

# TALIM

Vol. 14

July 2004

Growth and Excellence Through Quality



NEPAL AOTS ALUMNI SOCIETY

# ACTIVITIES OF NAAS 2004 - 2005

## (August. 2004 - July 2005)

Activities	2004 Aug.	2004 Sept.	2004 Oct.	2004 Nov.	2004 Dec.	2005 Jan.	2005 Feb.	2005 Mar.	2005 Apr.	2005 May	2005 Jun.	2005 Jul.	Person In-Charge
<b>1. JASMAN Trainings</b>													
1.1 In House Training	*		*		*		*		*		*		K. Khanal
1.2 Domestic Lecturing Tour (DLT)				*						*			"
<b>2. NACTC Trainings</b>													
2.1 Basic Computer Literacy	*	*	*	*	*	*	*	*	*	*	*	*	M. Bhattarai
2.2 Web Page Development								*	*	*	*		"
2.3 Advance Course on Computer based Graphic Design	*	*	*	*									"
2.4 Job Oriented Training on Computer Hardware										*	*		"
<b>3. Scholarships</b>													
3.1 Alumni Recommended	*	*	*	*	*	*	*				*	*	A. Dali
3.2 CICC		*	*	*			*	*					M. Bhattarai
3.3 WNF													B. Vaidya
<b>4. Others</b>													
4.1 TALIM Publication												*	R. M. Singh
4.2 15th AGM												*	M. Nakarmi
4.3 NAAS Registration Renewal												*	R. K. Singh
4.4 Bo-nen-kai					*								P. N. Manandhar
4.5 First International IT Convention												*	M. K. Shrestha
4.6 Finance and Assets Management			*			*			*			*	B. M. Rajphandari

## EDITORIAL

This year Nepal AOTS Alumni Society is holding the Third Quality Convention with a theme of "Growth and Excellence through Quality." Quality and Quality work and services have become a "buzzword" for every industry and service enterprise that have sought for excellence in work. The Quality Convention this year is going to have a different approach with a focus on various issues and debates that will embark the way for Total Quality Management.

Dr. Noriaki Kano, a renowned Quality guru with more than 300 papers to his credit, has consented to be the keynote speaker for the convention. This convention has participation of renowned people from abroad, and native speakers from various sectors of entity on Nepalese quality. There is subconscious mind within us that relate us with Quality. Nepal AOTS Alumni Society would like to bring out the consciousness so that it becomes prominent in a day-to-day life.

It is noteworthy to mention here that Nepal AOTS Alumni Society is rapidly moving up from its slump period that we faced several years back. With able leadership and deep commitments from the members of the Society, it is back to its active stage as it was in the past. The work and dedication of the executive body and members is laudable and hope for its the continuation in the future.

We hope you find the contents of this issue interesting reading.

Happy reading.....

### Cover page

*Collage of pictures from various trainings and seminars which were conducted by NAAS over 14 years period.*

# TALIM

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### PUBLICATION COMMITTEE

Brajesh Vaidya  
Ramesh M. Singh  
Prakash Suwal  
Ashok Aryal  
Binod Banskota  
Kiran N. Shakya

*With Best Compliments on the Occasion of  
Third Quality Convention and  
14th AGM of  
Nepal AOTS Alumni Society*

## **Pawan Packaging Industry**

Jhamsikhel, Lalitpur, Nepal  
Tel : 5536861

*Best wishes for the grand success of  
14<sup>th</sup> AGM of  
Nepal AOTS Alumni Society*

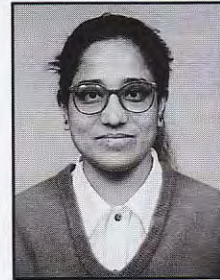
## **Riddhi Siddhi Emporium**

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## President Ms. Amira Dali's Message




With this issue of TALIM, Nepal AOTS Alumni Society's annual magazine marks the 14<sup>th</sup> issue. For the last fourteen years, we have strived to achieve improvements in Human Resource Development through training activities in management and technical fields. So far, we have developed two separate wings of NAAS to work on IT and on Japanese Style Management.

With increase of world trade and wave of globalization affecting every sphere of our lives, it has become imperative that Nepal should think of Quality more seriously than before. After Nepal's accession to WTO on 23 April 2004, it should be noted that the field of business whether it is in manufacturing or in service sector, has become far more competitive and sophisticated. Hence, Quality should be a way of thinking in every step and mind, so that moving ahead in the global competition will be easy. Let us keep "*Growth and Excellence through Quality*" in mind so that we can face the challenges that lay ahead.

The Third Quality Convention is being held from 24 to 26, 2004. It is our commitment towards building a quality conscious society for the future. Let us all make this event a grand success.

A handwritten signature in dark ink, appearing to read 'Amira Dali'.

**Amira Dali**  
President  
Nepal AOTS Alumni Society

A decorative border with a repeating diamond pattern and floral motifs in the corners surrounds the central text.

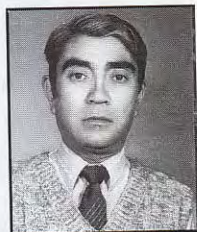
*We extend our  
Hearty Congratulations  
and  
Best Wishes to  
Nepal AOTS Alumni Society  
on its 14th AGM*

**Sky Builders (P) Ltd**

New Baneshwor, Kathmandu  
Tel : 4473213, Fax : 4473213  
E-mail : [skybuilders@wlink.com.np](mailto:skybuilders@wlink.com.np)

# NEPAL AOTS ALUMNI SOCIETY

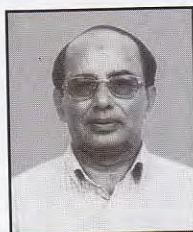
## EXECUTIVE COMMITTEE, 2002 - 2004



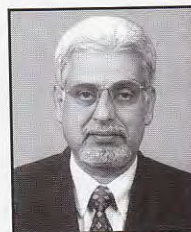
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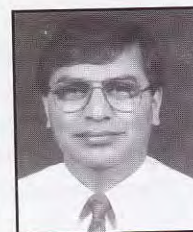
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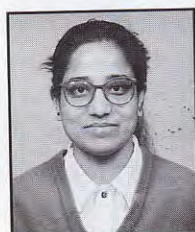
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**Prof. Dinesh P. Chapagain**  
Advisor



**Mr. Ramesh P. Nepal**  
Advisor



**Ms. Amira Dali**  
President



**Mr. Prakash R. S. Suwal**  
First Vice-President



**Mr. Kumar Pd. Khanal**  
Second Vice-President



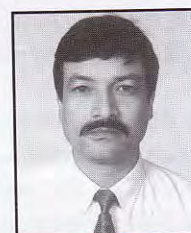
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General Secretary



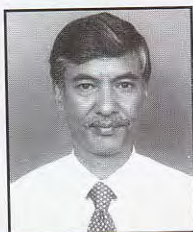
**Mr. Mahesh Nakarmi**  
Joint Secretary



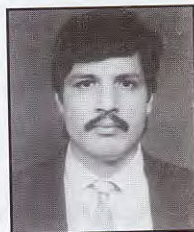
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Treasurer



**Mr. Pradeep Manandhar**  
Internal Auditor



**Mr. Bhawani B. Joshi**  
Member



**Mr. Kiran N. Shakya**  
Member



**Mr. Ashok K. Aryal**  
Member



**Mr. Brajesh Vaidya**  
Member



**Mr. Ballav B. Pradhanang**  
Member



**Mr. Prakash R. Shrestha**  
Member



**Mr. Shanta B. Malla**  
Member



**Mr. Jyoti Tandukar**  
Member

# NEPAL AOTS ALUMNI SOCIETY

## **CORPORATE MEMBERS**

1. **Nepal Rastra Bank**  
P.O. Box 73, Central Office  
Baluwatar, Kathmandu  
Tel: 4414014, 4428202, Fax: 4410159  
E-mail: nrbitd@ntc.net.np
2. **Shimizu Corporation**  
P.O. Box: 346, Kathmandu Office,  
New Baneshwor, Kathmandu  
Tel: 4498856, 4498857, Fax: 4498867  
E-mail: shimz@htp.com
3. **Harisiddhi Brick & Tile Factory Ltd.**  
P.O. Box: 476, Harisiddhi, Lalitpur  
Tel: 5521178, 5521451, Fax: 5522776  
E-mail: nbgroup@mos.com.np
4. **Himalayan Brewery Co. Ltd.**  
P.O. Box: 1448, Putalisadak, Kathmandu  
Tel: 4411888, 4419196, Fax: 4412847
5. **Swet Bhairab Power Supply (Pvt.) Ltd.**  
P.O. Box: 5584, Baluwatar, Kathmandu  
Tel: 4425793, Fax: 4440332  
E-mail: sbps@infoclub.com.np
6. **ICTC (Pvt.) Ltd.**  
P.O. Box: 660, ICTC Building, Hattisar, Kathmandu  
Tel: 4434895, Fax: 4434937  
E-mail: ictc@info.com.np
7. **Nepal Industrial Development Corporation**  
P.O. Box: 10, NIDC Building, Durbar Marg, Kathmandu  
Tel: 4228322, 4222560, Fax: 4227428  
E-mail: nidc@wlink.com.np
8. **Royal Drugs Limited**  
Babar Mahal, Kathmandu  
Tel: 4222945, 4221512, Fax: 4226116  
E-mail: rdl@mail.com.np
9. **Nepal Electricity Authority**  
P.O. Box: 4909, NEA Central Office  
Ratna Park, Kathmandu  
Tel: 4225296, 4227725, Fax: 4227035  
E-mail: neamd@mos.com.np
10. **Jyoti Group of Companies**  
P.O. Box: 133, Jyoti Bhawan, Kantipath, Kathmandu  
Tel: 4225490, 4226327, Fax: 4226314  
E-mail: pjyoti@mail.com.np
11. **Himalayan Bank Limited**  
P.O. Box: 20590, Tridevi Marg, Thamel, Kathmandu  
Tel: 4227749, 4225399, Fax: 4222800  
E-mail: hbl@hbl.com.np

## **INSTITUTIONAL LIFE MEMBERS**

1. **Pacific Commercial Co. (Pvt.) Ltd.**  
P.O. Box: 347, Pacific Building  
Putalisadak, Kathmandu  
Tel: 4430525, 4431525, Fax: 4430413  
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2. **Deepak Garment Industries**  
P.O. Box: 1958, New Baneshwor, Kathmandu  
Tel: 4495768, Fax: 4488463  
E-mail: bajaj@bajaj.wlink.com.np
3. **Hazama Corporation**  
P.O. Box: 4137, TNT Building, Tinkune, Kathmandu  
Tel: 4482546, Fax: 4482956
4. **Nepal Hokkei (Pvt.) Ltd.**  
Lumbini, Nepal, Tel: 071-580236, Fax: 071-580126
5. **Nissaku Co. Ltd.**  
P.O. Box: 3753, Nepal Office Pulchowk, Lalitpur  
Tel: 5525979, Fax: 5521812  
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## **HONORARY LIFE MEMBER**

**Mr. Sindhu Nath Pyakurel**  
Past President, Nepal Bar Association  
P.O. Box: 9397  
Kha 2-34, Kalikasthan, Kathmandu  
Tel: 4412025, 4412759

## World Network of Friendship (WNF) Program

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during the 5<sup>th</sup> Convention of AOTS Alumni Societies held in Aichi, Japan in September 1997 with an initial fund raised through different sources commenced by a personal contribution of 5 million Yen by former AOTS President Mr. Nagaaki Yamamoto. Earlier to the formation of WNF, there was the Inter Alumni Society Resource Exchange Program. However, the basic guidelines were drawn in the second steering committee meeting held in Dhaka, Bangladesh in November 1998, which was then revised by the WNF Management Committee at the third meeting held in Kuala Lumpur, Malaysia in December 2001.

WNF's mission statement is "The creation of a better world through the ties of friendship and the individuals as well as collective endeavor of our members". To implement this mission, WNF seeks to empower individuals and organizations in developing countries who are committed to the social and economic development of their own communities, based upon a belief in selfhelp and equal-partnership, through human resources development, exchanging information and learning from each other's experiences.

With this entire endeavor, WNF program can be beneficial to the countries in the region and will certainly be an effort to attain the aim stated in the WNF resolution.

*Best wishes for the  
grand success of  
14<sup>th</sup> AGM of  
Nepal AOTS Alumni Society*

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## NEPAL AOTS ALUMNI SOCIETY

- Nepal AOTS Alumni Society (NAAS) is a non-government organization of the ex-trainees of the Association for Overseas Technical Scholarship (AOTS), Japan.
- NAAS was formally established in 1991 with the following objectives:
  - ◆ Human resource development in management and technical fields in Nepal.
  - ◆ Conduct various activities for such HR development in line with its parent organization, AOTS, Japan.
- 425 Nepalese have received training in Japan.
- More than 2500 have received training in Nepal.
- NAAS has its own training center, YAMAMOTO TALIM GHAR, in Koteshowr, Kathmandu.
- NAAS VISION 2000 has focused on two specific areas:
  - ◆ For IT, Nepal AOTS Computer Training Center (NACTC) is the focal agency.
  - ◆ For Quality, Nepal AOTS Japanese Style Management Training Center (JASMAN) is the focal agency.

## THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP (AOTS)

- AOTS was established in Japan in 1959 with the support of then Ministry of International Trade and Industry (MITI), presently, Ministry of Economy, Trade and Industry (METI).
- Its main objectives are to
  - ◆ promote technical cooperation between Japan and the developing countries for the industrialization and development of developing countries.
  - ◆ enhance mutual and friendly relationship between those countries and Japan.
- Support various educational and training activities of alumni associations like NAAS.
- AOTS has trained approximately 1,15,000 persons in Japan from 150 countries and regions.
- The activities of AOTS are financed by Japanese government subsidy, company contributions and other sources.

### Nepal AOTS Alumni Society

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## 13<sup>th</sup> Annual General Meeting of Nepal AOTS Alumni Society

NAAS held its 13<sup>th</sup> AGM on July 26, 2003 at Hotel Himalaya, Lalitpur. A total of 40 life members, 27 general members, and 10 guests attended the annual general meeting. The AGM was also attended by Dr. AKM Moazzem Hussain of AOTS Dhaka office. The general meeting was followed by a dinner where institutional life members and corporate members were also present.

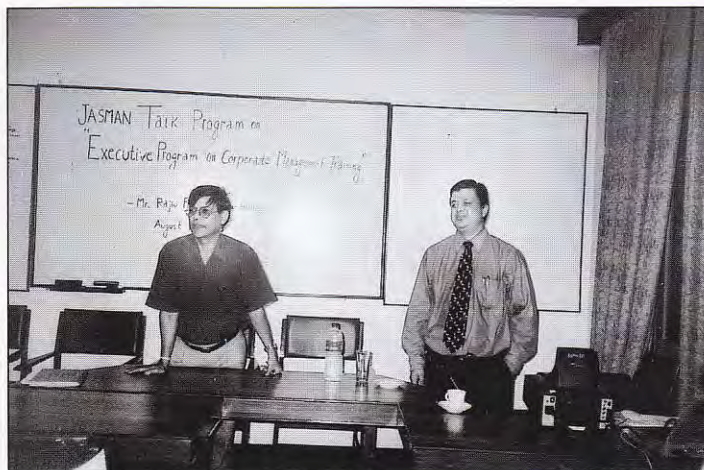


## WNF training program on Tourism Management with Focus on Adventure Tourism

A 5-day WNF training program on Tourism Management with Focus on Adventure Tourism was organized from 27<sup>th</sup> to 31<sup>st</sup> July 2003 by NAAS supported by the WNF fund and Nepal Tourism Board. A total of 10 participants from SAFAAS region participated in this training program where resource persons were prominent experts from tourism sector of Nepal.

## JASMAN talk program on the Executive Program on Corporate Management (EPCM)

On Friday, August 15, 2003, Mr. Rajiv Pradhan of Lotus Holdings, after attending EPCM from June 23 to July 4, 2003 in Japan, gave a talk program to the NAAS members at YTG. The talk program consisted of major points, and a summary from the program in Japan.



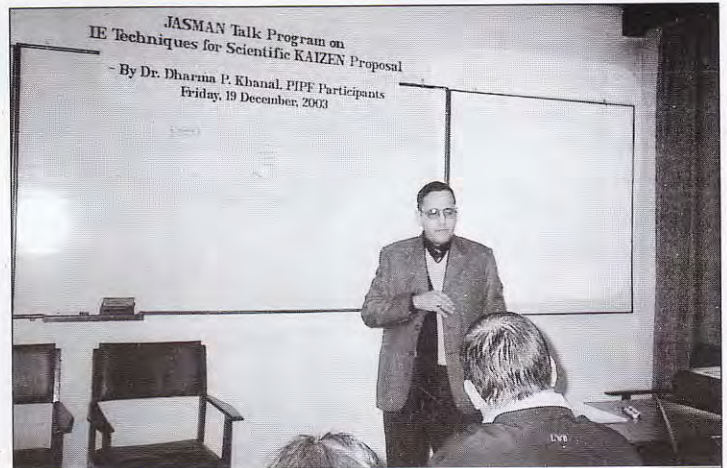


### JASMAN Seminar on "Workplace Improvement through Quality Circle"

JASMAN conducted a half-day seminar on Workplace Improvement through Quality Circle at Siddhartha Hospital on 18<sup>th</sup> October 2003. The seminar was conducted by NAAS members Prof. Dinesh Chapagain, Ramesh Nepal, Kumar Khanal and Ramesh Man Singh. A Quality Circle was initiated at the end of the seminar.

### JASMAN talk program on "IE Technique for Scientific KAIZEN Proposal"

Dr. Dharma P. Khanal, Participant of Practical Improvement Program for Factories (PIPF), at Osaka, gave a talk program on "IE Techniques for Scientific KAIZEN Proposal" at YTG on Friday, December 19, 2003. In his talk program, he talked about improvement of production cycle in industrial scale where Industrial Engineering Techniques for Shop floor improvement are used.



### NAAS BO - NEN - KAI Party

On December 26<sup>th</sup> 2003, Friday, NAAS celebrated its annual year-end party at Hotel Shangri-la, Kathmandu. This party was attended by NAAS members along with some family members. NAAS organized lucky draw for door prizes during the party where all party attendees returned with gifts.

## 6<sup>th</sup> SAFAAS Convention in India

NAAS First Vice President Mr. Prakash Suwal attended the two-day 6<sup>th</sup> Convention of South Asian Federation of AOTS Alumni Society (SAFAAS) held at Chennai, India on 19 ~ 20 January, 2004. The convention was inaugurated by His Excellency Thiru P. S. Ramamohan Rao, I.P.S., Governor of Tamil Nadu. A special address was delivered by Mr. Shuji Ogawa, President of AOTS Japan.



## AOTS Domestic Lecturing tour by Prof. Ando

A Domestic Lecturing Tour program on Problem Solving Procedure in TQM for Manufacturing and Service Industries was organized on 6 and 7 January 2004 at Hotel Himalaya. Altogether 46 participants from manufacturing and service industries attended the seminar conducted by highly experienced resource person Prof. Yukihiko Ando, QC Instructor, Union of Japanese Scientists and Engineers (JUSE).

## Production Management Training Course in Japan for Bangladesh & Nepal (BNPM)

Altogether ten Nepalese entrepreneurs from various manufacturing industries attended the BNPM program which was held from 18 February to 2 March 2004 at Kansai Kenshu Center, Osaka, Japan. An orientation program was organized by NAAS for the participants before their departure to Japan.



## BNTP Training in Japan

Eight Nepalese entrepreneurs including one lady attended the Top Management Seminar for Bangladesh and Nepal at Yokohama Kenshu Center, Yokohama, Japan from 19 ~ 28 May 2004.



## Distinguished Services Award to Dr. AKM Moazzem Hussain

AOTS Japan held a “**Distinguished Services Award Ceremony**” for Dr. AKM M. Hussain, former General Manager, AOTS Dhaka Office and a close friend of NAAS. He was conferred the award on 24<sup>th</sup> February 2004 amidst a function in Tokyo. NAAS is very proud of Dr. Hussain and congratulates him for receiving the distinguished award.

## NEIT Training on IT

A two-week program on IT for Nepalese Entrepreneurs (NEIT) was held on 3 ~ 16 March 2004 at Yokohama Kenshu Center, Yokohama, Japan. Altogether 21 Nepalese entrepreneurs and computer professionals participated in the program. This program is a part of follow-up of the initiative announced by former Prime Minister of Japan, Mr. Yoshiro Mori in promoting the IT sector in Nepal.



## Goodwill visit to NAAS by Japanese Team from Osaka

A team of two Japanese, Mr. Kitaura Singo, Chairman, Osaka Management Consultant Cooperative and Mr. Kentaro Sato, Board Director, Nepal Tourism Forum along with Mr. D. M. Hirachan, Honorary Trade Envoy, FNCCI, all based in Osaka, Japan visited NAAS on a goodwill visit on 27 March 2004.

## Basic Computer Literacy (BCL) Training Program

Nepal AOTS Computer Training Center (NACTC) has been conducting Basic Computer Literacy (BCL) Training Programs for last 6 years after it received CICC/AOTS Japan help in 1999. By July 5, 2004, 538 trainees in 38 batches have successfully completed BCL training. It is to be noted that BCL course duration is of 2 months (total of 100 hrs). The course coverage includes Computer Fundamentals, Operating Systems, (MS-DOS, Windows ME), with relevant project work in each topic and concepts of Multimedia, basics of E-mail & Internet operations. During the FY 2003/2004, 56 trainees received BCL training, among which 26 were female trainees.

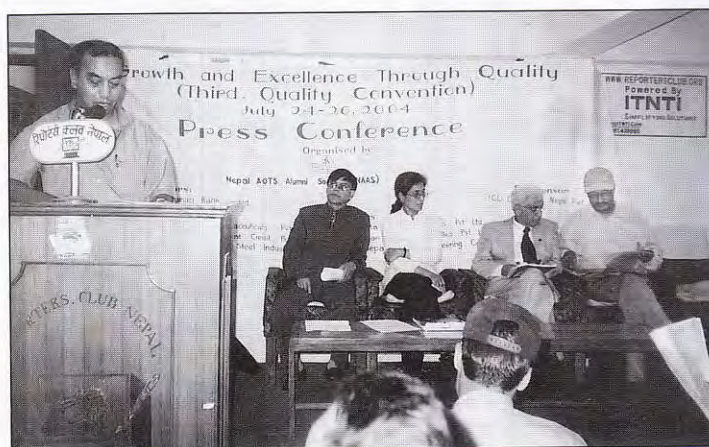


## Preliminary Meeting on Nepal Japan IT Promotion

A preliminary, informal meeting on Nepal Japan IT Promotion was held on 28 May 2004 at the International Club, Sanepa. This program has been initiated and coordinated by NAAS Nepal Japan IT Promotion Committee. There were altogether 46 participants in the meeting and was followed by a cocktail dinner.

## Press Conference on 3<sup>rd</sup> Quality Convention

NAAS held a press conference on 11 July 2004 to highlight the 3-day NAAS 3<sup>rd</sup> Quality Convention which is being held on 24 to 26 July 2004 at Hotel Himalaya. The conference was held at Reporters' Club amidst a gathering of media people with the purpose of highlighting the event.



### Training Under AOTS Japan

S. N.	Name of the Program	Duration	Place of the Training	Name of the Participants	Name of the Participant's Company
1.	The Practical Improvement Program For Factories (PIPF)	5 - 25 Nov. 2003	Osaka	Dr. Dharma Prasad Khanal Mr. Dipendra Lal Shrestha	Lomus Pharmaceuticals P. Ltd. Quest Pharmaceuticals P. Ltd.
2.	The Production Management Training Course (PMTTC)	5 Nov. - 2 Dec. 2003	Nagoya	Mr. Tara Prasad Poudel	Gaurav Nepal Engg.
3.	The Program on Management of Technology (MOT)	12 - 25 Nov. 2003	Tokyo	Mr. Dhurba Rudra Karmacharya	Shakti Hume Pipe Udhog
4.	The Training Course on Solving Human & Organizational Problems (SHOP-2)	26 Nov. - 16 Dec. 2003	Nagoya	Mr. Suresh Tamang	Mother Infants Research Activities
5.	Training Program on the Development of the Die and Mold Industry (DDMI-2)	3 - 16 Dec. 2003	Yokohama	Mr. Om Prasad Shrestha	Pioneer Plastics
6.	Production Management Training Course in Japan for Bangladesh and Nepal (BNPM)	18 Feb. - 2 Mar. 2004	Osaka	Mr. Ashok Sharma Mr. Radha K. Dhaubadel Mr. Satish Chand Shrestha Mr. G. Narayan B. Chhetri Mr. Achyut Khatriwada Mr. Roshan Poudel Mr. S. K. Shrestha Mr. Jagdish Roongta Mr. Ganesh Shrestha Mr. Raju Dev Bhattarai	Simca Laboratories Pvt. Ltd Eco Craft Shreenagar Agro Farm P. Ltd. Time Pharma Equipment Maintenance & Service Center CTL Pharmaceuticals Nepal Rubber Udyog National Health Care Pashupati Rubber Industries Sheela Printers
7.	The Program for Quality Management (PQM-1)	12 May - 1 June 2004	Tokyo	Mr. Narayan Bahadur K. C.	CTL Pharmaceuticals
8.	The Top Management Seminar for Bangladesh and Nepal (BNTSP)	19 - 28 May 2004	Yokohama	Mr. Anil K. Kejarwal Mr. Surendra B. Singh Mr. Samson J. B. Rana Ms. Rajani Shrestha Mr. Urgan Sherpa Mr. Rabindra Ghimire Mr. Shiva K. Shrestha Mr. Om P. Shrestha	Siddhartha Finance Ltd. Hotel Himalaya Ltd. Seti Cigeratte Factory Educational Enterprises Udeco Pvt. Ltd. NB Group Saf-y Consultant Arnico Nirman Sewa P. Ltd.
9.	Program on Cross Cultural Management (PCCM)	1 - 21 June 2004	Tokyo	Ms. Asha Adhikary	Himalayan Bank Limited
10.	The Executive Program on Corporate Management (EPCM)	21 June - 2 July 2004	Tokyo	Mr. Shiva Kumar Sharma Mr. Ashok Kumar Murarka	Himal Hydro & General Construction Ltd. Ilam Tea Producers P. Ltd.
11.	Program on Solving Human & Organizational Problems (SHOP-1)	7 - 25 June 2004	Nagoya	Mr. Benu Ram Pradhan	Agro Engineering Works P. Ltd.

S. N.	Name of the Program	Duration	Place of the Training	Name of the Participants	Name of the Participant's Company
12.	The Program on Business Innovation through IT (BIIT)	28 July – 10 Aug. 2004	Tokyo	Mr. Hari Bhakta Sharma	Deurali Janta Pharmaceuticals Pvt. Ltd.
13.	The Program for Innovative Operations Management (PIOM)	19 Aug. – 8 Sept. 2004	Yokohama	Mr. Jayan Nyachhyan	Himal Tents (Pvt.) Ltd.

## CICC Scholarship Training Programs

S. N.	Name of the Program	Duration	Place of the Training	Name of the Participants	Name of the Participant's Company
1.	Intranet Application System Development Course (IAS)	10 Sept. – 20 Nov. 2003	Tokyo	Mr. Prakash Suwal	Blue Chip International (Pvt.) Ltd.
2.	Multimedia System Development Course (MUL)	10 Sept. – 20 Nov. 2003	Tokyo	Mr. Madhur K. Shrestha	Nepal College of Technology
3.	Distribution Manufacturing and Financial Management System Course (DMF)	10 Sept. – 20 Nov. 2003	Tokyo	Mr. Rabindra Rajbhandari	BRS Infotech Learning (Pvt.) Ltd.
4.	Consultant Training Course for Solution Business (CTC)	14 Jan. – 26 Feb. 2004	Tokyo	Mr. Karna Bahadur Gurung	National Web College (P) Ltd.
5.	Open Source Software Integration Course (OSS)	14 Jan. – 26 Feb. 2004	Tokyo	Mr. Anil Raj Satyal	Nepal Electricity Authority
6.	Open Source Software Standard System Development Course (OSD)	17 May – 3 July 2004	Tokyo	Mr. Saroj Kumar Shakya	Nepal Telecom
7.	Open Source Software Solution Integration Course (OSI)	17 May – 3 July 2004	Tokyo	Mr. Bhusan Narshing Pradhan	Department of Land Information & Archive

## World Network of Friendship (WNF) Programs

S. N.	Name of the Program	Duration	Place of the Training	Name of the Participants	Name of the Company
1.	Tourism Management with Focus on Adventure Tourism	27 - 31 July 2003	Kathmandu, Nepal	Mr. M. M. Asif Al-Husaini Mr. Syed G. Qadir Mrs. Suraiya Banu Mr. Syed M. Mainuddin Mr. Rajesh Kumar Sood Mr. Rabi K. Srinivasagopalan Mr. Ganakal V. Muralidhara  Mr. Sam T. Samuel Mr. Pramod K. Gopalakrishnan Mr. Rehman Ullah	Welcome Travel Agents Ltd., Bangladesh Galaxy Holidays, Bangladesh Bangladesh Parijatan Corporation, Bangladesh Dhansiri Travel and Tours Ltd., Bangladesh Voyageur World Travels Pvt. Ltd., India Alternatetherapy.tripod.com, India Padmila Land Developers & Builders P Ltd., India Kalypso Adventures Pvt. Ltd., India Wild Kerala Tour Company, India Rehman Travels, Pakistan



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*Wishing the 14th Annual General Meeting  
of*

**Nepal AOTS Alumni Society**

*a grand success*

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## Report on the Sixth Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) 19-20 January, 2004

The Federation of AOTS Alumni Associations of India (FAAAI) and the ABK-AOTS Dosokai Tamil Nadu Centre hosted the Sixth Convention of the South Asian Federation of AOTS Alumni Societies (SAFAAS) on 19 and 20 January 2004 in Chennai, India. The opening ceremony was inaugurated by Mr. Thiru P. S. Ramamohan Rao, Governor of Tamil Nadu. Mr. Ryuzo

WNF Program and other activities. Alumni Societies of Iran and Pakistan were not able to send delegates to this Convention.

After the inauguration, the activity reports from the represented Alumni Societies were presented. Then discussion on the following agenda was carried out for



Kikuchi, Consul General of Japan and Mr. Akhilesh N. Singh, representing the Quality Forum of the Federation of Indian Chambers of Commerce and Industry (FICCI) also attended the ceremony.

Mr. Shuji Ogawa, AOTS President, and five staff members from AOTS Head Office and overseas offices were present during the convention. Representatives and observers of the SAFAAS Alumni Societies, and committee members of WFN Management Committee also attended the convention. A total of 12 Alumni Societies were represented in the convention. SAFAAS consists of 16 AOTS Alumni Societies from Bangladesh, India, Iran, Nepal, Pakistan and Sri Lanka, which are actively involved in mutual cooperation through the

the remaining day and the next day.

- The follow-through to the Colombo Declaration made at the 6<sup>th</sup> Convention of AOTS Alumni Societies;
- An overview report of the AOTS Training Program, and an outline of its future plans;
- Collaboration between Alumni Societies and AOTS.
- Details of the Agreement on Work in Connection with the Recruitment and Recommendation of Participants and Other Work Related to AOTS Management Training Courses in Japan.

- The WNF Program and WNF Fund;
- The establishment of an award for outstanding Alumni Societies;
- Changing the term "Alumni Societies"

In the evening of the first day all the representatives and observers attended the inauguration ceremony in the new property of AOTS-ABK Dosokai followed by dinner party. Next day evening after the closing ceremony a lively dinner party was organized.

The Sixth Convention of the SAFAAS made the following resolutions.

1. The Convention looks positively on the proposal for cooperation between Alumni Societies and industrial bodies.
2. The Convention requested that AOTS step up its intake of trainees, in line with actual local need in the region.
3. The Convention reaffirmed the spirit of the WNF and recommended adjustment of the per diem

allowances and better utilization of WNF assistance to the trainees.

4. The Convention suggested that AOTS institute a "Best Practices Award" with the aim of promoting Alumni Society activities (requesting that AOTS secure the participation of Alumni Societies in other regions, and set out Alumni Society activities to which the award would apply).
5. The Convention recommended that key leadership of the Alumni Society should be rotated periodically in order to bring in the younger generation.
6. The Convention deliberated the proposal for modification of the term "Alumni Societies", which would respect the identity of the Societies and the official names they had already registered. It was proposed that as many ideas as possible should be collected from the Alumni Societies in this and other regions, and that the final decision regarding the new name should be left to AOTS.
7. The committee proposed that the next SAFAAS Convention should be held in Mumbai in the year 2006.



**Wishing the 14th Annual General Meeting of  
Nepal AOTS Alumni Society  
a grand success**



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# Activity Report of Nepal AOTS Alumni Society for the 6th SAFAAS Convention

This is to recall that a 5-member delegation of NAAS led by then President Mr. Dinesh Chapagain had attended the 5th South Asian Federation of AOTS Alumni Society (SAFAAS) convention held from 27-28 November 1998 in Dhaka, Bangladesh. The following report highlights the activities carried out by NAAS during the period mid-1998 to November 2003.

In accordance with the NAAS Vision 2000, it has focused its activities on the promotion of IT and quality, and for this NAAS has established the Nepal AOTS Computer Training Center (NACTC) and the Nepal AOTS Japanese Style Management Center (JASMAN) to coordinate various IT training programs and management programs on quality respectively.

### Nepal AOTS Computer Training Center (NACTC)

The NAAS received 20 laptop computers and 2 printers from Center for International Cooperation for Computerization (CICC) in August 1998. The event was marked by a formal ceremony in the presence of Mr. Masaki Komurasaki, Managing Director, CICC Singapore, Mr. Nagaaki Yamamoto, then president, AOTS Japan and dignitaries from the Embassy of Japan and others. These computers are being utilized to conduct computer classes of different types. So far more than 450 people have been trained in *Basic Computer Literacy Program*. Other programs conducted were *Diploma in Computer Application*, *Diploma in Software Development*, *Job-oriented Training on Computer Hardware*, *Advanced Course on Computer-based Graphic Design*, *Web Page Development Course*, etc.

Nepalese IT experts conducted an on-site training program on *Object Oriented System Design and Development* in January 2000 at YTG. The program was organized by CICC and NAAS with the support of Keirin Association, Japan. Similarly, a TOT of one month was organized for 13 computer teachers of 8, 9 and 10 class students of government schools in August/ September 2000.

### Overseas Training Program (OTP)

In December 1998, an overseas training program on *Printing Technology and Management* was organized in cooperation with Bunshodo Corporation, Japan that had deputed Mr. Royoji Kamano and Mr. Hikita Mitsugu as resource persons for the program. Likewise, with popular requests, the program was repeated in December 1999 and December 2001. The last program, technically not an OTP, was held with the cooperation of Nepal Lithographic Company.

In August 1999, two overseas training programs were held in cooperation with the Hotel Association of Nepal. They were on *Tourism and Hotel Marketing and Destination Management* and *Resort Marketing and Management*. Mr. Rick Masuda was the trainer of both the programs.

Two day seminars on *Environmental Protection* were organized in November 1999 in Kathmandu and Pokhara respectively in cooperation with AOTS and Japan Environmental Cooperation (JEC), and the Federation of Nepalese Chamber of Commerce and Industries and the Pokhara Chamber of Commerce and Industry. Two international experts of repute Mr. Tetsuo Hiratani, General Manager, International Affairs, Japan Environmental Manager Association for Industry (JEM) and Mr. Hiroshi Ogawa, Chairman, Kanagawa Consultant Engineers Association (KCEA) were the resource persons of the seminars. About 100 people participated in the program.

NAAS organized a 4-day seminar on *Telecommunication Network Planning* in November/December 1999 in Kathmandu under the joint involvement of AOTS Japan, NEC Corporation and NEC International Training Ltd., Japan, Nepal Telecommunication Corporation and Sumitomo Corporation, Japan and supported by Ministry of International Trade and Industry (MITI), Japan. Altogether 47 participants took part in the seminar. The resource persons were from NEC International Training Ltd.

A program on *Design and Management of Infrastructure using Information Technology* was held in February 2003 at Kathmandu with the participation of 40 Nepalese with GIS background. The program was organized in cooperation with MEIKEN Consultants Co., Japan, Meiken Digital Technology System Ltd., Nepal, FNCCI and NAAS.

### Lecturing Tour by Japanese Resource Persons

In September 1998, a two-day seminar on *Total Quality Management and ISO 9000* was conducted by Professor Noriaki Kano, Professor of Science University of Tokyo and a renowned authority in Quality Management. Likewise, a 4-day program on *PC Network System Design* was held in September 1999 with technical support from CICC. The resource person was Mr. Takanori Ebihara, Technical Instructor of Fujitsu Learning Media Limited, Japan. A lecturing tour on *Problem Solving Procedure in TQM for Manufacturing and Service Industries* is being organized in early January 2004.

### Domestic Lecturing Tour /JASMAN

NAAS has been implementing a number of domestic lecturing tour programs in cooperation with local district chambers of commerce, specific associations and on requests of individual organizations. The objective is to train people in different districts and organizations in Japanese-style management utilizing a pool of competent resource persons among the NAAS alumni. In June 1998, a program was held on *Japanese Management for Improvement of Quality and Productivity* at Narayanghat in cooperation with the Narayanghar Chamber of Commerce and Industry. Likewise, an introductory seminar on *Japanese Style Management* was held in July 1998 at YTG of NAAS for participants of Kathmandu Lady Jaycees.

JASMAN has taken up such training programs since its establishment. In April 2000, a half-day seminar on *Japanese Style Management* was held for top level management of Siddhartha Apollo Hospital, Kathmandu. Similar program was held at Royal Drug Ltd., Kathmandu in 2001 and recently at Siddhartha Hospital again.

A seminar on *Global Business Environment & Productivity*

*Improvement* was organized in June 2000 at Sauraha, Chitwan for members of the Nepal Food Scientists and Technologists Association. Likewise, in May 2003, a two-day program on *Total Quality Management* was held in Kathmandu for people of pharmaceutical industry in cooperation with Nepal Pharmaceutical Association.

### AOTS Training Programs

As one of the regular features of NAAS activities since 1999, more than 25 Nepalese executives have been recommended for various management training programs under the AOTS Alumni Scholarships. Various top level, middle level managers and executives have participated in such as SFQM, WBNP, PSFE, OJT, EPCM, ITEP, SHOP, SPQM, PQM, DDMI, PCCM, CWPS, BIIT etc. There have also been AOTS programs in the IT sector *EC System Development Course*, *Business Processing Analysis (BPA)* and *Intranet Application System Development (IAS)*.

Nepalese entrepreneurs participated in special programs (PNEE 6, 7, 8 and 9) designed for groups of Nepalese entrepreneurs. In November 1998, a group from Small and Medium scale enterprises participated in the AOTS World Business Network Program for SME Entrepreneurs at Yokohama, Japan and later the AOTS Overseas Training Program for SME Entrepreneurs at Singapore.

In March 1999, eleven Nepalese entrepreneurs participated in the PNEE program for *Asian countries entrepreneurs* held at Yokohama, and fifteen entrepreneurs attended *Executive Program on Corporate Management for Bangladesh and Nepal* in May 1999 at Osaka. From then onwards, Nepalese entrepreneurs have been participating in special AOTS seminars designed for top management of Nepal and Bangladesh which has been aptly named as *The Top Management Seminar for Bangladesh and Nepal (BNTP)*. Normally 10 Nepalese entrepreneurs participate in one of the BNTP programs that are held in YKC, Japan.

### World Network Friendship (WNF)

Under the World Network Friendship (WNF) Program (earlier known as the inter-alumni society exchange program), NAAS has sent a number of Nepalese

participants for specialized skill training ranging from 4 to 20 days to Bangladesh especially under close cooperation with AOTS alumni societies such as BAAS or CAAS. So far, NAAS has sent 17 Nepalese trainees under this exchange program to Bangladesh in areas such as *Industrial Sewing Machine Maintenance Technology, PC Network System Design, Assembly and Maintenance of Color TV, Quality Management in the Construction of Buildings, Maintenance of Motorcycles, Quality Management in the Garment Factory, Flour Milling Technology, Automobile Assembly and Maintenance Technology, Tissue Culture Technology Training, Ceramic Technology Training and Quality Management in Pharmaceutical Industry.*

Likewise, NAAS also received Bangladeshi trainees for *Design of Hand Knotted Woolen Carpets* in 1999 and *Tissue Culture Technology* in Kathmandu in 1999 and 2002.

Also under this program, NAAS members participated in the *Regional Convention on Japanese Style Management* in Colombo, Sri Lanka in July 1999 and attended the fourth, sixth and seventh *Annual Quality Convention* in Dhaka, Bangladesh in December 1999, 2001 and 2002 respectively.

For the first time, NAAS organized a WNF training program titled *Tourism Management with Focus on Adventure Tourism* exclusively for participants of SAFAAS excluding Nepal. The five-day program was organized in association with Nepal Tourism Board and conducted by Nepalese tourism experts.

### CICC Scholarship Program

Under the CICC scholarship programs, about 25 IT professionals have been trained in Japan in different IT related training programs since the first ones were initiated in March 1999. The programs come under titles such as *Case Tools-based Object Oriented Systems Development, Client/Server Application System Development, Network Internet System Development, Multimedia Title Development, Production Management System, Integrated Network System Management, Project Management for System Development, Multimedia System Development, Intranet Application System Development Course, Client/Server Database System Development, Business Process Analysis Course*, etc.

### Regional Quality Meet

Two conventions on quality management were held in 1999 and 2001 under the support of AOTS Japan and in cooperation with FNCCI. In the first convention, resource persons from Bangladesh, India, Pakistan, Sri Lanka and Nepal presented various papers. The second one with the theme *Building Competitive Environment Through Quality* also had resource persons from Bangladesh, Sri Lanka, Thailand, India and Nepal. The convention was the first of its kind in Nepal. NAAS is making necessary preparations for hosting the third quality meet next year.

### In-house Talk Program

Since 2002, NAAS started the practice of organizing in-house talk programs at YTG with the objective of disseminating information and knowledge acquired by fresh ex-trainees or members participating in AOTS or its alumni societies-related in seminars/conferences as resource persons etc. to enlighten NAAS members. In this context, in November 2002, presentations have been made by participants of BNTP enlightening the audience on various aspects of Japanese management learned in Japan. Likewise, programs held in December 2002 and January 2003 covered topics such as *Status of 5-S in Nepal* which was presented in 5'S' Convention in Colombo, and about developing quality consciousness with at early start titled *Scripting on Clean Board* presented at the 7<sup>th</sup> Annual Quality Convention held at Dhaka.

### 10<sup>th</sup> Anniversary of NAAS

The tenth anniversary of NAAS in 2000 coincided with 100<sup>th</sup> anniversary of the visit of the famous Japanese monk and philanthropist Mr. Ekai Kawaguchi to Nepal. NAAS organized a two-day exhibition program titled *Semblance: Nepal and Japan* in March that same year. His Excellency Mr. Mitsuaki Kojima, Ambassador of Japan, inaugurated the program. A talk program on Nepal – Japan relationship was held before the initiation of the exhibition.

Also on the occasion of the NAAS decade, a talk program on *Human Resource Development in Nepal for the Millennium* in June 2000 with speakers from the National Planning Commission, the Hotel Association of Nepal and

the Computer Association of Nepal. The commemorative ceremony program was inaugurated by the Hon. Former Prime Minister Mr. Sher Bahadur Deuba, in the presence of His Excellency Charge de'affair Mr. K. Yotsuwa, Embassy of Japan, President Mr. Kanichi Ito, AOTS Japan, Mr. Ken Hasegawa, Representative from JICA and Dr. AKM M. Hussain, Representative and General Manager, AOTS Dhaka Office.

### Participation in AOTS Official Business

In February 2001, Mr. Ramesh Nepal, NAAS Advisor (then President) attended SAFAAS extraordinary meeting in New Delhi, India. Similarly Ms. Amira Dali, NAAS President (first Vice President then) attended the AOTS meeting in Bangkok, Thailand in June 2001. The purpose of this meeting was to discuss restarting the relationship between AOTS and NAAS. Mr. Kumar P. Khanal, NAAS Vice President (then General Secretary) attended similar SAFAAS extraordinary meeting in New Delhi in December 2001.

In October 2002, a NAAS delegation comprising of

President, one Advisor and Treasurer attended the 6<sup>th</sup> Convention of AOTS Alumni Societies in Colombo, Sri Lanka. The President made a presentation on the activities and the future strategy of NAAS. NAAS was also selected from the SAFAAS group to share its development experience.

### TALIM Publication

The publication of TALIM, the in-house magazine of NAAS, has been a regular annual activity. The publication is brought out in time for the annual general meeting of NAAS. Last July, the 13<sup>th</sup> issue of TALIM was published.

### Launching of NAAS homepage/website

NAAS launched its official website in December 2002. The homepage consists of background on NAAS, information related to its activities, profile of its members, TALIM issues. The website which is updated regularly can also be used to link up with the sites of AOTS, CICC and the Embassy of Japan in Nepal. The web address is [www.naas.org.np](http://www.naas.org.np). ❖

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# WNF Training Program on Tourism Management With Focus on Adventure Tourism

27~30 July, 2003

A 5-day WNF training program on “Tourism Management with Focus on Adventure Tourism” was organized in Kathmandu from July 27 to 31, 2003 by NAAS supported by The WNF Fund and Nepal Tourism Board (NTB). This training program focused on the concept of adventure tourism within tourism management. By the end of the course, participants learnt to apply the ideas and knowledge of adventure tourism that they learnt during the 5-day period as promotional activities in their respective countries. Six prominent and key experts from tourism sector of Nepal provided lecture as resource persons.



Mr. Binod B. Shrestha, then Acting President of FNCCI, inaugurated the opening ceremony, which was attended by Mr. K. Suzuki, Minister Counsellor, Embassy of Japan in Nepal and Mr. Tek B. Dangi, CEO, Nepal Tourism Board, Nepalese experts in the area of adventure tourism and management, and various other dignitaries, invitees and ten participants from SAARC region.

Altogether ten participants, mostly directors and managers from different travel agents and adventure related agencies of both the private and public sectors of SAARC region participated in the five-day program, which was held in Kathmandu at the Tourism Service

Center, Nepal Tourism Board. The participants had hands on experience on mountain climbing, rock climbing, and safety as well as a whole day on rafting. Six experienced Nepalese experts, Dr. Sudhir Adhikari, Principal/Director of Kathmandu Academy of Tourism and Hospitality, Mr. Padam Ghaley, of Mandala Trekking lectured on hands on experience on rock climbing and mountaineering, Mr. Kunda Dixit, Publisher/Editor of Himalmedia shared his knowledge on trekking, and Mr. Mahendra Thapa, President of Nepal Association of Rafting Agents (NARA) for rafting. Similarly Mr. Ukesh Bhujju, former Conservation Program Director of WWF Nepal Program talked on wildlife, and finally Dr. Surendra Pradhananga, father of village tourism and chairman of Kathmandu Research Center provided lecture on village tourism.

Creating interest in tourism for the masses of the people can come in various ways. Out of the various sectors of tourism, adventure tourism gives new meaning in the business of travel trade. Adventure tourism, which could be part of regular tourism or carve its own niche in the groups of thrill seekers, can attract all age groups. Knowing what and how to market and cater such needs to the prospective adventurers is what this training program is about.



# Seminar on Problem Solving Procedure in TQM for Manufacturing and Service Industries

6~7 January, 2004

With the wave of economic liberalization sweeping most countries and the globalization of trade and commerce in multiple fronts, industries – whether manufacturing or in service sectors – are feeling the heat of heightened competition at the domestic, regional and global levels. Amidst all this, QUALITY has emerged as the only sustaining factor for the survival and the growth of industries. This fact has been realized by organizations with forward-looking management who are gearing up to face the looming challenges of competition. An increasing number of organizations have implemented total quality management as an effective and proven contemporary management practice to ride in the success amidst the competition. Nepalese organizations also have to increasingly interface the challenges in enhancing their productivity and competitiveness.

In this context, NAAS organized a two-day seminar on “Problem Solving Procedure in TQM for Manufacturing and Service Industries” with the expressed objective to enhance the knowledge of participants with modern quality management concept and problem solving techniques in Total Quality Management to develop competitive advantage in the manufacturing and service industries.

The seminar was successfully organized under the Domestic Lecturing Tour program of AOTS Japan on 6 and 7 January 2004 at Hotel Himalaya, Lalitpur. The resource person was Mr. Yukihiro Ando, QC Instructor, Union of Japanese Scientists and Engineers (JUSE), and Lecturer at Tokyo University of Science. Mr. Ando is also



the Representative of QC Circle, Kanto Branch, a member of the Deming Prize Committee, and Senior Consultant, Joiner Associates Inc., USA. He also has a number of publications on QC management to his credit.

The seminar covered the following overall contents:

- Importance of “Problem solving” in TQM
- “Problem solving type QC story”
- How to understand a problem
- Standardization focusing on Service Industry
- Application of the QC Story
- “Task Achieving Type QC Story”

Altogether 46 executives and officers from various manufacturing and service industries keenly participated in the two-day program and highly rated the program in terms of its contents and context. Mr. Ando distributed the Certificate of Completion to all participants at the end.



# Preliminary Meeting on Nepal-Japan IT Promotion 28 May, 2004

NAAS organized a preliminary, informal meeting on Nepal-Japan IT Promotion on 28 May, 2004 at the International Club, Sanepa. This program has been initiated and coordinated by NAAS Nepal-Japan IT Promotion Committee. There were altogether 46 participants, out of which 8 were Japanese guests in the program. Participants were mainly NAAS members, members of Computer Association of Nepal, officials of Ministry of Science and Technology, and members of Japanese Embassy, and JICA. Participants were very much enthusiastic and actively participated in the program. They mainly shared the possibilities of promoting IT business in Nepal through the help of Japanese government and individuals in the private sector in Japan. The program was found to be very successful, and participants demanded that such programs be organized in future as well.

### Main objectives of the meeting :

- To share information on status of ICT scenario in Nepal
- To find out ways to promote IT in Nepal through the help of Japanese government and private sector.
- To share the experiences of Nepalese companies working with Japanese companies



Members of Nepal-Japan IT Promotion Committee

1.	Mr. Madhur K. Shrestha	Chairman
2.	Mr. Prakash R. S. Suwal	Vice Chairman
3.	Mr. Vivek Rana	Secretary
4.	Ms. Sohani Rajbhandary	Treasurer
5.	Mr. Prashanta Shrestha	Member
6.	Mr. Jyoti Tandukar	Member
7.	Mr. Ashok Manandhar	Member
8.	Mr. Bijendra Shrestha	Member

### Advisors

1. Mr Y. Hayasaka,  
Senior Volunteer, JICA
2. Mr M.K. Shrestha,  
Under Secretary, Ministry of Foreign Affairs
3. Mr Madhusudan Bhattarai,  
Coordinator, NACTC
4. Amira Dali,  
President, NAAS



# An Overview of Third Quality Convention

## "Growth and Excellence Through Quality"

### THE CONVENTION

NAAS has been holding Quality Convention every two years since 1999. It has already organized two conventions in April 1999 and in September 2001, inviting experts from South Asian Federation of AOTS Alumni Society with World Network of Friendship (WNF) subsidy. However, the third Quality Convention could not be held in the year 2003 as initially planned. Consequently, NAAS has decided to organize it in July 2004 and planned a two-day caucus on "*GROWTH AND EXCELLENCE THROUGH QUALITY*" as its theme.

This convention will highlight the growth of companies in terms of turnover and profitability focusing on the excellence in products/services as the "needs" of the companies as present in Nepal. NAAS also intends to invite the participants who are involved in Quality Production/Quality Service (or who intend to enter in Quality Production/Quality Sector) in manufacturing and service industries. This convention, where ideas and practices will be shared, and recommendations to replicate the practices will be elicited for the organizations to adopt and develop. This convention will be a common platform for professionals working in the areas of Quality Management, and will materialize through active participants and resource persons, who will serve as catalyst in the society, to move forward with the idea of Quality Control. Participants will also be conferred with recognition as an acknowledgment to the entrepreneurs, who have been implementing Quality Management in their business/service, to motivate them and others.

### OBJECTIVES

- To launch 'Quality Network' with the initiative of NAAS where various player organizations,

projects and government agencies could meet and share knowledge, information and experience on strategies, tools, approaches and various issues on Quality Control.

- To streamline the activities of companies so that optimal profitability and turnover is achieved over time.
- To disseminate information on various concepts/tools of Quality Management.
- To find out the solutions of the constraints/issues (Quality specific) faced by the companies.
- To generate recommendations and resolutions, jointly by NAAS and other agencies concerned.
- Share practical insights and bring participants together to learn from each other.

### CONVENTION OVERVIEW

The concept of Quality Control still does not hold much significance in the context of products and services in Nepal due to lack of awareness and low advocacy of Quality Management, technology and a sound policy. Despite business getting swamped with more and more innovations, the importance of Quality Control is yet to be rampantly addressed. The need for national and international Quality Standards for goods and services is inevitable now with Nepal's full-fledged entry in the WTO. The quality of Nepali goods is far from the international standard and Quality Standards urgently need to be enforced lest Nepal gets impeded in the global market. Our burning call for the present is quality, not just in terms of competitions, but also as a part of the consumer rights. To embark upon the part of quality management and eventually sustain, would require a strong foundation, which has to be initiated

## Third Quality Convention

at some level. It requires collective participation and voice from the parties concerned to shed light on this proposition. This convention will be a marked event, for years to come, will respect to Quality Management and could be aptly called the "Apex of all Quality Conventions" for sustainable quality management.

### CONVENTION HIGHLIGHTS

- **Dr. Noriaki KANO, AOTS Japan as a resource person:** A distinguished and renowned name in the field of Quality will be leading the first hand discussion with the participants.
- **Confer Recognition:** As an acknowledgement to the ISO pioneers, in every sector of the country, for implementing "Quality Management."
- **Exhibition stalls of ISO companies:** To display their products, exchange information and make presentation regarding the achievements made after implementing Quality Management.
- **Chief Guest:** Inauguration by the Honorable Dr. Shanker Sharma, Vice Chairman, National Planning Commission.
- **Introduction of Quality Network:** Initiation of Quality Network during the convention.

### KEYNOTE SPEAKER

**Dr. Noriaki KANO:** Professor, Department of Industrial Management and Engineering since 1982 and was Dean of the Faculty of Engineering during 1988-2000, Tokyo

University of Science.

Dr. Kano has published 300 papers including "Attractive Quality (Kano Method/ Kano Model)". He has also published nearly 40 books/ videos including "Guide to TQM in Service Industries."

Dr. Kano, the recipient of 2002 E Jack Lancaster Medal by American Society for Quality (ASQ, 1997), 1997 Deming Prize for Individuals by Deming Prize Committee (JUSE) and 1997 Deming Lecturer by American Statistical Association (ASA), is also the Chairperson of the Asian Network for Quality (ANQ) and Deming Application Prize Committee. He was the President for Japanese Society for Quality Control (JSQC) for the year 2000-2002. He is also involved in different quality committees in Japan.

### CONVENTION RESOURCE PERSON

1. **Mr. T. S. Gopi** – Representative from Federation of AOTS Alumni Association of India (FAAAI), New Delhi
2. **Mr. Hari Bhakta Sharma/Mr. Mani Ratha Shakya** – Deurali Janta Pharmaceuticals, an ISO Company
3. **Prof. Dinesh Chapagain** – Dean, School of Engineering, Kathmandu University/Advisor NAAS
4. **Mr. Shree Krishna Shrestha** – Director General, Nepal Bureau of Standards and Metrology

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## ATTENTION NAAS MEMBERS !!

NAAS monthly meeting is held every first Monday of every English month at YTG. All members are welcome to attend the meetings and provide valuable suggestions and advice.

Time : 5:30 p.m. (Summer) and 5:00 p.m. (Winter)

## Pro-socio Behavioral Interventions for Developing Quality Mindset from Early Age

**Prof. Dinesh P. Chapagain**

Dean, School of Engineering, Kathmandu University  
Advisor, NAAS

*"Maya is a beautiful lady and always likes to keep her house neat and clean. Her two children always litter things everywhere, but she keeps all of them in place. Every morning she cleans her three small rooms including the kitchen, corridor and the staircase, collects all rubbish in a plastic bag which she leaves just outside her house. Her neighbor, Chandra Lal, always shouts abuses for leaving the bag of trash in front of his house. Why can't she keep all these things inside her house? A social tension."*

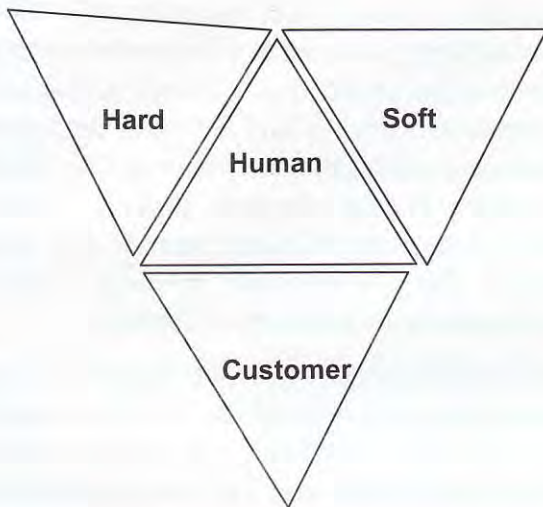
*"The office in Balaju Industrial District starts at 9:00 a.m. Sri Pannaman, Managing Director arrives at 11 to meet the secretary at the ministry regarding some trade contract on which he has to make an urgent decision. He has waited for an hour for the secretary who comes late to office. Meanwhile, a number of customers are waiting at Pannaman's office. He had given them time for 10."*

*"Sushil has been thinking of generating additional profit from his products in a very competitive market. His products are exercise books. The market is flooded with local Nepalese products. His idea was to reduce the dimension of the exercise books by 1mm each in width and length. The customers would hardly notice the difference. Making 20,000 copies of 100-page exercise books a day by reducing 1 mm in the width and length would save Sushil Rs. 20,000 only on the material cost. This would be a neat saving of Rs. 40,00,000 per year. He could afford to reduce the unit price of exercise book, be more competitive in the market and still save enough money."*

### Quality Mindset

To understand Quality in a deeper form, we have to observe its four dimensions – hard dimension, soft dimension, customer dimension and human dimension. When we look at the specification of a product and the manufacturer confirms the specification, the quality is said to be satisfied. This is the hard dimension of quality. On the other hand, there are some important aspects such as the methods and system characteristics of products and services that we cannot see or touch, but nevertheless determine quality. This is the soft dimension. Then there is another side of quality – the customer dimension, which has been assuming greater importance. No matter how perfect the hard and soft sides of the product are, some customers may like it while others may not be satisfied with it. It is equally important to understand the customer side of quality. Even with all these three dimensions, the understanding of quality will not be complete. One who procures, processes and sells the product or service is important indeed. But even more important is his attitude towards quality. This is the human dimension. These four dimensions can define quality more accurately. This paper deals more on the human dimension of quality.

**Quality Pyramid.** Quality can be seen as a pyramid of these four dimensions with human dimension as the base and hard dimension, soft dimension and customer dimension as the pyramid's three faces. This can be understood more clearly by the illustration in Figure 1.



**Figure 1: Quality Pyramid with four dimensions**

The human side defines quality as a combination of culture, values and mindset of a person. Only a person with quality character attributes believes in producing products with quality hardware and software, and one that strives to satisfy customers through continuous improvement. Thus, it is necessary to understand how we can develop this quality mindset in a person.

Different literatures have defined quality mindset in different ways. These definitions emerged as outputs of practical experiences of best organizational results. Definitely, not the products of conceptual research results. Some experts term them as quality languages, some as quality slogans, while others refer to them as major behaviours of quality persons. I would like to refer to this as the quality mindset of a human being. The following mindset is required in a person to be able to deliver quality in totality.

### **Respect humanity**

The immense capability of all individuals must be respected. Generally, it is taken for granted that the boss knows everything and that the subordinate has to perform as per the direction of the boss. A person with the mindset for respecting human beings feels that each individual has

unlimited capability to think create, innovate and solve problems.

### **Priority Consciousness**

People have numerous tasks to perform. Some individuals have to deal with a lot of problems and opportunities as well at one time. A quality person cannot work haphazardly and be successful in delivering quality services to its customers and society. He or she must work through prioritization to be a quality person.

### **Management by Fact**

Many people live in the world of fiction. But a quality person talks and works only with facts. A person should make a habit of measuring and standardizing the activities. He should manage by utilizing facts and figures.

### **The PDCA Wheel**

A quality person always plans his activities before doing a work, and checks its effectiveness against the objective of the plan. Whenever there is a deviation, appropriate action must be taken to improve the plan in the next phase. Considering planning and checking activities only as some auxiliary activities will tarnish the effectiveness of the job. Hence one should assume a mindset of moving with PDCA wheel to deliver a quality performance.

### **Recurrence Prevention**

We are constantly solving one problem after another in our daily activities. And many do so merely by analyzing the symptoms. Result – the problem recurs. On the other hand, a quality person analyzes the root cause of the problem scientifically, logically and systematically before devising countermeasures to solve the problems. This way, the problem is solved permanently. It will not reoccur again. A quality person must ensure that the same mistakes do not repeat again and again.

#### Customer Orientation and Next Process is the Customer

Whatever one does is basically to serve others either directly or indirectly. One should bear in mind that these others are the customers – consumers, clients or even neighbors or community. His actions bear effect on somebody. A quality person ensures that the outcomes of his activities produce a positive effect and should never harm others.

#### Process and Dispersion Control

If the process is controlled effectively, the output is bound to be of quality. A quality person believes in process improvement rather than controlling the output. He should develop the attitude of controlling the source and the process as well.

#### Quality First

Above all, the mindset of people must be fully oriented towards quality

#### Behaviour by Nature or Nurturing

Can the mindset of a person be changed? If yes, how? Does a person possess certain behavioral

attribute by nature or can they be nurtured? A lot of discussion is taking place regarding this. We are aware that there is a number of behaviour modeling techniques that can be used to change the behaviour of a person. Researches have indicated that if proper intervention techniques are followed, the mindset of a person can be changed. However, specific behaviour attributes of some persons may not be changed. These are present by nature, derived through genetic or hereditary influences.

Character traits of a person mainly depend on genetic and acquired environmental factors. These character traits give rise to his mindset or attitude which in turn reflects his behaviour. The following schematic diagram (Figure 2) illustrates this process. Behaviour of a person can be mainly of two types – anti-social and pro-social. The quality mindset described here highlights the importance of exhibiting a pro-social behaviour to be a quality person. Understanding the environmental factors and then applying appropriate interventional techniques is necessary to change the mindset of a person, and to ensure that the person will behave as a pro-social and not as an anti-social one.

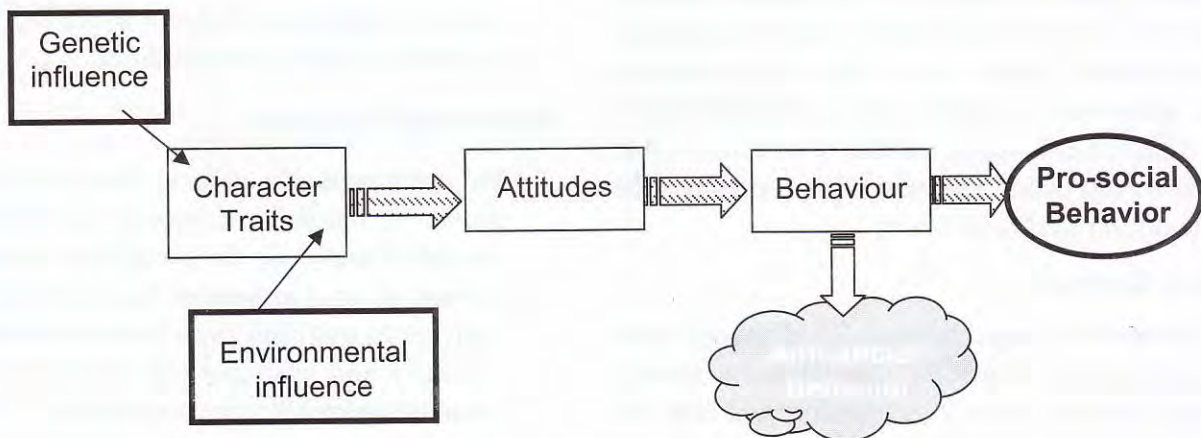
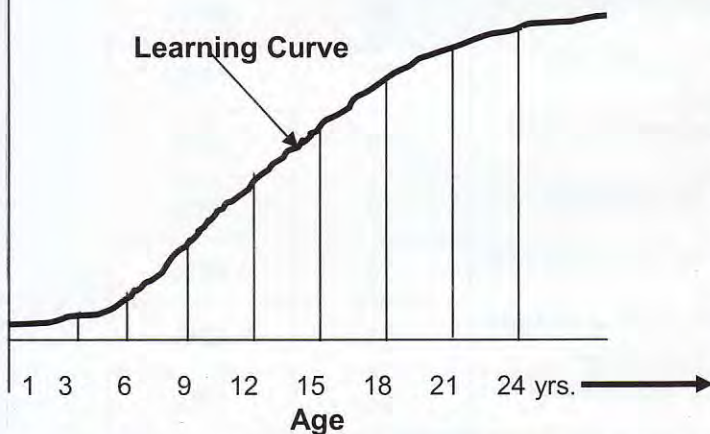


Figure 2: Nurturing for a Pro-social Behaviour

The pro-social behaviour of a person is a function of acquired environmental factors and genetic factors. In other word, the pro-social behavioral intervention may be considered an important technique to develop a quality mindset in a person. The character educational process provides an appropriate socio-behavioral intervention.

#### **Character Educational Interventions**

Educationists have developed various intervention programs called character educational intervention to build up positive character or pro-social behavior of students. Teaching moral education, ethics and value system to school children have immensely helped to develop positive attitudes of students towards society. Other measures such as competition among students in sports, dramatics and music have also contributed to this. These interventions are more effective during early ages of the students.



**Figure 3: Age and the Learning Capability**

The learning curve as shown in Figure 3 shows the relationship between the age and the learning capability. Intervention to a three year child will not be so effective. But as age increases beyond 5 years, the learning capability increases very fast up to the age of 25 years. Students of 20s acquire skills and knowledge required for their life very fast.

Presently, a new experiment on the pro-social intervention is being carried out in many countries to develop the quality mindset among students at an early age. This is done through the practice of Students Quality Circle [SQC] at schools and colleges. The slogan is "catch them young".

The initiation of this intervention dates back to 1993/94 when the quality experts of the world watched with awe small kid students of City Montessori School, Lucknow, India making quality control circle case presentations in the International Quality Circle Conference in Hongkong. The marvelous presentations on scientific and logical problem solving techniques, the communication style and confidence of the students, and the emphasis on respect for humanity and creativity struck the quality experts that the renowned Quality Control Circle practiced in the factories of Japan could also be used to generate the quality mindset of the students at school.

#### **Experiment with Students Quality Circle**

Mr. Jagadish Gandhi, a manager, tried to realize a vision that problem solving tools that helped a war worn and trodden Japan in the 1950's become an economic giant by 1980s, can be used to develop pro-social behaviour among students at schools. He is being helped in this crusade by two stalwarts, namely Dr. Mrs. Veenita Kamran, Principle, City Montessori School and Degree College, Lucknow, India and Mr. Prakash C. Bihari, a quality professional of Indian Railway. Since 1994, Students Quality Circle, a pro-social behavioural intervention is being promoted in Indian schools, and by 1997, the first International Conference of Students Quality Control Circle was organized in Lucknow. In 1999, the World Council for Total Quality and Excellence in Education was established with an objective of developing quality mindset among school children all over the world. The council has representatives from USA, Japan, India, Switzerland, Germany, Singapore, Malaysia, Srilanka, Mauritius, Nepal, Bangladesh, Pakistan, Israel and others. The experiment is going on in many countries.

### 3<sup>rd</sup> Quality Convention Resource Paper

In sharing their experiences, the students involved tell of the intangible benefits that they get by practicing SQC activities in their respective schools. Students from different schools and countries have been presenting their problem solving cases in international conferences being held regularly since 1999. In the years 1999, 2001 and 2003, the international conferences were held at Lucknow, while in the years 2000 and 2002, they were held in Mauritius and the USA respectively. In December 2004, the conference will be held in Bangladesh.

Here, an inference is being made that extra curricular activities in schools in the form of SQC act as socio-behavioral intervention to prepare people with quality mindset. The proceedings of four international conferences (1999 to 2003) of SQC are taken as sources of information for analysis. There were several case studies made by students

from different countries.

36 SQCs are randomly selected for identifying the intangible benefits that students received after practicing quality circle for problem solving through their respective circles formed at their schools. The sample of circles selected for data collection are from India – 21, Srilanka – 5, Mauritius – 3, Nepal – 3, Singapore – 2 and Bangladesh – 2. The ages of students involved in the exercises range from 6 to 24 years, the average age group being 12 years.

Beside the tangible benefits the students and schools have gained by solving specific problems, students have also expressed several intangible benefits after their exercises. The frequency of some important intangible benefits as explained by the students in the case exercise presentation is tabulated below in Figure 4.

SN	Intangible Benefits	Frequency	Percentage
1	Developed self confidence, self esteem and self discipline	33	92%
2	Learnt systematic, scientific and logical problem solving skill	32	89%
3	Enjoyed working in group, developed cooperation, involvement, participation and teamwork	27	75%
4	Built confidence in public speaking, presentation and communication	20	56%
6	Learnt to develop plans, set priorities and manage time	19	53%
8	Developed broader vision, more than course work and extra knowledge	15	42%
9	Developed sense of responsibility and positive attitude toward others, empathy and learning from others	15	42%
5	Developed personal contacts, received appreciation and cooperation from others	14	39%
7	Unleashed latent potential, creativity and talents	13	36%
10	Developed confidence in coordinating group, effective leadership	12	33%

**Figure 4: Intangible Benefits Derived from Students Quality Circle Exercise**

The table shows that the students received maximum benefits in the forms of development of self confidence, self esteem and self discipline, learnt systematic, scientific and logical problem solving

skill, and enjoyed working in groups, developed cooperation, involvement, participation and teamwork. This has changed the mindset of the students. This has made the future citizens work

together and develop capability to cope with the problems logically and scientifically.

#### **Humble Appeal**

Students Quality Circle, a pro-social educational intervention has been considered as an effective technique to develop people with quality mindset. Its regular practice can influence the character traits of children as well as of adolescents. Students Quality Circle intervention helps to respect humanity, have self confidence, work scientifically and logically in a team for solving problems and develop communication and presentation skills – in short, all the ingredients to prepare a valued future citizen. The responsibility to prepare a socially valued citizen is that of the government, educationists, guardians, and the society in general.

Hence, a humble appeal is made here:

- His Majesty's Government of Nepal is requested to promote Students Quality Circle as the most

important pro-social interventions at educational institutions. Singapore and Mauritius are two countries that have already attached great importance to this aspect for developing people with right kind of quality mindset.

- Schools are requested to initiate the practice of Students Quality Circle as an essential extra-curricular activity along with other general programs such as sports, arts and talent programs. Hundreds of schools of India, USA, Singapore, Mauritius, Srilanka, Bangladesh and others are practicing this and have already disseminated benefits derived from this.
- Parents and guardians are requested to motivate their wards to participate in Students Quality Circle activities at their respective schools. It is an identified fact that without parents' support to school programs, a mission of developing a valued future citizen is not possible. Thus, parents of school children in many countries are collaborating with schools. ❖

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## National Policy for Quality Upliftment:

(Role of Nepal Bureau of Standards and Metrology)

Shree Krishna Shrestha

Director General, Nepal Bureau of Standards and Metrology

### BACKGROUND

For the first time, the Industrial Policy, 1974 clearly recognized the need of wholesome improvement in the industrial production and productivity. The quantitative growth along with the quality product became the main focus. For this, a strong need of standardization and Quality Control activities was felt inevitable and the same was addressed in the Industrial Policy 1974. Quality enhancement cannot be achieved without quality control and its effectiveness is greatly based on the standards. Hence a national standards body was felt to be essential that looks after the activities concerning standardization and quality control for qualitative improvement in the industrial production and to enhance productivity. Under the chairmanship of Vice Chairman of National Planning Commission "Nepal Quality Standardization Committee" was established in 1976. Nepal Institute of Standards (NIS) was established as a secretariat to this committee and NIS started the process of formulation of National Standards.

In 1980, Nepal Standards (Certification Mark) Act was introduced. With the necessity of strengthening the institution, NIS was restructured and named as Nepal Bureau of Standards and was established under the Ministry of Industry in 1981. Scientific and the Industrial Metrology is another important tool towards the quality control of any industrial products. To administer more efficiently, it was felt that Standards and Metrology should go together as quality control activity, standardisation and verification of weights and measures are so closely associated that they have to supplement each other. Hence, the organization was reconstituted and named as Nepal Bureau of Standards and Metrology (NBSM) in 1988.

### NATIONAL POLICY

The 8<sup>th</sup> five year plan had focused on development of national standards and establishment of various sector

laboratories for analytical services. The strengthening of the institution and the human resource development became the objective of 9<sup>th</sup> five year plan. Formulation of standards and Quality Certification Marks to industrial products were the major activities. The regular inspection, supervision and technical support to the industries bearing Nepal Standard Mark have enabled those products to maintain their required quality. Physical facilities for metrological laboratory has been extended to the users. Stringent Quality Control and the conformity assessment is another important factor for the exportable commodities. The sensitivity of consumers from developed countries towards using the products containing harmful and banned chemicals, color leads to having the necessity of developing the testing facilities inside the country. For this, the laboratory of NBSM is being enhanced with the necessary equipments and trained personnel. In addition to the above policy and programs, the 10<sup>th</sup> five year plan has further stressed on the following : Promotion of System Certification Concept, ISO 9001 : 2000 based System Certification Accreditation of laboratories, Pre-shipment inspections, Calibration of density, thermometer, time etc. Promote application of cleaner production concept in industries. Provide technical and administrative services to industries to upgrade the quality of products and systems. To promote application of Hazard Analysis and Critical Control Point concept in industries.

### LEGAL PROVISIONS

- Food Act 2033: This Act has been effective since 1966 for regulating the food products.
- Standard Metrology Act 2025: This Act has been effective since 1968 for regulating the weights and measure system.
- Medicine Act 2035: This Act has been effective since 1978 for regulating the production, distribution, sales, storage, import, export and consumption of medicines.
- Nepal Standards ( Certification Mark) Act 2037: This Act has been effective since 1980 for regulating the

upgrading of overall quality of industrial products.

- Nepal Environment Protection Act 2053: This Act has been effective since 1996 to control the environment from undesirable pollution.
- Consumer Protection Act 2054: This Act has been effective since 1997 to safeguard consumer's health, safety and interest. All these Acts are related directly or indirectly towards the quality control and enhancement.
- Standard Metrology Act 2025 and Nepal Standards (Certification Mark) Act 2037 is being administered and implemented by Nepal Bureau of Standards and Metrology. It also provides support services to the consumer protection related Acts.

### ACTIVITIES OF NBSM

Under the approved national policy and planning programs, NBSM is carrying the following activities:

- Formulation of National Standards for various products, processes, test methods in regular basis.
- Grants the license to use NS mark on industrial products in compliance with relevant Nepal Standards.
- Analytical testing services.

- Calibration services.
- Legal Metrology services.
- WTO – technical barriers to the trade focal point.
- Provide technical services to industries to upgrade the quality of product.
- Provide training in quality aspects to personnel in industry and to private sectors.

Since 1999, every year, NBSM is awarding "NS Quality Award" as a recognition, to the industry that has excellence performance in quality management activities. The whole criteria for the evaluation is based on the principles of ISO quality management system. Three industries among the best performance are selected. One with the outstanding performance is awarded NS Quality Award and rest two are awarded with Letter of Appreciation. Industries have shown more concern now for quality upliftment after their participation in this program.

In addition to this, NBSM plans to carry out following actions in near future:

- ISO 9001 system certification
- Establishment of National Metrological Center
- Export and import inspection as per demand. ❖

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BUILDING THE NATION SINCE 1970 AD

## Prospects and Challenges of Quality Management in Nepal

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Deurali – Janta Pharmaceuticals Pvt. Ltd.

### Abstract

Although the concept of quality is very old, the modern quality science is recognized have to begun in the 1920s. The concept of Quality Control (QC) was developed before World War II whereas the concept of Quality Assurance (QA) and Total Quality Management (TQM) developed during and after World War II respectively. TQM was originally developed in the USA, but Japan was the first to visualize its benefits and apply it successfully.

Quality is such an attribute, which cannot be controlled by inspection but must be built into every step, process, and system to confer quality in the product. The quality cycle begins and ends with the customer. The successful implementation of TQM provide a high quality product or service at the most economical cost, which brings the customer 'delight' instead of customer satisfaction. It incorporates the concepts of product quality, process control, quality assurance, and quality improvement.

TQM is a company wide activity, involving the combined efforts of all departments of an organization in different phases with a view to achieve the desired quality of the end product. It incorporates the concepts of product quality, process control, quality assurance and quality improvement. Quality Management, when implemented correctly, results in higher quality products, increased responsiveness of services, decreased costs, increased profits, and improved competitive position. By determining quantitative indices of customer satisfaction and quality assurance, each organization can plan, develop and implement effective process improvements based on facts.

In addition, quality management enables companies to respond better to customer demand, and also to improve their management efficiency. The successful implementation of quality management also helps to avoid losses due to quality viz. product quality related losses, process quality related losses and cost and efficiency related losses.

Today's marketplace is changing at a rapid pace, with new technologies, increased competition, more stringent regulations, a changing workforce and new customer requirements. To survive in the face of these and other challenges, many companies are working hard to reduce costs, downsize, reorganize, reduce cycle time, and improve service and customer satisfaction. In such a global competition Nepalese industries, especially pharmaceutical industry, have to improve and develop a lot.

*Key Words:* Quality Control, Quality Assurance, Total Quality Management

### Background

The concept of quality originated with the history of mankind. According to *A History of Managing for Quality* (J. M. Juran), China had instituted quality control in its handicrafts as early as the Western Zhou dynasty in the eleventh to the eight centuries BCE and Scandinavian shipbuilders were using quality improvement techniques over the whole first two millennia BCE and the first millennium CE. Greeks were using tight quality control methods in the building of their temples. India had strict standards for working in gold in the fourth century BCE, and the Romans standardized nearly everything they touched from 300 BCE to 300 CE.

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1920's is widely recognized as the dawn of modern quality science. The concept of Quality Control (QC) developed as the Bell Laboratories formed a quality control department that emphasized on quality, reliability, testing, and inspection. Walter A. Shewhart introduced the concept of control charts, as described in his well-known book *Economic Control of Quality of Manufactured Products* (Van Nostrand, 1931), and H. F. Dodge and H. G. Romig perfected methods for acceptance sampling. These methods were recognized and adopted by the War Department and the U.S. Army during the war effort of the 1940's. Guidelines for the use of control charts, sampling inspection standards, and sampling techniques were adapted to aid manufacturing of war materials. This was the beginning of the era of Quality Assurance (QA).

Later, the TQM concepts originated with the work of Dr. W. Edwards Deming, an American statistician, who formed many of his ideas during World War II and taught and guided the Japanese industry to use a new style of management that could be focused on how to monitor, control and continually improve their work processes and systems with the application of a scientific approach to meet the customers' expectations. Therefore, TQM was originally developed in the USA and Japan was the first to visualize its benefits and apply it successfully.

Nowadays many measures have been devised to achieve total quality and business excellence. These approaches and methods include six sigma, ISO and many others.

#### Quality Management Concept

Quality is never an accident; it is always the result of high intentions, sincere efforts, intelligent direction and skill-full execution (John Ruskin, an English Philosopher, 1819 – 1900). Quality is such an attribute, which cannot be controlled by inspection but must be built into every step, process, and system to confer quality in the product. Because the quality that emerges out of a process is affected by the quality of what goes in and what happens at every step along the way.

The quality cycle begins and ends with the customer. It starts when the customer's need is identified and analyzed to design and develop a product. During the development and manufacture of the product, personnel of various departments and sections of the organization

make their contribution in building quality into it. The cycle ends with the consumers as the final proof of the product quality comes during its use by the customers.

In order to be competitive in this age of free market economy, an industry need to provide a high quality product or service at the most economical cost, which brings the customer 'delight' instead of customer satisfaction. It is possible only if an industry utilizes the principle of Total Quality Management.

TQM is a company wide activity, involving the combined efforts of all departments of an organization in different phase with a view to achieve the desired quality of the end product. It incorporates the concepts of product quality, process control, quality assurance, and quality improvement. Consequently, it is the control of all transformation processes of an organization to better satisfy customer needs in the most economical way. Total quality management is based on internal or self-control, which is embedded in each unit of the work system (technology and people). Pushing problem solving and decision-making down in the organization allows people, who do the work, to both measure and take corrective action in order to deliver a product or service that meets the needs of their customer.

#### Prospects of Quality Management

Successful implementation of quality management requires a strong management commitment that begins with the organization's top management team. The cooperation and long-term commitment of top management are critical to nurture and implement the changes that are required. To reap the full benefits of quality management they must be involved in establishing commitment, defining structure, prioritizing activities, enhancing management involvement, encouraging employee buy-in, participation, and in auditing and evaluating progress.

Quality Management, when implemented correctly, results in higher quality products, increased responsiveness of services, decreased costs, increased profits, and improved competitive position. By determining quantitative indices of customer satisfaction and quality assurance, each organization can plan, develop and implement effective process improvements based on facts.

There are two main reasons why quality management is being given increasing importance in business administration these days. One is that it enables companies to respond better to customer demand, and the other is that it allows them to improve their management efficiency.

If companies wish to continue developing, they must adopt a dynamic attitude toward the management of quality. It is no longer good enough simply to make products according to received specifications or work according to given standards; companies must actively identify their customer's requirements and use this information to develop better products and services. Idea is generated, creativity is allowed to flourish, the ability of the entire work force is enhanced, and productivity improved. As a result, a large gap is created between the type of management that considers quality seriously and that which gives it little importance. The former type of management not only produces higher quality products and services but also favorably affects other aspects of the business and lead to overall improvements in corporate management.

The successful implementation of quality management also helps to avoid losses due to quality. There are three main types of quality loss:

1. Product quality related losses
2. Process quality related losses and
3. Cost and efficiency related losses

### **1. Product quality related losses:**

These losses will arise when products or services do not conform to customers' requirements. They are borne by the supplier, the customer, or both. In a competitive market, customers protect themselves by not buying products or services that provide low satisfaction levels, so the supplier of such products or services loses its customers.

The product quality related losses may occur due to nonconformities in planned quality, delivery, purchase, use and service.

### **2. Process quality related losses:**

Even if a product or service conforms to customers' requirements, losses will be generated if the processes by which that product or service is manufactured and

marketed are unsuitable and consequently result in the production of defectives or the consumption of unnecessarily large amounts of materials, energy and labor. The process related losses generally include repetition of incorrectly performed tasks, 100% screening, reworking of products and the idle time associated with these. Since such type of losses can occur in any type of operation or process are not suitably planned or carried out, it is often necessary to monitor the situation by keeping records of these losses.

The process quality related losses can occur due to change in product design, poor process design and change in control.

### **3. Cost and efficiency related losses:**

Reducing the waste of resources resulting from defective product and process quality is an important element in improving the cost-effectiveness with which products or services are supplied. But poor quality is not the only source of loss; efforts should also be made to reduce losses resulting from inefficiencies caused by unnecessarily redundant designs, over-strict tolerances, exclusive stock etc. Such losses do not appear in the form of quality problems, producers should constantly try to bring them to light and detect waste by methodically, systematically and continuously analyzing their systems and operations. Reducing such losses generally require the development and introduction of new technologies and management methods.

A well designed and implemented Quality Management System provides organizations with the following benefits:

- Increased Customer satisfaction
- Increased productivity
- Reduced costs
- Improved product reliability
- Better process control and flow
- Better documentation of processes,
- Greater employee quality awareness
- Reductions in product scrap, reworks and rejections.

### **Challenges of Quality Management**

Hellofs and Jacobson (1999) have shown that product quality directly impacts market share.

Also, Dzever and Quester (1999) have observed that a country's origin and its perceived quality can impact future purchasing decisions. Any nation that does not provide leadership to its industries on the importance of product quality will end up doing less business in the future.

Today's marketplace is changing at a rapid pace, with new technologies, increased competition, more stringent regulations, a changing workforce and new customer requirements. To survive in the face of these and other challenges, many companies are working hard to reduce costs, downsize, reorganize, reduce cycle time, improve service and customer satisfaction. The prospects for Quality Management is very important but not yet fully utilized tool in organizations management practices in Nepal. In a market place where law and order is deteriorating, companies are not able to give proper time and resources for the improvement of the Quality Management within the organization.

At the juncture of such global competition, Nepalese industries, especially pharmaceutical industries, need to improve and develop a lot. In Nepalese context, people have perceived that quality improvement is uneconomical since it increases cost and investment, thereby decreasing productivity. Traditional Nepalese organizations are not yet prepared for global competition where quality, cost, timely delivery and customer satisfaction are of paramount importance. Many Nepalese entrepreneurs and managers are unaware of the monuments changes taking place.

Nepalese companies should wake up to the realities and try to build up an organization where information must flow freely, employees are empowered with decision-making and problem solving and team work is awarded and encouraged. Our executives have to learn how to become successful quality managers, so that they could be global managers.

In order to develop and implement quality management system, the top management and managers of Nepalese organizations should have long term commitment to quality. The organization should be prepared to change the organizational culture, use scientific approaches for process analysis and continual improvement, to focus on customers' requirement and provide training to the employees to use quality tools. The prospect for quality

management is very important but not yet fully utilized tool in organizational management practices in Nepal.

#### Summary

Quality cannot be controlled merely by inspection rather must be built into every step, process, and system. The quality cycle begins and ends with the customer. The successful implementation of TQM provide a high quality product or service at the most economical cost, which brings the customer 'delight' instead of customer satisfaction. It incorporates the concepts of product quality, process control, quality assurance, and quality improvement.

Quality Management, when implemented correctly, results in higher quality products, increased responsiveness of services, decreased costs, increased profits, and improved capability to compete. By determining quantitative indices of customer satisfaction and quality assurance, each organization can plan, develop and implement effective process improvements based on facts.

In addition, quality management enables companies to respond better to customer demand and improve their management efficiency. Moreover, the successful implementation of quality management helps to avoid losses due to quality viz. product quality related losses, process quality related losses and cost and efficiency related losses.

To survive the changing and challenging global business Nepalese pharmaceutical industries, need hard work to improve quality, reduce costs and improve customer satisfaction.



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## Quality Management in Global Business Environment

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**"Globalize or perish"** is the slogan for survival and success in the corporate sector in the current commercial context. Today the world has acquired a much wider connotation and significance. The IMF has defined globalization as *"the growing interdependence of countries worldwide through rapid and widespread diffusion of technology"*. Unity in diversity may be the idiom and grammar of globalization..

The logic of globalization suggests that the world is on the threshold of an era, in which there may be any national business enterprise, or national corporation not any more. Immediate access to the plant, ready-made equipment, trained personnel, current goodwill and established distribution / procurement networks are some of the salient advantages of mergers and acquisitions.

If by "globalization" we mean that national borders no longer have any significance, then we have a long way to go. Governments still impose a raft of regulations on corporate activity. National laws and levels of taxation might be converging, but they can still differ greatly, even between apparently similar countries.

Similarly, there are only a handful of truly 'global' firms, if that is taken to mean a firm, which does not have a clear nationality and does not have a bias towards its home base. Most case studies focus on the Swiss-Swedish conglomerate ABB. While several recent businesses combinations might meet certain criteria for determination as truly global companies. But on closer examination they will likely reveal distinctly 'national' characteristics, particularly in managerial style. For multinational corporations as a group, about seventy-five percentage of value added activity still takes place within their home base. Companies like Boeing or Matsushita might be global in terms of sales of their products, but most of the R&D and production take place in their home country.

In an economic sense, globalization could mean a world where factors of production or their output move freely across borders, with the result that the price of capital, labor and land, and the goods and services they produce is equalized across the world.

Another aspect of globalization is that the number of MNCs has increased dramatically. In 1970 the United Nations estimated that there were 7,000 firms which met its definition of having operations in two or more countries. By the start of the 1990s this number went over 35,000.

In spite of the growth of trade and investment, and talk of globalization, the bulk of activity remains within the Triad of the European Union, America and Japan, which together account for 72% of the world's output.

Although Japan and Europe are both labeled as being capitalist economies, they have some notable differences from the United States. In the US the involvement of the government tends to be at a lower level than most other economies.

Another interesting feature is the close links that each member of the Triad has formed - for political, historic, geographic or economic reasons - with other countries in its region. USA with Canada, Mexico and South America; the European Union with Eastern Europe, the Middle East and Africa; Japan with various developing Asian economies.

The globalization of the world economy would not have been so dramatic without governments adopting a welcoming approach towards investment from MNCs.

### Management Challenges

To succeed in the international operating environment of the present, managers must be able to sense and interpret

the complex and dynamic environmental changes. They must be able to develop and integrate the multiple strategic capabilities, and delivering co-ordinated action on a worldwide basis. Unless those in key management positions are highly skilled and knowledgeable, companies simply cannot respond to the major new challenges they face.

Because global competitive interaction increasingly takes place on a global chess board, only a manager with worldwide perspective and responsibilities can assess the strategic position and capability in a given business. This requires that companies configure their information, planning and control systems so that they can be consolidated not only on a country-by-country basis, but also in consistent, integrated global business reports.

Overseas subsidiaries can be more than sources of strategic intelligence. In a truly transnational company, they can be the source of capabilities, expertise, and innovation that can be transferred to other parts of the organization

Administrative ability to transfer new ideas and developments requires a considerable amount of management time and attention to breakdown the "not-invented here" syndrome that often thrives in international business. In this process, the worldwide functional responsibilities are ideally placed to play the central cross-pollination role. Not only do they have the specialist knowledge required to identify and evaluate leading-edge practices, they also tend to have a well-developed informal communications network developed with others in their functional area.

While aligning the company's resources, capabilities and commitments to achieve common long term objective is vital, top management must also achieve results in the short term to remain viable among its competitors and credible with its stake holders. Top management's role is to provide the controls, support, and coordination to leverage resources and capabilities to their highest level of performance.

There are three basic cross-organizational flows that must be carefully managed- goods, resources, and information- and each demand a different means of coordination. Goods flow involves decisions about sourcing, scheduling, and distribution, those normally can

be routinised and managed through formal systems and procedures.

Decisions involve the allocation of scarce resources such as capital allocation or key personnel assignments are usually the ones that top management will should be be involved directly and personally.

But it is the flows of information and knowledge that are often the most vital to the company. Although the more routine information can be managed through formal systems, the key means of vital knowledge generation and diffusion is through personal contact. One of top management's greatest challenges, therefore, is to create and nurture the human interaction that drives these vital flows.

### Productivity

"Produce or perish" is the slogan for survival of a society. Productivity, in simple terms, is more and more generation of products and services with less and less consumption of real resources. By high productivity it means, that full, proper and efficient utilization of available resources of men, machine, materials and money. Productivity does not mean working harder, faster or longer hours. It also never aims at production at any cost.

Productivity implies the development of an attitude of mind and a constant urge to find better, cheaper, quicker, and safer way of doing a job in manufacturing a product or providing a service. Possibilities for increasing productivity are there every where by the elimination of process delays, bad designs, locked up inventories, poor material handing systems, breakdown of machines and equipment, idle labor, health hazards etc. Improvements in working conditions and avoidance of fatigue and drudgery would greatly enhance the productivity of any organization.

### Quality Management

For the survival of any business the shareholders demand a reasonable return on their investment. While costs of labor, materials, machines, facilities etc are unavoidable, the costs incurred on prevention, detection, and avoidance of errors during production are preventable. Why should the consumer pay for the errors? Quality related costs are

generally to the order of about 10% of a company's total costs. Unfortunately, these costs are not normally shown under traditional accounting methods.

An effective quality management system provides opportunity to keep prevention, appraisal, internal and external costs at a reasonable level and helps to avoid unnecessary failure / appraisal costs. This will also tend to drive market prices down and enhance customer satisfaction. Quality should therefore be measured in monetary terms so that its impact can be communicated throughout the organization in a language every one can understand. It is obvious that an effective quality management system provides an enterprise with adequate opportunities to reduce its quality costs and thus to add to its profits.

"Quality Management" has gone through a considerable evolution during the second half of last century. Quality has always been in the forefront at any discussions organized by business. In true sense prosperity through quality encompasses more than profits and return on investment. Prosperity is return on investment and profit plus growth and development. The mindset that looks at quality from profit point of view and the mindset that looks at quality from prosperity point of view are different.

Quality of products alone cannot earn an organization a future in the market. Products come and go as the markets evolve. An organization must be able to offer products, which create markets. Markets get created if customers perceive value in the product or service apart from quality.

Organization's ability to give quality and value positions organization in a market. The ability to evolve review this value is quality of organization

Organization is made of assets, which include hard and soft assets. Quality of assets give an organization an ongoing capability to visualize and make a plan in future and continue to prosper.

Hard assets are easy to acquire and the means are also easy.

The soft assets include:

- Leadership
- People
- Processes

Prosperity is function of quality of these assets.

Organizational quality is not a process, which once defined will continue to harvest prosperity. The process of quality must evolve and keep pace with evolving external world. The linkage between different contributory variables of organizational quality as a model needs to be designed and evolve to keep pace with competitive markets. Such a quality process makes an organizational quality, a key to organization's prosperity.

"The customer is the king" is truer today than ever before. As the quality of life improves, demand for better quality of products / services also increases

What the Japanese industries did in the 1950s & 60, and what the western world did in the late 1970s & 1980s developing nations need to do now. To achieve this we need to adopt Total Quality Management in a big way by all the sectors of the economy ie manufacturing, industry, service industry, infrastructure, trade and even government departments.

Not to be confused with attempts to improve just the final product, the Total Quality Revolution must span entire organization, affecting every process – from manufacturing to marketing, from design to accounting, from human resources to environment – that constitutes corporate activity. Implemented everywhere, from suppliers through manufacturers, marketers and retailers, right down to customers, it must forge a continuous chain girding all of Society.

In essence TQM is defined as taking quality out of shop-floor to encompass every conceivable activity in an organization, with the customer at the center of all thoughts, process and decisions.

TQM strives towards the achievement of quality in everything one does. In a TQM company, everyone tries to understand and meet his customer's requirements. The customer may be an external customer who pays for the company's products or an internal customer some one within the company who receives the output of one's process.

The focus of TQM is to achieve one or more of the following:

- Enhanced customer satisfaction: This is the fundamental component of most TQM programs. To achieve this orientation of employees towards customers is essential. This will result in higher level of customer satisfaction leading to improved market share and sales. Thereby better competitiveness in the market with better profits and performance.

- Improve cost effectiveness: Better process control leads to reduced rejection rate on manufacturing lines, thereby better utilization of resources such as raw materials and

labor. Higher yields and better productivity help to achieve lower cost of production resulting in improved cost effectiveness and enhanced competitive and improved profitability.

- Speedier introduction of new products: Reengineering of Business Processes and use of modern TQM tools result in fast introduction of new products with greater success rate. This leads to high adaptability for improved competitive position in the market with better profits.

Below given is an action plan for initiating TQM movement in an organization for enhancing competitiveness.

- Understanding TQM
- Formulating a Master Plan
- Setting up an organization
- Providing Education & Training
- Leading the implementation
- Reviewing Progress
- Recognition Celebration & rededication

Japanese manufacturing industry with its structural turn around cycle has maintained a competitive edge in quality assurance, cost reduction, delivery assurance and other factors. This was achieved under the banner of adding value and promoting exports by :

- \* Modifying and adopting technology introduced from out side
- \* Increasing equipment capacity in order to achieve

mass production and mass marketing

- \* Strengthening the management of affiliated companies and suppliers
- \* Instigating 5 S and KAIZEN campaigns supported by the teamwork and diligence of Japanese workers and
- \* Applying and refining operation techniques such as JIT, TQC, and TPM.

Achieving the following 10 items in a short period of time with customer value and satisfaction as priorities are the need of hour

- Zero defect concept
- Strong leadership by CEOs
- Empowerment of employees
- Real-time information sharing through the application of IT.
- Reformation of organizational climates and improvement of morale
- Systems to provide products and services that are instantly responsible to customer needs
- Increased customer satisfaction through upgrading of the quality of products and services.
- Dramatic shortening of turnaround time and cycle times
- Establishment of a competitive advantage in quality, cost & delivery
- Achievement of world class productivity

Japan has the reputation of being one of the world's safest cleanest and kindest countries. This was possible because of their highly- motivated work force, the scrupulousness of industries in implementing the 5 S (SERI, SEITON, SEISO, SEIKETSU and SHITSUKE) and the single mindedness of industry in designing products for the consumers' convenience. These attributes have provided a firm underpinning for Japan's industrial power.



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- 6 GRAPHIC DESIGNING
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6	Agrawal Ratan Lal	Inter-Tech P. Ltd.	071-540147	071-540471		071-543471
7	Anyal Suman Raj			420357		
8	Bajracharya Navin Siddhi	IT Himalayn	4416432		navsidhbajra@hotmail.com	4418832
9	Bajracharya Prakash	Bajra & Bajracharya Enterprises	5524851		machendra@ntc.nep.np	
10	Bajracharya Tri Ratna	Institute of Engineering	5542054	4253565	bajracharya_triratna@hotmail.com	
11	Baskota Binod	Nepal AOTS Alumni Society	4478467	4494459	naasytg@mail.com.np	
12	Bhagat Radhe Shyam	R.S. Bhagat & Ass. Consulting Artitech	6614794	4425247	rsbhagat@world.com.np	
13	Bhandari Keshab	NPEDC	4350522	4495791	keshab@ccsl.com.np	4350530
14	Bhandari Mukunda Ram	NPEDC	4350567, 4350566	4247062	sandeep@wlink.com.np	4350530
15	Bhandari Narayan Prasad	Nepal Telecom	4226004			
16	Bhandary Kishore Ram	Royal Drugs Ltd.	4227210	4415563	kishore_rb@hotmail.com	4226116
17	Bhattarai Achut Raj	Small & Medium Enetprise Dev. Pjt.	4261750	4435591	bhattaraib@hotmai.com	4258535
18	Bhattarai Narendra	Nepal Credit and Commercial Bank		4434130		4490824
19	Bhattarai Raju Dev	Sheela Printers	4418094	4433242	sheelaprints@hotmail.com	
20	Bhattarai Shashi	Nepal Industrial Dev. Corporation	4228322	4473925	shashibhattarai@yahoo.com	
21	Chapagain Kishor	Techno Group (P) Ltd.	5549967	4414467	ckisor@hotmail.com	
22	Chaurasia Hemant Kumar	Computer Point Nepal	4414429	9851060337	info@computerpointnepal.com	4220161
23	Chettri G. Narayan Bdr.	Time Pharmaceuticals (P) Ltd.	56523804	56527523	cifrox@wlink.com.np	56520695
24	Dahal Basu	Himalayan Bank Limited	4225399		hbl@hbl.com.np	
25	Dhakal Shiromani	Hetauda Cement Industries	057-520020	021-527194	hcilpdt@mos.com.np	057-521023
26	Dhaubhadel Radha Krishna	Eco Craft Nepal	6612782	6612335	ecocraft@infocub.com.np	6612782
27	Dongol Bishnu Dass	Unique Paper Crafts P. Ltd.	4272822		upcraft@wlink.com.np	
28	Ghanashyam S. Sharma	Yeti Finance Company Ltd.	057-521842	057-523463		4223361
29	Ghimire Kapil Dev	Small Business Promotion Project	4223361	4415473		
30	Ghimire Pranab	Nepal Industrial Dev. Corporation	4228322	4350198	ghimirepr@hotmail.com	4350379
31	Ghimire Rajesh Mani	Balaju Yantra Shala Pvt. Ltd.	4350147	4441018	nhec@mos.com.np	5525417
32	Giri Aju	Nepal Bio-Tech Nursery (Pvt.) Ltd.	5541349	4265168	ajugiri@yahoo.com	
33	Hada Anil	Super Biscuit Industry		4226463		
34	Hada Purna Prakash			4270043		
35	Joshi Kush Kumar	Nepal Ektrat Engineering Co.	4243436, 4244857		kush@neek-transformer.com	4253612
36	Joshi Sabita	Manka Crafts Association	5545033	4242429	sabita_joshi@hotmail.com	
37	Joshi Surendra Raj	Style Trade Line	4355880, 4388867	4352785	sugan@mos.com.np	4355348
38	Joshi Tina	CTL Pharmaceuticals P. Ltd.	6610893	4280718	tinajoshi@hotmail.com	

# LIST OF GENERAL MEMBERS

S.No.	Name	Office	Off. Tel.	Res. Tel.	E-mail	Fax
77	Prajapati Rabin	Bhaktapur Ceramics Pvt. Ltd.	6613440	6611625	rabinprajapati@hotmail.com	
78	Prajapati Rupesh	Chandeswori Auto Engineering	4485862	011-861671		
79	Rajbhandari Achyut	Perfect Printing Press	4284265	4278869	variety@wlink.com.np	4278050
80	Rajbhandari Bhava	Variety Printers	4278869	4284275		
81	Rajbhandari Rabindra	BRS Infotech learning Pvt. Ltd.	4412580	4782454	kumarib@info.com.np	4418361
82	Rajbhandari Sohani	Informatic Computer School	5551177	4244886	infoschool@wlink.com.np	
83	Rajbhandari Vabha	Dept. of Drug Administration	4780227, 4781432	4230543	dda@healthnet.org.np	
84	Rana Ashoke S. J. B.	Himalayan Bank Ltd.	4227749	4222245	hbl@hbl.com.np	
85	Rana Vivek S	AAC Inc	4425322		bibek.rana@acc.com.np	4413038
86	Ratna Lal Shrestha	Krisuns Works	4284698	4284698		
87	Sangat Gore Kaji	Nepal Biotech Nursery	5541349	4486839	gksangat@yahoo.com	5553377
88	Satyal Anil Raj	Nepal Electricity Authority	6610033	4474068	anilsatyal@ntc.net.np	6614626
89	Shah Vijaya Bahadur			5538644	vbshah@wlink.com.np	
90	Shakya Saroj Kumar	Nepal Telecom	5529826	9851042757	sarojs@ntc.net.np	5537477
91	Shakya Surya Bahadur	Shambala Garments (P) Ltd.	5522433	5522433	shambala@wlink.com.np	5522433
92	Sharma Ashok	Simca Laboratories Pvt. Ltd.	4227868	4414433	simca@wlink.com.np	4251232
93	Sharma Binita Ganawaly	Himalaya Co-operative Society	981038157	4471596		
94	Sharma Ramesh	Sharma & Company Pvt. Ltd.	4260577	4271227	sharmaco@mos.com.np	4260628
95	Sharma Shyam Sunder	MEH Constructions (P) Ltd.	4477634	4471596	meh@info.com.np	4491387
96	Shrestha Amar Lal	Doree Printers	4415399	4415399	sematravels@wlink.com.np	4412746
97	Shrestha Bhagawati	Nepal Bio-Tech Nursery	5541349	4355218	nbn@mail.com.np	
98	Shrestha Bhusan Krishna	Pape Inc. Traders	4246303, 4253404	5533809	pape.inc@mail.com.np	4225524
99	Shrestha Dipendra Lal	Quest Pharmaceuticals P. Ltd.	4240304	4473246	quest@ccsl.com.np	4231028
100	Shrestha Ganesh Raj	Pashupati Rubber Industries (P) Ltd.	5522157	5524780	ganeshshrestha@hotmail.com	5527167
101	Shrestha Geeta	Readymade Garment Train. Center	4256931	4226526		
102	Shrestha Gopal Krishna	Himal Cement Company Ltd.	4331762, 4331764	5526531	ksgopal@wlink.com.np	4330136
103	Shrestha Guna Raj	PD Consult	4491475	4229190	pdconsult@wlink.com.np	
104	Shrestha Hari Gopal	Hitesh Garments	4221262	4221262		
105	Shrestha Hari Kishor	Om Hospital & Research Center	4476225	4351172		
106	Shrestha Jyoti	Ayusha Garment Industries	4470542	4470542		
107	Shrestha Keshab	Natural History Museum	4271899	4272578		
108	Shrestha Laxmi Bahadur	Harishiddhi Brick & Tile Factory Ltd.	4240698	4418862	nbgroupp@mos.com.np	4240665
109	Shrestha Madhav Narayan	Nepal Water Supply Corporation	4419585, 4411194			
110	Shrestha Madhur Kumar	Seagate Institute of Technology	5537231	5544450	seagate92@wlink.com.np	
111	Shrestha Prajwal	Microtech International (P) Ltd.	4247541	4241951	sprajwal@wlink.com.np	4240469
112	Shrestha Prashant Lal	Academy of Information Tech. Pvt. Ltd.	4412929	4358883		
113	Shrestha Rabi K.	CTL Pharmaceuticals P. Ltd.	4252500	5521117		
114	Shrestha Rajan Babu	Aero Care Air Conditioning Service	4474072	4412903		



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# नेपालमा पहिलो र एकमात्र ISO 14001 & ISO 9001 दुवैबाट प्रमाणित देउराली - जनता

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अन्तर्राष्ट्रिय गुणस्तर तथा  
वातावरणीय व्यवस्थापनको प्रमाणपत्र  
**ISO 14001 & ISO 9001**  
प्राप्त गर्ने पहिलो नेपाली कम्पनी



यी सफलताहरूका लागि सहयोग गर्नुहुने  
सबै सहयोगी मित्रहरूप्रति कृतज्ञता प्रकट गर्दै आगामी  
दिनहरूमा अझ उत्कृष्ट औषधीहरूको  
उत्पादनबाट देश र जनताको सेवा  
गर्ने प्रण गर्दछौं।



**देउराली - जनता फार्मास्यूटिकल्स प्रा. लि.**

रेनटा लिमिटेड बंगलादेशको प्राविधिक सहकार्यमा सञ्चालित

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