic system does not simply require the agility and economy of resources, it should aim, mainly, for the satisfaction of those who use it, which requires administrative practices to monitor, evaluate and improve the quality of automated systems (LOSANO, 1981).

The use of technologies must take into account the needs and the profile of the consumers, that is, the users who attend the unit. Thus, the technological advance brought significant changes to the libraries, and also brought significant reflexes for a new behavior of the offered services. These reflections "[are] based on the client/user, so it is necessary to identify the needs to be able to offer better services" (SILVA, RADOS, 2002, p.215).

According to Vilarino (2003), with the advent of new technologies and, consequently, the Internet, the concept of library has been transformed and its conception has been rethought. Through the analysis of published works in the area, this author raises the problems related to the implantation and management of virtual libraries and, from these, proposes solutions that contribute to its development (VILARINO, 2003).

With regard to the redefinition of library services and products, especially those of a technical aspect, we must also consider some guidelines of an institutional nature, guiding the

choice not only of certain software and equipment solutions, but also of the set of technologies of management of bibliographic databases, because it influences the other (PARANHOS, 2004, p.27). Thus, "[...] institutional policies on the use of software source code access, external acquisition of application systems or internal product development,

guide these decisions and influence the collection of subsidies, deadlines and costs”.

The study of Neves and Sales (2006) focuses, in the scope of automated systems management, on the importance and necessity of training. According to these theorists it is through training that the professionals renew their work, entering the technology and redesigning the practices, processes and workflows.

Neves, Souza and Lucas (2006) point out the importance of the automated systems for university libraries, being that these systems are managed and at the same time acquire a philosophy of integrated systems, that is, it is necessary to have an overview, institute technologies, as well as processes and activities. Like this,

The systemic view does not allow us to see only cut parts of a whole, it requires that each subsystem be considered as an interrelated part of the other parts of the system. That is, the university is not a cluster of nuclei and units scattered throughout the campus, but an articulated set of synergistically functional subsystems (NEVES; SOUZA; LUCAS, 2006, p 56).

Facing the new technologies and the new challenges and profiles required to manage the information unit, it is necessary to think that new informational competences will be incumbent on the librarian information professional, be it in apprehending new skills, competencies and assuming attitudes to build a society in the that the "right to information" is not only in the speeches, but that every citizen can take advantage of the knowledge available in national and international repositories and make use of qualitative information (BLATTMANN; BOMFÁ, 2006).

Through the use, management and technological resources, organizations become more competitive, enabling benefits that surpass their competitors. That equals competitive advantage. In the study by Rodrigues, Miranda and Crespo (2010, page 53), the library and librarian's performance in this context is described:

The information professional has been acting in competitive intelligence since his first work experiences, in an automatic way. However, with technological advancement and its accompaniment, it became urgent to organize tasks and functions, services and products, to promote competitive intelligence - in its positive form - and to integrate each participant element of the information system where it is inserted, developing its activities from ethics, both in private and public management.

According to Semeler's (2013) thesis, technology-oriented management has innumerable advantages for organizations, and the library does not escape this rule. With regard to the construction of digital platforms, and other services and products arranged in

this environment, digital space management is a process that enables innovation in the library and meets new demands. For this, it is necessary to have constant intervention of the professional, in order to capture the needs of the users and to make the adjustments in the technologies offered. This author also argues that in order to better manage the digital space, especially regarding the activities of building and maintaining websites, it is necessary to adopt a methodology that plans, elaborates and manages the digital space.

3.3 Management with focus on the human factor

Reflecting on aspects related to people management within libraries, we find the research by Silveira (2009), which investigated in the literature the positioning of library managers considering the human capital that vitalizes the work processes of the unit. The research findings of the mentioned author confirm that the humanist profile is the one that best suits the current context. The author suggests that library managers, especially university managers, take more effective positions regarding political and humanitarian positions in the face of the new world economic order in which social, cultural and human aspects tend to occupy secondary spaces.

Another article, whose contents dealt with aspects related to human factor management, was the study developed by Oliveira and Pereira (2003, p. 13), when addressing the issue of marketing with a focus on user orientation.

Although it is a contemporary practice, the adoption of marketing in information units represents a strategy that must be carried out by the librarians, in order to provide visibility of the unit, as well as to consolidate customer loyalty. The authors emphasize that the "applicability of relationship marketing in information units is important, where the user is considered the direct and individual target of the services offered by information units" (OLIVEIRA; PEREIRA, 2003, p. 13).

The relationship established between humans in any environment should take into account the establishment of behavioral bonds and gestures of humanity, the purpose of which is to provide a healthy and harmonious climate, which is the basis for the success of life in society and collective work.

According to Behret al. (2011), considering the human factor, be it manifested in dealing with the intermediate or internal user (the professionals) as the end or external users is a gesture of humanism on the part of the library manager. These authors report the importance of the technology, when proposing courses of distance training, aiming at attending the public that presents special needs.

4 FINAL THOUGHTS

The use of information and communication technologies in the information units and services contributes to the technical-operational tasks carried out in favor of the organization and availability of information in society. However, this occurrence provides further discussions about the need and importance of performing managerial actions, in order to constantly direct, control and monitor work processes.

Through the search and selection of articles on "Management of Libraries", contemplated in the BRAPCI database, it was contacted that, this theme began to be discussed within the scope of libraries, although with few publications, over the last three decades.

It is presumed that the number of researches on this subject will grow in the coming months, as this theme has also been discussed in papers presented at scientific events in the area, as noted in the SNBU programming, which occurred in late 2014, and of CBBB, which took place in July 2015.

With regard to the contents addressed in the 28 analyzed articles, they contemplate with greater intensity the management of activities and work and management processes focusing on the technologies used in the unit, being very scarce the discussions about the management of the human factor . Therefore, must be discussed methodologies of work, planning, management tools, not going into human issues, such as interpersonal relationships, teamwork, professional profiles, librarian as manager, human behavior and other factors related to relationships at work.

Thus, it is understood that most of the analyzed works are still focused on technical-operational procedures. It is concluded that the management of the library is something essential in the present day, regardless of the type of management. It is important to broaden this discussion, focusing also on the management of the human factor in the information units, whose intention is to envisage a modern, more innovative library, be it in the management of internal (intermediate) and external (final) users, as David Lankes (2012) argues, regarding what librarianship should be: a more humanized area, which concern itself not only in technical tasks, but mainly in people, because it is they that vitalize our practices; they represent the *raison d'être* of librarianship.

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