

# RE-POSITIONING OF LIBRARY AND INFORMATION SERVICES AT FORE SCHOOL OF MANAGEMENT: A CASE STUDY

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## Abstract

The paper discusses the various changes that FORE School of Management Library is applying to extend the library and information services to its readers. Managing academic library and information services is a vital challenge in digital environment. This paper elaborates the process of re-positioning the information services and discusses the steps of transformation into a hybrid library. It is fact that the ICT savvy readers prefer digital resources & ICT enabled services over print resources & manual services respectively. The expectations of library readers have been kept in mind while designing the services. The present library system has a great challenge to fulfill the needs of the readers in digital environment. Therefore, library needs to review the present library services and redesign them in such a manner to meet the requirements of IT savvy and non IT savvy user's.

## Keywords:

user experience; library news service; library news letter; institutional digital repositories; user-centric design; library systems; search methods; e-resources.

## 1. Introduction.

The explosion of information has changed the taste of academic library readers. The ICT has impacted libraries significantly, whether it is decreased footfalls in libraries or increased virtual use of library services. In digital environment, where a great change has taken place in recent years, the readers have various options for fulfilling their information needs. The information professionals need to be more creative and innovative in order to serve their user's needs. The LIS Professionals have to work harder than ever before to prove themselves in changing ICT age. Apart from redesigning of library services, they have the challenge of promoting these services for maximum utilization by conducting outreach activities.

## 2. Brief about the FSM Library

The FSM library was established in the year 1991, just after establishment of the Foundation for Organisation Research and Education (FORE) to cater the needs of academic and research fraternity. After establishment of FSM, library has been enriched may folds to cater the needs of the business & management students and faculty

members. FSM Library is one of the best managed Libraries with the collection of more than 24000 volumes on all areas of knowledge focused on business, management and other allied subject areas.

FSM library is well equipped with latest IT tools and equipments to collect, store, retrieve, and disseminate information. A number of computer systems have been installed for readers to access the library resources and services. All major functions of the library are computerized by using leading, web-enabled, multiuser, integrated library management software, which provides single-window access facility to search the library documents and user’s account information at their desktop 24X7.

The IT based services have been introduced recently, i.e., Daily News Headline, News Archival, Info+ Monthly Newsletter of library and Dspace Institutional Digital Repository, etc. The details of library resources and services have been provided in the following tables.

**Table -1 : The physical collection of library.**

Sr.	Collection	Qty
1	Books	22000
2	Journals/Magazines	108
3	Bound Journals	2000
4	E-journals	7000
5	Video Cassettes	168
6	CD-ROMs	608
7	Newspapers	15
8.	Staff Members	5

**Table -2 : The ICT Based Resources**

Sr.	Digital Resources
1	EBSCO : Premier
2	EBSCO : Elite
3	ABI – INFORM / Proquest
4	Euromonitor International: Passport.
5	Prowess (CMIE)
6	CMIE : Industry Outlook
7	Capitaline Plus
8.	Sage Online Journal
9.	PressDisplay.com
10.	Ephorus

**Table -3: Institutional Library Membership**

American Centre Library
NISCAIR
DELNET
MANLIBNET

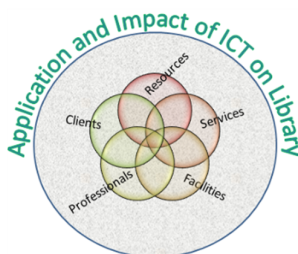
**Table -4 : Management Cases from the following reputed organisations.**

IIM, Ahmadabad	Richard Ivory School of Business Foundation
The Case Centre	Asia Case research Centre : University of Hong Kong
ISB Hyderabad	University of Michigan
HBSP Cases	

**Table -5 : The varieties of services we offer are**

Daily news headlines	Open access library catalogue	Multimedia and digital library
Recent additions bulletin	DELNET database access	Online journals
Document delivery service	Inter-library loan	CD-ROM access
User education and book exhibitions	Check your library account	Online database
Reservation of books and journals	Reprographic services	Scanning & digitization
Reference and referral services	Literature search	Internet access

### 3. Application of ICT and Re-positioning the Library services.



The ICT play a vital role in library, not just only for extending its services but it has become necessary for survival of both libraries and LIS professionals. There is a revolution brewing in the world of ICT, and for a change, it is a driving force in the contemporary library systems. The application of ICT has impacted on various components, such information resources, services, facilities, readers and library professionals. The

change due to the technology have impacted information resources and digital resources led the change on library services, facilities and accordingly the demand of readers have been changed and based on that library professionals needed to be updated for digital environment to cater their needs.

### **3.1 Application of lease line and Wi-fi.**

The institutional campus wide network through LAN covers the library and ten computer systems have been installed to provide library services. Initially, all library computers have been connected to the institute Intranet, which provide accessibility of library resources to all parts of the campus including students and faculty areas. All ten terminals have been connected by 10cat cables through the various switches installed on different location in the library and along with that parallel wi-fi connectivity has also been provided for reliable and smooth access. The Wi-Fi technology have been adopted due to the faster and cheaper net connection; allows connectivity of personal tabs, laptops & smart mobiles; more dynamic network, free network without cables; spread out at a larger table in a quieter area of the campus; flexibility which allows to move about without breaking the network connection. The network can be achieved either by the user's own wireless-enabled device or by a wireless device provided to them by the college. This can be connected outside up to 100-300 meters of the building and further it can be extended with the use of additional antennas and access points.

## **4. Up-gradation of Library Services.**

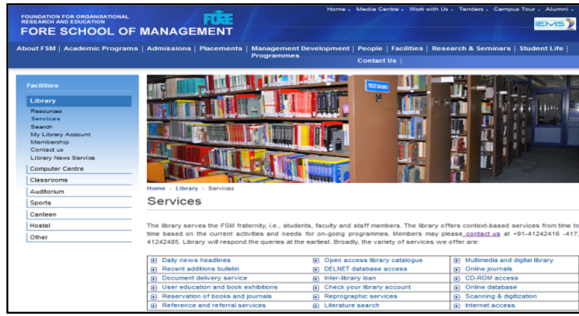
Now a day, ICT based services has become the undetectable part of modern library system and improving library services is a continuing process. Presently library extends the circulation (issue/return) and OPAC through computerised process. An auto generated acknowledgment reach to the reader email for each circulation transactions. The up-gradation of computerised services is the necessary part development. There are many new services and initiatives have been introduced, out of which a few have been listed as under.

### **4.1 Initiation for Bar-coded library Membership cum Identity Card.**

Before 2011, the library Membership cum Identity Card was separately issued by library and administrative office respectively. But in 2011, library have initiated for single card as Library Membership cum Identity Card to all members of the institute which avoided duplicate activity, saved a lot money and time of the institute. The bar-coded membership card has been introduced and implemented for library facilities including circulation and as well to other administrative functions.

### **4.2. Re-designing of library webpage.**

The web technology is an easy tool to reach readers in their own interest since they can access library documents while sitting at computers in their premises. Therefore, the revamping of library website has been taken up three and half year back for virtual library access to satisfy the changing needs of library readers.

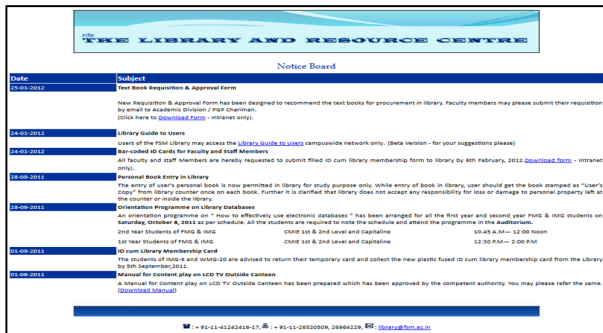


The library services to the readers are the major function of any library. The library readers are expected to visit library physically but if not possible, they may reach library virtually through library website. The library website have provided links to information resources, services, search the catalogue, library rules & regulations, membership

form, library news service, library guide, requisition & approval form, other library institutional membership library policy & proforma for use and clearance certificate from the respective library, archive of news, info + (a monthly library news letter), and other resources.

### 4.3 Initiated for online Notices Board.

The library display the latest news and events which going on in library and relevant information to up-date the readers. Like many other libraries, we also display the latest library happenings on this webpage to alert our readers. The happening includes the library orientation programme, book exhibition cum sale, subscription of new books, print journals, and e-resources, etc. This initiation has given library many more options for



promoting our news stories to our readers. The regular notices from the library to inform the students and faculty members are a good platform to connect with library. Through, students and faculty members can get all type of notices related to library services i.e. registration, issue and return, rules, and regulations, no dues hours, etc.

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### 4.4 Redefined the OPAC (Online Public Access Catalogue) Search



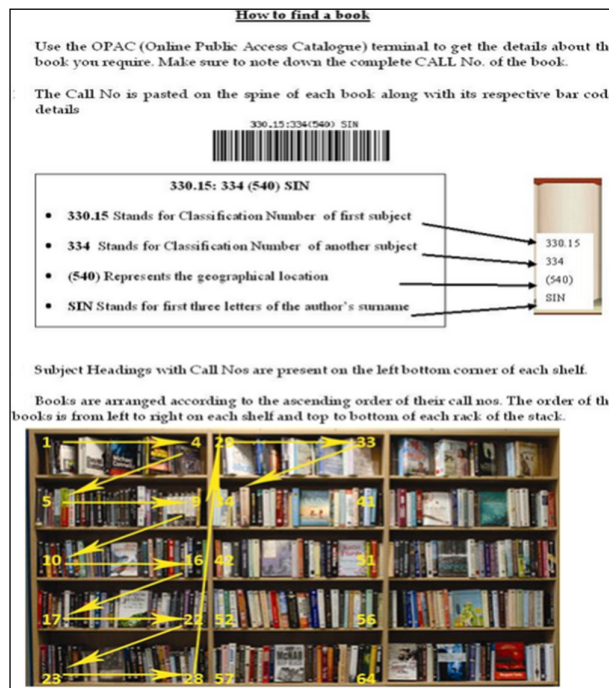
The library offers online computerized catalogue search services through the library webpage. The webpage of OPAC options available in the LMS have been redefined for easy and direct search of books which can be seen in the image. The search links have been provided on the webpage for books, video cassette

and CD ROMs simultaneous search for simple, advanced, author wise, title wise and subject wise. More than 24000 books available in the library can be searched by the bibliographic records. The link of updated list of all journals and current journals can be

viewed from there. The links for location of documents, new arrival of books and journals have been provided for direct access. The new features have been added such as check the library account, my account history, recommend a book for library, reserve a book, and library news services which can be accessed by any reader by entering their membership code. An enough numbers of computer systems have been placed in the library reader’s use.

#### 4.4.1 Arrangement of Books

The classification of books in the library is being done in accordance with the UDC (Universal Decimal Classification).



The books of the library have been arranged by classification numbers as given in the image. The barcode pasted on each book’s spine contains the call number of the book which contains classification number of subject, the geographical location of the document and first three letters of the author’s surname. The direction of physical placement of books on rack started from top to down shelf, from right to left as mentioned in the image. The readers have been advised to note down the call number of required book and locate the book as per the call number at the assigned shelf. The location of books is displayed at the panel of each stack at the beginning of each raw.

#### 4.5 Initiated Daily News Headlines Service

The information world is a changing very fast and at the pace, it's getting harder to update the academic fraternity. To keep this in mind, we have embedded a Google News – based element in our library website which enables our website to flash the live latest news. We



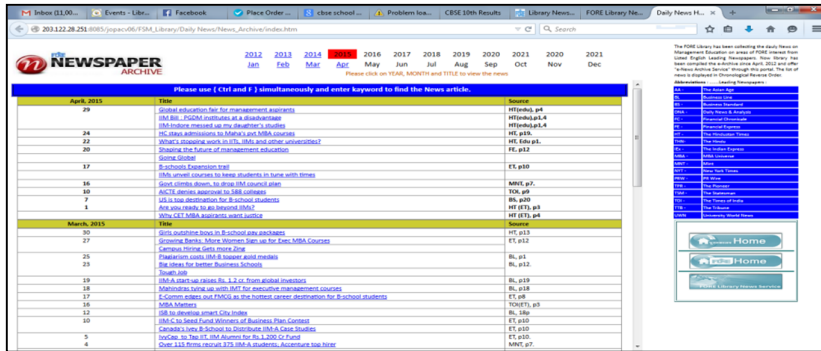
have customized the Google news using the keywords, such as “Management Education” and “Business and Management” and placed the script in our webpage for getting the focused

news on the chosen topics. This makes it easy to integrate headlines and previews from

Google News into our library webpage, and new audiences across the web. Whether our readers are interested in any discipline of business and management or any area of knowledge by selection the keywords, we may control the types of stories in our readers news show.

4.6 Online Archive of Daily News Headlines

The library has been subscribing many national and international print newspapers. The library staff scans the daily newspapers and marks the related news items which are of the



interest of the institution and download them in full text in digital form from particular newspaper websites or PressDisplay News Portal. The selected news items are stored in the

server and links of the same are circulated among the members of the management, director and faculty members who are intended to get so. At the end of each month, the selected daily news items are being included in the online archive which is available through the library webpage. The readers may find the news by selecting the year and month which is provided at the top of webpage.

4.7 Initiated Monthly Newsletter of FSM Library: INFO+

The library has started “INFO+” a Monthly Newsletter to make aware of its readers about the library update of



immediate past month. The newsletter covers the new arrival of books, journals, databases, and all other information about the library which a library reader needs to know. The readers may

find the newsletter by selecting the year and month which has been provided at the top of webpage.

4.8 Archival for Photographs and Videos of Institute Convocations.



The library has started the collection of photographs and video's of convocations since 2011 when this job has been assigned to library. The library created an album of photographs and video's of each year. The same has been stored in the server and year wise links have been placed on the top of webpage. The photographs and video's can be selected year wise and can be downloaded from anywhere through the internet. This webpage is very useful especially to the immediate passed out students who have got awards and certificates during the convocation. This is a life time event to them and this page facilitate them the memorial photographs.

#### 4.9 Online Library Guide

The library has prepared a "Library Guide" for library staff, readers and for book /



journals suppliers. The library readers can get any information about books, search of books & journals, e-databases & searching methods, etc. The library guide consist of library rules & regulations, how to become library member, which resources including print & digital are available in the library, how to find and use the information resources, the layout plan and location map of documents, order placing & resource weed out policy. The information for suppliers included is tender policy, journals policy, etc. The guide is made available online accessible from anywhere. The stack holder of library not need to come library physically, they may access related information from their desktop and can update them shelf for further action.

#### 5. Initiation for Institutional Digital Repository.

In this digital age, the impact of ICT has been accepted by the academic organisations not only in teaching and learning but also in preservation of organisational knowledge assets. Hence, the role of library and information system of the organisation have increased manifold. Along with the computerisation of library services, the FSM library moved one step ahead towards the preservation of institutional knowledge gained from 1991 to till date. It is mentioned here that before this attempt, no efforts have been made to preserve the institutional asset.

To keep in mind the fact that over the period of time, the valuable resources and records of the institute is being misplaced, lost or vanished. Therefore, FSM library initiated to develop an archive of institutional knowledge resources and records in digital form. An Institutional Digital Repository (IDR): named eGyanSanagrah has been developed: which is an appropriate solution of preserving of this asset for future use.

To make the FORE School of Management Library a 21<sup>st</sup> Century Institutional Knowledge hub to facilitate the transition of today's managers society to a knowledge base society of tomorrow managers. The resources i.e. books, research papers, articles, thesis and dissertations have been included in the IDR. The library have initiated for IDR in following three phases in sequence.

#### **First phase:**

**Hardware selection:** Initial necessary high end hardware such as one server, printer, scanner, data capturing unit (DCU) and few computer systems has been acquired.

#### **Second phase:**

**Selection of software:** In the process of selecting Institutional Digital Repository (IDR) software, personal experience and suggestion of professional friends has been applied. The experience gained at Delhi College of Engineering (Now Delhi Technological University) library regarding development of IDR was very much useful. To offer the best solution to meet institutional requirements, satisfaction to readers, and compliant with the library activities and functions, we have to select a competent and suitable alternative. The library has considered the facts that the software may be developed on contracted basis by any outsource software company or can be developed by professionals within the institution. An increasing numbers of IDR software companies and their attractive advertisements and propoganda's confused the libraries which software is suitable to a particular institute. The selection of software is a very complicated issue; library kept in mind some basic aspects before selection of IDR software. The matter has been put forth to Library Advisory Committee (LAC) for administrative decisions. The computer software and hardware experts from computer centre of the institute have been invited as special guests in the meeting. The matter has also been put forth to Faculty Committee to get their views and feedbacks. The library has consulted the same organization/ libraries about software and their functions, which have already having developed their IDR. The experiences of the other library professionals who have used IDR software are more valuable than the assurances of the manufactures.

The library has considered the after installation services of commercial IDR providers, but did not believe on unjustifiable assurance, made by the company representatives. The members of LAC has advised library to select the most suitable in regard of flexibility, capacity, expandability, security, economic viable, user's friendly, and latest technology compliant. Further, library has taken the following steps to select appropriate software.

**Step -1:** A study of open source software and proprietary software has been made and it has been decided that open source software should be preferred.



**Step -2:** A study of various open source software's, i.e., Greenstone, Eprints, Invenio, Dspace, etc., have been made. After having a long discussion, the Dspace has been selected for the purpose.

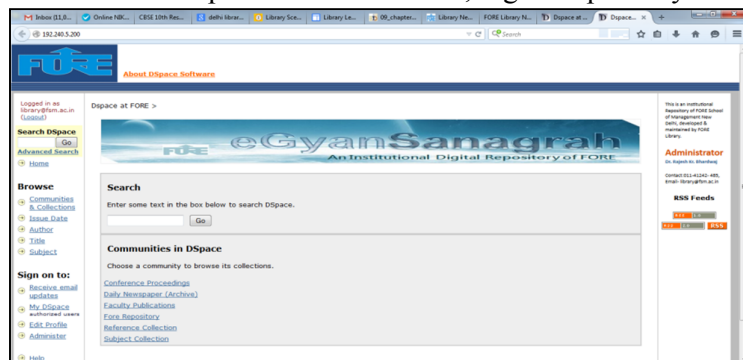
**Step -3:** After having selection of Dspace software, two outsource software companies were called for discussion. Further, the companies have submitted their quotation for installation and customisation of Dspace. Both companies have quoted the price more than five lakhs rupees for the same with limited configuration.

**Step -4:** The prices quoted by both companies have been evaluated and it has been observed that the cost is very high. Consequent upon the advice of LAC, it has been decided that Dspace should be installed by our own efforts with the help of professional friends and in house support from computer centre.

### Third phase

#### 5.1 Installation and customization of Software:

To move one step ahead towards IDR, digital repository software named Dspace has been

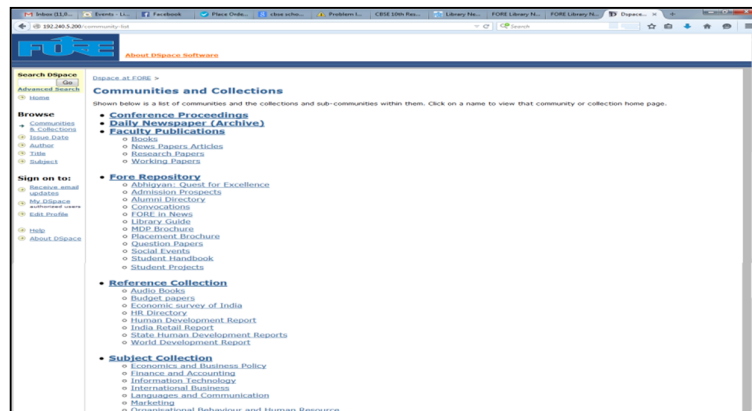


installed and customized to keep in mind the institutional needs . The IDR system store, indexes, preserves and allows access full text material and resources. The Dspace has been installed in the library to cater the digital repository needs of the readers. The creation of

communities, sub communities and collection in Dspace has been discussed thoroughly with the library staff. These in-house documents proposed to be added in IDR are Abhigyan: Quest for Excellence, Admission Prospects, Alumni Directory, Conference Proceedings, Convocations: Report and photographs, etc., Faculty Publications; Books, News Papers Articles, Working/Research Papers, etc., FORE in News, Library Guide, MDP: Brochure, Report, etc, Placement: Brochure, Report, etc., Question Papers, Student Handbook and Student Projects. For in-house documents, consent of respective custodian, i.e., respective activity head, area chairperson with recommendations of FCM and due approval of the competent authority will be obtained before inclusion in the IDR. As matter of policy once this process is completed, no further day today permission for selection or updation will be required until and unless any specific reason. It will be the duty and responsibility of the custodian of the resource to provide the resources regularly in digital form to library without any delay as and when the document is published or approved for publication.

**5.2 Customisation of Dspace** We have customized the software to keep in mind the institutional requirements and accordingly communities, sub communities and collections have been created for building the database. The user can have the access of IDR through

intranet. The Communities, Sub-communities and Collections have been created which found suitable for easy search and retrieval purposes. The user may search any document by using the search facility available on every page. Search can be made by Author, Title, (Alphabetical order) and Date. They can jump alphabetical under any community or collection by using any keyword. Further they can use the advanced search option by using – (Boolean) and, or, not with the combination of Keyword, Author, Title, Subject



etc. in whole IDR or any Community or Sub Community or collection. The FSM academic fraternity duly registered have been authorised to access the eGyanSanagrah through IP within the campus wide network only. The technical aspects of access have

been managed by the computer centre.

## Forth phase

### 5.3 Draft Guidelines for IDR:

As a necessary requirement of the institute, brief guidelines for IDR have been prepared to keep in mind the management, dissemination and for future preservation of institutional knowledge. The guidelines included the type of documents to be added, eFirst policy, documentation of IDR, statement of selection, source and ownership, copyright issue and access privilege.

## Fifth phase

**5.4 Development of Information Resources:** The collection of the documents in IDR has been categorise such as In-house publications, Procured by the library and Available open access on the internet. The In-house publications that include faculty publications, projects report and projects of students and FORE publications, i.e., Convocations, Student Handbook, Admission Brochure, Annual Reports, Annual Magazines, Old exam papers, Prospectus, FORE in News with images, etc. The documents falls under the categories of “procured by the library” and “available open access on the internet” are related to management & business subjects and reference documents which are useful to the academic and research activities of the institute, i.e., where the copyright of resource has expired; left abandoned by the copyright holder; where the owner have deliberately put his/her resource/s in open domain; and special category of resource, where copyright law does not applicable. The IDR store, indexes, preserves the full text resources and made available for dissemination. These forms of resources are accepted in IDR such as: Text, PDF, Audio-visual, Images, PPT’s, Excel, etc. The type of documents may be, i.e., Case studies, Acts, Policies, Regulations, News articles, Proceedings of events, White

papers, Policy papers, Articles, MoU's, Survey questionnaire & survey reports, Maps, Government reports, Company reports, Annual reports, Technical reports, Patents, Standards, Theses & dissertations, Fictional works, Monographs, Multimedia, Working papers or any other document which deemed useful to institute

## 6. Other Initiatives

### 6.1. eFirst policy

The eFirst policy is giving the priority of electronic resources over print resources while acquiring in library. The library has adopted this policy to archive the resources in digital form and would like to be an eco-friendly library. The major factors which force our library to adopt eFirst have been mentioned as under.

- 1.1 Versatile features of digital documents, i.e., print, copy, carry & transfer, 24X7 easy access and disseminate;
- 1.2 Shift towards e-resources helps like multiple and convenience access anywhere;
- 1.3 To adopt and promote the digital library culture among institute fraternity;
- 1.4 To protect the environment by reducing paper consumption;
- 1.5 Management of digital collection in IT age is more convenient than print collection;
- 1.6 To facilitate the information demand of IT savvy fraternity;
- 1.7 An initiative to convert the institute into a digital institute.

### 6.2 Initiated stock verification

A committee called "Library Committee on Resource Review & Disposal" (LCRRD) of five persons consisting of three Faculty Members, Accounts Manager and Librarian has been constituted by the Director on the recommendation of LAC. The library has prepared a policy on Resource Review & Disposal which covers the stock verification steps, process and weed out/ written off of library resources. Under the guidance of the committee, the stock verification conducted and status report has been presented on the following aspects.

- a. The books which have been weeded out from the record and approval for the same obtained have been entered in the LMS to update the record which were not updated earlier in the LMS.
- b. The books which were found missing in previous stock verification has been re-verified and which are still not traced during current stock verification have been proposed to weed out. These books have been entered as with-drawn in the LMS to update the record.
- c. The books which have been lost by the readers and for which, the cost plus other charges as per library norms paid by the readers have been proposed to weed out as per the guidelines of the library. These have been entered in the LMS after the approval of the competent authority.
- d. A list of books has been prepared which are found missing during the present stock verification. The list of books has been submitted to the authority for information.

- e. A list of VHS tapes has been prepared which are no more useful to the readers. The list of the same has been circulated among the readers through email. After receiving the response, the unwanted VHS tapes have been proposed to weed out.

### **6.3 Book Exhibition**

Book exhibition is the most important occasion and best opportunity to build the library collection with the collaboration of its readers. To keep update with latest publication available in the market, library organises Book Exhibition cum Sale twice in a year. All approved book supplier and other leading publisher exhibits their latest collection of reading resources on business, management, and allied subjects areas of knowledge. Most of the members of management board, faculty, staff members and students visits the book exhibition and select the books for library or purchase for their personal use.

### **6.4 Orientation Programme for Faculty and Students**

It is fact that if library resources are not used by its readers, it becomes an expansive affair to the organisation. Therefore, library has started organising user's orientation programme in two phases.

1. At the beginning of each academic session, library organises introductory orientation programmes to all newly admitted students. The purpose of this orientation programme is to educate the new readers about the library resources and methods of using the services.
2. Later, after starting the course, library organise advanced level user education programme through the live demonstration of library website about how to use the resources and services extended by the library. The expert from the resource product company

Apart from the user's orientation programme, library provides help through email and online as well. Library has prepared Library Guide which includes search guide for each e-resource and every thing about library.

Besides the library computers, readers may access the information resources from computer center which possess more 250 computers. On these computers, students can access the library services: such as, check their accounts, library OPAC, reservation of books, recommend a book to procure for library, on-line access of Internet, journals, statistical databases, market data & research, company reports and macro-economic database, etc., and other library services. During the programme, the representatives of e-resources provide the training for effective use of available online journals and database; demonstration of new subject related databases available in Indian and international market; lectures by experts of other institutions using such facilities and at last group discussion on problems faced by readers is being conducted.

### **6.5 Evaluation of existing e-resources and trial access of new resources.**

The library has started evaluation of digital resources every year before their renewal for next. This year also the list of such resources with their usage statistics has been placed

before the members of LAC in its first meeting and they have reviewed the existing resources. Simultaneously, during this course, library has started free trial access of similar type of resources and provided opportunity to faculty members to select an appropriate resource from subscribed and available resources in market as per their changing information needs. Before renewing the subscription of existing resources and along with the free trial access, library have invited the representatives of products and organized demo programmes, i.e., Web of sciences, Frost & Sullivan management database, OECD Library database, Encyclopedia of Britannica, Euromonitor International Passport, Reado Audio Books, CMIE-Industry Outlook, BIGFIND Database (a market research reports, company fillings and macro-economic database). After having trial access, demo orientation programmes and further based on the recommendations of LAC members, library have proposed to discontinued the existing database named Indiatat.com and proposed subscription for new resources, i.e., J-Gate Management collection, Euromonitor International Passport, and CMIE-Industry Outlook.

### **7. Benefits of repositioning of library services.**

1 Library guide helped readers to access library information in respect of rules & regulations, resources, services, functions, activities, and other related to its readers.

2. The single card for library Membership cum Identity Card has saved a lot of money, time and manpower of the institute.

3. The library notice board gives updated information to students and an online source for latest news and events of library.

4. Re-designing of OPAC webpage provided integrated options which are available in the LMS for easy and direct search of books. The link for location helps students to find the documents in the library. The link for new arrival of books and journals helps to access the documents directly. It enables readers to access their library account, reissue the book, recommend the book, and reserve the book from any where through Internet or LAN.

3. The library news service proved to be a great source of current and live news on key subjects for which links available on library webpage. The archive gives access of old news on the subject which readers to conduct their research and academic projects.

4. The library has developed IDR which is a very good initiative to preserve the institutional knowledge. The IDR collects Full Text documents which is available campus wide network.

5. The Info<sup>+</sup> library newsletter gives enhanced and compiled monthly information about library activities which includes, i.e., arrival of books, journals, databases, and all other information about the library which is useful to its readers.

7. As assigned, the library has undertaken the responsibility of convocation video and photography, to extend an immediate online access, library creates album as soon as possible and update into an online achieve of videos and photographs year wise. This

helps students to collect their photographs at their destination without visiting the institute.

8. The eFirst policy has helped library and institute to focus on eco-friendly & sustainable initiatives and future planning for development of resources.

9. The evaluation of physical and digital resources helped library to find latest and most useful resources to the institutional needs. It also created a virtual pressure on reader to use the resources; otherwise they library propose these to discontinue.

The library web page has become a big source of information to its readers. We have realized that it is a successful attempt and library received appreciations from FSM authority, faculty, and students and also from various outside institutions which built up the confidence of the library staff.

## 8. Conclusion

The FSM library has taken many initiatives to offer the maximum benefits online and tried our best to satisfy the needs of the readers. But we think that we need to do more for maximum utilization of the library services. A few new advanced features have been introduced and the readers need to train how to utilize them. But we being the management library are sure that our readers will cope up with the latest technology and will utilize in a better way in their research and development programmes.

In the FSM, we continue to explore new ways by reviewing changes in technology and communication patterns as opportunities to reach our readers rather than as barriers that keep them away, we will be better able to serve academic community.

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