

Consulting Ahead...

"Consultants as knowledge workers
constantly need to upgrade
their knowledge base and
skills. The management needs
to provide them an
environment promoting the
above and opportunity to
demonstrate their capability
for innovation and
creativity...."

Umesh Shrivastava
Founder & Executive Chairman
HOLTEC Consulting Group

THE JOURNAL OF CONSULTANCY DEVELOPMENT CENTRE

Volume - 7

Issue - 1

2013
2012
2011
2010
2009
2008
2007



April 2013



CONSULTANCY DEVELOPMENT CENTRE

Consulting Ahead

Vol. 7 Issue 1

April 2013

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Published by

Consultancy Development Centre (CDC)
Core IV B, 2nd Floor,
India Habitat Centre, Lodhi Road,
New Delhi-110003, INDIA

Annual Subscription for each Volume of Two Issues is as follows:

| <i>Category</i> | | <i>Annual Subscription (2 Issues)</i> |
|---------------------------------|---------------------------|---------------------------------------|
| Consultants | Institutions & Corporates | ₹ 300/- |
| | Individuals | ₹ 200/- |
| Educational Institutes in India | | ₹ 300/- |
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| General | Institutions & Corporates | ₹ 400/- |
| | Individuals | ₹ 300/- |
| Overseas Subscription | Institutions & Corporates | US \$50 |
| | Individuals | US \$35 |

Price per copy ₹ 200/-

Consulting Ahead is a bi-annual in-house journal of Consultancy Development Centre, New Delhi. All editorial correspondence and articles for publication should be addressed to the Editor - Consulting Ahead, Consultancy Development Centre, Core IV B, 2nd Floor, India Habitat Centre, Lodhi Road, New Delhi-110003, INDIA.

Articles submitted for publication are screened by the editor and the executive editor for relevance. Once the article is passed in preliminary screening, it is sent for blind peer review. Authors are requested to consult the “Author Guidelines” before submitting their articles.

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Consulting SME's – Emergence of TCO's

TCOs were established based on a recommendation by World Bank and the leading financial institutions in the country promoted these TCOs. The first TCO was established in the year 1972 in Kerala. Subsequently 17 more were set up across the nation. Offering affordable consulting services to the small scale industry was the aim object of setting up of TCO institutions.

In the initial years, TCOs sustained mainly on the business support from their promoters. As this support diminished over the years the TCO looked at the other sources of business mainly from state and central government. They also enhanced their services range to sustain and grow. Some TCOs, who established domain expertise, expanded their business throughout the country and on some occasions they have offered services overseas also. The economic liberalization and WTO regime has changed the business environment bringing in enhanced competition in all fields which also affected TCO's business.

While TCOs as a whole have some strength by virtue of their unique positioning and operations in remote areas, their main weakness is the individualistic approach adopted by them without giving scope of working with other TCOs to make better use of expertise available with them. Networking among TCOs was thought to be the most beneficial strategy. However the attempts made in this direction were not fruitful in the past. The changed mindset of the promoters of TCOs in supporting the TCOs, they need a helping hand to put together their three decades of experience to compete in domestic and global markets. CDC being the prime mover of development of consulting services in India may aptly play this role. The concept of "offering affordable consultancy services to SMEs" has its usefulness and value still in building strong SME sector, not only in India but also in all developing economies.



S. Srinivasarao

In conversation with A leader in Consulting Profession

Umesh Shrivastava is a Graduate with distinction in Civil Engineering from the Banaras Hindu University, followed by Advanced Management Program from the Harvard Business School.

*After a decade-long stint in engineering design & professional training in India, Germany, USA, Canada and Switzerland, Mr. Shrivastava, at an early age, founded **Holtec Consulting Private Limited** with the principal objective of servicing the engineering & management consulting needs of the global cement industry. Under his charismatic & enthusiastic tutelage, **HOLTEC** has today become a leading cement advisory, worldwide, with a footprint of nearly four thousand consulting assignments in over eighty countries.*

Mr. Shrivastava's professionalism, experience and innate ability to make a difference, have led to, memberships on the Boards of various corporates and honorary positions in a variety of professional associations. They have benefited enormously from his positive outlook, integrity, relationship development skills, sustained hunger for excellence, innovation and customer focus.

Mr. Shrivastava has done pioneering efforts towards the development of the engineering consulting profession in India and its successful promotion, overseas. He has held key positions in various Consulting Engineer fraternity Associations, during which he has made invaluable contribution in their promotional, collaborative and regulatory activities.

In an interview with the Consulting Ahead (CA), Mr. Umesh Shrivastava (US), elaborated as follows on various issues raised by CA:

CA: You have five decades of experience in consulting! How does it feel looking back at the professional journey?

US: When I ventured into consulting domain, it was in a nascent state in India. Only Dasturco and



Umesh Shrivastava



Mr. Umesh Shrivastava receiving prestigious Lifetime Achievement Award by the Consulting Engineers Association of India (CEAI) in a glittering ceremony held at New Delhi on December 12, 2012.

The award was presented to Mr. Shrivastava in recognition of his exemplary contribution towards supporting the promotional, collaborative and regulatory role of the association, in the development of the engineering consulting profession.

Development Consultants were somewhat known names. From a humble beginning Holtec Consulting has grown to a global company, albeit traversing over rough and tough terrain from time to time. Looking back at the life-journey so far, I do get a sense of nostalgia.

CA: Tell us something about your initial years as an engineering graduate including the reasons for joining the consulting profession?

US: After graduating in engineering from BHU, I started my career with Chandigarh Capital Project and was involved with Design of some interesting Buildings, which I enjoyed. After about a year I got transferred as Sub Divisional Officer of a Building & Roads Sub Division involving construction and supervision of mid-size projects. The nature of work did not satisfy my intellectual needs. I hence decided to move out to Germany to gain experience in design of structures. Reconstruction after 2nd world war had just started and working with reputed companies like Fried Krupp, August Kloeene, Hein Lehmann and Eisenbau Bleichert, I got the opportunity to design a variety of Industrial Structures, High-rise Buildings, Hydraulic Structures and Bridges apart from exposure to nuances of consulting practices for over 3 years. Thapars picked me up from West Germany and at a young age of 28 years appointed me as Chief Design Engineer and Contracts Manager for their Design and Construction Company in Kolkata. This gave me an opportunity to understand the Indian Industry a bit and the seed to start something of my own got planted in my mind. After 5 years with Thapars, by which time my fascination for consultancy profession had largely grown, I founded HOLTEC Consulting in 1967 in collaboration with <<HOLDERBANK>> (Now HOLCIM) group of Switzerland for rendering consultancy services to Cement Industry. This association lasted for over 3 decades and provided us enough chances to carry out assignments in scores of countries.

CA: You serve an important constituent of the infrastructure sector, can you share your impressions of this sector in 60's and 70's and the business scenario for a consultancy startup at that time?

US: Our chosen industry segment was CEMENT because I felt that there was virtually nobody in India rendering consultancy services to Cement Industry and the global knowledge and know-how of HOLDERBANK could be leveraged to find a foothold in the Indian Cement Industry. The initial period was full

of challenges. The industry's perception was that all needed consultancy services were provided free of cost by the Plant & Machinery suppliers, hence where was the need for independent consultants and that too on payment of fees for the services! HOLDERBANK's knowledge of handling similar situation in other countries provided us logic to convince the clients about the need for consultants and the role they could play for the benefit of the industry. The clients in the beginning came in as a trickle but once we carried out some assignments satisfactorily, the word spread rather fast and the trickle assumed a significant dimension. After that there was no looking back and HOLTEC CONSULTING went from strength to strength.

CA: Share something about the growth trajectory of Holtec's consulting business over the years.

US: Commencing operations in 1967, Holtec's business has grown significantly to a value in the proximity of R 100 crores per annum. Over the last decade, the annual compounded rate of growth has been of the order of 20%. This has been principally achieved by:

- Expansion in the portfolio of services offered to the industry
- Increase in the number of countries in which assignments are executed
- Increase in the number of clients serviced in each country
- Enhancement of fee premiums (consequent to value additions effected for each client)
- Augmentation of execution capacity.
- Adding Infrastructure, Power and Business Consulting to our service offerings

CA: When and how did you enter foreign markets? What are the incentives and drawbacks

of international consulting assignments?

US: Earlier, Holtec was associated with Holcim (then called <<HOLDERBANK>>) Group of Switzerland. Most of its overseas forays (spanning 25 countries, in all) were an outcome of that specific collaboration. Since our separation from Holcim, in Financial Year 2000-01, a mix of aggressive strategies were adopted by us to expand our global presence which currently spans a total of 83 countries. Currently, other than an exemption of Service Tax, no other statutory incentive exists for earning overseas income. Other than business expansion, international repute and exposure of our staff to global arena, our principal driver for seeking overseas income is the 4-5 times multiple in the “consulting fee per execution man-hour” that can be earned. Drawbacks, which are more applicable in the initial stages, are largely irrelevant in our current context where we are already widely and firmly ensconced in the global arena. Minor impediments include:

- Discontinuities of physical presence, which affect the availing of all business opportunities.
- Visa procurement issues, which sometimes affect timeliness of deliveries
- Exchange rate fluctuations
- Language issues
- Differentials in engineering codes & standards
- Difficulties in offering liability insurance.

CA: When did you integrate Management (Business Consulting) Services to your bouquet of Technical Consulting Services and why?

US: While Business Consulting Services were informally offered since 1985, the formal addition of these into our bouquet of service offerings happened in 1989. The intensive exposure to Business Management received by me through the exclusive and coveted Advanced Management Programme (AMP) at

Harvard Business School, USA in mid-eighties gave a boost to this initiative. Other than a distinct opportunity for business expansion, these services considerably strengthened our ability to address industry needs, more holistically. Integration of Business Consulting with Technical Consulting enabled us to offer optimization solutions to our client’s problems.

CA: What is your ‘mantra’ for creation of a strong global consulting brand?

US:

- An indomitable faith in SELF-ESTEEM. The Indian brains are as sharp as those in the developed countries; hence there is no need to feel inferior to anyone.
- Create a service differentiation. The amount of differentiation a service has is inversely proportional to the amount of substitutability it has.
- Commitment once made must be honoured at all costs.
- Be original – not a COPY-CAT.

CA: Consultants are knowledge workers, is it different to lead a team of consulting professionals in contrast to leading management and technical professionals in industry?

US: Consultants as knowledge workers constantly need to upgrade their knowledge base and skills. The management needs to provide them an environment promoting the above and opportunity to demonstrate their capability for innovation and creativity. Further desirable is to encourage “OUT OF BOX” thinking rather than treading on beaten tracks and treat them with respect they truly deserve.

CA: What is your opinion about the quality of

engineering professionals being produced in India presently and your suggestions for improvement, if any?

US: The quality of engineering professionals in the country has of late gone down substantially. The primary reason appears to be the proliferation of engineering colleges mushrooming around the country churning out product hardly employable. They neither have adequate infrastructure nor the qualified and experienced faculty. The quality of students in such colleges is also below par because often they are selected on considerations other than merit. Even IITs and some top engineering colleges are said to have 30-40% shortfall in faculty. Some good teachers have migrated to sectors other than education or joined colleges of lesser repute primarily for financial reasons or lack of faster growth opportunities. Education, more so the technical education should get top most attention of the Government to reinstate the erstwhile recognition as the most respected profession and due attention needs to be given to the salary structure for teachers. The selection process of the students entering engineering colleges needs to be more effective, so that only the meritorious and deserving students get picked up.

CA: Sir, CDC has seen your association in a variety of ways towards development of consultancy profession in India, do you have any unfulfilled dreams which you like to accomplish?

US: I was one of the first member of National Association of Consulting Engineers and its 3rd President. I have been a founder member of CDC as well as CEAI and served on the Governing Councils of both for several terms. It has been my constant endeavour to promote the consultancy profession in India, improve its brand equity within and outside the country and obtain for it the place which it rightfully deserves. The development of consultancy is said to reflect the status of development of a country. My dream is to see every single consultancy organisation in the country to join CEAI and/or CDC, offer services of global standards and take pride in playing a role in accelerated growth of our country. Indian consultants should become synonym with honesty, integrity and efficiency and hold the Indian flag high across the globe.

Public Private Partnership (PPP) in Highway Sector and the Way Forward

To achieve the ambitious targets set for the development of highways during 12th Five Year Plan (2012-2017), the private sector participation is recognized as an inescapable necessity. However, it must be clear that no entrepreneur would be interested in a venture unless it is a commercially viable project with minimum hindrances in its implementation.

In the present financial scenario, as also the problems faced related to environmental clearance, land acquisition, etc. it is becoming increasingly difficult to attract the financial institutions to invest in the highway sector, involving long gestation period. Presently, there is a lukewarm response from the private sector, due to this and other impediments being faced by them.

The paper reviews briefly the current scenario of PPP Projects in the highway sector highlighting some of the key hindrances being faced by the private sector. The paper further dwells upon some of the provisions contained in the Model Concession Agreement (MCA) which lead to avoidable disputes. The paper concludes with some suggestions, as a way forward, to remove or at least minimize the hindrances being faced by the private sector in taking up the PPP Projects in the highway sector.



K.K. Kapila

The Art of Writing Case Studies

A “Case study” lists in retrospective effect the impact of an input in a studied environment. It normally details the output and the overall impact on the environment - due to a planned input. It also explains the risks and difficulties faced and how they were overcome. The output may or may not come up to the expectation – of the agency studying that environment. Still it pinpoints the difficulties and the course corrections needed to enhance the output. Such case studies help to foresee, extrapolate the effects of a similar or a slightly different input in a totally different environment/circumstances.

Case studies are useful tools for any planned intervention as it helps to study and estimate the likely results in that environment prior to actually giving the input. The objective of documenting a case study would be complete only when it narrates success, failures, risks faced and the difficulties encountered while giving or after giving the input.

As the case study can be used in any environment the parameters should be defined and self explanatory. Ability to be a “Stand alone document” i.e. without having to refer to a number of references is the unique feature of a case study. Case studies are very useful to innovators, new ventures, planners and development agencies.



S. Venkatramanan

From Sequences to the Science for Justice: Discovery of Universal Primer Technology for Wildlife Identification and Authentication of Meat

The successful identification of the species source of seized biological samples is central to the investigation of wildlife crime. Until early 2000, no technology was available anywhere in the world capable of establishing species source of confiscated samples 'beyond a reasonable doubt'. In the year 2001, Verma and Singh invented the Universal Primer Technology which without knowing the history of a any biological sample, such a drop of blood, piece of meat, skin or bunch of hair was capable of establishing whether the sample belongs to a human or an animal and if animal, which species of the animals amongst thousands of species, including any of the endangered/threatened species of India. This innovation led to the establishment of first 'National Wildlife Forensics Cell' in India which is now functioning in LaCONES of CCMB, Hyderabad. Using this technology, a total 750 cases pertaining to wildlife crime have been solved so far.



Dr. Sunil Kumar Verma

Fungal Diseases and their Treatment: A holistic approach

Fungi and fungal spores are a persistent and integral part of our environment as well as our gut-microbiota. Fungi can have both beneficial as well as adverse effects on human health. Some fungi such as Candida albicans, Cryptococcus, etc., that are part of the micro-flora and usually harmless, are also a frequent cause of opportunistic infections when the host immune system is weak (immune-compromised). Although fungal infections contribute substantially to human morbidity and mortality, the impact of these diseases on human health is not widely appreciated. Fungal infections can be caused due to various reasons including exposure to hot and humid environment, bad hygiene, or a compromise of the host immune system. Moreover, the improper and indiscriminate use of antifungals has led to an increase in incidences of drug-resistant fungal infections. Thus, there is an urgent need for efficient diagnostic tests and safe and effective new anti-fungal drugs and vaccines. Community based approaches for preventing and limiting the spread of fungal infections are also needed and discussed here. Hospital acquired infections leading to septicaemia and death also need to be controlled by spreading proper awareness and hygiene among patients and healthcare workers. A better understanding of the host-pathogen relationship has led to research into new anti-fungal drugs and vaccines, and it is hoped that fungal vaccines will become part of a new repertoire for prevention or treatment of fungal infections in the near future.



Dr. Dibyendu Banerjee



Tushar Jain

Designing and Developing an Automated Solution for Extending the Reachability & Availability of Common Resource to all Employees of an Organization on Slot-Booking Basis

Today is the era of information and knowledge sharing and there are many resources and E-tools available on the internet for providing these facilities on subscription/license-purchase basis. With the increase of the availability of these tools, this is equally important that when some organization purchases these types of tools, it should also be made easily available to all the employees of the organization. Though the number of users may be large in an organization; purchasing simultaneous multi user subscription may prove costly especially as not many users would be using the resource at the same time. Also, merely purchasing the tool might not solve the issue or the less usage of these tools might decrease the return on investment for organization. Thus, purchasing single user subscription and managing it in such a manner that everyone has access to it and there is an optimal usage of the expenditure is the real challenge faced by the information managers. This article focuses on the same issue and discusses and describes a novel solution for sharing a common resource among the users in an easy way and thus extending the reachability and availability of these resources to everyone. Further, this solution implementation at KRC, CSIR-CDRI is taken as a case study to show the success of this solution.



Abhishek Kumar



Suman K mallick



Avantika Mishra

The Testing Times in Operational Meteorology Scenario

Meteorology is an essential requirement of the warfare both at strategic and tactical level and more so in case of Indian subcontinent due to its unique topographical & atmospheric features. Weather has always played a critical role and has been a limiting factor in employment of military power. History poignantly documents effect of weather on war. Weather assessment clearly has potential for military use at the operational level to reduce the elements of fog and friction for friendly operations and to increase them significantly for the enemy. Therefore, it has been an accepted fact that weather is a factor that can tilt the scale of war in most situations. In the last two decades rapid advancements have taken place in the areas of meteorological observations, communication, data processing, data assimilation and ensemble forecasting techniques. Doppler Weather Radar, high resolution satellite imageries, wind profilers and high speed computers for data analysis and forecasting have become integral part of modern meteorological services. The art of forecasting is moving closer to becoming a perfect science i.e. a transformation from forecast based purely on synoptic charts, climatology and persistence to a mix of all these and the results of meteorological equations solved based on initial conditions measured by more accurate equipment. However, it involves a paradigm shift from the conventional, subjective observational and forecasting system to an objective, quantitative and reliable observational and forecasting system. There exists a need for extensive cooperation and collaboration among the meteorological services, both within the uniformed services and with the civil, for making absolute precise time, space and intensity specific weather predictions, a reality. Will weather remain a professional hazard in 2025? The answer unfortunately, is “YES,” but projected advances in technology will diminish the hazard potential.



North Eastern Industrial Consultants Ltd.: A bird's eye view

Maheswar Deb Sarma

Erstwhile Development Bankers including the Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI) and Industrial Credit and Investment Corporation of India Ltd. (ICICI) felt that Technical Consultancy Services are essential inputs for speedy and quality industrial development. However, due to smaller sizes of markets no quality consultancy firm would like to set up offices in backward areas. Accordingly, in early Seventies with the leadership of IDBI, North Eastern Industrial and Technical Consultancy Organisation Ltd. (NEITCO) and Kerala Industrial and Technical Consultancy Organisation Ltd. (KITCO) were set up. Apart from these Apex Industrial Development Bankers, Lead Banks and State Industrial Development Corporations became co-promoters of these TCOs. Thus, TCOs were conceived as Development Banking activities in areas where quality consultancy service providing institutions are potentially un-viable. Promoters set up these TCOs with full knowledge of inadequate market, primarily because even these markets need quality technical consultancy services. Being located in industrially backward areas these TCOs hardly had any competition, limited opportunities and the regulation oriented market favouring these TCOs. TCOs offered the right services to inadequate but needy market as if these were essential infrastructure for industrial development of backward areas.

The nature of market and institution of TCOs therefore compelled them to take holistic approach towards industrial development covering concept to commissioning of industrial and infrastructural ventures. Apart from Technical feasibility, economic viability, financial viability and Entrepreneurial competence of industrial ventures were therefore targeted by these TCOs. Primarily because of

patronages of State Governments and the North Eastern Council these TCOs started earning profits since late seventies.

For success of these two TCOs contribution of the two Managing Directors and other manpower were immense. They were trained in Banker's Training College, Mumbai and other institutions under the sponsorship of IDBI. While fee earned per technical consultancy job was comparatively low as these TCOs could not afford to bargain in the inadequate market, the fee earned from EDPs from sponsors were high. This was because State Governments and North Eastern Council gave high priority to Entrepreneurship Development.

The success of KITCO and NEITCO encouraged erstwhile Development Bankers to set up TCOs all over the country. The last TCO promoted is the North Eastern Industrial Consultants Ltd. (NECON) in July, 1987 by taking away Manipur, Mizoram, Nagaland and Tripura from the area of activity of NEITCO. As soon as NECON became fully operational NEITCO started suffering. From early nineties NEITCO started incurring losses while NECON could not earn any sizeable profit.

With efforts of NEITCO the NEC & IDBI started co-sponsoring large number of EDPs. As NEITCO was aware of this opportunity, it emphasized on recruitment and development of EDP manpower even at the cost of Technical & Managerial manpower. Hence, it increased its manpower costs. As soon as NEC & IDBI started co-sponsoring larger number of EDPs, the Indian Institute of Entrepreneurship (IIE) and NECON came up. These two new organisations also took advantage of this opportunity of conducting EDPs. Thus NEITCO suffered substantially.

NECON on the other hand found ready market in conducting EDPs. Thus it succeeded by “Accident” rather than by “careful planning”. It succeeded by being in the right market at opportune time. It therefore emphasized on developing its EDP manpower. Even its Technical and Managerial manpower were trained up to become Accredited Trainers. Its location was such that industrial development in the four states of operation even today is extremely tardy. Thus Technical Consultancy services were restricted to Government of India sponsored industrial infrastructural projects like Growth Centre, Integrated (Industrial) Infrastructural Development Centres, Food Park, etc.

As NECON succeeded primarily by taking advantages of IDBI & NEC sponsored EDPs, Skill Development Programmes & Entrepreneurship Awareness Programmes, It was prone to fail if environment changes. The impact of globalization in 1991 was felt by NECON in 2000 onwards. NECON succeeded till the environment changed. Notable changes in management include the following:

1. Its principal promoter IDBI had to undergo restructuring and hence it could not devote its efforts towards TCOs.
2. Other major promoters including IFCI, ICICI and IIBI also suffered and hence restructured.
3. Three of the IDC promoters of NECON also suffered extreme liquidity and managerial strains. Lead Banks had also undergone changes.
4. The last Managing Director of the Company left it as he obtained a better job and the Board decided to operate with one Chief Executive Officer with limited financial and administrative powers since August, 2002.
5. The IDBI withdrew its permanent Chairman in March 2003, which made other promoters apprehensive of role of the principal promoter.

6. The apprehension of other promoters was proven correct as soon as IDBI sold its stake in NECON to SIDBI.
7. SIDBI, instead of attempting to strengthen NECON is now planning sales of its shareholding.

Apart from change of management NECON needed to adjust itself to the following changes in external environment:

- (a) The North Eastern Council, which was the principal market of NECON, had undergone restructuring and hence it stopped sponsoring EDPs.
- (b) Almost all the States in North East is suffering from lack of funds and hence their consumption of consultancy services is reduced.
- (c) Globalization has changed the priority from small to large infrastructural projects.
- (d) Priority to EDPs have reduced
- (e) After “Look East” policy of Government of India competition has increased. Two lease Financing Institutions are now obtaining larger number of Technical Consultancy jobs by offering Lease Finance to cash starved North Eastern States.

NECON did not anticipate, manage and respond to changes when it was obtaining large number of EDPs and Skill Development Programmes. Also its core-competence was in EDPs, which influenced its marketing efforts. By reasons beyond its control it came out of favour of its investors, so much so that they are reluctant to nominate Directors. Its “non-traditional” competitors have altered the rule of the market. Even customers have changed. Only aspect that has not changed is the small size of the market in the North East.

On the other hand due to lack of resources, priority in manpower recruitment in NECON is slow. As its existing manpower is deemed to be experts in the industrial field and as they are exposed to the market, its manpower turnover is high. Its capacity to remunerate manpower is limited and recently there is large hike in salaries in almost every other organisation. Thus NECON is willing but unable to change at a fast rate. The past resistance to change got NECON locked into the paradigm of Training. It becomes a collaborating Agency of National Jute Board to propagate Diversified Jute Products by cashing on its core-competence in Training. NECON thus became captive to its past.

NECON therefore, need to change (a) Mindset of its manpower and management (b) Structural change by restructuring responsibility of its leadership and organisation so that other than profit centres all are eliminated and (c) Reward system changes by incorporating incentives. Training of manpower for

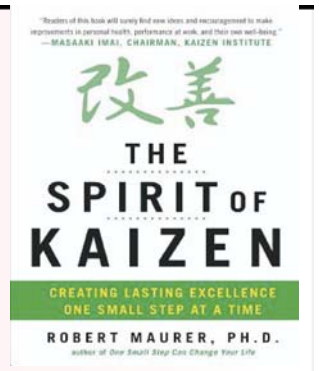
such changes, though costly, a need. The fastest way to bring in changes in NECON is by way of recruiting an outsider as the Managing Director. However, any such change shall call for a Pro-active Board, which is missing in NECON. If the Board could be made more Pro-active NECON can be radically transformed.

NECON, with its registered office at Imphal, head office at Agartala and Branch offices at Aizawl, Dimapur and Silchar is ideally located for exporting Technical Consultancy Services to Myanmar and Bangladesh. States, where it is mandated to work are getting ready for exploiting their Natural Gas, Natural Rubber and Bamboo resources. As soon as the Saurashtra-Silchar Highway and Trans-Asia Railways/ Highway are ready at the least SME Sector in the States shall undergo rapid growth. Therefore, this TCO located in even remotest part of the Country do have immense potential to succeed.



Book Review

Title : The Spirit of Kaizen
Author : Dr. Robert Maurer
Publisher : Tata McGraw-Hill
Reviewer : Ashok K. Puri, Managing Director, Lean India Consulting Group



I have a pleasant job in hand of reviewing a great work on the concept of kaizen. Kaizen as a philosophy has been very dear to me and I have been practicing it for more than two decades, which includes one decade as Kaizen Institute India Head under Masaki Imai, who wrote two famous books on the subject, Kaizen—the Key to Japan’s competitive success; Gemba Kaizen—a common sense approach to business. I have studied & reviewed both these works earlier.

The book in hand is the second book on the subject by the author Dr. Robert Maurer. The first one was titled - One small Step can Change your life. Reading this book has been a revealing and different experience. This book gives a very detailed explanation of some of the subtle aspects of kaizen, starting from its history how and where it took birth. Surprisingly, though a Japanese concept, it is revealed that it all started in USA during the Second World War through American Defence. May be in the industry it was applied first at that time in USA, I believe it’s a very old Japanese concept ...as old as the Samurai days there. The author is an academician and an accomplished professional consultant and practices human psychology—how it can be worked upon to motivate people bring about change through continuous improvement.

The short 167 pages book explains in detail, that it is not always the big changes, brought through innovations that are necessary for the business organisations to excel and grow. There is also a more effective and powerful path to change i.e. Kaizen. The proven small step techniques of kaizen can also bring about everlasting and powerful changes in the organizations. How to create that everlasting excellence through the power of kaizen’s small steps is what Dr. Robert is trying to explain through practical stories of top business organizations. Though steps may be small in bringing about the changes, the results are big.

The book is full of such interesting quotes, thoughts and cases, truly worth reading. Kaizen is not something new to Indian organizations but it is highly misunderstood here. We think kaizen is meant for workers only and it brings only small benefits. This book should help change that perception.

I strongly recommend this reading for managers both in the manufacturing and services sectors, in case you are seriously looking for some practical tips to understand and apply kaizen in your environment.

We think it is difficult to implement kaizen and see big benefits. It is not so according to the author. It depends how we look at things in our daily life whether at work or at home.

The numerous stories in the book will not only educate you but also inspire you to start looking at kaizen more seriously as a concept. However, the book is not comprehensive enough to suggest you a step by step plan. The process of kaizen implementation in running organizations is complex and not that simple, particularly in India, where one encounters tremendous resistance. People prefer status quo. Most of the people do not want to apply their mind and prefer being busy in their daily burning issues. However, it depends on the top management, how committed they are? If they are strongly committed, they can make it happen as it has been materialising in a few companies in India, particularly in the Auto sector.

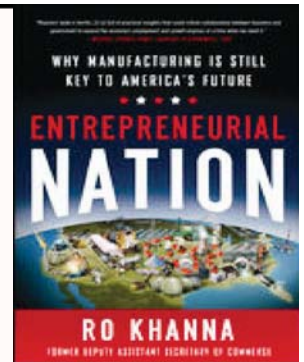
The Government/Public Sector Units (PSUs) have tried applying it, but they still have a long way to go in bringing Kaizen culture in Government environment. The issues and priorities are entirely different.

But the tips given by the author for the managers and business persons with additional tips on personal health are good enough to read this interesting book.

I, even after practicing kaizen for twenty years, found in it a very useful book and would definitely make it a part of my reference library.

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Title : Entrepreneurial Nation: Why Manufacturing is Key to America's Future
Author : R.O. Khanna
Publisher : Tata McGraw Hill Education Private Limited
Reviewer : Somenath Ghosh, Former CMD, NRDC



The author has presented a well-researched thesis on why a strong manufacturing base is important for America to maintain and strengthen her global leadership. As a part of his job in the Commerce Department of the US Government, he has travelled extensively across the length and breadth of his country and met with real life manufacturers, innovators, entrepreneurs—the men and women, working in many different sectors, who are competing successfully with low-wage countries and still producing and selling quality products in the United States.

RO Hanna has an engaging style of narration and he keeps the interest of the reader alive as he “...listens

to voices outside of the Washington echo chamber”. He raises a note of concern as the share of manufacturing in the US GDP has declined from nearly 28% in the late 1940's after World War-II to about 11% now. He remarks that the offshoring of manufacturing to low cost destinations is not healthy for the nation as “...new products are likely to be invented in the places where current ones are being made”. The reason being there must be a constant dialogue between designers and manufacturers because innovation requires tinkering and trial and error.

He has emphasised on the need for onshore manufacturing to reduce the large trade deficit in the US economy. The world may be flat, with increasing

trade across continents and culture, as Thomas Friedman famously proclaimed, but it's not level, given the current global trading regime. Even Abraham Lincoln had exhorted that government should promote the development of technology, invest in infrastructure and provide land grants to educational institutions that promote the "mechanical arts".

President Obama has argued that the financial crisis happened because they got away from "basics". He has called for a renewed focus on manufacturing, emphasizing the need to "build things better, make things better, right here in the United States" to win the future. His belief that "government still has a responsibility" to help American manufacturers compete is consistent with the values that have defined the nation since its founding.

Khanna builds a strong case for encouraging government support to new firms and start ups. The Kauffman Foundation study titled 'Firm Formation and Economic Growth: The Importance of Start-ups in Job Creation and Job Destruction', "Existing firms are net job destroyers, losing 1 million jobs net combined per year. By contrast, in the first year, new firms add as average of 3 million jobs".

These businesses require the "incitement and patronage of government" to produce "desirable changes". There is a need to make high-value products based on innovation – products that have a high revenue-to-cost ratio. Innovation occurs in places that have "liquid networks" where ideas "collide, emerge, recombine," and where entities can "borrow from one another".

Such interaction can happen in industrial clusters. Michael Porter, defines cluster as "critical mass in one place of linked industries and institutions – from suppliers to universities to government agencies – that enjoy unusual competitive success in a particular field". Clusters enjoy a productivity and innovation advantage, in part, because of the collaboration they foster among linked entities. However, a word of caution

from Vivek Wadhwa that "top-down" efforts to create new industry clusters rarely work. ...Entrepreneurs drive clusters – not Washington bureaucrats.

What he finds most disconcerting are the unfair trade practices of other nations, mainly China. China's regimes play by its own rules, providing indefinite subsidies to state-owned manufacturers, manipulating its currency, and restricting access to its large market. These practices make Chinese exports cheaper and limit American imports, producing what Nobel Laureate Paul Kuran considers an "artificial" trade surplus.

'Entrepreneurial Nation' shares the experiences of 15 successful manufacturing companies and in the process ignites "embers of hope" amongst American enterprises by showcasing that "despite cheaper labour abroad, currency manipulation, intellectual property theft, and subsidies to foreign competitors, these American manufacturers are winning".

Khanna's resonant message is that for the sake of National Security, America must do more manufacturing onshore. National Security is not merely related to defence, it relates to energy independence, economic competitiveness and a strong computing infrastructure.

In his last chapter, he provides a roadmap for the revival in manufacturing competitiveness of the American economy by addressing 16 policy ideas covering Fair Trade, Tax Reforms and Federal Support. While the list is not exhaustive, it merits attention!

However, what is most notable in the 'Entrepreneurial Nation' are the parallels one can draw with the share of manufacturing in the INDIAN ECONOMY and the initiatives being planned to boost it.

The Government of India has announced the National Manufacturing Policy in November 2011 where one

of the main objectives is to increase the share of Manufacturing in GDP from 16% presently to 25% in a decade. An excerpt from the Policy is given below:

Government of India decided to bring out the National Manufacturing Policy to bring about a quantitative and qualitative change with the following six objectives:

- i. Increase manufacturing sector growth to 12-14% over the medium term to make it the engine of growth for the economy. The 2 to 4% differential over the medium term growth rate of the overall economy will enable manufacturing to contribute at least 25% of the National GDP by 2022.*
- ii. Increase the rate of job creation in manufacturing to create 100 million additional jobs by 2022.*
- iii. Creation of appropriate skill sets among the rural migrant and urban poor to make growth inclusive.*
- iv. Increase domestic value addition and technological depth in manufacturing.*
- v. Enhance global competitiveness of Indian manufacturing through appropriate policy support.*

- vi. Ensure sustainability of growth, particularly with regard to the environment including energy efficiency, optimal utilization of natural resources and restoration of damaged/ degraded eco-systems.*

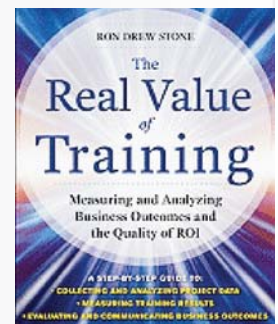
In order to achieve these goals Innovation must be encouraged for augmenting productivity, quality and growth of enterprises.

But as Khanna has vividly elucidated, the driving force is “...in their spirit. Their spirit fostered in a democratic culture that values the creativity of ordinary women and men”. It is a journey in public private partnership and his advice to the bureaucracy is “Take a risk in public service. Do something bold for the country.”

‘Entrepreneurial Nation’ is a must read for all stakeholders interested in enhancing manufacturing competitiveness – whether they are business leaders from the corporate world, planners and policy makers in the government, management consultants or educationists.

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| Title | : Real Value of Training |
| Author | : Ron Drew Stone |
| Publisher | : Tata McGraw-Hill |
| Reviewer | : R.C. Kehar, Former DG, CDC & CMD, NBCC |



A fascinating book on Real Value of Training written by Ron Drew Stone brings out various aspects of training and its Return on Investment (ROI) to the

organization undertaking the training activity. Any process can be judged by the results achieved and there cannot be any better method to Measure the

Effectiveness of a Programme other than measuring the result in the form of Return on Investment (ROI). The author has presented various charts, tables and case studies, duly authenticated to bring out his point of view in a succinct manner.

Training forms an important activity in the functioning of an organization but often it is found that though an Organization Claims to be laying considerable stress on training, but on ground little is done in terms of proper analysis of the training Need, Methodology, Content, Pedagogy and the Follow Up including Monitoring the Result. Training is considered a subject to display on the company's profile and talk about in seminars, but the real emphasis is missing. The book has addressed in considerable detail the benefit accruing to the Organization of Training Intervention and has given the concept of ROI, which is a rather novel idea. Mostly training is considered an activity which provides the Qualitative Advantage, leading to better Performance, Output, Profit, Customer Satisfaction, Repeat Orders, etc, but the Calculation of ROI is not generally attempted.

The author has dealt with this concept in a detailed manner, which brings out a new dimension in identifying the benefit of the activity by analyzing the Quantifiable and Measurable Return on Investment (ROI), apart from other intangibles such as Customer Satisfaction, Customer Complaints, Output, Quality, Absenteeism, Employee Turnover, Employee Stress, etc.

The author has supported his thesis by providing various charts, templates, figures and tables in a very succinct manner. A lot of emphasis is laid on the measurement of the benefit accrued, by collection of performance data, adjustment for casual influence, adjustment for sustained impact and recurring impact. Assigning a monetary value to the business outcome provides additional insight into the contribution of the training solution and allows for the calculation of the ROI.

Evaluating the ROI of the training intervention helps to give a more realistic picture to the management charged with the responsibility of conducting training about the benefit. There are however a few limitations in applying this across the board for all types of training. The examples depicted in the book, indicate that the Results are mostly collated from training carried out by IT companies, mostly call centres etc. No doubt the presentation here provides a useful tool to apply this technique to other Companies with the necessary adaptation.

In analyzing the ROI the fully loaded cost has to be taken into account, an inaccuracy in applying the fully loaded cost which can give a wrong picture of the ROI, which could either be low or high, depending on how the cost has been taken into account.

The author rightly states that, while ROI cannot be the stand alone of the measure of success and neither can be intangibles, but in Post-programme Evaluation, we need to apply the results in a judicious manner, to ensure that the net result is aligned to achieve the Business Goal.

A view may emerge that ROI is an improper measure to Evaluate the Training Result, but the various issues that arise in the context of Evaluating its Effectiveness will benefit the Organization, to look at the whole issue in a holistic manner and choose the right path.

Associating Quality with ROI is an important ingredient to get a true evaluation of the training outcome, by keeping the ROI in the correct perspective. The author has elucidated upon this aspect in Chapter 9. Business Outcome Studies that stop short of calculating the ROI can assign Monetary Values, but often not done. Such improvements are classified as intangibles, whose value cannot be calculated and hence not reported. But nevertheless, they enhance the overall value of the ROI.

While most of measurement of ROI presented in the book is based on post delivery ROI Impact Studies. This becomes useful in determining as to how the Training and Performance process works best to make business contributions and to apply the lessons learnt. Forecasting has a different purpose. It is a useful and economical solution to predicting the result of a Training Intervention. This helps the Management and Stakeholders to decide whether to go ahead with the Programme or not.

In conclusion, the book has brought out a new concept in Evaluating the Effectiveness of Training by considering the Return on Investment (ROI). On the Numerical Validity of its Result there may be some apprehension **but all the same** it provides a useful basket of factors, which would go a long way to strengthen the Training Initiative. This book should have a good application in Corporates including Consultancy.

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Author Profile

S. Srinivasarao has 17 years of working experience as Managing Director of APITCO Ltd. and has total 37 years of consulting experience offering services to SME sector in and outside India. He worked with the consulting divisions of NISIET and APITCO Ltd. which are offering their services exclusively to SME sector.

Presently, he is a Chairman of an NGO working on technology propagation in MSME sector and also an external expert on entrepreneurship development at ISB Hyderabad.

He has also served as UNIDO's National expert for two years on technology collaborations amongers SME's at international level. He has the distinction of receiving awards for providing excellent services for promotion of Micro and Rural enterprises from prestigious organizations like Institution of Management Consultants of India, Consultancy Development Centre and Small Industry Association of Singapore. He travelled widely Asia and African countries. His main areas of interest are cluster development, energy conservation and non-conventional energy projects and food processing industry.

K. K. Kapila is the Chairman and Managing Director of M/s. Intercontinental Consultants & Technocrats Pvt. Ltd. (ICT). He is a Fellow of New York Academy of Sciences, a Chartered Civil Engineer and a Fellow of The Institution of Engineers (India).

He was elected as the Chairman of International Road Federation (IRF) in 2010 and has been re-elected to this elite office in March 2013. Mr. Kapila is the first non-European unanimously elected to this position.

Under the leadership of Mr. Kapila, ICT has won many laurels and achievements, the most recent and the notable ones are :

- The "Industry Doyen" award by the Construction Industry Development Council in March 2012.
- The "Niryat Shree" awarded by the Federation of Indian Exporters for Outstanding achievement in Export of Consultancy Services in the year 2009-10. This award was received by Mr. K. K. Kapila from the Hon'ble President of India, Shri. Pranab Mukherjee in October 2012.
- An International Award for "Quality" from an organization called Business Initiative Direction (BID), Spain in February 2013. B.I.D is one of the first four world-wide organizations to implement quality culture in top local, national, continental or global companies.

S. Venkatramanan is M.Tech from IIT Kharagpur and BE from BITS Pilani. He has worked in the corporate sector for over 20 years before starting his own consultancy in 1990. He is based at Mumbai and he has a base at Bangalore as well. He specializes in SME development and in improvement of Productivity in the manufacturing sector.

he has a base at Bangalore as well. He specializes in SME development and in improvement of Productivity in the manufacturing sector.

Raghu Sharma holds Post Graduate Degree in Ecology & Environment Science, M.Phil & MBA in Finance. Presently he is visiting faculty for MBA (Finance) in a Post Graduate Institute. He had multifaceted career profile in Navy. He served as Chief Engineer of a number of Warships and associated with the Project of setting up a Naval Harbour on West Coast for more than 13 years. Min. of Defence (UK) awarded him Herbert Lott Award for his outstanding performance.

Dr. Sunil Kumar Verma holds Ph.D. in Medical Oncology from University of Oxford. Presently, he is working in the Centre for Cellular and Molecular Biology (CCMB), Hyderabad as Principal Scientist. He invented, along with Dr. Lalji Singh, a “Novel Universal Molecular Technology for Wildlife Identification”. This technology later led to the establishment of India’s first ‘National Wildlife Forensic Cell’ in the Laboratory for the Conservation of Endangered Species (LaCONES) to provide the Wildlife Forensics Services to the Nation. This innovation was later honoured with the CSIR Technology Award for Life Science for the year 2008, BioAsia Innovation Award-2009 and most recently, the Meritorious Societal Innovation Award of the Year-2009 from NRDC, DSIR, Govt. of India.

Dr. Verma has been honoured with several other National & International Awards and honours, including the Emerging Forensic Scientist Continental Award from the International Association of Forensics Sciences (IAFS), USA; and the Commonwealth Scholarships of the Commonwealth Commission, UK. He had been the Lindau Fellow during 2003, and most recently he has been admitted as the Fellow of the Max Planck Institute for Infection Biology, Berlin and the Research Ambassador of DAAD (German Academic Exchange), to promote the bidirectional research endeavours between India and Germany.

Dr. Dibyendu Banerjee holds a Ph.D. degree from Special Centre for Molecular Medicine, Jawaharlal Nehru University, New Delhi. Presently, he is working as ‘Scientist’ in Molecular and Structural Biology Division, CSIR-Central Drug Research Institute, Lucknow. He has received various honours and fellowships. He has published several research papers and reviews in various international journals.

Tushar Jain holds a Master’s Degree in Biotechnology from Kota University, Rajasthan. Presently, he is pursuing his Ph.D. in the Molecular and Structural Biology Division of CSIR-Central Drug Research Institute, Lucknow as a Junior Research Fellow (JRF), under the guidance of Dr. Dibyendu Banerjee. He is carrying out various projects in areas of biotechnology.

Abhishek Kumar is Master of Computer Applications from National Institute of Technology, Tiruchirappalli. He is working as ‘Junior Scientist’ in the Computer Division, CSIR-Central Drug Research Institute, Lucknow. Having in-depth development skills over Windows Platform. His experience comprise of 5 years in areas of Software Development and Quality Management.

Suman K. Mallik is a ‘Senior Principal Scientist’ and ‘In-Charge of Knowledge Resource Center’ (Documentation and Library Services Division) in CSIR-Central Drug Research Institute, Lucknow.

Avantika Mishra is B.Tech. (CSE). Presently she is working as ‘Project Assistant’ in CSIR-Central Drug

Research Institute, Lucknow. Her experience includes develop, design and maintain CDRI online websites (intranet and internet).

R. K. Mehajan is an Aviation Meteorology professional with over 25 years of experience in Academics, Scientific Research, Weather Forecasting, Project Management, Event Management & Team Management. As Coordinating Director, he has organized and guided many national level Schools, Seminars and Conferences; few among these having been programmes of Scientific and Engineering Research Council (SERC). He has been Ex-Chairman, Board of Studies for Meteorological Division of Bharthiar University, Coimbatore and Research Guide for Meteorology and Management pupils. He has also been Editor-in-Chief of a national meteorological journal named “Vatavaran” and Published Author of a few scientific papers and Coffee Table Books. The author has also served the United Nations as Chief Meteorological Officer in Democratic Republic of Congo as a deputationist. He is also an alumnus of the prestigious National Defense Services Staff College at Wellington. He has been conferred with various national and international awards during his service career. Presently, he is positioned as a Scientist in the Ministry of Earth Sciences.

Maheswar Deb Sarma holds Master Degree in Statistics. He joined North Eastern Industrial & Technical Consultancy Organisation Ltd. (NEITCO) in 1978. In NEITCO he was given training in Project Appraisal & Follow Up in Bankers’ Training College and in Market Research by IDBI. In 1983 he became the Chief Consultant of Associated Industrial & Technical Consultants. In 1998 he joined North Eastern Industrial Consultants Ltd. (NECON). Since August, 2002 he is the Chief Executive Officer of NECON. His works in Industrial Potentiality Surveys, Market Research and Industrial/Infrastructural Project Studies in North Eastern India is well appreciated.

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Birla Institute of Technology & Sciences

Birla Institute of Technology & Science (BITS), Pilani

www.bits-pilani.ac.in

in Collaboration with

Consultancy Development Centre

(DSIR, Ministry of Science & Technology, Govt. of India)

offer

MS in Consultancy Management

(Contact Classes at Delhi, Bangalore, Chennai & Pune Centre)



CONSULTANCY DEVELOPMENT CENTRE

Commencement of new batch (17th) from July, 2013. Application Form may be downloaded from the website of BITS Pilani (www.bits-pilani.ac.in).

Who Should Attend

The programme would be ideal for professionals including those who are:

- ▶ Employees of Consulting Firms.
- ▶ Those working on projects or in Consultancy Division of large PSU's/Corporate
- ▶ Provide consulting services to a client organisation
- ▶ Are individual consultants/Experts/Trainers
- ▶ Aspire to work as internal consultants in Corporates
- ▶ Wish to make a career in consultancy
- ▶ Academicians/Faculty members

Duration: 2 years (4 semesters)

Eligibility

Qualifications:

- ▶ Integrated First Degree of BITS or its equivalent (B.E/B.Tech., M.Sc., M.B.A., M.C.A.) or
- ▶ Post graduate degree or equivalent with aptitude for quantitative methods

Experience

- ▶ Minimum one year of post-qualification work experience in relevant professional areas.
- ▶ In case of self employed and proprietary concerns, the applicant should provide an undertaking to this effect.

Fee Structure

Admission Fee: Rs. 15,000

Semester Fee: Rs. 32,700 for each semester of registration

Courses:

First Year First Semester

- ▶ Consultancy Practice
- ▶ Financial Management
- ▶ Quantitative Methods
- ▶ International Business

First Year Second Semester

- ▶ Knowledge Management
- ▶ Marketing Research
- ▶ Management of Technology
- ▶ Professional Practice

Second Year First Semester

- ▶ Management Information Systems
- ▶ Project Management
- ▶ Total Quality Management
- ▶ Strategic Management & Business Policy

Second Year Second Semester

- ▶ Dissertation (Experimental Live Project) to get practical and hands on knowledge on consulting process, tools and practice.

Delivery

Combination of following pedagogies

Self Study

- ▶ Study material for all the courses developed by experts in the area
- ▶ List of Reference, books, Journals, Study reports etc. for each course

Contact Classes

- ▶ To be held at the above mentioned centres.
- ▶ Eight days during four weekends (Saturday and Sunday) 9 a.m. – 6 p.m. on each day with lunch break of 45 minutes.

E-Coaching

- ▶ Learning through an Interactive Web Portal

E-Learning

- ▶ CDC plans to make available course material to students for E-learning in due course.

Live Project

- ▶ Consulting assignment (In-house or in association with any consulting organizations) to be facilitated by CDC wherever required.
- ▶ Project to comprise problem, diagnosis, intervention and outcome with specific value addition to the area of activity chosen.
- ▶ Evaluation to be done based on mid term progress report, final report and viva-voce.

Objectives of Programme

- ▶ To expose professionals to Consulting process, practices and tools
- ▶ To impart basic consultancy, project management and comprehensive problem solving skills to professionals and working executives.
- ▶ To encourage professional to opt consulting as a career option
- ▶ To develop skills and expertise for internal consulting in organizations

About Birla Institute of Technology & Science

Birla Institute of Technology & Science (BITS), Pilani is an all-India Institute for higher education deemed to be University by the Government of India. It is a privately supported, full residential and admits both men and women students. The primary objectives of the Institute are "to provide for and otherwise promote education and research in the fields of Technology, Science, Humanities, Industry, Business and Public Administration and to collate and disseminate in such fields effective ideas, methods, techniques and information". BITS offers educational programmes at all the 3-tiers levels: Integrated First Degree (on campus B.E./M.Sc. etc. and Off – campus B.S. etc.); Higher Degree on campus M.E./M.Pharm. etc. & Off – campus M.S. etc.) and Ph.D. Degree.

Some of the organizations that have sponsored their employees for the programme in the past:

Consultancy:

- ▶ Accenture
- ▶ Amdocs
- ▶ Bechtel India
- ▶ Deloitte Touche
- ▶ Indo Canadian Consultancy Services Ltd.
- ▶ M.Dohmen GmbH, Germany
- ▶ Omam Consultants
- ▶ Price waterhouse coopers
- ▶ Renaissance Strategic Consultant
- ▶ Technopak Advisors

Govt./PSU

- ▶ Indian Railways
- ▶ MTNL
- ▶ National Informatics Centre
- ▶ Central Warehousing Corporation
- ▶ Engineers India Limited
- ▶ HUDCO Ltd.
- ▶ MECON Ltd.
- ▶ National Hydro Electric Power Corporation
- ▶ Powergrid Corporation of India Ltd.
- ▶ Rites Ltd.
- ▶ WAPCOS

Information & Technology:

- ▶ Adobe Systems India Pvt. Ltd.
- ▶ Alcatel Lucent
- ▶ Bharti Airtel Ltd.
- ▶ Cisco Systems Inc.
- ▶ Ericsson India Pvt. Ltd.
- ▶ Flextronics Software Systems
- ▶ Genpact
- ▶ HCL Technologies
- ▶ Hewlett Packard
- ▶ IBM
- ▶ Infosys Ltd.

- ▶ Microsoft
- ▶ NIIT Ltd.
- ▶ Oracle India Private Limited
- ▶ Perot Systems
- ▶ SAP Labs India Pvt Ltd.
- ▶ Satyam Computer Services
- ▶ Siemens Information Systems Ltd.
- ▶ Tata Consultancy Services Ltd.
- ▶ Wipro Technologies Ltd.

Others:

- ▶ Arihant Education And Research Foundation
- ▶ Ashokleyland Ltd.
- ▶ Cummins Turbo Technologies Ltd.
- ▶ Era Constructions (India) Ltd.
- ▶ Larsen & Toubro Limited
- ▶ Reliance Industries Limited
- ▶ Seimens Power Engg. Ltd.
- ▶ Videsh Sanchar Nigam Limited

Admission Procedure

Application form and programme details can be downloaded from the BITS, Pilani website (<http://www.bits-pilani.ac.in>) Completed application forms must be submitted alongwith the requisite processing fee and other documents to :

**Dean, Work-Integrated Learning Programmes Division,
Birla Institute of Technology & Science, Pilani (Rajasthan) 333 031**

- ▶ List of short listed candidates, would be available at www.bits-pilani.ac.in/ within 2 to 3 weeks of the last date of submission of application form
 - ▶ No separate postal communication would be sent
- Short listed candidates shall submit requisite admission and semester fees by the due date as per the admission offer letter.

Contact:

Dean
Work-Integrated Learning Programmes Division
Birla Institute of Technology & Science
Pilani (Rajasthan) 333 031
Tel: 01596-242210
Fax: 01596-244183
Email: dlp-admission@dlpd.bits-pilani.ac.in
Website: www.bits-pilani.ac.in/dlp-home

Programme Coordinator (MSCM)
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