



प्रकाशक - स.प्र.प्र.सं. पुस्तकालय

अप्रैल 2025

खंड - 4, अंक - 3

# आई.एस.टी.एम. लाइब्रेरी इन्फोर्मेशन बुलेटिन

"इस "सूचना बुलेटिन" का उद्देश्य आईएसटीएम पुस्तकालय की सेवाओं और गतिविधियों के बारे में जागरूकता फैलाना है और सभी उपयोगकर्ताओं के उपयोग के लिए "ओपेन एक्सेस" के रूप में उपलब्ध अनुसंधान और प्रबंधन उपकरणों के बारे में जानकारी प्रदान करना है।"

SPRINGEROPEN  
AN OPEN ACCESS DATABASE FOR RESEARCH ARTICLES

The screenshot shows the SpringerOpen homepage. At the top, there is a navigation bar with links for 'Email Inbox', 'eOffice - File', 'Home - Canva', 'ISTM Library', 'e-Granthalay', 'e-Granthalay', 'WhatsApp', 'Internet Archiv', 'SpringerOpen', 'Humanities & Social Sciences', and 'Artificial Intelligence'. Below the navigation bar, the SpringerOpen logo is on the left, and a search bar with the placeholder 'Search' is on the right. The main title 'SpringerOpen' is centered above a sub-headline: 'The SpringerOpen portfolio has grown tremendously since its launch in 2010, so that we now offer researchers from all areas of science, technology, medicine, the humanities and social sciences a place to publish open access in journals. Publishing with SpringerOpen makes your work freely available online for everyone, immediately upon publication, and our high-level peer-review and production processes guarantee the quality and reliability of the work. Open access books are published by our Springer imprint.' Below this text are three buttons: 'Find the right journal for you', 'Explore our subject areas', and 'Learn all about open access'. A section titled 'Find the right journal for you' features five journal covers: 'Journal of Disaster Risk Science', 'Audio, Speech and Music Processing', 'Comparative Integration Studies', 'Biosciences and Bioprocessing', and 'Probability, Uncertainty and Quantitative Risk'. At the bottom of this section is a list of links: 'Browse our alphabetical journal list', 'Explore our journals by subject', 'Tips for finding the right journal', 'Find the right journal with our Journal Suggester', and 'Find out if open access book publishing is right for you'. The bottom of the page shows the Windows taskbar with various pinned icons and the system tray.

**SpringerOpen**, जो कि Springer Nature का एक पहल है, विज्ञान, चिकित्सा, प्रौद्योगिकी, मानविकी, प्रबंधन, नीतियां, शासन और अन्य विषयों में सहकर्मी-समीक्षित ओपन एक्सेस जर्नल और पुस्तकों की एक विस्तृत श्रृंखला प्रदान करता है। विद्वतापूर्ण उत्कृष्टता की परंपरा में निहित, SpringerOpen सभी के लिए शोध को निःशल्क उपलब्ध कराता है, जिससे ज्ञान की बाधाओं को तोड़ा जा सके।

सभी लेख क्रिएटिव कॉमन्स लाइसेंस के तहत प्रकाशित किए जाते हैं, जिससे इनके उपयोग और प्रसार पर कोई रोक नहीं होती। SpringerOpen कठोर सहकर्मी-समीक्षा मानकों को बनाए रखता है, जिससे लेखकों को विश्वसनीयता और पाठकों को कार्य की गुणवत्ता पर विश्वास मिलता है।



चित्र तथा जानकारी का सोर्स <https://www.springeropen.com/>

इस विषय पर अधिक जानकारी अथवा उपयोग हेतु दिए गए QR कोड को अपने मोबाइल कैमरे से स्कैन करें।

कृपया इस सूचना बुलेटिन के आगामी अंकों में अधिक जानकारी के लिए बने रहें।



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# ISTM Library Information Bulletin

The purpose of this "Information Bulletin" is to spread awareness about the services and activities of the ISTM Library and Research and Management Tools available as "Open Access" for the use of all the users.

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## प्रबंधन उपकरणों की चर्चा

अप्रैल 2025



यह पृष्ठ पुस्तकालय में आयोजित विभिन्न गतिविधियों का संक्षिप्त विवरण प्रस्तुत करता है।

### प्रशिक्षण सत्र के दौरान प्रशिक्षुओं से

#### अच्छे प्रश्न प्राप्त करने की कला

**उद्देश्य:** प्रश्नों की प्रस्तुति और समय-निर्धारण के माध्यम से प्रतिभागियों में चिंतन और सक्रिय प्रतिक्रिया को प्रोत्साहित करना।

**प्रक्रिया:** अधिकांश अच्छे सेमिनार संचालक चाहते हैं कि किसी न किसी समय प्रतिभागी सक्रिय रूप से भाग लें। अधिकांश प्रतिभागियों के पास साझा करने योग्य कुछ प्रासंगिक अनुभव होते हैं और वे चर्चा में भाग लेना चाहते हैं। कुछ लोगों के पास किसी मुद्दे को लेकर उलझन होने के कारण उचित प्रश्न भी होते हैं। तो फिर एक प्रशिक्षक किस प्रकार सक्रिय सहभागिता को प्रोत्साहित कर सकता है? इसका उत्तर इन सुझावों में हो सकता है:

1. कार्यक्रम की शुरुआत में ही प्रश्न पूछने की आपकी अपेक्षा को स्पष्ट रूप से बता दें। प्रतिभागियों को सूचित करें कि आप प्रश्नों को प्रोत्साहित करते हैं और उनसे प्रश्न पूछने की आशा रखते हैं। (प्रश्न पूछना स्वीकार्य है।)
2. पहले पूछे गए प्रश्न का सकारात्मक उत्तर दें। प्रतिभागी आपको ध्यान से देख रहे होंगे कि आप इस विषय को कितनी गंभीरता से ले रहे हैं।
3. गैर-मौखिक व्यवहार पर ध्यान दें। चेहरे के भाव और शरीर की मुद्रा से आप अक्सर यह भांप सकते हैं कि कोई प्रश्न पूछना चाहता है या किसी बात पर आपत्ति है, इसके लिए प्रतीक्षा करने की आवश्यकता नहीं होती।
4. समूह को याद दिलाएं कि कोई भी प्रश्न मूर्खतापूर्ण नहीं होता, हाँ उत्तर मूर्खतापूर्ण हो सकते हैं।
5. प्रश्न को दोहराएँ (या अपने शब्दों में स्पष्ट करें) ताकि आप भी उसकी सही समझ बना सकें और अन्य प्रतिभागी भी उसे सुन सकें।
6. प्रश्न पूछने का आह्वान करने के बाद कुछ पल रुकें। पाँच या दस सेकंड लंबा लग सकता है, लेकिन उस क्षण प्रतिभागियों पर भी दबाव उतना ही होता है।
7. कभी भी चाय/कॉफी ब्रेक, भोजन समय या कार्यक्रम समाप्ति से ठीक पहले यह न पूछें कि 'कोई प्रश्न है?' इन समयों की प्राथमिकता अधिक होने के कारण या तो प्रश्न पूछे नहीं जाएंगे, या प्रश्न पूछने वाला अप्रिय माना जाएगा।
8. अपने मुद्रित कार्यक्रम या समय-सारणी में विशेष रूप से कुछ लघु प्रश्नोत्तर सत्र शामिल करें। इससे प्रतिभागियों को पूर्व जानकारी रहेगी कि उनसे प्रश्न पूछने को कहा जाएगा।
9. ऐसा कभी न जताएँ कि आप समयाभाव में हैं और 'मात्र एक-दो प्रश्न ले सकते हैं।' इससे यह संकेत जाएगा कि आप प्रश्न नहीं चाहते।

**संदर्भ:** मिल्ट बैड्ट द्वारा 'Ways to Encourage Your Trainees to Ask Questions,' *Training*, मई 1978, पृष्ठ 74-75 से अनुकूलित।

# Talk of Management Tools

April 2025



This section presents a brief description of the various activities conducted in the library.

## THE ART OF SEEKING GOOD QUESTIONS DURING TRAINING SESSION

**Objective:** To stimulate reflection and active response from participants through the phrasing/timing of questions.

**Procedure:** Most good seminar leaders want active participation from trainees at some points in the program. Most participants have some relevant experiences to share and they want to participate in the discussion. Other persons may have legitimate questions because of confusion over an issue. How, then, can a trainer stimulate active participation? The answer may lie in these suggestions:

1. Lay out your expectation for questions early in the program. Inform the participants that you encourage and expect questions. (It's OK to ask questions.)
2. Respond positively to the first question asked. Trainees will be observing you closely to determine how serious you are.
3. Watch non-verbal behaviour. You can often detect a desire to ask a question or challenge a point from facial expressions/body posture without waiting for someone to interject or raise their hand.
4. Remind the group that there are no stupid questions, just stupid answers.
5. Repeat (or rephrase) the question to clarify your understanding of it, and to ensure that all other trainees heard it.
6. Pause after calling for questions. Five or ten seconds may seem like a long time, but the pressure is equally high on the trainees.
7. Never ask, if there are any questions immediately before scheduled tea/coffee breaks, meal time, or dismissal time. The higher priority of these events will either inhibit questioning or make the questioner very unpopular.
8. Specifically include several brief question and answer periods in your printed agenda or schedule. This alerts trainees to anticipate a call for questions.
9. Don't imply that you are rushed for time, but (reluctantly) Could answer one or two questions. It will be very clear that you prefer none.

**Reference:** Adapted from Milt Badt, "Ways to Encourage Your Trainees to Ask Questions," *Training*, May, 1978, pp. 74-5.



## नव-आगमन से / From the New Arrivals

April 2025

खंड के इस भाग में नव आगमन सेक्शन से एक या दो पुस्तकों के कवर पेज के साथ साथ उनका संक्षिप्त विवरण प्रदान करता है। इसके साथ ही यहाँ नवीनतम ट्रेंडिंग सामयिकियों की जानकारी भी दी जाती है।

### Creativity and Strategic Innovation Management



Format:

Book (Paperback)

Author:

Goodman, Malcolm and Dingli

Sandra M.

Pub. & Desc.: United Kingdom; Routledge: c2017, 325p; 24 cm.

ISBN: 978-0-367-24201-5

**It's all about:** Creativity and Strategic Innovation Management by Goodman and Dingli connects innovation, change, and creativity to help businesses survive in fast-changing markets. It sees creativity as the process and innovation as the result. This edition includes new topics like social media, sustainability, and entrepreneurship. It also adds content on ethics, diversity, and legal issues. Real-life examples and global case studies make it easier to understand. The book is perfect for real management practitioners.

Format:

Book (Hardbound)

Author:

तोमर, लज्जाराम

Pub. & Desc.:

कुरुक्षेत्र; विद्या भारती संस्कृति

शिक्षा संस्थान: c2015, 232p; 22 cm.

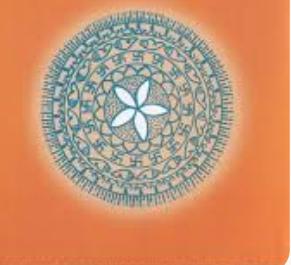
ISBN:

978-81-930886-7-8

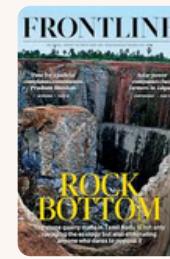
**It's all about:** "भारतीय शिक्षा के मूल तत्व" 'लज्जा राम तोमर' द्वारा लिखित एक महत्वपूर्ण पुस्तक है जो प्राचीन भारतीय शिक्षा प्रणाली की गहराई से व्याख्या करती है। इसमें बताया गया है कि शिक्षा का उद्देश्य केवल ज्ञान प्राप्त करना नहीं, बल्कि आत्मविकास, चरित्र निर्माण और नैतिकता को जीवन में उतारना भी है। गुरुकुल व्यवस्था, गुरु-शिष्य परंपरा, वेद-उपनिषदों से मिलने वाले शिक्षण सिद्धांतों को पुस्तक में सरल भाषा में समझाया गया है। यह पुस्तक यह भी बताती है कि भारतीय शिक्षा जीवन के सभी पक्षों-शारीरिक, मानसिक, बौद्धिक और आध्यात्मिक-का संतुलित विकास करती है। यह भारतीय संस्कृति की शिक्षा परंपरा को पुनर्जीवित करने का आह्वान करती है।

भारतीय शिक्षा  
के  
मूल तत्व

लज्जाराम तोमर



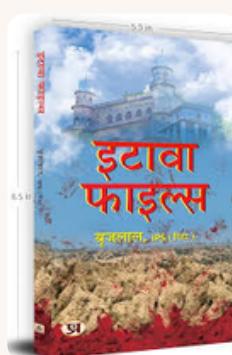
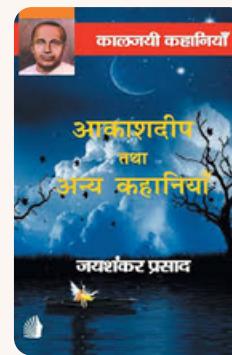
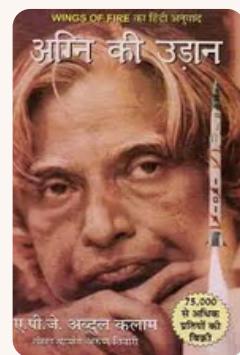
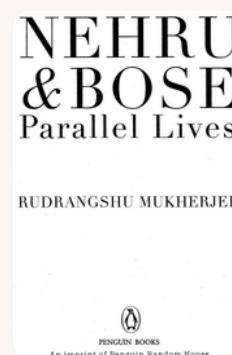
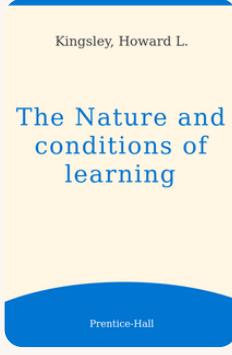
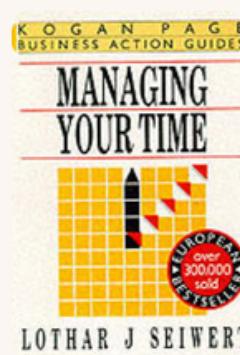
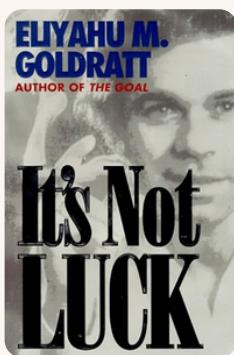
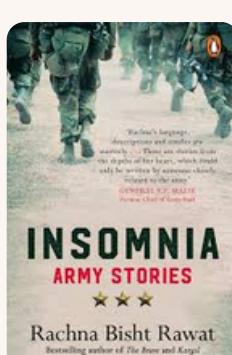
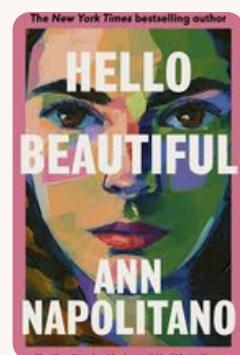
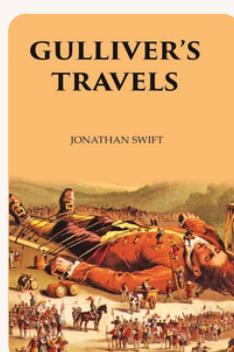
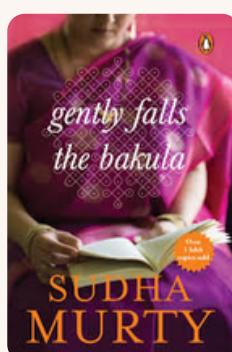
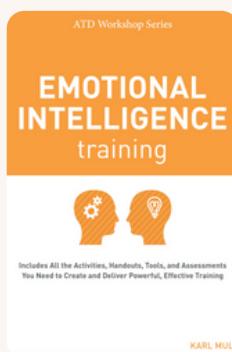
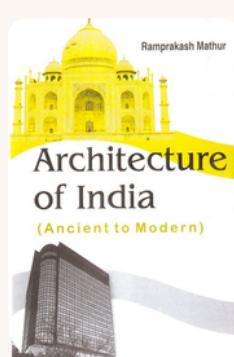
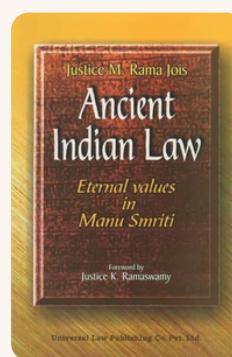
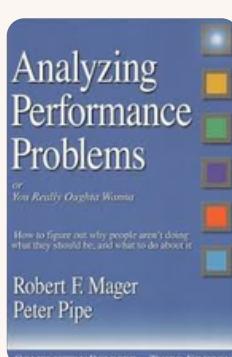
### पुस्तकालय में इस सप्ताह के ट्रेंडिंग सामयिकियाँ



कृपया किसी भी प्रकार की अधिक जानकारी, सूचना अथवा सुझाव देने के लिए पवन श्रीवास्तव, सहायक पुस्तकालय एवं सूचना अधिकारी को संपर्क करें। @ pawan.shrivastav@gov.in / library-istm@gov.in or @ 26737712

## इस माह में जारी पुस्तकें / BOOKS IN TREND THIS MONTH

अप्रैल / April 2025





## Book: Emotional Intelligence: Mindfulness



Emotional Intelligence: Mindfulness offers a wealth of insights into how the human brain can be harnessed to achieve better results across all aspects of work-life balance. The book explains how emotions influence our professional lives and provides practical advice for handling difficult people and situations, alongside inspiring reflections on nurturing emotional well-being in the workplace.

The benefits of mindfulness, as discussed in this volume, include enhanced performance, heightened creativity, deeper self-awareness, increased charisma, and a greater sense of inner peace.

This book outlines practical steps for incorporating mindfulness into one's daily work routine. It explains the science behind mindfulness, why it works, and offers clear, thoughtful warnings about potential pitfalls in professional and personal life. Additionally, it highlights essential social skills that ambitious professionals must cultivate.

The volume features contributions from notable thought leaders, including:

- Rasmus Hougaard
- Daniel Goleman
- Ellen Langer
- Susan David
- Christina Congleton

A particularly important theme is the value of mindful listening — a skill often overlooked by leaders and managers. By learning to listen with presence and empathy, managers can better engage their teams, uncover fresh ideas, and truly hear what is being said, rather than simply what they expect to hear.

The book provides guidance on what great listeners do, how to stay fully present in challenging conversations, and how empathetic listening can foster learning and personal growth in others.

Spanning 121 pages, with its first edition published in 2017, this concise yet impactful book is well worth reading — especially for professionals aiming to improve leadership effectiveness, emotional intelligence, and workplace harmony.



**-Bhagaban Padhy**  
**Deputy Director**



अप्रैल / April 2025

## Book: The One Minute Manager Meets a Monkey

This book is essential reading for managers, offering valuable lessons on time management, task delegation, and effective supervision of subordinates. It emphasizes that subordinates should not be spoon-fed; instead, they should be given meaningful opportunities to grow and handle responsibilities. The book explores the life of a manager, the challenges they face, and the strategies required to navigate them successfully.

The One Minute Manager presents an analogy illustrating how a manager can achieve optimal results by dedicating short but meaningful periods of quality time to their team. It advocates for granting employees the freedom and authority to make decisions related to their tasks, rather than centralizing all control with the manager. The author stresses that managers should focus on guiding and supervising, not on performing every task themselves. If a manager positions themselves as constantly available to solve every issue, it creates a dependency cycle that discourages employees from developing their own problem-solving skills.

The concept of "Rescuers Anonymous" is introduced, describing individuals who feel compelled to handle others' work — inadvertently fostering dependency and undermining the confidence and self-esteem of subordinates. William Oncken Jr. outlines essential principles of monkey management, where the "monkey" symbolizes a problem or task.

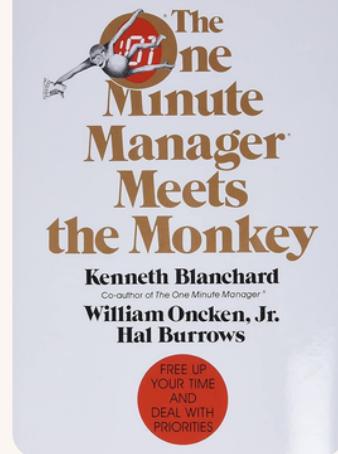
The book defines four key rules for effective task management:

- Rule 1:** Employees must be clearly and specifically informed about the tasks assigned to them. This builds trust and confidence, as employees gain clarity on what is expected — whether it's drafting recommendations, getting a contract signed, or another responsibility.
- Rule 2:** Emphasizes the importance of open discussion between managers and staff to establish clarity around task ownership. Both parties should be fully aware of their respective responsibilities and authority.
- Rule 3:** Highlights the importance of identifying and addressing potential risks, including considering whether insurance or other safeguards are needed.
- Rule 4:** Stresses the need for timely follow-ups and status reviews to assess task progress and provide assistance if required. In some situations, interim check-ins may also be necessary.

The book further advises managers to avoid delaying feedback or appraisals until annual reviews. Recognition, whether positive or corrective, should be timely and focused on the specific situation, not on personal blame.

Overall, this book presents practical and efficient management techniques, particularly useful when dealing with multiple and diverse tasks. It remains highly relevant for leaders seeking to build empowered, capable, and self-reliant teams.

Don't Take on the Problem If the Problem Isn't Yours.  
That Monkey Doesn't Belong to You!



FREE UP  
YOUR TIME  
AND  
DEAL WITH  
PRIORITIES



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