CHAPTER-4
MARKETING OF SERVICES

4.1. Meaning of Services and Marketing of Services

Services are deeds, processes and performance\textsuperscript{19}. Services are not tangible, cannot guarantee consistency while providing services, mostly the consumer may be a co-producer and it cannot be stored for future use. Marketing of services is more challenging than the marketing of pure goods. The challenge is more severe in the case of pure services. Even after consumption of services the customer finds it difficult to evaluate the outcome of such services. Therefore, the customer perceives greater risk while purchasing these services.

4.2 Marketing Mix

The marketer of services generally use techniques to sort out the challenges put forth by these services. One such tool is to use the appropriate marketing mix. Marketing mix are the elements that assist one to implement the marketing plan effectively and efficiently. In the case of pure goods the marketer uses four major variables known as 4 Ps. They are Product, Price, Promotion and Place. As the challenges of services sector is more, one need to use three more variables. Thus the marketing mix of services is 7Ps. The three extended Ps are People, Physical Evidence and Process. All these variables need to be blended appropriately to deliver the right kind of values to the customer.

\textsuperscript{19} Zeithaml Valarie A; Bitner Mary Jo; Gremier D Dwayne; Pandit Ajay, ‘Services Marketing-Integrating Consumer Focus Across the Firm’, Tata McGraw-Hill Companies, 4th Edition.
4.2.1. PRODUCT

Meaning

Product can be tangible or intangible goods offered to the final customers, to satisfy their needs and also to achieve organization’s objective. Philip Kotler and his associates have defined product as goods, services, experience, personality, place, organization, information and ideas.

Understanding the needs of the target market requirement is the major task. Many companies are coming with new ideas and could not deliver the value to the customers.

In the case of pure services it is very difficult to display services as they are intangible. The nature of intangibility as resulted in many challenges to services sector. The customers perceive very high risk. They make purchase decision based on the brand name of the organization not on the organisation’s products. The customers collect information from various sources like Brochure prepared by the organizations, different web sites, feedback or responses provided by the existing customers and so on.

Therefore, the challenge of the service provider is to develop right kind of ‘tangible cues’, continuous check on the information gateways and maintaining relationship marketing with the existing customers.

Any service sector needs at least seven to eight years to build strong brand. A brand building exercise involves addressing a specific need of the customers, emotionally getting them attached, differentiating from others offering and most importantly internalizing brand. Internalizing brands means, recognized and adopted by once own employees.

a. Core and Supplementary Services

For the convenience of marketer, one can classify the product as core and supplementary or peripheral. Core product is the actual product that a customer purchases; in other words, the real benefit that a customer buys from the organization. It is necessary to
differentiate the offerings of an institution from other competitors. Hence, one needs to differentiate and position its product. Thus, supplementary or peripheral services are created. In the case of colleges, the ‘core’ service is imparting education.

Christopher Love Lock, author of services marketing has suggested a term called ‘flower of services’. According to him the petals are the supplementary services. Deformed or discoloured petals will not attract the prospective buyer. Service sectors should take utmost care in designing the ‘petals’. The petals can be further classified as facilitating and enhancing services. An institution’s market positioning strategy helps to determine which supplementary services should be included. A strategy of adding benefits to increase customers’/ students’ perceptions of quality will probably require more supplementary services.

**Figure-4.1. FLOWER OF SERVICES**

![Diagram of Flower of Services]

Source: Services Marketing, People, Technology, Strategy by Christopher Lovelock
Supplementary services are further classified as ‘facilitating services’ and ‘enhancing services.

Facilitating services are further classified as-
1. Information
2. Order Taking
3. Billing
4. Payment

Enhancing services are-
5. Consultation
6. Hospitality
7. Safekeeping
8. Exceptions

1. Information- Customers need relevant information. This is very vital in the case of services that are pure and intangible. The customers perceive very high risk as these services are difficult to evaluate even after the purchase and consumption. Experts explain this phenomenon as ‘credence quality’.

They require information like direction to ‘service factory’, service hours, fees charged, availability of facilities like computer lab, library, hostel facilities, admission procedure, examination procedure, formality prescribed by university, placement activities, performance of students at various university and competitive examination, gymkhana, and other co and extracurricular activities.

Institutions should provide timely and accurate information. Information can be provided by staff, brochures, and also through web sites. One needs to take utmost care in developing all these media. It may attract or drive away a prospective student.

2. Order taking- As for as educational institution is concerned order taking means admitting students to its courses. It should be done politely, fast and accurately.
University stipulates the criteria for admission. It also instructs all colleges to follow common schedule for accepting and admitting students. The only difference a proactive institution can adopt is to complete the said process hassle free. Many colleges are using internet to a very great extent to complete the process quickly and convenience of students are taken care of.

3. Billing- Affiliated colleges have to follow the fee structure prescribed by the university. There is very little difference in fees charged by institutions. One should avoid preparing inaccurate, illegible, or incomplete bills. Customers usually except bills to be clear, informative and itemized that make it clear how total was computed.

4. Payment- Customers’ expect ease and convenience way of payment. A variety of payment options exist to facilitate customers.

5. Consultation- It consists of immediate advice from knowledgeable staff in response to request. Effective consultation requires an understanding of each customer’s current situation before suggesting a suitable course of action. Counseling represents a more subtle approach to consultation because it involves helping customers better understands their situations so that they can come up with their own solutions. This service is vital in the case of educational institutions as they offer many courses to prospective customers. University of Mumbai and various renowned colleges hold education fair to cater to this need of prospective customers.

6. Hospitality- Hospitality related services should reflect pleasure at meeting new customers and greeting old ones when they return. Courtesy and considerations for customer’s needs apply both to face to face encounters and telephone interactions. This has become inevitable to education institutions as number of colleges offering various courses are increasing tremendously. This technique will attract right quality of students to a ‘proactive’ institution.
7. Safe keeping- It is human nature to get security for their valuables. In the case of educational institutions, students part with their certificates in the custody of colleges. The physical safety is also to be considered as they are required to attend the lecture in class. The ambience of class, the corridor, wash rooms, campus are certain criteria that many students look out for before joining an institution.

8. Exceptions- It includes special requests, problem solving, handling of complaints/suggestions/compliments, and restitution. Educational institution experiences all these factors during the course delivering service to students. It needs to develop well defined procedures to make it easier for staff to respond promptly and effectively.

b) Developing a New Course

In order to withstand competition from various institutions, one needs to develop new courses. The traditional courses like BCom, BSc, BA courses are not attracting many quality students. This has led to the development of new customized courses specializing in various areas. Every institution commenced these courses to meet the current demand of students. This formed the strategy for survival in the current scenario. University is favouring the institutions to start courses as it will reduce the financial burden of the university. The courses that are started are on purely self funded basis.

The researcher had the chance to speak to some people who are in the process of starting and running new courses. The findings were that there is lack of vision and also commitment from the promoters of these institutions. They have failed to understand the customers; the physical, financial and operational resources are never forecasted and availed. They are running these institutions in unscientific manner. It is necessary to check marketing potentiality and operational viability before the commencement of courses. Every year the in-charge of the course has to find right teaching faculty to handle the course. This has become order of the day. University has stipulated number of conditions to fulfill before starting the courses. Very few institutions make attempt to comply with all those criteria. The customers are deceived and an unsatisfied customer
becomes mostly a ‘customer terrorist’; he/ she spreads bad mouth and take serious steps like going to media and exposing the institution.

4.2.2. PRICING

Meaning

This is the only “P” that brings revenue to any organisation. Experts say that while fixing price one has to consider three “Cs”. They include Customer, Company and Competitor. The pricing should bring enough revenue to the organisation. It should deliver right type of value to the customer. At the same time one should not ignore the competitive environment.

a. Calculation of Price

In the case of service sector the major cost component comprises of fixed cost. One can even assume that the salary or compensation paid to the staff can be fixed in nature. Another challenge in calculation of cost depends on the number of activities undertaken in delivering services. Most of the service sectors prefer to use Activity Based Costing to Traditional Costing. For instance, an institution is calling an expert to deliver a lecture; the expert spends time in preparation, traveling, delivering the lecture and answering to the queries, all these financial and non-financial cost need to be added to arrive at the price to be paid to the concerned expert.

In the mean while the customer will pay price to a service only after measuring the services value or utility to be received by him. Customer, in the process of buying services, undertakes both financial and non financial costs. Non financial costs include sensory, physical, social, psychological costs.

While fixing prices in service sector it is better to understand the customer need. Marketing research helps one to understand the customers’ actual need. Customer will
pay for those services where benefit is assured. This can be the reason why students prefer to pay high fee to coaching classes or personal tuition classes.

In order to cover the high fixed cost in any services sector, experts advice organisation to use break-even pricing. In the case of colleges, land, building, furniture, equipments, library books, laboratory and the faculty are considered to be fixed cost. One may argue that the faculty’s salary should be revenue expenditure. But most of the faculty is there in the pay roll for almost three decades.

b) Factors governing Pricing

In the case of colleges affiliated to universities, the University body fixes the fees that have to uniformly follow by the colleges. There is little freedom in fixing fee to students. Colleges run by private managements have to bear the cost of extra amenities given to their customers. In order to compete in the local market with domestic institutions, they have to provide the ‘state of art technology’.

As a good citizen, managements have to provide free services to students hailing from economically weaker section. The researcher feels that there is no harm in taking capitation fee from those who can afford and willing to pay as it will cover the cost of fees to be paid by the weaker section.

Revenue is required by the institution to provide quality services to all customers. The Government has implemented sixth pay commission. It is very difficult for the colleges run completely on non grand basis to function successfully by charging very nominal fees.

The need of the hour is to give freedom to the colleges to set the fees independently. One may argue that the education sector comes under social obligation of a government or the organisation established the same. Like health sector, the education sector’s motto should
be social welfare. Therefore, one can adopt the pricing technique of hospital sector. They use differential pricing strategy. Depending on the income of the patient the charges are fixed i.e., free treatment for destitute, and full charge which includes profit and free treatment offered to the patients with no income.

4.2.3. PROMOTION

Promotions are undertaken to create awareness amongst the prospective customers and other stake holders. This required more in the case of service sector as it can be used as an image building exercise. There are different types of promotional mix. They include advertisement, publicity, exhibitions, sales promotion, sponsorship, public relations and so on.

There are number of advertisements appearing in every newspaper. There is also a separate supplement in newspaper where information about different courses and institutions are provided. Many institutions use electronic media to advertise their courses to the public. Celebrities are hired to recommend the institutions and courses. Institutions are working very hard to develop catchy websites to attract more customers.

Many magazines are conducting survey and publishing the ratings to the prospective students. Many Indian universities are going abroad and undertaking ‘road shows’ to promote their courses. Well known institutions are admitting provisionally students for graduation courses while the students are yet to appear for their 12th standard examination.

There are number of Indian institutions having collaboration with well known foreign universities. Students who have completed their graduation courses can get admission to universities like State University of New York at Buffalo, Tennessee without appearing for GATE/ SAT and so on. These foreign universities have approved the course of Indian counterpart. This is a motivational factor that many students prefer to join these Indian
universities. A proactive institution should establish such collaboration to succeed in the current scenario.\textsuperscript{20}

There are institutions where they appoint noted industrialist as their honorary directors. Mr. Ratan Tata is on board of directors in a leading foreign institution.\textsuperscript{21}

In the case of any service sector word of mouth plays a major role. Service sector possess characteristics like intangibility, inconsistency and inseparability. Pure services possess high perceived risk for customers. A leading educational trust in Maharashtra is planning to set up IB course. The advertisement appeared in leading English daily. It was very interesting to note the content of the advertisement. It had mentioned the time for visit to the proposed institution, a free consultancy by a leading educational consultant on the campus during such road show.

Many institutions especially during admission time display banners that feature successful students in curricular and extracurricular activities. The preparation of brochure is another tool to attract the prospective customers and stake holders.

The most important promoters of an institution are the alumni and the students who are enrolled currently. Each one of them is the brand ambassador. Their words carry a lot of weight age. Every dis-satisfied student will turn as a ‘terrorist’. He/she will spread bad mouth, also use media extensively, and thus create major damage for the ‘image’ of the institution.

A proactive institution should work hard to delight the students who are with them. There should be a well established alumni association. It should develop a healthy relation with media and ‘opinion leaders’. It should build a strong brand in the minds of public.

\textsuperscript{20} http://www.usc.edu/uscnews/stories/11551.html
\textsuperscript{21} http://www. News.cornell.edu/stories/July05/Rawlings India.bpf.html
Unlike pure goods, in service sector, the institution as a brand is considered by the prospective customer. It is not purchased on the basis of branding of courses. In service sector, customer rarely switches over to different service providers. This is mainly because of high perceived risk. It takes minimum seven to eight years to build a strong brand. Many heads of institution wondered why certain non performing institutions still preferred by students. They must have performed well in early years and managed to create strong brand. The students do not want to take undue risk by trying a new and less known institution.

Therefore a proactive institution should work hard to create a very strong brand that will attract the right type of students. The quality of students is very important as the performance of the college highly depends on them. Building brand includes identifying the right type of customers, creating the right kind of benefit, differentiating itself from the competitor and building brand in the minds of the existing staff.

4.2.4. PLACE

The location plays a major role in attracting quality students to institutions. The visibility of organisation is more important for attracting the potential customers. The nearness to railway station, accessibility through road matters a lot for a prospective customer. The locality where it is established also matters a lot. In the information technology era the student need not have to go physically to the colleges. The classes are conducted through ‘e-learning’ fortunately this mode of teaching- learning has not yet become popular. In other words, students still feel that one need to go to campus for learning. There is another issue that has led to this behaviour of students. The degree or education qualification that they acquire still lacks recognition from industry and the society as a whole.

There are number of colleges situated at the heart of Mumbai. When the university commenced vocational courses, these institutions could attract faculty from various
industries and students had better exposure. The learning process was undertaken in a scientific manner. The objective of the course was met. This was an additional advantage for the location of institutions near the major corporate houses. The course curriculum also insisted on summer internship. These colleges could easily accommodate their students as they had better network with these corporate houses.

There are some institutions offering first two year of education in Indian campus and the last year of graduation at the foreign university with whom they are running a collaborative programme.

4.2.5. PEOPLE

a) ‘People’ in Service Sector

Service sector, especially in pure service sector ‘people’ factor plays a major role. This sector experiences phenomenon like, ‘inseparability’, ‘people as a part of product’ and so on. As per the current chapter is concerned, it is wise to restrict oneself only on these two terms.

Unlike goods, the pure services require the presence of consumer at the time of production. In fact the customers have to assist in delivering the service. This is truer in the case of education sector. This nature of services is addressed as ‘inseparability’.

b) Human Resource Management in Educational Institutions

This gives rise to challenges like Human Resource Management, planning and developing the human resource. Utmost care should be taken to recruit right type of staff. Staff in service sector includes both front and back stage. Teachers are front stage staffs who are in direct contact with students every day. There are supporting staff they might meet students but for few occasions. The interaction with teachers leaves behind a long lasting impact. These encounters may lead to future purchases or severe the relationship permanently.
The leader, the head of the institution should play a vital role in acquiring the right personnel, training them, motivating them and above all to cultivate the organization culture of the institute in their minds.

Hiring right personnel depends on the credibility or the image of the institution. The researcher has experienced that the advertisement placed for lecturer ship of reputed institutions are getting good response. One has to appoint teachers according to the rules stipulated by various governing bodies. The qualification as per these bodies may be fulfilled. But there is little chance of displaying the required technical and emotional skill by the selected candidates when they go to class. This has become major challenge as number of courses, and colleges have started. There is shortage of teaching faculty with stipulated qualification and lack of technical and emotional skills.

The work environment, training programme, amenities required for delivering the lectures smoothly, right type of compensation, career development programme, academic freedom, all these result in highly motivated staff. This will surely pass on to students and result in highly satisfied customers. The implementation of sixth pay commission may attract right quality of teaching faculty.

c) Meaning of Teacher

The term ‘teacher’ includes heads of educational institutions, teachers of non-formal and adult education centers, teachers engaged in distance learning and part-time teachers.  


d) Role of Teacher

The institution will provide best of the infrastructure to enable teaching learning process.
This does not substitute the role of an ideal teacher. An ideal teacher should adopt productive, purposeful and potential approach which will benefit generation to come. A teacher’s role will be different in different institutions. In other words there is no common set of principles which prescribes ideal teaching.\textsuperscript{23}

An ideal teacher should possess qualities like a) knowledge of the subject, b) ability to impart knowledge, c) Understanding the requirements of students, d) command over languages.\textsuperscript{24}

A teacher is expected to bear a positive and healthy philosophy of life.\textsuperscript{25}

Research is an indispensable component for the development of knowledge. Teachers should continuously involve in conducting research, experimentation, and innovation.\textsuperscript{26}

Mr. Shakeel Ahmed, Dy. Registrar, (Academic and Council) & Nodal Officer, Computerisation of University functions and research, University of Delhi had expressed that an effective management of a University essentially depends on efficient management of staff. The same is applicable for any organization.\textsuperscript{27}

Human resource is recognized as the most important asset by progressive organizations, is perhaps the most strategic and critical determinant of growth of any organization. It is more so in the case of service sector. It has to meet the rising expectation of the society and the country.

The National Policy of education (NPE) observes, “Every effort will be made to make

\textsuperscript{23} Ibid., pp-15

\textsuperscript{24} Ibid., pp-21

\textsuperscript{25} Ibid., pp-12

\textsuperscript{26} Ibid., pp-14

\textsuperscript{27} University News, Volume- 44, No. 34, August, 21-27, 2006.
teaching an attractive profession, to which young persons of talent and commitment may be drawn”.  

Teacher performance is the most crucial input in the field of education. It is the duty of the teachers to analyse, interpret and implement curriculum/syllabus through the teaching–learning process. 

Experts are of opinion that teacher training is must as it should lead to ‘teachers’ growth’. They have even suggested for short term or condensed orientation programme for the same. A teacher has to undergo development programme every 3 or 5 years which will enhance the professional growth of teacher.

Number of training programmes is conducted at various levels. For example, teachers are expected to attend orientation or refresher course for their placement in higher pay scale. In fact it is an incentive given to the teachers that will motivate them to undergo such training programme. The Government is spending enormous sum for the same. Unfortunately these programmes never made any difference to the trainee teacher. It was taken as a prerequisite of placement in higher pay scale. This has happened partially due to poor training programme and partially due to indifference of majority of the participants. Fortunately awarding grades to such participants have considerably wiped of the indifferent attitude of the participants during the training session. But, seldom, it improved the communication skill, concept clarity, change in the attitude, recognizing the need for innovative teaching and so on.

e) Academic Staff Colleges

Academic Staff Colleges (ASC) were set up to enhance professional development of teachers, thereby maintaining high standards of teaching in universities and colleges.

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28 Ibid., pp-14
29 Ibid., pp-2
30 Ibid., pp-1
31 www.ugc.ac.in
f) Subject Panels

The UGC has panels of experts to advise it on measures to enhance the quality of teaching and research in various subjects, to prepare status reports regarding research and teaching facilities available in the universities and to indicate thrust areas. The panels are generally reconstituted after every three years.

The UGC conducts a national level test for lectureship eligibility and Junior Research Fellowship to ensure minimum standards for entrants in the teaching profession and research in Humanities (including languages), Social Sciences, Computer Application and Electronic Sciences. The test for other science subjects is conducted by the CSIR jointly with the UGC. The tests are conducted twice in a year generally in the month of June and December. For candidates who desire to pursue research, the Junior Research Fellowship (JRF) is available for five years. The UGC has allocated a number of fellowships to the universities for the candidates who qualify the tests for JRF.

The UGC has been providing accreditation to various state agencies to conduct State Level Eligibility Test (SLET) for eligibility to lectureship. Candidates who clear SLET are also eligible for lectureship all over India. This test has been introduced to facilitate candidates to appear, in the subject concerned, in their regional languages.

The UGC has been providing financial assistance for various programme which enable teachers and researchers to upgrade their professional competence and keep abreast of the latest developments in their disciplines

g) Role of Institutional Head

The success of any organisation depends on the effort put forth by the institutional head. The head should have clear cut vision, set right type of mission and constantly update the objective of the institution. He/ she should display all leadership quality. The head should
coordinate between the management and the staff of the institution. He / she should inculcate the right kind of ‘culture’ in the organisation. The head should enable the faculty to perform creative activities that enhance the experience of the students.

**4.2.6. PHYSICAL EVIDENCE**

The physical service environment plays an important role in shaping the service experience and delivering customer satisfaction. A service environment should be carefully designed. This is to a very great extent enhance customer experience. It helps to convey the target image of the institution. It also communicates the desired response from customers and staff. It will support service operations and enhance productivity.

Service environments relate to the style and appearance of the physical surroundings and other experiential elements encountered by customers at service delivery sites (Lovelock, chapter 10, planning the service environment). Designing a service sector is an art. It requires lot of time and effort on the part of the service provider. Once an environment is decided, it is very difficult to change the same.

Education sector comes under ‘pure services’. The service delivery is highly intangible. The customer/ student perceive very high risk. It takes years to realize the benefit of services received from this sector. Therefore, no one would like to take undue risk. The prospective consumer needs many criteria to form an opinion before the purchase. Tangible cues or physical evidence play major role in decision making.

Service environment or the tangible cues include exterior facilities, interior facilities and other tangibles. Exterior facilities include signage, surrounding environment, exterior design. Interior facilities include interior design, equipment, and signage, layout, and air quality. Other tangibles include stationary, staff appearance, brochures, and reports. Customers judge the quality of service through physical evidence.

The importance of service environment is experienced by the researcher at the time of
admission. The college is an old and renowned college. A new college is started by the same management. The new college has the state of art class room, spacious corridor, lifts, very attractive staircase, and well lit and aesthetically designed wash rooms. One might feel whether they are in foreign education campus. The old college was less preferred by prospective customers. This was conveyed to the Principal and the action was taken immediately. The admissions will be always carried on the new building. Thus the college could attract quality students. The old college is consistently getting the university rankers. But it failed to attract the students initially. The college has two buildings. One is fifty year old and the other one is twenty year old. The latter is constructed as per the latest design. Admissions were conducted in the second building. All class rooms are air conditioned and very well lit. The floors are made up of granite. The wash rooms are beautifully designed. A foreign dignitary visited the second building and took admission for his children. The classes for his children are conducted at the old building. Especially during monsoon, there is water logging, and the corridors are very dark. The walls must have painted at least twenty years ago. Moreover for expansion sake renovation and construction of additional floors are undertaken. The dignitary canceled the admission due to the building’s state of affair.

For under graduate management course, University centralized the admission procedure. In order to complete the formality, students are required to go to the institutions that are allotted to them. In one such occasion, a parent wanted information about the place or building where the lectures are going to be conducted. The parent paid the fees after understanding that the lectures are taken in new building and not the old one.

As a marketing technique, the researcher’s college Principal makes arrangement for all co curricular and extracurricular activities in a mini auditorium attached to the college. A virtual tour is undertaken for students or parents to the new class rooms and other amenities to attract quality students.

One of the students was appreciating a college in suburban Mumbai. He was appearing for his professional examinations there. He was very impressed to see the campus, class
room and more with the seating arrangements. The seats are very comfortable that students will not feel fatigue even after sitting continuously for hours together.

### 4.2.7. PROCESS

Meaning- Processes are the architecture of services. They describe the method and sequence in which service operating systems work, specifying how they link together to create the value proposition that has been promised to customers.  

The process has to be designed very minutely especially for those services, where the customer is going to be co-producer. The presence of customer is unavoidable in certain cases of services. The customer should be present at the time of delivering the services.  

The challenge can be to maintain consistency in service, precaution has to be taken to avoid mistakes, and the services are to be delivered in ‘real time’. These services are labeled as ‘high contact services’. Thus there is need for proper designing of services before producing the same.

The advocates of service marketing say that an organisation should prepare ‘Blue Printing’ for new services and “Service mapping” for existing services. They bring out clearly the activities to be undertaken, the people or facilities involved, the ideal time for completion of services, the critical points where failure of services may occur, and molecular designs are utilised to depict tangible and intangible activities. Some designs are used to represent variation in providing services to meet the customized need of the customers. They also bring out the interaction level of customer and front office, front office and supporting staff and also the management’s involvement. Thus care is taken to reduce uncertainty while delivering services. This is absolutely applicable in the case of ‘teaching-learning’ process. There are

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colleges that insist on teaching plan, the daily, weekly completion of the subjects, the conduct of internal examination and such details are to be provided to the authority before the commencement of the term. This has enhanced the understanding of the teaching fraternity and they are very much focused with their action plan.

The service delivery at college not only involves teaching but also, admission procedure, conduct of examinations, declaration of results, borrowing books from the library and many more activities at the administrative office. All these processes need to be designed scientifically to enhance overall experience of the ‘student’.

The researcher was a member of ‘Local Inquiry Committee’ appointed by University of Mumbai. In one such visit to a college at South Mumbai, the researcher found a very impressive way of delivering service by the librarian of that college. The students are given a brochure that gives all details about the working of the library and the personnel in charge of each section. The students can avail the past question papers from the computers provided at the library. The information about the current exchange rate with websites is mentioned in white board placed in the library. Even the faculty can get the information through intranet.

4.3. Conclusion

Any proactive institution should adopt the principles and practices of services sector management for its survival and also to increase its competency. It is necessary to equip oneself to meet the ever increasing competition amongst the institutions while attracting the ‘high quality’ students.