



# QUALITY

*Striving for Excellence*

**National Centre for Quality Management**

Vol. V

March-April 2007

No. 1

## President's Page

### Improvement : A way of life



Any management approach centered on quality has to be based on the fundamental assumption that there is always scope for improvement in every area of business. The more one digs in, more the discovery of areas for improvement. The extent of improvement needed is dictated not so much by what we feel we should improve, but by where we are, in comparison to the most successful competition.

Since every business activity involves more than one person, it is the team dynamics that is given importance while going through an improvement journey. Such an institutionalised approach is always most beneficial. The team concept has the advantage of bringing together many experts, studying improvements from different

perspectives, providing greater opportunity for providing solutions and creating synergy.

Every organisation has problems that should not be swept under the carpet but should be viewed positively as opportunities for improvement. Instead of fighting the problems as they occur, quality organisations prevent them from happening, except in most unusual circumstances. Surely, quality improvement programmes don't have any chance to succeed unless the employees are ready to recognise that improvements are necessary.

Organisational improvement efforts can not be insulated from the efforts of individual employees. Experience has shown that once an organisation successfully creates improvement culture across all its operations, the employees would also develop high levels of analytical skills

Our next issue is on 'Factual Approach to Decision Making'

#### Continual Improvement

#### CONTENTS

	Page no.		Page no.
<b>President's Page</b>		Faculty upgradation through	
Improvement : A way of life .....	1	Research and Development.....	11
Abstract from presentation of Shri		— Mrs. Anuradha Shekhar & Mrs. Veena Verma	
Navin Dedhia on 'Voice of Customer' .....	3	NCQM News .....	13
Improving motivation among students .....	5	Our forthcoming programmes .....	13
— Ms. Madhuri Vaidya & Team		Gujarat Reclaim & Rubber Products Ltd. .	15
To develop a system for clean environment .	9		
— Ms. Geeta Patil			



✚

*and apply them most beneficially even in their personal lives. Each opportunity is an improvement project, and can be structurally tackled.*

*Quality improvement projects, when successfully completed, allow organisations to move towards higher levels of operational efficiency and improved product and service quality. These projects can aim at both incremental and breakthrough improvements. While the former, which include approaches like Kaizen, Small Group Activities and QC Circles, do help in creating the culture of quality, breakthrough*

*methodologies like Six Sigma and Total Productive Maintenance allow the improvements to leapfrog.*

*Process improvements take you out from firefighting. Eventually there will be fewer fires to put out and you can enjoy planning for crises, instead of having to deal with their unexpected arrival. Management of improvements is not a one-shot affair. A judicious combination of both incremental and breakthrough improvements approach, on a continual basis, would surely propel an organisation to leadership position and help in its sustenance.*



Two-day workshop on ISO 9001 : 2000

**Internal Quality Audit (IQA)**

August 24th & 25th, 2007

Organised by

**National Centre for Quality Management, Mumbai**

**Fees per participant** (inclusive of course material, cost of certificate, lunch, tea/coffee) : Rs.4,300.  
For NCQM Members and group registration of 3 or more : Rs.3,800

**Venue** : Conference Hall, NCQM, 5th floor, G-502, Kailas Complex,  
Vikhroli-Hiranandani link road, Vikhroli (w), Mumbai-400079.

**Registration :**

Please send nominations accompanied by fees paid by demand draft / cheque drawn in favour of National Centre for Quality Management, payable at Mumbai, to NCQM, Mumbai.



**Mr. Bhalchandra B. Bapat**

He is an Electrical Engineer and has worked with MSEB, BSES, Siemens and Crompton Greaves, in various capacities like Senior Engineer, Manager, TQM co-ordinator etc. He is an electrical switch-gear expert and was the owner of a switch-board factory. He has been trained, on various aspects of TQM, ISO 9000, 14000 and QS 9000 QMS, Kaizen, Visual Control Systems, CEDAC, QFD, SQC, Quality Circles, Value Engineering etc. He is a Lead Auditor. He has guided more than 30 industries, in acquiring ISO 9000 Certification. He has conducted more than 30 IQA workshops. He is associated with NCQM since 1999 and his first assignment was ISO 9001-2000 Certification for Mumbai Port Trust, the first Port in India to get the certification. He was Joint Secretary of NCQM. He is one of NCQM's distinguished faculty and effective April 2007 he has been appointed as Executive Director of NCQM.

**NCQM's Extension Centres** are at **Ajmer, Chennai, Gurgaon, Hyderabad, Kolkata, Navi Mumbai, Pune & Rajkot**

**Disclaimer**

The opinions expressed in this newsletter are the opinions of the writers and do not necessarily reflect the official views of the National Centre for Quality Management.

✚

## Abstract from presentation of Shri Navin Dedhia\* on 'Voice of Customer'

Shri Navin Dedhia held a seminar on the 12th May on Voice of Customer. It was quite exhaustive. Following abstracts will be found useful to emphasise on **Customer focus** to orient employees in organisations.

### Who is a customer ?

India's great leader, Mohandas K. Gandhi said: "A customer is the most important visitor on our premises. He is not dependent on us, we are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so."

### A customer is :

- ☞ Not dependent on us, we are dependent on him/her,
- ☞ Not an interruption in our work; but is the reason why we are employed. We are not doing a customer a favour by serving him/her; a customer is doing us a favour by selecting us and giving us an opportunity to do so;

### A customer is :

- ☞ Not an outsider to our business, but is a major part of it,
- ☞ Not a cold statistic, but a flesh and blood human being, with biases, prejudices, feelings and emotions, like our own.
- ☞ A person who brings to us, his/her **emotional and material needs**. It is our job to consistently serve him/her excellently.
- ☞ Your customer is next operation, next person in line to receive your output.

### Know Who Your Customers Are :

- ☞ Everyone has a customer
- ☞ Accepting an output from a person/entity

is a customer

- ☞ Everyone plays a dual role
- ☞ Multiple and diverse customers
- ☞ Internal (within a company) and external (OEM, End user) customers
- ☞ Primary and secondary customers

### Supplier ↔ Customer

We are both suppliers and customers. Following are a few examples of dual relationship.

- Parents ↔ Children
- Teacher ↔ Students
- Teaching Institutions ↔ Students
- Government ↔ Citizens

### Focus on reasons for thriving, viable and growing business

**Anyone who is impacted by your action is your customer.** Customers receive both product and service.

Doctors, Lawyers, Car Mechanics and Insurance Agents are service providers. Satisfied customers may go back to same Doctor or Lawyer. However, Doctor or Lawyer can not say 'come again' since patients / clients want to avoid sickness and litigation.

**The ground rule is: satisfy internal customer to satisfy external customers.** It will ensure the effectiveness of supplier-customer chain.

### What do customers want ?

It is necessary to understand the requirements of customers. All customers do not specify complete requirements and tell how they want a product or/and service to be delivered. Orders are placed by intermediaries (Agents,

\* Navin Shamji Dedhia, 5080 Bougainvillea Drive, San Jose, California 95111, United State of America.  
Email : NavinDedhia@hotmail.com



⊕ Distributors). One needs to know the application area and environmental conditions to provide suitable product to end user.

Likewise, one has to **identify potential customers and future needs** in tune with the 'State-of-the-art' technology and trends in development.

Sales personnel must interact and draw out all requirements of customers which include product functional requirements, performance, acceptance criteria, packaging, transport, delivery, schedule, location, post delivery requirements of commissioning, site-test, and after sales service.

Besides, one has to include Statutory and Regulatory requirements as well as those known (not stated) based on past experience.

### Customer Complaints

*Are complaints only the tip of the iceberg?*

- ✓ Most people don't complain. In the travel/leisure field, 55% never complained to anyone.
- ✓ Of those who complain at the lowest level, only 75% receive satisfaction.

### Customer Satisfaction

*Customer Satisfaction parameters are :*

- 🔧 Quality (As specified, conformance to requirements)
- 🔧 Cost (Economy)
- 🔧 Delivery (No wait)
- 🔧 Reliability (Failures)
- 🔧 Service (Available when needed)
- 🔧 Maintainability (Easy to maintain)
- 🔧 Aesthetics (Attractive)
- 🔧 Durability (Long lasting)
- 🔧 Safety (No injury)

### Ten Quality Values Influencing Satisfaction

Quality Values which influence customer satisfaction are :

- 🔧 Quality

- 🔧 Value
- 🔧 Timeliness
- 🔧 Efficiency
- 🔧 Ease of access
- 🔧 Environment
- 🔧 Inter-departmental teamwork
- 🔧 Front line service behaviours
- 🔧 Commitment to the customer
- 🔧 Innovation

### Procter & Gamble Policy states :

*"The first job we have is to turn out quality merchandise that consumers will buy and keep on buying. If we produce it efficiently and economically, we will earn profit in which you will share."*

### Customer's Loyalty

Excellent companies aim to get loyal, delighted customers :

*Drivers of Customer Loyalty are :*

- ⇒ Delight (The Surprise 'Plus' the customer gets satisfaction)
- ⇒ Satisfaction (Meeting specified requirements)
- ⇒ Rules (Internal rules compelling the purchase)
- ⇒ Inertia (Does anyone care who supplies pencils or nails?)
- ⇒ Interdependency (Everything from good personal relations to formal partnerships)
- ⇒ Market Position (Size, Convenience, Degree of monopoly).

Visualise the business through the eyes of customers and delight them with responsiveness.

### Customer Delight

- 👉 The idea of WOW !
- 👉 Going beyond customer satisfaction
- 👉 Creation of 'WOW' at every point of contact with the customer
- 👉 Every person in an interaction empowered to create 'WOW'

(Continued on page 13)



## Improving Motivation Among Students

### Introduction

One of the goals of every educational institution is fetching better and better results every academic year. With the same goal in mind our college selected problems such as 'Enhancement of Results in Arts faculty', and 'Enhancement of Results in Commerce faculty'. While working on the same it was found that different areas need to be strengthened to improve results. One very important way was 'Need to improve Motivation'. It was also noticed that 'motivation', an intrinsic feeling of encouragement, needs to be handled at three levels — Teacher's motivation, Parent's motivation and Student's motivation. This led to work on an independent project 'Need to improve Motivation'. In this project, the focus is on students.

Motivation, which acts as a need, drives the individual to set a goal and forces him to work/ behave in the direction of achieving it. An achievement of the goal gives an individual immense satisfaction, which eventually develops a higher level of need in the individual, enabling him to achieve more and more.

Motivation being an internal factor was found hard to deal with. Since it was directly related to the improvement of results, increasing its level was felt to be very important.

A sample of 300 students, 100 from the Degree college and 200 from the Junior college were selected for the study. The sample was in proportion with the actual strength of the students in the colleges. Two criteria were used for selecting the sample :

1. 100 students from Degree college were

**Project No. :**

Excellence 008

**Institution :**

S. P. N. Doshi Women's College  
of Arts, Ghatkopar.

**Team Members :**

Ms. Madhuri Vaidya,  
Ms. Manorama G., Ms. Ami Yagnik,  
Ms. Amita Kendurkar

**No. of meetings planned :** 15

**No. of meetings held :** 13

**Percentage of attendance :** 95

**Project start date :** July 14, 2006

**Project closing date :** Oct. 14, 2006

selected who were from the Third year Arts, Commerce and Home-Science faculties.

2. 200 students from Junior college were selected who were from the XII Std.

The project team did brainstorming with the faculty in Senior college and Junior college as well as with the students in general to find out the reasons for lack of motivation. On the basis of this, a check-list was formulated and given by the team and given to the sample group. Similarly Dr. Rao's motivational scale consisting

of 50 items of multiple choice was administered on the sample group and each student's motivational level (score) was found out. As per the scale, the scores can be obtained in 3 levels — < 14, between 14 & 23 and > 23. From the check-list, 37 possible factors which lead to lack of motivation among the students were found out and they were classified into 5 categories such as personal, familial, social, teacher-related and college-related. Finally, 7 major causes were identified from them.

This further led to the planning of intervention programmes. For intervention, 50 students from Degree college and 50 students from Junior college were selected to have personal interaction with every student in the group. As per the plan, different Lectures, Workshops and Relaxation techniques, Concentration exercises, SWOT analyses, lectures on Goal setting and OMKAR were arranged. Every lecture and workshop was followed by a feedback session from all the participants. It was noticed that after the intervention programmes, the students seemed to be more self-confident, clear in their goals and eager to strengthen their strengths and overcome their weaknesses.



#

### Customer, Market, External Voice :

- ✎ Students of XII std. who have obtained less than 50% marks in the previous examination.
- ✎ Students of T. Y. (B.A., B.Com., B.H.Sc.) who have obtained less than 50% marks in the previous examination.

### Gap Analysis :

- ✎ Change in motivational level
- ✎ Minimum 10% increase in their results from the previous examination.

### Problem Area :

- ✎ Need for improving **motivation** among students to enhance their academic performance.

### Project Definition :

To improve student's motivational level.

### Justification :

Academic performance will help students to enhance their career prospects, which could be achieved through **high motivation**.

### Quality Cost :

- ✎ To enhance their self-awareness & -esteem.
- ✎ To improve their career opportunities
- ✎ To improve the image of the college.
- ✎ To make them economically independent.

### Project Relevance :

With high level of motivation, the XII std. as well as T.Y. B.A. B.Com, & B.H.Sc. results will improve.

Possible causes for a need to improve motivation

#### a) Personal

- ❖ Lack of vision in life
- ❖ General inertia about everything due to family environment
- ❖ Difficulty in language
- ❖ Wrong conditioning (fear) about a particular teacher

- ❖ Participation in extra-curricular activities
- ❖ Don't know whom to approach when in difficulty
- ❖ Physically unfit
- ❖ Change of medium
- ❖ Inappropriate company
- ❖ Contentment with one's results

#### b) Familial

- ❖ Force by parents to choose some faculty or subject.
- ❖ Ample distractions
- ❖ Financial constraints
- ❖ Totally different aims in the parent's mind
- ❖ Absence of academic orientation among parents
- ❖ Passive or neutral attitude of parents
- ❖ Constant wrong grinding on the minds of students
- ❖ Lack of role model

#### c) Social

- ❖ Absence of 'peer pressure' to feel 'challenged'
- ❖ Impoverished social environment
- ❖ Ample distractions
- ❖ Lack of role model

#### d) Teacher-related

- ❖ Less personal attention given to the students
- ❖ Irregularity in taking lectures
- ❖ Mechanical teaching methods
- ❖ Lack of interactive teaching
- ❖ Responsible for developing fear in the students' mind
- ❖ Constant grinding on students' mind about their inability

#### e) College-related

- ❖ Force the students to choose some subject
- ❖ Mechanical teaching method

#



- ❖ Lack of applicability of theoretical knowledge
- ❖ Following the same curriculum for a long period
- ❖ Leading to unavailability of books in market & in library
- ❖ Following the same pattern of examination
- ❖ Inadequate infrastructure
- ❖ Crowded classrooms

### Interventions

- ⇒ A lecture on 'Learn to relax & concentrate' was organised for the sample group so that they would start practising immediately & have its benefit throughout this academic year.
- ⇒ An interactive session on 'SWOT analysis' was conducted & students were taught to identify their Strengths & Weaknesses, avail the Opportunities, & overcome the Threats.
- ⇒ A lecture on 'Goal Setting & Motivation' was organised to demonstrate how to form Short-term & Long-term goals with which they would get a sense of satisfaction, confidence, vision & feel motivated.
- ⇒ With a session on 'OMKAR', the students were equipped with better concentration techniques.
- ⇒ Breathing Exercises.
- ⇒ An inspiring film '10th F' was shown to get self-motivation by removing a taboo from their minds as 'Average Students'.

### Knowledge of Results (KoR)

69% students felt that Omkar session helped them. 67% students said that the various sessions helped them in goal-setting. 61% students felt that the SWOT technique helped them and 60% students were motivated by the movie, '10th F' that was shown to them. The following is the feed-back from students about the importance of the various sessions they had:

- ⇒ Taught them the methods of concentration
- ⇒ Became aware of our Strengths & Weaknesses
- ⇒ Helped to know how to memorise &

retain

- ⇒ Helped in goal-setting & molding our behaviour positively
- ⇒ Raised confidence
- ⇒ Taught to achieve Relaxation & Peace of mind
- ⇒ Will help us in our studies
- ⇒ To determine our Strengths & Weaknesses
- ⇒ Aware of how to overcome the Threats in our life
- ⇒ Learnt the techniques of concentration & Relaxation
- ⇒ Learnt about Goal-setting & achieving, self-reliance, self-responsibility in our studies
- ⇒ Learnt about techniques of tension reduction & relaxation.

### Improvement in Results

At the end of the project, the students' half-yearly performance was studied by the team. There was a 2% increase in the Degree college results and 2.5% in the Junior college results. The project team interacted with the students and possible reasons were brought forward. The following are the justifications.

### Justification

#### a) Senior College

- ✍ Lack of availability of books
- ✍ New syllabus
- ✍ No follow up
- ✍ Students want lectures on concentration
- ✍ Exercises to be regularly held

#### b) Junior College

- ✍ Lack of follow-up
- ✍ Exams not taken seriously

### Conclusion/Prospective Plans

- ♥ Awareness programmes like SWOT & Goal-Setting
- ♥ Effective Study Habits
- ♥ Counselling
- ♥ Career guidance programmes
- ♥ Stress Management Techniques





#

## Diploma in Total Quality Management

by Distant Learning Mode/Contact Mode

July 2007 Batch

The course is designed to improve professional qualification of individuals, Build & upgrade Quality and to improve competitiveness in service and manufacturing organisations.

### Organisation

Education Committee chaired by Dr. Subash Babu, Professor, I.I.T., Powai, reviews and monitors the course.

### Batches

January and July each year.  
Current batch, July 2007.

### Contents

- Paper-I : Total Quality Management
- Paper-II : Introduction to Statistical & Probability Theory
- Paper-III : Quality and Management Systems (Focus on ISO 9000, TS 16949, ISO 14000)
- Paper-IV : TQM in Service System/TQM in Manufacturing System (any one).

### Project Work

Project Work on application of principles.  
Alternative : One additional Paper — Human Resource Development.

### Duration

Minimum one year.

### Mentor System

Mentors will be assigned to the students for providing guidance and for responding to students' difficulties.

### Examinations

June and December every year at Mumbai,

Ajmer, Chennai, Gurgaon, Kolkata, New Delhi, Pune, Rajkot.

### Eligibility

Graduate in any discipline or Diploma/Degree in Engineering/Technology or equivalent. Final year engineering students can enrol for the course, provided they have cleared all papers of previous years.

### Course Fees

Rs.6,000/- (includes course material and one year Student membership of NCQM). Group registration of 3 or more at Rs.5,500/- each.

### Membership Benefits

1. One year subscription of Newsletter — Quality Striving for Excellence,
2. Participation in free lectures.
3. Discount in participant fees for NCQM seminars/workshop/courses and publications.
4. Library facility.

### Contact Mode

The course can be conducted at any organisation/institution where 20 or more persons register. 180 hours' duration.

### For Registration

*Please contact :*

Course Co-ordinator,  
National Centre for Quality Management  
503, G-wing, 5th floor, Kailas Complex,  
Hiranandani-Vikhroli Link Road, Parksite,  
Vikhroli (w), Mumbai-400079.  
Tel. : 25170483/69; Fax : 25170144  
Email : ncqm@vsnl.com  
Website : www.ncqm.com

#

## To Develop A System For Clean Environment

**Ms. Geeta Patil**

*Coordinator, Internal Quality Assurance Cell*

**Shri M. D. Shah Mahila College of Arts and Commerce**

*(Affiliated to the S.N.D.T. Women's University, Mumbai-20)*

B. J. Patel Road, Malad (W), Mumbai-400064.

Tel. : 022-28824860 Telefax : 022-28831622

Although change is a fact of life, it is also dreaded. Becoming a member of NCQM helped us to do away with the fear of failure and helped in developing proactive and innovative approach to succeed in change management. Further, participation in BEQET (Best Educational Quality Enhancement Team) gave us a scientific approach to proceed with the TQM project. Quality is not an act, it is a habit. It generally signifies the degree of excellence. Guidelines given by NCQM gave us a path to follow. Importance of team building, feeling of ownership, effectiveness of brainstorming, involvement of maximum possible people in a project, working without hierarchy, handling both people and process sides of change are among the few steps we learned while working together.

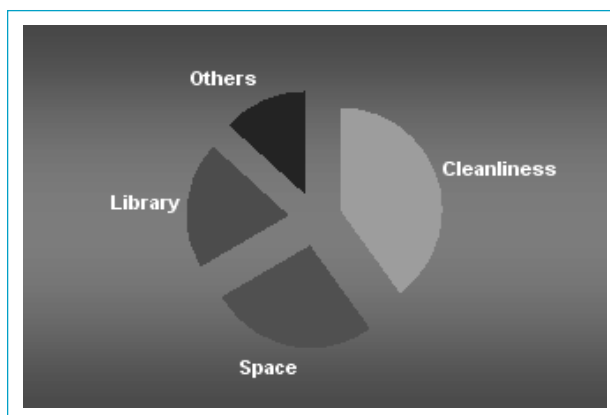
Following is a short overview of the QC Story presented by us for which we received the first position at BQET awards. We followed Performance Excellence Roadmap.

For us the basic **philosophy** of quality management is

- ✚ Improving quality by removing the causes of problems in the system inevitably leads to improved productivity.
- ✚ The person doing the job is most knowledgeable about the job.
- ✚ People want to be involved and do their jobs well.
- ✚ Every person wants to feel like a valuable contributor.
- ✚ More can be accomplished by working together to improve the system than individual contributor working around the system.

Identification of the problem was done by asking all the staff to list three problem areas where they want improvement. Problem was analysed based on their responses.

### Problem Analysis



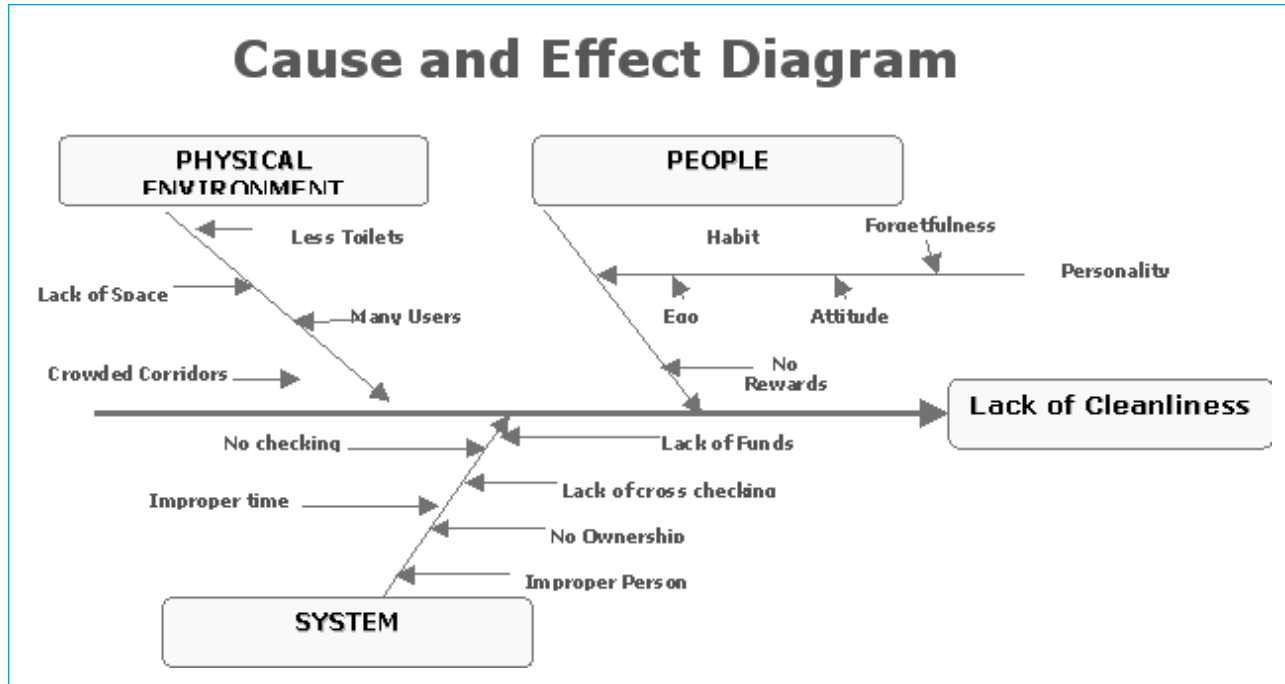
We defined the problem as under.

Cleanliness is standardisation of the procedure of cleaning and sustaining the work environment through the system.

As our problem was lack of cleanliness, we had a brain-storming session to search for causes. (See diagram on the next page).

The analysis done on the combined effect of Philosophy and Graphical techniques led to :

1. Joint Meeting of teaching and non-teaching  
The Class IV employees
  - To plug loop holes
  - To regularise work system
2. Meeting with the student representative
  - To decipher peculiar habits
  - To understand common attitudes



3. Meeting with the NSS volunteers — start serving from home (i.e. college) before moving towards community work.
4. Meeting with Management
  - IQAC Chairperson conveyed the relevance of steps to be taken to upgrade **Quality**.

#### It resulted in :

- ❖ Painting of classroom
- ❖ Separation of toilets from drinking water facility.
- ❖ Renovation of toilet blocks.
- ❖ Sliding window installed in classrooms.

Following are the photographs before and after the implementation of the system.

In addition to this, incentives in the form of awards, certificates and badges have been planned to make it a continuous process.

#### Awards like :

- Neatest Floor Award.
- Neatest Classroom Award

To maintain cleanliness, a system was further



evolved where we prepared floor charts for each floor where ownership of an area is given to support staff and a team of people including teaching staff, administration staff and support staff was given the responsibility of maintaining cleanliness on each floor.

Finally the primary purpose of the project was to make work more fulfilling with a smile on the faces of all. To achieve anything we need to work together, collaborate with each other and tolerate others because — **'None of us is as smart as all of us'**. □ □ □

## Faculty Upgradation through Research and Development

**Mrs. Anuradha Shekhar and Mrs. Veena Verma**

Dr. B. M. N. College of Home Science, 338, R. A. Kidwai Marg. Matunga, Mumbai-400019.

### The context that required the initiation of the practice

Any college to improve its quality culture needs to emphasise research activities. It was in this context that the activities under IQAC & QAC emphasised the need for Research and other developmental activities.

- ⇒ To reinforce the healthy practices of the college with suitable mechanisms to identify and reform — to incorporate quality culture among the teachers which was lacking earlier — encouraging and motivating teachers to shoulder the additional work willingly.
- ⇒ Inculcate a research culture, develop scientific thinking and acquire research skills through higher education - Encourage training in designing a project, planning its execution, methodologies to be used and methods of reporting.
- ⇒ Encourage staff to pursue M.Phil/PhD programmes, undertake minor and major research projects and to organise Regional/State/National level workshops and seminars/participate in collaborative projects etc. — to see the effectiveness of the goals set by the principal on 20 point programme.

### Objectives of the practice

- ⇒ Enable the faculty to work in the direction of innovations in Higher Education
- ⇒ Motivate the teachers to aim constantly at quality and sustenance activities
- ⇒ Encourage teachers to improve their professional grades
- ⇒ Encourage teacher participation in State, National and International level seminars and also organise seminars, exhibitions, workshops, etc.

- ⇒ Encourage staff to pursue M.Phil/Ph.D programmes, undertake minor & major research projects, to participate in collaborative projects.
- ⇒ Develop research culture at the grass roots level
- ⇒ Train the staff on various Research Methodologies.

### The practice

An action plan was drawn on an annual basis which included :

- ⇒ Motivating teachers in the department to pursue at least one minor research project in their area of specialisation.
- ⇒ Publishing of articles/papers in leading journals and books
- ⇒ Registration for PhD. Programmes
- ⇒ Conducting Regional/State/National level seminars/conferences
- ⇒ Participation in workshops/seminars
- ⇒ Encouraging paper & poster presentation
- ⇒ Encouraging Radio/T.V. talk shows
- ⇒ Encouraging teachers to write articles in newspapers, magazines, books, etc.
- ⇒ Felicitating and appreciating teachers' participation in all the above activities.

The Principal encouraged all the departments to maintain a departmental profile which was handed over to the department heads at the commencement of each academic year and the same was used to evaluate critically the strengths and weaknesses of every department. It also provided scope for every department to identify its best practices.

This being an annual feature, finds a place in



the calendar of events and now works as an in-built strategy, making documentation a regular feature. Meetings are held regularly. Suggestions for improvements are given to all the departments. Participatory Management is practised in all possible situations.

### Obstacles faced if any and strategies adopted to overcome them

The obstacles faced were lack of motivation, lack of time, commitments in the family, personal problems and small number of staff.

### The challenging issues that had to be addressed were :

Motivating the teachers to shoulder additional work responsibilities, providing adequate time slots, encouraging them to use books and journals, upgrading the library services, giving internet facility, computer training to make them competent in computer skills, media presentations, assessing internet etc.

### The strategies adopted were :

- ⇒ A workshop on Research Methodologies was organised, which gave the teachers the confidence to write proposals and project presentations.
- ⇒ The library services were upgraded by giving internet facility, adding more books and journals in the specific fields of specialisation.
- ⇒ Computer training classes were organised for making better multi-media presentation, how to assess, store and reproduce the data, how to use various programmes to make one's presentations more interesting and effective.

The Principal also encourages the teachers by felicitating and mentioning their efforts on the Founders' Day and Teachers' Day celebrations, etc. Teachers are also encouraged to participate in workshops and seminars which will upgrade them in their Research work.

### Impact of the practice

- ⇒ Till date the college boasts of 14 minor research presentations

- ⇒ Two staff members have enrolled for PhD. One has gone on an FIP and is near completion. Out of 13 staff members, 4 are already PhD. Two staff members will be registering for PhD by the end of this academic year.
- ⇒ College has organised Two National Level Seminars & Two State Level seminars.
- ⇒ No. of Paper Presentations made in
  - a) International Seminars : 8,
  - b) National Level Seminars : 10,
  - c) State Level Seminars : 4,
  - d) Biennial Conferences : 2
- ⇒ Poster Presentations, 8 at international seminars, 4 at national level, 4 at State level and 1 in a biennial conference.
- ⇒ International Research Exchange Programme : 2
- ⇒ No. of awards won for Poster/Paper Presentations : 4
- ⇒ Full Bright Fellowship : 1
- ⇒ Post Doctoral Research : 1
- ⇒ Collaborative Projects : 5
- ⇒ Amount of money sanctioned for minor research projects : Rs.5,80,000/-
- ⇒ Amount of money sanctioned for library books in minor research projects : Rs.77,126.80/-
- ⇒ No. of Library books added : 177
- ⇒ Amount of money sanctioned for national, State level seminars : Rs.2,00,000/-
- ⇒ No. of Seminars/workshops organised :  
2 National, 2 State
- ⇒ No. of equipments bought for the college : 10
- ⇒ No. of papers published in Referred Journals : 7
- ⇒ No. of articles published in books/newspapers : 7
- ⇒ No. of Radio/T.V. talk shows : 8
- ⇒ The college librarian applied for a minor

research project which was not accepted on the grounds that she is not a teaching faculty. She is pursuing the matter with higher authorities to get the sanction.

### Resources required

#### Financial Resources :

Sponsorship/Financial Assistance for Stationery/Banners/Organising Seminars/Workshops, Gifts etc.

#### Materials Resources :

Overhead Projectors, Multimedia presentations, Internet, Stationery for Charts, exhibits etc.

#### Technological Resources :

Computer availability for Data Processing Packages : SPSS

#### Human Resources :

To collect information, to process to type report etc.

## NCQM NEWS

### Welcome aboard — New Members

#### Individual Member :

MI00447 Mr. D. B. Amarapurkar... Dombivli (E)

#### Senior Members :

SM0046 Prof. Priyarrat Thareja ..... Punjab

SM0047 Mr. B. B. Bapat..... Thane

#### Student Members :

ST0005 Ms. Sugandha Sharma ..... Punjab

ST0006 Ms. Ritu Sharma ..... Punjab

### Our forthcoming programmes :

- 1) Performance Management System
- 2) Integrated Management System
- 3) Communication & Listening Skills
- 4) Time Management
- 5) 5 S & 7 W
- 6) Quality in Education
- 7) ISO Standard Update

For further details please contact :

Programme Coordinator, National Centre for Quality Management, Mumbai.

(Continued from page 4)

**Abstract from presentation of Shri Navin Dedhia\* on 'Voice of Customer'**

- ☞ Leaders need to model 'WOW'
- ☞ 'WOW' is a product of individual behaviours and attitudes

Give something not expected. Don't raise expectations too high.

Front-line employee's role, behaviour matters. Customers/Suppliers come in contact with Telephone Operator, Receptionist, Stores personnel receiving goods, Accounts personnel paying cheques to suppliers.

Front line employees such as receptionists can greet; offer seat, water.

### Customer Perceptions

Customers perceive quality and remember brand, logo as indicator of Quality.

- ☛ The results of the study : what you don't know about customer-perceived quality, indicates that brand-loyal customers are less likely to switch to a different brand even if it promises better quality
- ☛ Customers recognise a brand name often than a company name

### Achieving Customer Satisfaction

- ✓ Customers are harder to satisfy, harder to find, have more options to choose from and more companies are chasing them.
- ✓ Total customer satisfaction is achieved through team work and individual job excellence.

Henry Ford has stated :

"If I ask my customers what they want, they would answer 'faster horse'".

- ✓ Customer care service requires radical approach, innovation and creativity.

(to be concluded)



## Gujarat Reclaim & Rubber Products Ltd.

**Gujarat Reclaim & Rubber Products Ltd. (GRRP)** is the largest manufacturer of reclaim rubber in India and among the largest globally. The company operates 3 plants manufacturing 40,000 MT of various types of reclaim rubber. GRRP has in its portfolio reclaim rubber manufactured from products of Whole tyre, tubes (NR & Butyl), EPDM, NBR, crumbs of tread peelings, FKM, NBR among others. GRRP is among the pioneers to begin manufacture of Butyl reclaim and is the first company to manufacture reclaims from EPDM and NBR.

Indian industry in general and rubber industry in particular has faced enormous challenges due to the effect of globalisation. In the recent past, GRRP through its innovative leadership has emerged as the fastest growing manufacturer of reclaim rubber the world over. The company has a 15% share in the local market and its exports to 37 countries account for 70% of India's reclaim rubber exports. The company's products are being used at 6 of the top 10 tyre manufacturers in the world and 5 of the top 10 non-tyre rubber products manufacturers in the world. GRRP has been conferred 'Export House' status by the Government of India for its accelerated growth and volume of operation in the overseas markets. The company has been continuously receiving awards for its export performance from CAPEXIL, AIRIA, BIA for its growth. GRRP operates its marketing network through agents/distributors in 18 countries and across all regions in India.

The company has received ISO 9001 &

14001 certification for its quality management systems for its plants at Ankleshwar & Solapur.

The management team is a rich blend of experienced & qualified individuals. **Mr. K. M. Philip**, Chairman of GRRP, is the foremost authority and one of the stalwarts of the Indian rubber industry. He is the founder director of MRF Ltd. (one of the largest tyre manufacturing companies in India) and the president of the Indian Rubber Manufacturers' Research Association (IRMRA). His contribution to the rubber industry has won him the prestigious Hancock gold medal 1986 from Plastics and Rubber Institute, U. K. and also the Padmabhushan (National Presidential) award apart from various local awards and merits.

**Mr. Rajendra Gandhi**, Managing Director of the company since its inception, is a graduate engineer from Indian Institute of Technology, Mumbai, India. He has been part of the advisory committee of the International Rubber Study Group (IRSG) and is currently a member on several committees of the All India Rubber Industries' Association (AIRIA). He is also on the honorary advisory board of Indian Rubber Manufacturers' Research Association (IRMRA).

The company has a strong R&D set-up with qualified individuals involved in developing formulations based on reclaim rubber and troubleshooting customer's queries. These concerted R&D efforts have provided GRRP, a strong brand reputation and international recognition.

**Gujarat Reclaim. The largest exporter of  
reclaim rubber to major continents across the globe.**



With our exports escalating to unprecedented heights and a list of international companies using our reclaim products, there's a good chance of spotting our products across the globe.

And that too would hardly be surprising, considering that we have a production capacity of more than 40000 metric tons per year. And our product range encompasses reclaim from Wholetyre, Natural, Butyl, EPDM, Nitrile & Fluro-elastomer rubbers.



An ISO 9001:2000 certified company



**Gujarat Reclaim & Rubber Products Ltd.**

World's Leading Manufacturer of Reclaimed Rubber

Website: [www.grrpl.com](http://www.grrpl.com) • Email: [admin@grrpl.com](mailto:admin@grrpl.com)