



## 10th FACULTY ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

National Foundation of Indian Engineers (NAFEN) organized 10<sup>th</sup> two weeks Faculty Development Programme for Entrepreneurship Development under the aegis of The National Science & Technology Entrepreneurship Development Board (NSTEDB), Department of Science & Technology, Ministry of Science & Technology, Govt. of India from 23<sup>rd</sup> December, 2009 to 7<sup>th</sup> January, 2010 at New Delhi. The main objective of the Ministry is to support such type of programmes, to train as many professionals as possible to act as the resource persons for promoting Entrepreneurship among the students. To meet this objective, NAFEN draws various resource experts from Ministry of Science & Technology, Industry & Academia to share their expert views and motivate the faculty to face the multi-challenge global competitive Indian environment. The program was inaugurated on 23<sup>rd</sup> December, 2009 by Dr. H.K. Mittal, Advisor & Head, NSTEDB, Ministry of Science & Technology, Govt. of India. The participants were from Tilak Raj Chadha Institute of Management & Technology, Yamunanagar, Haryana; Delhi Technical University (DTU), Delhi; Netaji Subhas Institute of Technology (NSIT); MERI College of Engineering & Technology, Delhi; Veer Savarkar Basic Training Centre, Pusa, Delhi; M/s. Emkay Global Financial Services, New Delhi; Ambedkar Polytechnic, Shakarpur, Delhi; Pusa Polytechnic, Delhi and G.N.D. Polytechnic, Paschim Vihar, New Delhi. These Polytechnics are under the administrative control of Directorate of Training & Technical Education, Govt. of Delhi. The experts gave latest inputs in the topics like Evolution of Management; Introduction to Entrepreneurship; EDPs in India-Role of DST (NSTEDB) and other promotional institutions; How to Identify and Select Potential Entrepreneurs, Various Tools & Techniques; Management of Change; Technology Management & New Product Development; Communication Skills; Attitude & its Measurement; Stress and Conflict Management; Problem Solving & Decision; Entrepreneurship and Capital Market; Impact of Globalization on SME's in India; Time Management; Attributes of a Good Trainer; Individual Behaviour; Team Building & Motivation; HR Strategies for New Entrepreneurs; Leadership Qualities; Working Capital Management for Successful Entrepreneurs; Group Dynamics; Marketing strategies; Personality Development; Action Plan and Feed Back etc. Participants also visited Milestone Engineering Pvt. Limited at Gurgaon, Haryana and interacted with a Successful Entrepreneur Mr. Shashi Aggarwal, Managing Director of Milestone Engineering. Valedictory address was delivered by Prof. Dr. A.P. Kulshreshtha, Director, The Centre for Science and Technology of the Non-aligned and Other Developing Countries (NAM S&T Centre), New Delhi; and Dr. V.K. Kapur, Director, MERI College of Engineering & Technology also graced the function on 7<sup>th</sup> January, 2010. They also awarded merit certificates to the participants.



# "Growth and Development of E-Governance in India"

By:  
S. Priya, Lecturer, KV Institute of Management and Information Studies,  
Coimbatore, Tamil Nadu

## INTRODUCTION

E-governance is beyond the scope of e-government. While e-government is defined as a mere delivery of government services and information to the public using electronic means, e-governance allows direct participation of constituents in government activities. E-governance is not just about government web site and e-mail. It is not just about service delivery over the Internet. It is not just about digital access to government information or electronic payments. It will change how citizens relate to governments as much as it changes how citizens relate to each other. It will bring forth new concepts of citizenship, both in terms of needs and responsibilities. E-governance will allow citizens to communicate with government, participate in the governments' policy-making and citizens to communicate each other. The e-governance will truly allow citizens to participate in the government decision-making process, reflect their true needs and welfare by utilizing e-government as a tool.

## E-GOVERNANCE: A POWERFUL TOOL FOR DEVELOPMENT

IN A country like India, where corruption has become a normal phenomenon, government fears to announce negative activities or publicize everything in fear from opposition and general public. The United Nations Millennium Declaration emphasized the role of democratic and participatory government in assuring the right of man and women to 'live their lives and raise their children in dignity, free from hunger and from the fear of violence, oppression or injustice'.

It also noted that good governance within each country is a prerequisite in 'making development a reality for everyone and to free the entire human race from want'. But it is a matter of shame for us even after 62 years of independence that we have not attained the status of a developed nation. This is because of our democratic system and government. The government has failed to provide all necessities required by people, especially all those who are still below poverty line. The poverty is increasing and so is hunger.

Experience demonstrates that without good governance, nationally or internationally, and an efficient, competent, professional, responsive and highly dedicated public service sustainable development and livelihood is jeopardized. The key role of any government is to work for the welfare of its people. For any

successful government, the relation between government and public is must. There must be transparency in the system.

Information and Communication Technology is one of the most democratic tools. For clear visibility, e-governance is essential. In our information rich environment, we need to find ways to improve information sharing. We have to change our perspective. In Indian perspective, things are yet to be changed. We are deprived from information and hence, the real motive of public service is never fulfilled. The country would prosper only if complete transparency and the flow of information is ensured by the government.

The Right to Information Act allows citizens to seek information from the government departments. It's important how the citizens take help of the act and get the information from the government department. There have been many positive changes after the act came into being but there is challenge associated with the act too. To recruit and retain its fair share of best talent, develop innovative practices and enhances its efficiency and effectiveness, public service must be visible. Also, its guiding principle, which revolves around such objectives as public interest, eradication of poverty, equality individual rights and working ethics, including transparency, accountability and efficiency, must be conveyed to the public.

In this spirit, the General Assembly, by its resolution A/RES/57/277, designated June 23 as the United Nations Public Service Day to 'celebrate the value and virtue of services to the community'. The economic and social council established the United Nations Services Awards for contribution made to the cause of enhancing the role, prestige and visibility of public service.

The awards are given in three categories – improving transparency, accountability and responsiveness in the public service; improving the delivery of service; and application of Information and Communication Technology (ICT) in government: e- Government. We are witnessing a phenomenal abundance of change in societies around the world in a very short span of time. One of the greatest sources, which had made this possible, is the internet. We now live in intense information driven society. Governments have to cope with emerging technologies and demands from citizens.

Today's informed citizen is one of the key cornerstones of change. New technologies are being used to deliver services to the public and enhance government administration. Information

share is of particular relevance to developing countries. Government holds information in both paper and electronic formats that are essential for a country. But much of this information sits in government database and archived and is only circulated in a limited way within the governments.

The information, which is distributed in India, is limited. Sharing different form of information with the public could range from health to business to education to agriculture to weather and a thousand and one of the categories that could prove useful to an individual. The political will of the government in India can make a difference.

### **E-GOVERNANCE INITIATIVES IN INDIA**

E-Governance is the interaction between citizens and government through electronic media. These are basically efforts made to modernize government functioning. E-Governance makes use of technological tools like Internet, public kiosks etc. to complete many government activities. For example if a common man needs some financial loan or a retired person wants to apply for pension, he/she should be able to apply for the same through internet center without physically going to the required office. Going to a government office for a small task and wait for a long time could be a tiresome job.

The citizens should have a choice of going to the Internet centers or the government offices to get their works done with the Government. The recent studies show that in last couple of years, E-Governance is getting its influence. Many projects are running in India to enhance efficiency of the government. The list of such projects has been listed below:-

#### ***The GRAMSAT project:***

This is one of project of Indian Government in Orissa. The goal of the project was to eradicate illiteracy in rural areas. This project connects many blocks there to share information. The project was implemented by Hughes Escorts Communications his organization was responsible for holding all the activities like planning, designing, implementation, and maintenance etc. this project made use of the application like internet, Development Information Network (DIN) and National Resource Information System (NRIs). It included many performance-enhancing tools like spoofing, prioritization, compression and packet filtering.

#### ***Mission 2007:***

This project had the same goal means to spread literacy all over the India. The goal was to interconnect more than 20,000 villages through a hub. The villagers were provided with 2Mbps bandwidth to each node through leased

line. Total area covered with the fiber optics was 670,000 km through wireless lines, fiber optics and satellite links.

#### ***IT for railway Reservation System:***

The Government of India has set up Community Information Centers (CICs) in the North East and Sikkim. These CICs provide broadband Internet access over a LAN to allocate information or data. The objective of this project was to provide online reservation facility to the passengers.

#### ***E-Suvidha:***

This project was accomplished to provide services like –birth registration, death registration, marriage certificates, category certificates etc. They also provide information about agricultural prices and related matters, and educational and employment opportunities.

#### ***National Tax Information Exchange System (TINXSYS) project:***

People from all over the country make use of this project. It provides a faster and easier way to pay tax including VAT (Value Aided Tax). This project is accomplished by 3i InfoTech and makes use of technical tools like software development, data migration, countrywide networking, data centers, disaster recovery services, application support, facilities management, IT infrastructure services, call centre etc.

The Ministry of Company Affairs, Government of India as a part of governance reforms has undertaken MCA 21 Project. As the flagship E-Governance initiative of the Government of India, this project aims at fulfilling the aspirations of the stakeholders in the 21st century through adoption of a service-centric approach. The bottom line of this unique initiative is the improved speed and certainty in the delivery of MCA services. This improvement is primarily enabled through the mechanism of secure electronic filing (e-Filing) for all the services provided by the Registrar of Companies including incorporation of a company, annual filing and other event based statutory filings.

### **GOOD GOVERNANCE NEEDS E-SUPPORT AT GRASS ROOT LEVEL**

The induction of information technology into governance, especially at the rural level, is not an easy task due to unstructured nature of rural development, low literacy levels and reluctance to adopt information technology.

GOVERNANCE ENCOMPASSES power and responsibility through various measures, for common benefit of the society. It includes formulation and implementation of policies by the governing authority for socio-economic and cultural welfare. It is defined as the manner in which 'power is exercised' in the management of the socio-economic resources of the country. Good governance aims at provision of maximum

opportunity or liberty to citizens of the present as well as greater opportunities and freedom in the future. Good governance encompasses within itself efficiency and effectiveness in decision making, decentralized management, cost effectiveness and flexibility. For this the working atmosphere of government institutions needs a new work culture based on the principle of transparency, responsiveness, accountability and citizen friendly management.

In the era of information and communication, the key to good governance is e-governance. E-governance refers to information and communication technology enabled route to better governance. It encompasses providing connectivity, networking, and technology up gradation, selective delivery systems for information and services and a package of software solutions.

### WHAT AILS E-GOVERNANCE IN INDIA?

There is too much stress upon procurement as opposed to management. India has to accept that computerization of traditional governmental and public functions are not e-governance. We have to empower the citizens with the power of ICT.

INFORMATION AND Communication Technology (ICT) has become an indispensable part of our daily life. It has the potential to streamline procedures, inculcate discipline among workforce, and bring transparency and accountability and reduction of costs. The benefits are tremendous provided we have the will, insight and knowledge to use it.

E-governance in India is in its infancy stage. The National E-Governance Plan (NEGP) is the umbrella under which all e-governance initiatives are taking place. However, there are very few successful and completed e-governance initiatives like MCA21 in India. Whether it is e-courts, e-readiness, legal enablement of ICT systems, e-gazette, e-commerce etc none are even close to success. So where lies the problem?

**Firstly**, there seems to be lack of insight among the policy-makers. The ICT policies and strategies of India are not covering the e-governance aspects at the national level. No political party ever considers e-governance as an important part of their political agenda before elections. Even commodities like onion and potatoes find place in national debates but not e-governance.

**Secondly**, there is too much stress upon procurement as opposed to management. India has to accept that computerization of traditional governmental and public functions are not e-governance. We have to empower the citizens with the power of ICT. We have to make the

governmental services user-friendly as well as productive and easy.

**Thirdly**, there is lack of transparency in governmental dealing and in the absence of the same e-governance is just paperwork. In India, we have the Right to Information Act, 2005 but the same has been a failure in India. The public information officers keep on denying the relevant information on flimsy grounds.

In exceptional cases, citizens may get some information but by and large very few people get the information.

**Fourthly**, accountability among governmental officers is missing. There is no mechanism through which we can punish a wrong doer for his violations and negligence. This results in a casual attitude towards public good and e-governance. If we fix accountability and time-bound progress requirements then a lot of problems can be solved.

**Fifthly**, public participation in both policy making and governmental decisions is missing. If we get the opinion of those who are somehow surviving at the grassroots level we can solve the majority of our problems. However, the fact is that grassroots level problems are never solved.

### CONCLUSION:

The induction of information technology into governance, especially at the rural level, is not an easy task due to unstructured nature of rural development, low literacy levels and reluctance to adopt information technology. Regional disparities which were already glaring in poverty, employment generation, literacy are widening further. E-governance will be successful only if we start to undertake due efforts to implement it in all blocks and districts and spread it to the grass root level.

Although there are so many examples of very good E-Governance projects in India, still the results are not very good. According to the recent survey 15 percent of the projects are successful, 35 percent are partial failures and 50 percent are failures. To make these projects a real success, stress should be given on the awareness among common public, not only on the use of technology.

Being the largest democratic country, India must show an example to other in this context. But in last many years we have not seen the efficiency of public servants, who are supposed to be the some of the best brain of India. For attaining developed status our public service system must work in a better way. Citizen must participate in various activities, if we really want to see India as a developed nation. Public service must be strengthened in India in true spirit, if we want to become to become a developed nation in near future.



# “Strategy, Structure and Culture that promote Knowledge Management”

By: Mrs. R. Manju Shree & Mrs. E. Jeevitha,  
Department of Management Studies and Research  
Tamilnadu College of Engineering, Coimbatore

## INTRODUCTION

Knowledge management is the explicit and systematic management of vital knowledge and its associated processes of creating, gathering, organizing, diffusion, use and exploitation. It requires tuning personal knowledge into corporate knowledge that can be widely shared throughout an organization and appropriately applied.

**Knowledge management programmes typically have one or more of the following activities:**

- \* **Appointments of knowledge leader**-to promote the agenda, develop a framework.
- \* **Creation of knowledge teams**-people from all disciplines to develop the methods and skills.
- \* **Development of knowledge bases**-best practices, expertise directories, market intelligence etc.
- \* **Enterprise intranet portal**-a 'one-stop-shop' that gives access to explicit knowledge flow.
- \* **Knowledge sharing mechanisms**-such as facilitated events that encourage greater sharing of knowledge than would normally take place.
- \* **Intellectual asset management** - methods to identify and account for intellectual capital.

### Knowledge management strategy:

Knowledge strategy designs an organization's future based on using Knowledge effectively. Knowledge strategy starts with the notion that an organization's business strategy should guide its planning for Knowledge management.

The Knowledge management strategy must be an integral part of the overall enterprise or business strategy. It must support the thrust of the organization and match its management philosophy capabilities (particularly, knowledge professional expertise, availability, and infrastructure) and the knowledge related SWOT.

Knowledge management strategy has suggested a **four-phased approach**

- \* **Envisioning business strategy:** Identifying and developing business strategy and linking initial knowledge needs to the strategy. This phase uses strategy workshops, SWOT analyses and scenario planning sessions to develop the initial strategy.
- \* **Knowledge valuation:** Analyzing the current state of the organization, diagnosing cultural issues. This phase delivers an organizational assessment and gap analysis.
- \* **Creating Knowledge management strategy:** This phase analyses impacts and develops strategies for addressing gaps and redesigning processes. Strategic gaps are prioritized action plan developed and resources and practices are aligned to the strategy.
- \* **Knowledge path building:** This phase establishes plans and designs for building knowledge architecture to support full organizational participation. This phase coordinate plans, people and information resources to integrate the knowledge strategy into organizations, systems, product lines and business process.

**A knowledge management strategy must address the real needs and issues:**

### Call centers

Call centers have increasingly become the main 'public face' for many organizations. This role is made more challenging by the expectations of customers that they can get the answers they need within minutes of ringing up.

Other challenges confront call centers, including

- \* High-pressure, closely-monitored environment
- \* High staff turnover
- \* Costly and length training for new staff

In this environment, the need for knowledge management is clear and immediate. Failure to address these issues impacts upon sales, public reputation or legal exposure.

### **Front-line staff**

Beyond the centre, many organizations have a wide range of front-line staff who interact with customers or members of the public.

They may operate in the field, such as sales staff or maintenance crews; or be located at branches or front-desks.

In large organization, this front-line staffs are often very dispersed geographically, with limited communication channels to head office. Typically, there are also few mechanisms for sharing information between staff working in the same business area but different locations.

The challenge in the front-line environment is to ensure consistency, accuracy and repeatability.

### **Business managers**

The volume of information available to business management has increased greatly. Know as 'information overload' or 'info-glut', the challenge is now to filter out the key information needed to support business decisions.

The pace of organizational change is also increasing, as are the demands on the 'people skills' of management staff.

In this environment, there is need for sound decision making. These decisions are enabled by accurate, complete and relevant information.

Knowledge management can play a key role in supporting the information needs of management staff. It can also assist with the mentoring and coaching skills needed by modern managers.

### **Developing knowledge management strategy:**

#### **Top-down:**

The overall strategic direction of the organization is used to identify the focus of the knowledge management initiatives. This is reflected in a series of activities designed to meet this broad goal.

#### **Bottom-up**

Research is conducted into the activities of staff involved in key business processes. The findings of this research highlights key staff needs and issues, which are then, tackled

through a range of knowledge management initiatives.

Each of these approaches has its strengths, and in practice, a success KM programme must encompass both.

This article presents a model that focuses strongly on the needs analysis activities with staff, to drive a primarily bottom-up strategy, as follows:

- \* Identify the key staff groups within the organization. These groups deliver the greatest business value, or are involved in the most important business activities.
- \* Conduct comprehensive and holistic needs analysis activities with selected staff groups, to identify key needs and issues.
- \* Supplement this research with input from senior management and organizational strategy documents, to determine an overall strategic focus.
- \* Based on these findings, develop recommendations for addressing the issues and needs identified.
- \* Implement a series of strategic and tactical initiatives, based on the recommendations. These will select suitable knowledge management techniques and approaches.

### **Knowledge management structure:**

To propose and evaluate a novel management structure that encourages knowledge sharing across an organization.

The extant literature on the impact of organizational culture and its link to management structure is examined and used to develop a new knowledge sharing management structure. Roadblocks to implementing a new management structure and methods for overcoming these impediments are discussed. The efficacy of the proposed management structure is evaluated empirically by examining its effect on organizations that have implemented portions of the proposed structure.

Findings - The foundational ideas behind the proposed knowledge management organizational structure and the structure itself have been implemented in parts at various organizations located both in the USA and internationally.

While the full management structure model has not been evaluated, the portions implemented in various organizations have

enabled these organizations to assume leading roles in their respective industries.

### **Knowledge management Infrastructure:**

#### **Organization culture:**

- \* Understanding of the value of km practices
- \* Mgt support for **KM** at all levels
- \* Incentives that reward knowledge sharing
- \* Encouragement of interaction for the creation and sharing of knowledge

#### **Organization structure:**

- \* Hierarchical structure of the organization (decentralization, matrix structure, emphasis on "leadership" rather than "mgt")
- \* Specialized structures and roles (chief knowledge officer, KM department, traditional KM units)

### **Information Technology**

#### **Infrastructure:**

- \* Reach
- \* Depth
- \* Richness
- \* Aggregation

#### **Common knowledge:**

- \* Common language and vocabulary
- \* Recognition of individual knowledge domains
- \* Share norms
- \* Elements of specialization knowledge that is common across

#### **Knowledge culture:**

It is widely acknowledged that the biggest hurdle of establish a long term

Knowledge management practice in any organization is culture. So what is culture? Well in an organization it's a set of unwritten rules, expectations and social customs that complete behaviors.

Creating a culture where knowledge is valued and shared effectively is one of the most difficult challenges faced in practice.

The biggest challenge reported by practitioners is that of changing a prevailing culture from "Knowledge is power" to "Knowledge sharing is power". Such can be changed, over time, in a variety of ways. These may include:

- \* Workplace setting;
- \* Management style and objective setting approaches;
- \* Education, personal and team development;
- \* Measurement and reward systems; and
- \* Leadership-developing trust and mutual respect.

**Cultural issues concerning Knowledge management initiatives generally arise due to the following:**

#### **Lack of time:**

The whole aim of the KM initiative is to increase the employees productivity by making their job easier, not barbering them with additional tasks. When KM adds to the average employee's workload it automatically calls into question the so called benefits of the system. It's like putting a bullet in your leg before you start running a marathon.

#### **Lack of common perspective:**

Unlike most other processes in organization that are mandated, knowledge management cannot be forced down end users throats. There has to be a collective buy-in and belief that his system will make things better. This buy-in has to be at the grass-roots level as well, as a large percentage of corporate knowledge does float around at the lower rungs of an organization.

#### **Unconnected reward system:**

In KM the carrot method will only go so far, for long term sustainability of any initiative there has to be a takeaway at the end of the day. If your meetings, or information sharing sessions aren't perceived as having value providing incentives will not sustain its growth. People share information because they like watching their information and knowledge being used successfully and the attention and admiration they get from their peers.



## ARTICLES

*Readers are requested to send articles for publishing in NAFEN DIGEST on the latest areas of:*

- ✧ Management
- ✧ Finance
- ✧ Engineering
- ✧ Information Technology
- ✧ Science & Technology

Through e-mail: [nafenindia@nafenindia.com](mailto:nafenindia@nafenindia.com) or [nafenindia@airtelmail.in](mailto:nafenindia@airtelmail.in) preferably in M.S. Word.

*Selected Best Article for year 2009-2010 will be suitably awarded by NAFEN.*

## NAFEN MEMBERSHIP

For Individual/ Fellow/ Life / Corporate Membership of National Foundation of Indian Engineers (NAFEN) log on [www.nafenindia.com](http://www.nafenindia.com) and Register yourself ONLINE or contact NAFEN SECRETARIAT.

### Members Derive following Advantages:

- ❖ Very low Delegate Fee for participation in International events of NAFEN.
- ❖ Chances of participation in various NAFEN events in India & abroad.
- ❖ Scholarships for meritorious students for studies in India & abroad.
- ❖ More Exposure in emerging areas rather than only on Technical aspects.
- ❖ Chances to meet leaders of corporate world more frequently, that is, people who matter.

### DIGEST EDITORIAL BOARD

Dr. P. K. Gupta	-	Editor
Mr. Rishi Kumar	-	Jt. Editor
Dr. A.P. Kulshreshtha	-	Member
Prof. P. B. Sharma	-	Member
Dr. S.K. Jha	-	Member
Mr. R.M. Verma	-	Member

*Online Comments/ Suggestions welcome at*

**National Foundation of Indian Engineers**

Web: [www.nafenindia.com](http://www.nafenindia.com) or  
E-mail: [nafenindia@nafenindia.com](mailto:nafenindia@nafenindia.com)  
[nafenindia@airtelmail.in](mailto:nafenindia@airtelmail.in)