

# USE OF OUTSOURCING IN COLLEGE LIBRARIES

KUMBHAR K.N.<sup>1</sup>; HARIPRASAD BIDVE<sup>2</sup>

Librarian, Badrinarayan Barwale college, Jalna<sup>1</sup>;

Librarian, Shiv Chhatrapati College, Pachod, Dist. Aurangabad<sup>2</sup>

## ABSTRACT

*Paper has aim to gives brief account of use of outsourcing in libraries. It is an attempt to conceptualize the approaches of outsourcing to library and information centers, discusses the need of outsourcing. The present study discussed the numerous reasons for using outsourcing, areas of implementation of outsourcing in college library. Present study have arranged for Jalna district Arts, Commerce and Science private aided college libraries to observe the impact of outsourcing on library activities and services.*

**Keywords:** Outsourcing, External service provider.

## 1. INTRODUCTION

Outsourcing was also used in library very long years ago in a traditional manner. It is not a new concept for library. Outsourcing also lends itself nicely to more routine and traditional operations in technical services, changes, reengineering of the library work. The use of outsourcing is not bad; it is very good to progress library work. But the critics criticize the outsourcing or privatizing of the work. Outsourcing is a way to change something and create something new. It can be a positive way to increase productivity and an opportunity for both personal growth and an organizational enhancement. Outsourcing offers multiple opportunities to reduce costs and capitalize on the investments with special external suppliers. With this point of view librarians should implement strategy method to achieve objectives by using the external resources. Outsourcing is seen as a way for libraries to procure capabilities not available internally.

Outsourcing is defined as using the services of a private rather than in-house library staff to accomplish an activity without the blocking the routine work. These works are data feeding, networking, computerization, automation, maintenance, electrification etc. Today librarians are using outsourcing for compilation of their work to develop or reengineering the library work without disturbing day to day routine work. From recent experience it is clear that outsourcing presents solution on challenges. It is also clear that library outsourcing will not reduce its importance in future importance also.

Outsourcing involves transfer to a third-party, or outside vendor, or contractor, or independent workers, or provider to perform certain work- related tasks involving recurring internal activities that are not core to the mission of the library. Outsourcing issues requires agreement about the use of terms and definitions. Outsourcing became a emerging topic in libraries world over during the 90's because of increase the use of technology in libraries.

However, libraries in Maharashtra and India are at the stage of reengineering and restructuring their activities and services used by ICT. Indian libraries started the use of ICT to automation, RFID, digitization, creation of databases, internet based

services, use and creation of e-resources etc. So, now they are taking the help of the outsourcing to improve the quality and quantity of the services.

## 2. CONCEPT AND DEFINITION:

In simple words, outsourcing is assigning a work to an outsider means a vendor, organization, individual etc. In simple words it is just a contracting transaction whereby one organization hires services from vendor; the organizations clearly mention in the contract what they want and how they want the work performed by vendor. The term Outsourcing is consists three terms 'outside', 'resource', 'using', which means going outside the organization to use the resources of others. Outsourcing is the strategic use of outside resources to perform certain tasks which are traditionally handled by internal staff using internal resources. Outsourcing is a strategy by which an organization contracts out some functions to specialized and efficient service providers or vendors. Organizations have always been hiring contractors for particular types of work and form long-term relationships with those who had capabilities to supplement the organization resources.

Definitions of outsourcing is vary widely, ranging from the simple—getting someone else to do your work for you to the complex the acquisition of services from external service providers. Basically defined, outsourcing is the transfer of an internal service or function to an outside vendor. (Bordeianu and Benaud 1997).

Outsourcing is a contracting out for services that organizations chose not to provide internally with their own staff. Whatever the definition, outsourcing has become a standard practice in both the corporate and the not for profit worlds. A 1995 survey indicates 40% of fortune 500 Companies outsourced some department or service (Lancaster 1995).

Unabridged edition of the Random House English Dictionary (1993) describes outsourcing as “the buying of parts of a product to be assembled elsewhere, as in purchasing cheap foreign parts rather than manufacturing them at home.”

Falconi (1995) defined Outsourcing “as a fancy term for having someone else to do your work.”

Peter Drucker’s (1995) forecasts seems to be true to a great extent as worldover most of the public enterprises whether it may be industry, companies, hospitals, educational institutes etc. all are depending on outsourcing to accomplish their various tasks.

These definitions have in common that outsourcing refers to acquire determined activities from an external organization. Simply we can say that the term ‘outsourcing’ refers to the contracting out the outside vendor, organization, individual to perform certain tasks and functions for the organization.

Out sourcing is used in different manner like complete or partial outsourcing, temporary outsourcing, business process outsourcing, multi-sourcing outsourcing, selective outsourcing, shared outsourcing etc.

## 3. SIGNIFICANCE OF THE STUDY

The present study is carried out to know the impact of outsourcing on activities and services in college libraries. Today outsourcing is very useful for the changing of our own role which is traditional to modern. The Technical changes and work of modern services may not be able to appoint or acquire all skillful staff for every work and acquire all services internally. Therefore external services are important to solve the problem and complete the work.

After the careful reviewing of the existing literature it was found that the libraries tend to outsource their various activities and services to deal with shrinking budgets, lack of sufficient and or trained manpower, to cope up with current technology and to enhance user services etc. Various authors have suggested from time to time that there is a need to do further research on practice of outsourcing in libraries.

This study is not the concluding statement on outsourcing. It is just the beginning and suggested further research and study is needed to progress the use of outsourcing as an effective management tool in libraries.

Libraries have used outsourcing due to some reasons these are as follows:

- Reduce and control costs. Operating and training costs can be reduced.
- Acquire expertise not on the regular staff. Skilled manpower can be bought at lower rates.
- Maintaining time-consuming tasks can be centralized with outsourcing such as backlog of huge data feeding, Transforming library, etc.

## **USE OF OUTSOURCING IN COLLEGE LIBRARIES**

- Experimentation with new initiatives without committing valuable resources for development and testing.
- Providing specialized equipment not owned by the library.
- Free up internal resources and professionals for other purposes such as improving customer services, concentrating on core activities.
- Expansion of the library's planning, implementation, and evaluation processes.
- More opportunities for advancement.
- To concentrate on core activities.
- Due to the lack of required staff and expertise in-house.
- To increase the quality and quantity of product & services.
- Value-added services can be provided.
- To increase productivity.
- User satisfaction can be ensured.

All above mentioned reasons are important and beneficial regarding the outsourcing. As per the concern of the library and knowledge management institutions also promote the services by using outsourcing.

### **4. OBJECTIVES OF THE STUDY:**

1. To know what are the reasons to use outsourcing.
2. To find out how long college libraries are using outsourcing.
3. To know the outsourced task in college library.
4. To study why college librarians select the outsourcing in library.

### **5. SCOPE OF THE STUDY**

The scope of the study is private aided Arts, Commerce and Science college libraries in Jalna district and affiliated to Dr. Babasaheb Ambedkar Marathwada University, Aurangabad.

### **6. RESEARCH METHODOLOGY**

The survey research methodology has used for the study to find out the answers related to objectives. Present study has arranged collected data in tabular form and analyzed in descriptive manner.

### **7. DATA COLLECTION**

It is necessary to collect adequate theoretical and empirical data. Theoretical data was collected by reviewing relevant literature and empirical data has been gathered by means of questionnaire and observation etc. The questionnaire tool was used structured questionnaire to collect data from librarians. An observation was used by the researcher in order to collect empirical data.

### **8. DATA ANALYSIS**

Empirical data was gathered by means of survey method like questionnaire, observations. Primary empirical data was collected through questionnaires, discussions and interaction with librarians along with personal observations of activities and services of college libraries. For analysis of data various statistical methods like mean, standard deviation and percentage are used. The results received from these statistical methods have been extensively used to form valid conclusions. This survey

tried to find out all aspects and services, which are out sourced by private aided Arts, Commerce and Science college libraries in Jalna district.

### 8.1. Sample Located in Rural and Urban area

**Table No.1. Rural and Urban area Colleges**

location	Response	Percentage
Rural	18	78.00
Urban	5	22.00
Total	23	100.00

It can be observed from the table No. 1 that out of 23 respondents 18 (45.00%) have located in rural area and 5 (22.00%) have situated in urban area.

### 8.2. Response Regarding Use of Outsourcing by College Libraries

**Table No.2 Response Regarding Use of Outsourcing by College Libraries**

	Response	Percentage
Yes	22	95.65
No	1	4.35
Total	23	100.00

Table 2 reveals that 95.65% (22) respondents agreed that, they have used outsourcing in library for different type of work.

### 8.3. Time since Outsourcing Implemented In Libraries

**Table No. 3 Time Since Outsourcing Implemented In Libraries**

Years	Libraries	
	n	%
Less than 1 year	0	0.00
1-2year	0	0.00
2-3year	1	4.55
3-4year	1	4.55
More than 5 year	19	86.36
Not mentioned	1	4.55
<b>TOTAL</b>	<b>22</b>	<b>100.00</b>

Table 3 shows that 86.36% libraries are using outsourcing from more than 5 years and 4.55% (1) library have not mentioned the period since using outsourcing.

The responses have made it clear that most of the libraries have used outsourcing since more than 5 many years. Therefore, it is not a new phenomenon for Indian libraries too.

## 8.4 REASONS OF USING OUTSOURCING

**Table 4 Reasons of Using Outsourcing**

REASONS	LIBRARIES	
	n	%
Due To Lack Of Staff	21	95.45
To Save Manpower	17	77.27
To Introduce Technology based advance Services	16	72.73
To Focus On Required E- Services	16	72.73
To Concentrate On Core Activities	15	68.18
To Save Time	15	68.18
To Improve The Quality Of Services	14	63.64
To improve Users' Satisfaction	12	54.55
To Save Money & Reduce Operating Cost	12	54.55
To Enhance Standardization	10	45.45
To Reduce Staff Responsibilities	6	27.27
To Reduce Training Cost	6	27.27
To reduce required expertise	2	9.09

Table No. 4 shows various reasons given by libraries for using outsourcing. The 95.45% (21) libraries stated that top reason to choose outsourcing due to lack of staff. 77.27% (17) libraries have reported to use outsourcing because of to save manpower. 72.73% (16) college libraries have mentioned to use outsourcing for introduce technology based advance Services and to focus on required E- services. To save time and to improve the quality of services stated by 68.18% (15) and 63.64% (14) college libraries respectively. 54.55% (12) college libraries reported that to improve users' satisfaction and to save money & reduce operating cost. Some other reasons have also mentioned by college libraries.

## 8.5 REASONS OF NOT USING OUTSOURCING

**Table No. 5 Reasons of Not Using Outsourcing**

Reasons	Libraries	
	N	%
Outsourcing Is Better To Use For Non-Professional Services	8	36.36
Fear To Loss The Control	6	27.27
Outsourcing Is Suitable Only For Technical Services	5	22.73
Fear To Reduce The Quality Of Services	4	18.18
Outsourcing Is The Threat To Profession	2	9.09
Staff is trained to handle the work	1	4.55
Sufficient Staff In-House	0	0.00
Having Enough Time	0	0.00

Table No. 5 shows various reasons given by college libraries for not using outsourcing. The 36.36% college libraries have mentioned outsourcing is better to use for non-professional services, it is as the key reason of not using outsourcing. 27.27% college libraries are not using outsourcing due to fear to loss the control. 22.73% libraries mentioned outsourcing is suitable

only for technical services and 18.18% libraries mentioned fear to reduce the quality of services. Other options for not selecting outsourcing are threat to profession, staff is trained to handle the work, sufficient staff in-house and having enough time very few libraries.

## 8.6 OUTSOURCED PROFESSIONAL AUTOMATED ACTIVITIES AND SERVICES

Further the respondents were asked to furnish the detail about the Professional-Automated Activities and Services.

**Table No.6 Outsourced Professional Automated Activities And Services**

Professional Automated Activities And Service	In-House		On Contract/ Outsourced						Not Mentioned		Total n
			Fully		Partially		Proposed				
	n	%	n	%	n	%	n	%	n	%	
Network Creation	0	0	18	81.82	0	0	2	9.09	2	9.09	22
Network Maintenance	0	0	18	81.82	0	0	2	9.09	2	9.09	22
Software Development	0	0	16	72.73	0	0	2	9.09	4	18.18	22
Hardware Maintenance	0	0	16	72.73	0	0	2	9.09	4	18.18	22
Software Maintenance	0	0	16	72.73	0	0	2	9.09	4	18.18	22
Members Identity Cards Preparation	8	36.36	10	45.45	4	18.18	0	0	0	0	22
Retrospective Conversion	0	0	4	18.18	1	4.55	0	0	17	77.27	22
Library Automation	9	40.91	2	9.09	7	31.82	2	9.09	2	9.09	22
Website Creation And Designing	0	0	2	9.09	0	0	6	27.27	14	63.64	22
Website Updation	0	0	2	9.09	0	0	6	27.27	14	63.64	22
Barcode Preparation And Pasting	18	81.82	0	0	0	0	2	9.09	2	9.09	22
Stock Verification	20	90.91	0	0	2	9.09	0	0	0	0	22
RFID maintenance and implication	0	0	0	0	0	0	6	27.27	16	72.73	22

The Table No. 6 show that under Professional Automated activities and services Network Creation and Network Maintenance 81.82%, Software Development, Hardware Maintenance, Software Maintenance 72.73%, Retrospective Conversion 18.18%, Library Automation, Website Creation And Designing, Website Updation 9.09%. these are outsourced work as per their percentage. However, Barcode Preparation and Pasting, Stock Verification and RFID maintenance and implication have also not received any response manse these work have done in-house or not established in library.

## 8.7 OUTSOURCED PROFESSIONAL ACTIVITIES AND SERVICES

Table No. 7 Outsourced Professional Activities and Services

Professional Activities And Service	In-House		On Contract/ Outsourced				Not Mentioned		Total n
			Fully		Partially				
	n	%	n	%	n	%	n	%	
Staff Development	0	0.00	18	81.82	2	9.09	2	9.09	22
Ict Training	6	27.27	10	45.45	6	27.27	0	0.00	22
Cataloguing	22	100.00	0	0.00	0	0.00	0	0.00	22
Classification	22	100.00	0	0.00	0	0.00	0	0.00	22
Circulation	22	100.00	0	0.00	0	0.00	0	0.00	22
Reference	22	100.00	0	0.00	0	0.00	0	0.00	22
Serials Control	22	100.00	0	0.00	0	0.00	0	0.00	22
Physical Processing	22	100.00	0	0.00	0	0.00	0	0.00	22
Collection Development	22	100.00	0	0.00	0	0.00	0	0.00	22
Authority Control	22	100.00	0	0.00	0	0.00	0	0.00	22
Stock Verification	20	90.91	0	0.00	2	9.09	0	0.00	22

Table No. 7 informed that professional library activities & services Cataloguing, Classification, Circulation, Reference, Serials Control, Physical Processing, Collection Development, Authority Control, Stock Verification are not outsourced any college libraries. However, 81.82% libraries have outsourced staff development and 45.45% libraries have used out sourcing for ICT training.

## 8.8. OUTSOURCED NON-PROFESSIONAL ACTIVITIES AND SERVICES

**Table No. 8 Outsourced Non-Professional Activities and Services**

Activities And Service	In-House		On Contract/ Outsourced				Not Mentioned		Total
			Fully		Partially				
	n	%	n	%	n	%	n	%	
Electrification/ Electricity Maintenance	0	0.00	20	90.91	2	9.09	0	0.00	22
Water Supply Maintenance	0	0.00	20	90.91	2	9.09	0	0.00	22
Printing	0	0.00	20	90.91	2	9.09	0	0.00	22
Post/ mailing Service	0	0.00	20	90.91	0	0.00	2	9.09	22
Furniture maintenance	0	0.00	20	90.91	2	9.09	0	0.00	22
Equipment maintenance	0	0.00	20	90.91	00	0.00	2	9.09	22
Binding	0	0.00	18	81.82	4	18.18	0	0.00	22
Building Maintenance	0	0.00	18	81.82	4	18.18	0	0.00	22
Photocopying Service	14	63.64	6	27.27	0	0.00	2	9.09	22
Emergency of Temporary staff	8	36.36	4	18.18	6	27.27	4	18.18	22
Security	18	81.82	2	9.09	2	9.09	0	0.00	22
Building Cleaning	18	81.82	0	0.00	4	18.18	0	0.00	22
Dusting And Cleaning	22	100.00	0	0.00	0	0.00	0	0.00	22
Labeling And Pasting	22	100.00	0	0.00	0	0.00	0	0.00	22
Shelving	22	100.00	0	0.00	0	0.00	0	0.00	22
Subscription management	18	81.82	0	0.00	2	9.09	2	9.09	22

The Table No. 8 reveal that outsourced Non-Professional library activities and services like Electrification/ Electricity Maintenance, Water Supply Maintenance, Printing, Post/ mailing Service, Furniture maintenance, Equipment maintenance used by 90.91% college libraries. 81.82% college libraries have used outsourcing in binding and building maintenance. Photocopying Service outsourced by 27.27% college libraries, 18.18% college libraries used outsourcing for emergency of temporary staff and 9.09% libraries used outsourcing for security purpose. Building Cleaning, Dusting and Cleaning, Labeling And Pasting, Shelving, Subscription management these works may be completed by in-house staff.

## 8.9 OPINIONS REGARDING SATISFACTION WITH OUTSOURCING

**Table No. 9 Opinions Regarding Satisfaction With Outsourcing**

Satisfied	Libraries	
	N	%
Yes	18	81.82
No	1	4.55
Not Mentioned	3	13.64
<b>Total</b>	22	100.00

Table 9 informed that 81.82% libraries are satisfied about used of outsourcing. Only 4.55% libraries are not satisfied. However, maximum libraries are satisfied by using of outsourcing.

## 8.10 REASONS OF DISSATISFACTION FROM OUTSOURCING

**Table No. 10 Reasons of Dissatisfaction From Outsourcing**

Reason Of Dissatisfaction	Libraries	
	N	%
Not Getting the Expected Result	14	63.64
required lots of time to finish the work/ Increase timing	12	54.55
increasing money and their demands	10	45.45
Not proper planning	8	36.36
No Reason	8	36.36
Not maintaining professional aspects	6	27.27

Table No. 10 shows that the reasons of dissatisfaction from the outsourcing. The 63.64% college libraries have not getting the expected result from outsourcing and 54.55% libraries feel that outsourcing required lots of time to finish the work/ Increase timing. The 45.45% libraries noted that outsourcing increasing money and their demands. The 36.36% libraries have not using outsourcing due to not proper planning and no reason.

## 8.11 LIBRARIANS PREFERENCE FOR ADOPTING OUTSOURCING

**Table No. 11 Librarians Preference for Adopting Outsourcing**

R	Reasons	N	%
1.	Helps Library To Provide Better Services	21	95.5
2.	Helps Library To Introduce New Value Added Services	20	90.9
3.	Required Due To Shortage Of Staff	20	90.9
4.	Helps Staff To Concentrate On Core Activities And Services	18	81.8
5.	Increases The Quality Of Library Product And Services	18	81.8
6.	Helps To Acquire New Ideas And Technology Easily	17	77.3

7.	Increases The Quantity Of Library Product And Services	16	72.7
8.	Is Useful For Professional Activities And Services	12	54.6
9.	Saves Time.	12	54.6
10.	Is Necessary For The Proper Utilization Of Available Ict Infrastructure	12	54.6
11.	Is Useful For Non-Professional Activities And Services	10	45.5
12.	Is Helpful To Enhance The Utilization Of E-Resources	6	27.3
13.	Enhances The Standardization	4	18.2

Table No. 11 indicates the preferences of library for adopting outsourcing. 65.5% libraries used outsourcing due to helps library to provide better services, 90.9% libraries have used outsourcing because it helps library to introduce new value added services and due to shortage of staff, 81.8% libraries realizing outsourcing is helps staff to concentrate on core activities and services and increases the quality of library product and services, 77.3% libraries mentioned that outsourcing helps to acquire new ideas and technology easily, 72.7% libraries have mentioned that outsourcing increases the quantity of library product and services, 54.6% libraries have used outsourcing due to its usefulness for professional activities and services, saves time and necessary for the proper utilization of available ICT infrastructure, 45.5% libraries are feel outsourcing is useful for non-professional activities and services, 27.3% libraries have mentioned that outsourcing is helpful to enhance the utilization of e-resources, 18.2% libraries have mentioned that outsourcing enhances the standardization

## 9. SUMMARY AND FINDINGS

Outsourcing has great potential for different library activities and services. It has used in all types of the libraries as part and partially. Librarians have been using outsourcing as a practical way to accomplish many tasks. In a situation of shrinking budgets and an increasing demand for more information by library users, many libraries outsource some of their services and functions to an outside vendor. This is also regarded as a solution to financial and staffing problems or sharing of our responsibilities and risks with vendors. Outsourcing has become a strategic tool in library management.

- All college libraries have used outsourcing for complete selective task of libraries.
- Maximum college libraries i.e. 86.36% are using outsourcing since more than 5 years. Therefore, it is not a new incident for college libraries.
- The 95.45% (21) libraries stated that top reason to choose outsourcing due to lack of staff. 77.27% (17) libraries have reported to use outsourcing because of to save manpower
- The 36.36% college libraries have mentioned outsourcing is better to use for non-professional services.
- Professional-Automated activities & services Network Creation and Network Maintenance 81.82%, Software Development, Hardware Maintenance, Software Maintenance 72.73%. Maximum libraries are started automation and networking (LAN), therefore they needed the outsourcing in computer based services, ICT like software, maintenance of software and computers, networking etc.
- Professional library activities & services like Cataloguing, Classification, Circulation, Reference, Serials Control, Physical Processing, Collection Development, Authority Control, Stock Verification are not outsourced any college libraries.
- Maximum libraries are using outsourcing in non professional library activities and services like Electrification/ Electricity Maintenance, Water Supply Maintenance, Printing, Post/ mailing Service, Furniture maintenance, Equipment maintenance, Binding, Building Maintenance, Photocopying Service, Emergency of Temporary staff.
- The 81.82% libraries are satisfied about used of outsourcing.
- Some reasons of dissatisfaction from the outsourcing. These are not getting the expected result from outsourcing, outsourcing required lots of time to finish the work/ Increase timing, increasing money and their demands and not proper planning.

- Preferences of library for adopting outsourcing have 65.5% libraries used outsourcing due to helps library to provide better services, 90.9% libraries have used outsourcing because it helps library to introduce new value added services and due to shortage of staff.

## **10. CONCLUSION:-**

Various critics have opposed use of outsourcing in professional work. Many opposition to library outsourcing, it needs to clarify and understand outsourcing issues and concerns. The library literature reflects a continuing discussion of outsourcing of such routine library operations as collection development, material selection, material processing, cataloging, management and application of advanced changes. Over the last two decades library managers and local officials have expressed concern about outsourcing library functions. Outsourcing services for modernization and reengineering of library like facility and equipment maintenance, automation, networking, data feeding, mailing, electrification, accounting, courier and security services are widely accepted.

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