



## **95% of check booths can't measure vehicle pollution**

**Source: Hindustan Times, 1<sup>st</sup> February, 2017, New Delhi**

As Delhi chokes on its foul air, the cars on its roads continue to spew poison while getting a clean bill of health every three months from the 661 pollution check centres dotting the city.

This is because only about 5% of these certified pollution check booths actually conduct emission checks while the rest lack the proper equipment and end up just handing out fresh certificates, according to the city's transport department.

Of the 661 centres located in various fuel stations, 388 cater to petrol vehicles — the remaining being for diesel cars — but only 19 of these have the right tools. And forget about emission checks, they aren't even equipped to carry out repairs.

"It ideally takes 15 to 20 minutes for a vehicle to be checked but here, the person at the booth does not spend more than a few minutes on a vehicle. He just tears your old certificate and issues a fresh one," said a senior department official.

He also admitted this was long known to the department but it had only now launched inspections after the AAP government issued new pollution guidelines. Under these, the department has till July-end to check all booths for equipment, workforce and licence to operate. The absence of any of these will lead to the licence being cancelled.

With Delhi grabbing the dubious distinction of having the dirtiest air in any city in the world according to WHO, there have been several efforts to bring down pollution. The National Green Tribunal has ordered diesel vehicles over 10 years old off city roads and banned open burning of garbage.

The AAP government's maiden budget last week announced a 100-1, 500 entry fee for all commercial diesel vehicles other than buses and taxis. More than 50,000 heavy vehicles enter the city every day.

For the ordinary Delhiite, driving without a valid PUC (pollution under control) certificate invites a fine of 600 under the Motor Vehicle Act 1988. The only person checking these certificates, the official said, are traffic police who "will only think that if a vehicle has a PUC certificate, it is good to go. He neither has the time nor the understanding of the process of how these certificates are issued".

A proper emission check requires several tests, including those of the vehicle's exhaust system to check for leaks and of the gas cap to ensure it effectively keeps vapours from escaping as fuel evaporation is a major cause of ground-level smog.

**(Your comments & Views on the above along with your name and email address are welcome on [nafenindia@nafenindia.com](mailto:nafenindia@nafenindia.com))**

# Make In India - A Global Manufacturing Hub

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## CONTINUED FROM LAST EDITION

### Concept of Strategic Cost Management:

C K Ranganathan, the founding chairman of popular Indian household brand CavinKare, said that he would rather support a 'Made in India' approach in which India would be creating its own internationally renowned brands. Srikant Jena, a former government minister, stated that efforts to resolve caste and gender inequalities as well as regional imbalances were missing from the initiative.

### Conclusion

Although the ease of doing business score went down to 142 from 134 last year, the World Bank has taken care to distance this downslide from the NDA government which took charge barely a week earlier and World Bank has used data till May 2014 whereas most measures to improve doing business were undertaken subsequent to that. The various measures undertaken by the NDA Government to address issues related to economic growth, delay in Government decisions and reforms in the Labour law, Land law and taxation have kick started the manufacturing sector and shot the GDP growth by 5.7 % in the last quarter.

The Modi Government has also signed a staggering USD 35 Billion investment deal with Japan for infrastructure development.

If governance continues in the current manner, we can definitely hope to see significant and sustainable growth in the manufacturing sector and progress towards India becoming a global manufacturing hub.

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## Role of Knowledge Management in CRM

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### Introduction

Customer Relationship Management is defined as a business strategy geared towards acquiring, retaining and growing more profitable customers, Sheth (1998) defines relationship marketing on the ongoing collaborative business activities between a Supplier and Customer on a one-to-one basis for the purpose of growing the total market by creating better end user value at reduced cost.

Customer Relationship Management enables companies to provide excellent real-time Customer Service by developing relationship with each valued Customer through the effective use of individual account information. Based on what they know about each Customer, Companies can customize market Offerings, Services, Programs, Messages and Media.

### An Effective Customer Relationship Management

An Effective Customer Relationship Management system

should essentially be practiced by the executives of the financial service industries to obtain everyday information about important developments in the marketing environment to enable them to make day to day scanning of the environment. The scanning of the market environment can be made by reading business related books, newspaper, trade publications and by talking to the users of services. The executives have to be trained in an effective way in this regard and are motivated to report and report new developments.

### **Concepts of Customer Relationship Management**

Important concepts in customer relationship management and they are satisfaction, retention, loyalty and lifetime value.

#### **A) Customer Satisfaction**

Satisfaction is person's feelings of pleasure or disappointment resulting from comparing a product's received performance for outcome in relation to his expectations. A dissatisfied customer is not likely to become a loyal customer. Customer loyalty is based on customer satisfactions and delivering performances to match. These companies are aiming for total customer satisfaction.

#### **B) Customer Retention**

Customer retention has a tremendous profit protection. To keep the customers are a strategic issue for companies. Customer retention helps to predict the profitability of the company and therefore provides an excellent management tool for considering the success of quality and customer service programmes.

Retaining a customer allows a company to develop the relationship and encourage both repeated and increasingly frequent buying activity. There is a close link between quality, client retention and profitability. Marketing activity for retaining the customers can be expensive and needs to be closely evaluated. The most profitable customers are the most valuable.

#### **C) Loyalty**

The idea of customer loyalty is not new customer loyalty is the primary generator of profit. It is only recently that customer loyalty has received widespread attention at the company level. Customers can be loyal to different things; for example, they can be loyal to a brand which symbolizes a group of people. In recent years competitive markets have been flooded with customer

loyalty programmes. Long term relationships with customers are therefore more profitable because retaining existing customers prevents competitors from gaining market share.

#### **D) Regain Management**

Service marketers know that 'having customers' , not merely acquiring customers is crucial for service firms. In terms of having customers, research shows that service quality, relationship quality and overall service satisfaction can improve customer's intention to stay with a firm. To avoid the customers switching from a service providers to another we can use regain management.

Regain management is aimed at winning back customers who have either given notice to terminate the business relationship or whose relationship has already ended. Regain management provides a profitable customer market by adopting a specific management process of consisting of analysis, action and controlling.

#### **Customer Relationship management identified by this group are also**

- Assurance and information integrity.
- Management consulting and performance measurement
- Technology Services.
- Financial Planning.
- International Services

#### **Customer Relationship management may also reap benefit from using the interest**

- Increased choice of vendors and products.
- Convenience from shopping at home or office.
- Greater amount of information that can be accessed on demand.
- More competitive prices and increase price comparison capabilities.
- Greater customization in the delivery of services.

#### **Customer Services Provided by Management.**

##### **A) Reliability**

Customer feedback should be collected continuously after purchase to learn how to improve the product and its marketing. The company should evaluate all improvement ideas and introduce the most valued and feasible improvements as soon as possible. According to

this concept, consumer's past experiences influence their brand attitude and condition their future behavior. Therefore information and experience also determine reliability.

### **B) Responsiveness**

Companies can also obtain forecast from experts, including the dealers, the distributors, the suppliers, the marketing consultants and the trade associations. Companies are taking it as business strategy to respond quickly to customers and gain their loyalty. Therefore customer loyalty will be built on the selling process and the performance of the product during its lifetime utility value.

### **C) Assurance**

The marketer must do the research to find out how the consumer becomes aware of the existence of the product or services to meet his need and desires. He must also design the marketing mix so that the consumer will easily be able to gather information about the products utility aspects and its functions.

Today's competitive environment, where companies are adopting various methods to woo the prospective consumers, marketers have to make all efforts to understand all the complexities which go into the buying behaviour and frame marketing programmes suitable to the target market and also give assurance to the consumer about their marketing product.

### **D) Empathy**

Effective communications provides information and educate customers, healing them to make sensible choices and obtain better value from the services they purchase. Thus marketing communication plays an important role for service firms with high fixed costs, low marginal costs and excess capacity to fill. In consumers marketing, advertising tends to be the point of contact between a marketer and its prospective customers.

### **E) Tangibles**

Customer relationship management has the promise to be very powerful business channel. When implementer properly and when align with the firms overall corporate strategy, electronic commerce can significantly enhance the operation of the firms.

### **Conclusion**

Customer relationship management makes the entire organization more efficient and makes the systems more integrated and ultimately leads streamlining of the processes and everyone share the same, accurate and timely information.

In general the present marketing strategy followed by customer relationship management successful to a great extend in satisfying the customers of different categories.



**Ganesha and Management- The story of supreme Leader**  
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The Vedas, Upanishads, Puranas and Epics of India are famous all over the world. They contributed much to the survival and sustained progress of Indian ethos and dynamic upsurge of the revivalist movements. Quite a number of characters have been part of the Vedas, Epics, etc. As such, knowing about Vedas, Upanishads, Puranas and Epics is not wrong and we should feel ashamed that while research is being carried out on our Vedas in countries like Germany, we are not doing much in that direction.

One of the important characters of our spiritual wealth is Vinayaka - also called Vigneshwara, Ganesha, Ganapathi and also known by 108 names, literally means, 'a born and supreme leader'. He is without a parallel in prowess, intellectual eminence, philosophical prudence and attainment of perfection. In India, hardly there is a town or village or lane or by-lane without the image of Vinayaka installed in a point of vantage. He is worshipped before any auspicious or inauspicious rite like marriage, house warming ceremony, naming ceremony, conferences, seminars, workshops and even when performing last rites at the time of cremation of dead bodies. Vinayaka is also worshipped in several countries like Myanmar, Thailand, Cambodia, Persia, Nepal, Tibet, China, Turkistan, Mangolia, Japan, Bulgaria, Mexico, Peru, Sri Lanka, etc. People belonging to other religions also do pray Vinayaka. There are historical

evidences of Buddhists and Jains worshipping Vinayaka. In fact, Buddha is said to have taught a sloka called 'Ganapathi Hrudayam' to one of his disciples by name, Anandudu.

Vinayaka is the first to be worshipped in Hindu religion as precedence over every other God or Goddess. He is said to be the remover of all obstacles in the world. He is also described as a Vachaspathi who served as a steno to Maharshi Valmiki. He is Akasa (Ether), subtlest of five pre-mordial tatvas. His physical structure is a combination of an elephant and human form.

Noted philosopher and the former President of India, Dr. S. Radhakrishnan in his Introduction to Brahmasutras, writes about Vinayaka - "Vighneswara is Ganesa, the Lord of hosts (Ganas). By his aid, we overcome obstacles. He removes all barriers from the path of a devotee. He clears the way by putting aside whatever lies across the road. He is said of the form of an elephant, for the elephant forges ahead even through pathless thickets and jungles. It can swim rivers and lakes and with its trunk tears down the branches that block the way and even uproot trees. The print of the feet is the target of all footprints. When an elephant has trod, other animals can follow. Ganesa's vahana is the rat which finds and makes the way subtly".

Vinayaka's physical structure portrays a number of qualities of leadership. In fact, the very name Vinayaka means that He is the Supreme leader i.e., there is no leader above Him. The other name "Ganapathi" means, he is a leader (Pathi) of Ganas (hosts union of angels). While many Gods and Goddesses have mostly human form of body, Vinayaka portrays the combination of animal and human, indicating that there are many things that we have to learn from both animals and human beings.

### **The body of Ganesa- its symbolizations**

**Ganesa's Head** His elephantine head reflects many leadership qualities. Elephant is said to be the highest state of evolution among the animals as per the Darwin's Theory of Evolution. Elephant is known for dynamism, power, freedom, knowledge and even loyalty. Big head of elephant indicates that a leader has to think big. The leader has to strive hard for fulfillment of the chosen goals. When we look at what has been written by Dr. S. Radhakrishnan mentioned earlier, the elephant is a path layer, pathfinder and path leader. The elephant's power and strength are such that it can carry and remove big stones, trees and removes any type of obstacles. The elephant is said to be thick skinned and it is not worried

to face any problems. At the same time, elephant is endowed with lot of sensitivity to understand any problem. We generally say that a dog is a very loyal servant to the owner. But it is said that as far as loyalty to the owner is concerned, no animal can surpass an elephant. This indicates that a leader should be loyal to his organisation as an elephant to its owner. The trunk also indicates that a leader has to go to his followers and shall not expect his followers to come to him. The trunk is said to have the capability of sensing even minute things and even from long distance.

**Teeth-** The teeth of elephant represent the combination of pleasure and pain that a leader can experience. The one broken tooth of Vinayaka reflects creativity, It is said that Vinayaka used his tooth as a pen to take the dictation of Maharshi Valmiki. It is also said that Vinayaka used his tooth as a weapon to kill Mushikasura. This indicates that even teeth can be used as weapons in crisis management.

The meat of elephant is said to taste differently in different parts. It is also understood that the elephantine trunk tastes like human flesh. There is evidence of fights taking place between people in Africa and the winner is given the elephantine trunk.

When we look at the structure of the human part of Vinayaka, the following leadership qualities can be understood:

### **Four Hands**

The shoulders of Vinayaka consist of not two hands, but four hands which indicates that Vinayaka leads and administers Dharma, Artha, Kama and Moksha. Four hands also indicate span of management wherein a leader is supposed to bring cooperation and coordination among the different followers/subordinates. One hand holds book which indicates that the leader has to be knowledgeable. Another hand holds lotus which is known for a selfless character of a leader. Bhagwad Gita says - "see the flower, how generously it distributes its perfume and its honey. It gives to all, gives freely of its love. When its work is done, it falls away quietly. Try to be like a flower unassuming, despite its qualities." The lotus, though born out of mud-waters, reaches the feet of the Almighty. The leader has to be like a lotus, with the qualities of honesty, integrity, character, sacrifice and modesty. The third hand of Lord Vinayaka holds a weapon which indicates that a leader has to be with the necessary armoury and be courageous to defend the followers from any possible enemy attack. The fourth hand holds Prasadam in the form of

"kozhukattai" or "modakam" which are made up of rice starch, jaggery and gingelly seeds. These are cooked with steam and no oil is used. This type of prasadam is said to be best form of food material that a leader should rely upon. Rice is easily available anywhere and the most nutrient food. Jaggery is said to improve the eye sight of human beings. Gingelly seeds are said to help proper digestion and also purify the blood. All these materials are easily digestible. A leader who depends on such good food, will be healthy and will be able to discharge his duties properly. The prasadam may also mean in another way. The accumulated prosperity should not be pocketed by the leader himself and he should distribute the same among his followers equitably as we distribute prasadam to our friends, relatives and neighbours.

### **Big Belly**

Vinayaka has a big belly. This indicates that the leader should have necessary and adequate digestive system which helps him digest properly the voluminous food of information that he has got by listening more and keep the suitable and desirable and leave the unsuitable and undesirable material.

### **Serpents**

Vinayaka wears serpents as sacred threads and ornaments around his shoulders, hands and even belly. Serpents represent creativity. If you look at the brain, it looks like a bundle of serpents. So, a leader should have the creative talents. These serpents may also indicate that when you lead a group, there can be some dangerous people like serpents who are to be controlled. A leader has to be watchful of such dangerous serpent like followers, control them and make them as ornaments.

### **Small Legs**

With a huge physical structure, Vinayaka has small legs. This indicates that a leader has to be a strong footed man even if his legs are small. Nobody can move away the strong footed leader from his position.

### **Mouse**

Mouse represents one of the least status among animals in the Darwin's Theory of Evolution. Vinayaka is said to use his mouse as a vehicle to keep moving. But he has to achieve gigantic task with limited means. He should try to achieve the maximum output with the minimum input. The tool that is used to activate computers in the field of Information and Technology today, is called the

mouse. Mouse is also called a rat. Rat runs in the dark without any destination. A leader has to put under control such destination less and purposeless activities.

### **Siddhi and Buddhi**

Vinayaka is said to have two wives - Siddhi and Buddhi. They are not fleshy human wives. Siddhi implies fulfilling capability. Buddhi means wisdom. The leader should possess both these qualities.

As seen above, Vinayaka portrays innumerable qualities of leadership. Vinayaka is casteless, creedless, nationless and frontierless. He is the God of common man. We can make the icon of Vinayaka with earth that costs nothing. We can perform puja of Vinayaka with leaves, flowers, stems, raw fruits, etc., which children collect from different sources. The collection of such things itself makes them aware of the nature. When we pray to Lord Vinayaka, it is not just that we pray to him to remove the obstacles but to bless us with all his qualities of leadership so that all of us become good leaders.



**Time Management - An overview**  
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### **Abstract**

Generally, time management refers to the development of processes and tools that increase efficiency and productivity. In business, time management has morphed into everything from methodologies such as Enterprise Resource Planning through consultant services such as Professional Organizers.

When we think of time management, however, we tend to think of personal time management, loosely defined as managing our time to waste less time on doing the things we have to do so we have more time to do the things we want to do.

Therefore, time management is often thought of or presented as a set of time management skills; the theory is that once we master the time management skills, we'll be more organized, efficient, and happier. Personal time management skills include Goal setting, planning, prioritizing, decision-making, delegating, and scheduling.

Time management is a set of principles, practices, skills, tools, and systems working together to help you get more value out of your time with the aim of improving the quality of your life. The important point is that time management is not necessarily about getting lots of stuff done, because much more important than that is making sure that you are working on the right things, the things that truly need to be done.

## Introduction

Smart time managers know that there is much more to do than anyone could possibly accomplish. So instead of trying to do it all, smart time managers are very picky about how they spend their time.

Some of the recent general arguments related to "time" and "management" point out that the term "time management" is misleading and that the concept should actually imply that it is "the management of our own activities, to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource".

Time management literature paraphrased: "Get Organized" - paperwork and task triage "Protect Your Time" - insulate, isolate, delegate "set gravitational goals" - that attract actions automatically "Achieve through Goal management Goal Focus" – motivational emphasis.

- ❖ Work in Priority Order" - set goals and prioritize
- ❖ Use Magical Tools to Get More Out of Your Time" - depends on when written
- ❖ Master the Skills of Time Management"
- ❖ Go with the Flow" - natural rhythms, Eastern philosophy
- ❖ Recover from Bad Time Habits" – recovery from underlying psychological problems,

e.g. procrastination

If you become a good time manager, you'll not only get a lot more done in less time, but you'll feel more relaxed, focused and in control of your life.

You'll be able to use your time in a much more balanced and effective way, and you'll be able to make time for the people and activities that you love. When you get to the end of a busy day, you'll feel a strong sense of accomplishment from everything that you actually got done.

Improving your time management skills can even help you get better results by doing less work, because you're

focusing on the things that really matter rather than all the low-priority busywork that just keeps you busy.

If you don't learn how to manage your time well, you'll be far less productive than you could be and you'll get a lot less done. You'll also feel much more stressed and overwhelmed, and you'll struggle to find time to spend with the people you care about and to do the things you enjoy.

Like any other skill, you can learn time management the easy way or you can learn it the hard way.

Developing time management skills is a journey that may begin with this Guide, but needs practice and other guidance along the way. One goal is to help yourself become aware of how you use your time as one resource in organizing, prioritizing, and succeeding in your studies in the context of competing activities of friends, work, family, etc.

## Time Management Strategies

### Weekly reviews

Weekly reviews and updates are also an important strategy. Each week, like a Sunday night, review your assignments, your notes, and your calendar. Be mindful that as deadlines and exams approach, your weekly routine must adapt to them!

### Prioritize your assignments

When studying, get in the habit of beginning with the most difficult subject or task. You'll be fresh, and have more energy to take them on when you are at your best. For more difficult courses of study, try to be flexible: for example, build in "reaction time" when you can get feedback on assignments before they are due.

### Achieve "stage one"--get something done

The Chinese adage of the longest journey starting with a single step has a couple of meanings: First, you launch the project! Second, by starting, you may realize that there are some things you have not planned for in your process. Details of an assignment are not always evident until you begin the assignment. Another adage is that "perfection is the enemy of good", especially when it prevents you from starting! Given that you build in review, roughly draft your idea and get going! You will have time to edit and develop later.

**(Continued in Next Issue)**

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