
CATALYSTS OF CHANGE: RESILIENT LIBRARY LEADERSHIP FOR INNOVATION AND READING SKILL DEVELOPMENT AMONG MANAGEMENT STUDENTS.**Manjushree Kishor Nawale**

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ABSTRACT

This paper explores the transformative role of leadership within academic libraries in general and management libraries in particular as a primary catalyst for developing reading skills among management students. In the era of "Innovation and Sustainability," libraries are shifting from passive repositories to active centres of multidisciplinary learning. It is very challenging to make students read in the era of information explosion due to the technological distractions. The study examines how resilient leadership strategies can integrate digital literacy and develop reading skills of management students. By fostering a culture of innovation, library leaders can bridge the gap between academic theory and the practical demands of the corporate world. The research highlights the necessity of library leadership that is both agile and resilient to handle technological disruptions that hinder reading amongst students. To handle fast-changing technology, library leaders need to be quick to change i.e. Agile and strong enough to keep going when things get tough i.e. Resilient. Findings suggest that proactive library interventions significantly enhance the analytical and critical thinking capabilities of management student. Ultimately, the paper focuses that the library is a central pillar in the multidisciplinary pathway towards creating future-ready, sustainable business leaders able to face challenges in the emerging corporate world.

Keywords: Transformational Leadership, Academic Libraries, Reading Skills Development, Management Education, Resilient Leadership, Library Leadership, Digital Literacy.

INTRODUCTION

The modern academic landscape is undergoing a paradigm shift where innovation and sustainability are no longer optional but essential for students professional development. Academic libraries, traditionally seen as quiet study spaces, are being redefined as vibrant hubs for information dissemination for current updates in the information explosion era. For management students, the ability to process and analyse vast amount of information in various formats is a foundational and basic competency for leadership which is related to decision making skills of the students. However, developing reading skills requires more than just access to books; it demands visionary leadership within the library framework. Such leadership must be resilient i.e. capable of adapting to rapid digital transitions while maintaining a focus on pedagogical and management excellence. This paper focusses that libraries and information centres are at the heart of this change, acting as a catalyst for student development. By exploring the library management and student learning outcomes, pathways to innovation can be identified. The introduction of sustainable reading programs which develops reading skills of students ensures that students are equipped for long-term professional success in today's corporate world.

Need and Importance of the Study

In the current information explosion era, management students often struggle with "information overload," leading to a decline in deep reading and thinking. There is an urgent need to investigate how library leadership can intervene to reverse this trend through structured reading skill development programs. This study is important because it highlights the library's role in achieving the "Viksit Bharat 2047" vision by preparing a more intellectually capable workforce. Further, understanding resilience in library leadership helps institutional libraries remain functional, active and innovative during crises, like information access through remote learning. The research fills a gap by linking library administrative strategies directly to management specific learning outcomes. It emphasizes that sustainability in management education is possible when students possess the skills and ability to independently acquire and evaluate information in the right context. Overall, this study serves as a guide for academic library administrators to rethink and reinvest in the library as a strategic asset for institutional excellence.

OBJECTIVES OF THE STUDY

- To study the role of library leadership in promoting innovative reading habits and skills among management students.
- To find out various characteristics of resilient library leadership required to manage modern academic libraries.

- To examine the impact of library led initiatives-Reading Skills Development Programs on student performance.
- To provide recommendations to library administrators which can enhance reading skills of students.

REVIEW OF LITERATURE

The contemporary academic landscape identifies transformational leadership as a critical driver for innovation in higher education libraries (Wong, 2026). Recent studies emphasize that for libraries to remain resilient, leaders must transform from traditional administrative roles to becoming "visionary catalysts" who anticipate digital shifts and changing patron behaviours (Emerald, 2026). Research highlights a direct link between library-led initiatives such as reading clubs and information literacy workshops and the enhancement of analytical competencies in professional students (Dhanavandan, 2012; Khan & Ahmad, 2018).

However, literature also notes a "declining depth of reading" among youth due to digital distractions and academic pressure (Mishra, 2020), creating an urgent need for structured interventions like the Reading Skills Development Program (RSDP). The concept of organizational resilience in libraries has gained significant attention post-pandemic, suggesting that technological adaptability are essential for institutional survival (White Rose, 2026). Furthermore, scholars state that libraries serve as "dynamic hubs" that provide equitable access to diverse e-resources and research tools (LISEduNetwork, 2024).

Scholarly consensus suggests that when library leadership aligns with the management curriculum, students develop critical thinking and problem-solving skills required for global business leadership (UNESCO; IFLA, 2024).

Despite the recognized importance of leadership, there remains a gap in connecting resilient library management models to the long-term reading habits of management scholars. This study aims to state that libraries are the heart of every institution and that innovation and sustainability are of utmost important in the 21st-century educational framework.

RESEARCH METHODOLOGY

This research study is based on the evaluation of the secondary data. For this purpose, data has been gathered from academic and peer-reviewed journals, academic reports from bodies like the UGC and AICTE, library policy documents, and existing case studies and literature on "Reading Skills Development." An analysis of various secondary literature on library leadership and innovation strategies was reviewed by the researcher.

LIMITATIONS OF THE STUDY

Considering the paucity of time, researcher has gone through various available secondary sources only. Thus, researcher could not evaluate the real-time behavioural shifts of students related to reading in the era of information overload. The study focuses specifically on management education, and the recommendations provided by the researcher may not be directly applicable to other disciplines. Thus, overall, the scope is limited to the leadership aspect and challenges of libraries and information science professionals.

Important Findings

1. It was found that libraries with transformational and innovative leadership attitudes are more likely to implement successful reading habits and skills as compared to those with traditional administrative methods of functioning libraries.
2. Resilient leadership successfully handles information explosion and its access formats from physical collections to digital access, ensuring that management students can refer business databases seamlessly without interruptions.
3. Researcher found that there is a direct relation between library initiatives on reading and the ability of students to perform better in activities like case study analysis and decision-making capabilities.
4. Libraries that adopt sustainable digital archiving teach students the importance of eco-friendly information management.
5. It is found from the evaluation of secondary data that innovation enhances when library professionals and leaders collaborate with management faculty to develop reading skills of students.
6. High-performing management students utilize library databases and e-books and various formats of e-resources for obtaining accurate information, highlighting the need for library professionals and leaders to invest in digital content and provide access not only in libraries and information centres but remotely too.

7. The researcher also found that redesigning library spaces to support group discussions, rather than silent individual study, helps develop important teamwork and communication skills amongst students. Leadership that incorporates student feedback for improvement in services sees a higher library footfall and resource utilization rate.
8. Structured Reading Skills Development Programs are most effective when they are credit-based and integrated into the first-year management syllabus. Therefore, librarians who act as "information mentors" significantly boost student confidence in navigating complex information like case studies, company profiles, etc.
9. Leadership-driven initiatives like "Best Reader Awards" create a competitive yet healthy environment that encourages students to engage with general reading for personality development along with syllabus related academic reading.
10. Regular engagement with diverse library resources under guided leadership improves the cognitive and problem-solving skills of future managers.

RECOMMENDATIONS

1. Library professionals should adopt "Agile" leadership frameworks to respond quickly to changing educational technologies and information needs of students. Agile leadership in library management should focus on flexibility to the changing needs of students and technology. Instead of following rigid, long-term plans, library administrators should encourage staff to work on testing new ideas, such as a new digital tool for quick access to accurate information. Such new ideas should be tested and improved immediately after feedback from students. This approach empowers librarians to make quick decisions, allowing for faster problem-solving. By prioritizing the user experience, library professionals should ensure that library services evolve in real-time to match how patrons actually need right information at the right time.
2. Digital library facility should be enhanced by library administrators, to provide 24*7 access to e-resources to students and users. Access to case studies, company profiles, project reports, databases, etc. should be on priority list. Faculty and library leaders must meet often to align the library's collection with the evolving themes of innovation and sustainability in the business world.
3. Libraries should invest in AI-based reading assistants/tools and citation management tools to help students focus on content analysis and research related activities and assignments. Digital access to dissertations and theses according to specialisations like Marketing Management, Human Resources Management, Business Analytics, Supply Chain Management, Financial Management, etc. will certainly aid in developing students analytical and problem-solving skills required in the long run in the corporate world.
4. Libraries should designate specific areas in the library for deep work, focused reading and collaborative learning. This can attract students to use library, thereby increasing footfalls.
5. Leadership should train library staff to support students and help them acquire right information. Libraries can send email alerts to students regarding general management titles, news feeds, case study solutions, etc. which can arouse curiosity among students to read and refer those documents. Captions like "Titles of the Week", "Top Business News of the Day", "Interview Tips" etc. can attract the attention of the students and they will surely visit libraries and information centres.
6. Researcher is of the opinion that resilient library leadership is the ability to guide an institution through unexpected challenges, such as budget cuts or rapid technological shifts, without losing sight of its core mission. A resilient leader views obstacles as opportunities to adapt and strengthen the library's services. They focus on problem solving and recover quickly from high-pressure situations. This style of leadership prioritizes stability and ensures that library remains relevant. By staying calm and flexible, these leaders help their teams remain productive and optimistic even during times of uncertainty.
7. Keyword search should be encouraged for OPAC (Online Public Access Catalogue) search facility. Library professionals can play a very crucial role in this context as students and users can get access to vast amount of literature just by entering the valid keyword. Libraries should work on these keywords while cataloguing documents so as to make their libraries user friendly. Mentoring of students by Library professionals to search right information should be a prime task in a professional set up.
8. Libraries should promote Open Access resources to ensure that education is not hampered by high subscription costs. Library websites should play a crucial role here. Important links for access to digital

contents like e-books, e-journals, databases, etc. can aid in efficient use of library resources. QR codes can further promote its use among students.

9. Researcher is of the opinion that libraries should be used as a venue for library sessions, workshops on professional writing, speed reading, case study solving, etc. which are essential soft skills for corporate leadership.
10. Reading Skills Development Programmes can play a very crucial role to enhance reading skills. Some of the activities can be as follows
 - ❖ Making students read industry reports in 15 minutes and then ask them about the core problem, proposed solution, etc. Skimming and scanning skills can be improved by such assignments.
 - ❖ Assign case studies to students, make them read and ask for solutions. This will develop critical evaluation skills of the students. This will help students to develop themselves from passive readers to an active analyst.
 - ❖ Comprehension skills can be developed by making students read data like annual reports, where students should summarise the information in few words or flowcharts, etc.
11. Libraries should publish an Annual Report to demonstrate their contribution to the institutional goal of creating responsible leaders for the corporate world.

CONCLUSION

Leadership for innovation and resilience in academic libraries is not merely an administrative requirement but a strategic necessity for modern management education. This study has demonstrated that when library leaders act as catalysts for change, they significantly enhance the reading skills and analytical thinking capability of students. As we move towards a more digitized and complex corporate world, the synergy between library leadership and student development will define the quality of the next generation of business leaders. In conclusion, investing in library leadership is an investment in the long-term intellectual capital of the nation.

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