

TALIM

ANNUAL PUBLICATION

VOL. 2

JUNE 1992



NEPAL-AOTS



NEPAL: AOTS ALUMNI SOCIETY

We wish

all success to

Nepal : AOTS Alumni Society

Cotton Comfort Pvt. Ltd.

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Editor's Note

We are pleased that the second volume of "TALIM" could be published in time to coincide with the Second Annual Convergence of our Society - NAAS. This has been possible due to the cooperative effort of our members and the Board of Editors would like to thank all those who have helped in the publication of this magazine.

For a developing country like ours the development of human resources in the managerial and technical fields is of critical importance and we believe that this should be the focus of NAAS's activities. We are happy that the contents of this magazine as well as recent activities of our Society stress these concerns.

We are confident that with the continued support of AOTS, Japan and regional AOTS Alumni Societies NAAS will continue to grow and prosper in the days to come.

- Editor

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TALIM

Annual Publication of Nepal : AOTS Alumni Society 1992

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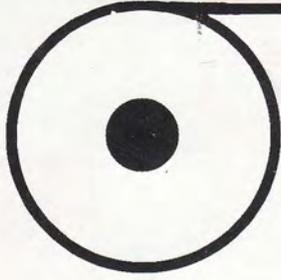
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MESSAGE

It is a matter of privilege for me to have this opportunity of extending my hearty greetings to Nepal : AOTS Alumni Society in the effort of publishing the second volume of the annual publication TALIM.

After the establishment of democratically elected government, we expect industrialization to take its pace for the overall economic development of the country. The basic objective of the government is to uplift the poor people to dignified standard through rapid economic development. Popular democracy would not be institutionalized unless and until we are able to motivate and provide adequate training to the common masses at the grass root level to participate in the overall economic activities.

In order to accomplish this objective the government has given high priority to create a stable investment climate for the promotion of private sector participation in industrial development. To supplement this efforts, the basic infrastructure for industrialization viz; human resource development, technology research and development, market research will be the major areas where government is committed to direct its resources. In this respect, I highly appreciate the Association for Overseas Technical Scholarship (AOTS) Japan in providing valuable technical training in the human resource development in Nepal.

I am confident that technical cooperation between Nepal and Japan will be a continuous of our bilateral relationship and I sincerely wish the Nepal : AOTS Alumni Society progress and prosperity.

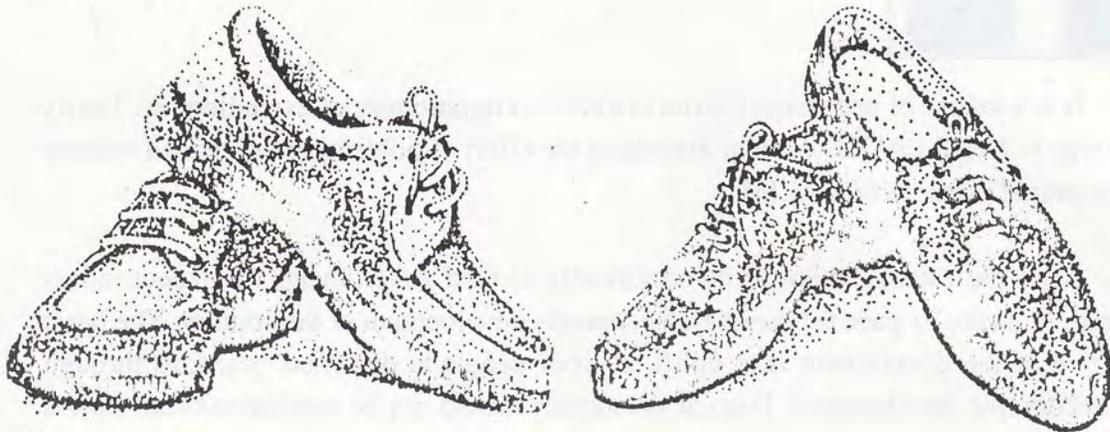
Date : 21 May, 1992

A handwritten signature in dark ink, appearing to read 'R.K. Tamrakar'.

Ramkrishna Tamrakar

Minister of State for Industry and Labour
HMG Nepal

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MESSAGE

I am most delighted to learn that Nepal : AOTS Alumni Society is going to publish a second issue of yearly journal "TALIM", in which articles on various matters of technical and managerial importance are written by the members of the Society. On this occasion I would like to extend my congratulation and best wishes to the members of the Society for bringing out this journal. This kind of publication will surely help to exchange knowledge, ideas and also share experiences among the members in their respective fields. The exchange of ideas help further to deepen one's knowledge.

Development of human resource is a pre-requisite for the overall development of a country. As all the members have acquired valuable knowledge and experiences in their respective fields, I sincerely hope that they will be able to contribute substantially to the development of their country, Nepal.

I sincerely wish every success of the AOTS Alumni Society in future.

A handwritten signature in black ink, appearing to read 'Chuichi Ito', with a long horizontal stroke extending to the right.

Chuichi Ito
Ambassdor of Japan
to Nepal



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MESSAGE

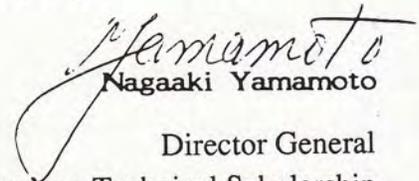
I am most pleased to learn that the Nepal : AOTS Alumni Society is going to publish "Talim-II" with the aim of sharing their knowledge and experience with a wider range of intellectual people in Nepal. On behalf of the Association for Overseas Technical Scholarship (AOTS) Japan, I would like to extend my best wishes and sincere appreciation to all the ex-trainees of AOTS in Nepal for their efforts.

AOTS was established in 1959 with the support of the Japanese Ministry of Trade and Industry (MITI) and leading Japanese private companies for the purpose of promoting technical cooperation between Japan and developing countries. AOTS has so far invited over 50,000 people from more than 150 countries and regions of the world for training in Japan, of which Nepal shares nearly 100 people.

I am extremely proud to note that all of those AOTS ex-trainees are heavily involved in the activities of their organization and are making significant impact in their industries. With a sincere commitment to their society, many of the returned trainees have formed AOTS Alumni Societies in their own countries, carrying out various activities to maintain and promote their friendship which was originated from their training in Japan. Currently, 48 Alumni Societies are active in 29 countries. The Nepal : AOTS Alumni Society is one of the most active Societies within the AOTS Alumni family.

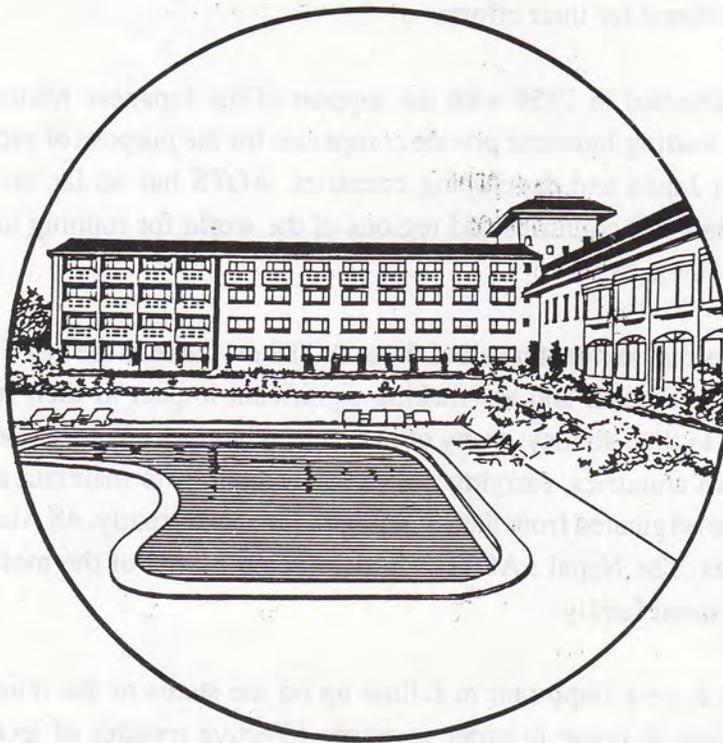
AOTS believes it very important to follow up on the status of the returned trainees and assist in their activities at home in order to assure effective transfer of technology acquired through training in Japan. The publication of a journal by the ex-trainees is one of the best mediums for disseminating their experience to the benefit of many people in Nepal.

Last but not least, I would like to congratulate further expansion of your activities. Wishing you all a promising future and success !


Nagaaki Yamamoto

Director General
The Association for Overseas Technical Scholarship
[AOTS] Japan

**ON THE OCCASION OF THE
SECOND ANNUAL GENERAL CONVENTION OF
NEPAL : AOTS ALUMNI SOCIETY
WE WISH CONTINUED GROWTH AND PROSPERITY**



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NAAS NEWS

1991-1992

Although the first Nepalese AOTS trainee returned to Nepal in 1966, it was only in February, 1986 when Mr. N. Yoshimura from AOTS, Tokyo first visited Nepal, about twenty ex-trainees were gathered and an idea to form an Alumni Society was first proposed.

In June 1989, an Ad-hoc Committee of Nepal: AOTS-Alumni Society (NAAS) was formed to prepare the groundwork for establishing a full-fledged Alumni Society. With the active support and guidance from Dr. AKM Hussain, General Manager of

AOTS Dhaka Office, NAAS was inaugurated in December, 1989 by Mr. Y. Shirota, General Manager, Overseas Affairs Division, AOTS, Tokyo in the presence of Dr. Hussain. At that time NAAS had only 24 members.

Since then, members of the Society met regularly on the first Monday of every month to discuss and exchange ideas on NAAS affairs, and plan for the future. The major activities of NAAS were as follows :

January, 1991

REGISTRATION

Nepal : AOTS-Alumni Society was officially registered with Chief District Office Kathmandu.

March, 1991

FIRST ANNUAL CONVENTION



The First Annual Convention of NAAS (after registration) was held at Hotel Soaltee Oberoi in the presence of Mr Nagaaki Yamamoto, Director General, AOTS. Coinciding with the Convention, the annual publication of NAAS "TALIM-I" was published.

In the course of Mr. Yamamoto's visit to Kathmandu, NAAS organized several visits to industrial organizations as well as courtesy call with the Ambassador of Japan to Nepal.



November, 1991

A Seminar on "Japanese Management"

A seminar on "Japanese Management" was jointly organized by NAAS and AOTS, Japan. Among the distinguished guests present were Mr. Dhundi Raj Shastri, Hon. Minister of Industry, Mr. M. Ishikawa, Charge-de-Affairs, Embassy of Japan, Dr Hussain, General Manager, AOTS, Dhaka Office and Mr. Madhukar Shumsher Rana from Management Association of Nepal.



4. November, 1991

Inauguration of NAAS Office



NAAS office was formally inaugurated by Dr. Hussain.

January, 1992

Language Class



A five month intensive Japanese Language conversation class was started.

Participation and Recommendation

During the period between 1990 and 1991, General Secretary Mr R. P. Nepal Act. Treasurer Mr. Asoka M. S. Bania represented NAAS at the first and second SAFAAS Convention held in Colombo and Karachi respectively.

During the same period, a number of trainees nominated by NAAS attended the following training and management courses :

- | | |
|--|---|
| <p>a) PCCM, NK-EPCM and QCTC Courses, Tokyo, Japan</p> | <p>b) Technical Training in Civil Engineering and Automobile, Tokyo, Japan</p> <p>c) Energy Conservation in Industrial Boiler, Dhaka</p> <p>d) Motorcycle Maintenance and Repair, Dhaka</p> <p>e) Industrial Sewing Machine Maintenance Technology, Dhaka</p> <p>f) Advanced Welding and NDT Technology, Dhaka</p> <p>g) Automobile Maintenance Technology, Dhaka</p> |
|--|---|

ACTIVITY PLAN (1993-1995)

ACTIVITY	1992/93	1993/94	1994/95	ACTIVITY	1992/93	1993/94	1994/95
1. Training Courses				5. Lecturing Tour	1	1	1
1.1. Japanese Language	2	2	2	6. AOTS Conference			
1.2. Management	1	1	1	6.1. AOTS Alumni Convention	1	0	1
1.3. Technical Training	1	1	1	6.2. SAFFAS Convention	1	1	1
2. External Training/Seminars				6.3. NASS Convention	1	1	1*
2.1. Management Training in Japan	3	4	5	7. Observation of Environment Day (Jointly with others)	0	1	0
2.2. Technical Training in Japan	3	4	5	8. Membership drive	continued basic		
2.3. Technical Training in member countries	4	5	6	9. Establishment of Information Cell	initiate continued		
3. Publication of "TALIM" Annual Magazine	1	1	1	10. Dissemination of Information among members	continued basis		
4. Talk Programme	1	1	1	* Hosting SAFFAS by NAAS.			

HOW TO PROMOTE QUALITY CONTROL ACTIVITIES

P. P. Singh

*Production Manager
NEBICO (P) Ltd.*

The concept of "Quality Control" is not new to mankind, it is as old as the human society. From the very beginning of the development of human society, people were creating things and even at that ancient times quality of the workmanship was very much appreciated and highly valued.

In the present day world, after the industrial revolution, when manufacturing (mass scale production) of goods was introduced, quality control aspects took new heights and dimensions.

The new technique of Quality Control, Statistical Quality Control or SQC, was developed mainly in the USA. This concept and techniques reached Japan after the second World War and it picked up some Japanese characteristics. For example, the techniques and management of SQC and systematic management of Company Wide Quality Control (CWQC) took root in Japan after 1950 and 1955 respectively.

Now-a-days when we talk of Quality Control, we instantly

think of Japan, where QC activities are applied in such a massive scale, that no other country can match this phenomenon. Visits to Japan and lectures on QC by two prominent Americans, Dr. W. E. Deming (in 1950) and Dr. J. M. Juran (in 1954) and continuous massive effort for popularization of QC activities by Japanese Union of Scientists and Engineers (JUSE) since 1949 are behind the present day success of Japanese industries in dominating the world market.

QC circles were first introduced in Japan in 1962 and today there are tens of thousands of them. Thousands of industries, not only from Japan, but even from other countries, are competing every year to get the prestigious award of QC activities- The Deming Prize, which was instituted by Japan in 1951 in honour of Dr. Deming, for his valuable contribution in popularizing QC activities in Japan. Dr. Ishikawa, Dr. Kondo, Dr. Ando, these are some of the respected names of the founder members of that phenomenal movement for popularization of QC activities

which started in Japan after Second World War.

The wave of industrial Quality Control has reached Nepal as well. Seminars and trainings are being organised from time to time to introduce and popularize the concept of QC. People here, are beginning to think how to introduce QC activities in their organization. But, from where to start? How to start? It is a very important and vital point. Every aspect must be duly considered at this starting point.

In the context of Nepal, it must be noted that the first and foremost condition for starting QC activities in any of our industries is the commitment and involvement of top management. What we see in our present situation is that most of the top management people do not have proper and adequate knowledge about the concept of QC. If they do not have a clear idea about the concept of QC how can full support be expected from them. So in the first place it is essential that top management must have vision about QC activities in their respective

organizations.

The second, and not less important, condition is smooth labour relation. At present, after the establishment of democracy, almost all of our industries are facing labour problems. Misunderstanding between management and labour must be rooted out and a friendly co-operative atmosphere must be created in the workplace. Without effective mutual understanding and mutual trust between management and labour we can not go ahead with QC activities. So this condition must be met without fail.

After the accomplishment of these two basic conditions, we can expect a favourable corporate environment, which is essential for introducing QC circles. Now let us look at the fundamentals of the QC circle.

What is the QC circle ?

The QC Circle is

- a small group
- to perform voluntarily quality control activities

- within the same workshop
- This small group carries on
- continuously
- as a part of company wide quality control activities
- self development and mutual development
- control and improvement
- within the workshop
- utilizing quality control techniques
- with all the members participating.

The main objective of QC Circle activities is : To contribute to the improvement and development of the enterprise.

There are many aspect of QC circle activities, which deserve attention. But I would like to focus on the most important one, from our point of view - *Worker's Participation*.

In the initial period, foremen or supervisors usually must play the role of a QC circle leader. They are also supposed to be in charge of summarizing Circle activities and making conference

presentation. But at present, in our country, the level of education of supervisors and foremen is very low. Therefore special training courses for supervisor level should be organised by professional institution, so that they may be able to grasp the fundamentals and lead the QC circles. In developed countries like Japan, ordinary workers are leading the QC circles, but in Nepal, first we have to make our supervisors fit for this responsible job. In the next stage, after active participation for a considerable period, the workers will be able to take on the job of leading the QC circle.

Many practical problems will arise when launching QC circle activities, In such a society as ours, it must be carefully planned with due preparation. It will be very very difficult to start QC activities again, if by any reason it is discontinued. So continuous monitoring, morally supporting and motivating the QC circles by the top management is of utmost importance.



CONDOLENCE

On the sad & untimely demise of our Executive Member Mr. Kedar Lal Shrestha, on 2048. 12. 11 B. S. we express our heartfelt grief & sorrow at his sudden passing away. Let the departed soul rest in eternal peace.

We also extend our sincerest sympathies to the members of the bereaved family and pray the almighty to bless them and give them strength to bear with the loss of their beloved one.

NEPAL : AOTS Alumni Society Family



SYSTEMATIC APPROACH TO SOLVE THE PRODUCTIVITY PROBLEMS

Dinesh P. Chapagain

consultant, "BISCONS"

1. DO YOU HAVE PRODUCTIVITY PROBLEMS IN YOUR COMPANY ?

A question "Do you have productivity problems in your company ?", I usually ask my friends who are successfully managing their industry. The answer usually is yes !, we have productivity problems but not as serious as financial, marketing and labour problems. Most often we have Governmental problems, i. e., problems with bureaucrats. In my opinion, we have a lot of productivity problems in our day to day management activities. And, productivity problems bring all the other problems in a company. To understand the productivity problems, let us examine the following simple hypothetical examples.

Example 1

A furniture making company with a production capacity of 15 sets of sofa-set per month is employing 20 permanent carpenters. The monthly production of last five months (Aug.-Dec.) are 15, 14, 14, 15 and 16 sofa-sets. The employee attendance record has shown that the no. of permanent carpenters absent for the months were 2, 1, 5, 3 and none respectively. Daily-wages workers were hired to fill-up the vacancy. The no. of daily wages workers hired for the period were 2, 2, 6, 6 and 6 respectively.

Example 2

A live stock feed producing company has capacity of 9,000 Mt. per year and has employed 25 workers. Eighteen ingredients are needed to produce the feed just three years back, as the

market demand increased, the management decided to operate the mill in two shifts. To operate the second shift 20 more workers were hired. The annual production, average manpower employed and raw materials consumption data of the last five years are as follows,

year	production (Mt.)	Avg. Manpower	Raw materials (Mt.)
1987	6000	24	6360
1988	6500	24	6980
1989	9000	35	10170
1990	11000	40	12940
1991	12000	43	14440

Example 3

A jute sack manufacturing company has been established with a capacity of 3000 Mt. per annum employing 600 permanent workers. It produces different quality of sacks such as B-twill, Heavy cees, and DW flour which are used for grain, cement, and flour packaging respectively. The annual production, average manpower, jute consumption, selling price of sacks, average manpower wages, and average jute price figure of the last five years are as follows ;

Parriculars	1987	1988	1989	1990	1991
1. Production (Mt.)					
- B-twill	880	775	620	410	820
- Hycees	700	600	400	200	100
- DW flour	670	925	1380	1940	2320
Total	2250	2300	2400	2550	2700

Article

2. Average Manpower (Nos.)	580	570	588	628	647
3. Jute consump. (Mt.)	2362	2421	2500	2629	2754
4. Selling price ('000 Rs./Mt.)					
- B-twill	21	22	23	24	25
- Hycees	18	18.5	19	19.5	20
- DW floor	12	12.5	13	13.5	14
5. Average Manpower wage (Rs. / Mth.)	1500	1600	1650	1700	1800
6. Average Jute Price (Rs./Mt.)	7000	7025	7500	7775	8025

Can you locate productivity problems in any of the above examples? If you do find productivity problems in all these examples, you can skip the following paragraphs and look directly at No. 2 (Concepts of Systematic Approach).

At a first glance, it seems at least in the production management area, there are none. The furniture making company's production is in the increasing trend and has produced even more than the capacity in the last month. On an average it is utilizing 99% of its capacity. Excellent! Isn't it? The feed company has almost doubled the production without doubling worker's strength. The jute sack manufacturing company has improved the production and revenue. If you concentrate on production, it seems, there are no problems in production area.

Now, I am going to explain you that all these three companies have problems. Yes!, productivity problems.

Example 1

Let us calculate the labour productivity of the furniture making company of the last five months.

Particulars	Month				
	Aug.	Sept.	Oct.	Nov.	Dec.
a. Production (No. of sets)	15	14	14	15	16
b. Manmonths					
- Permanent	18	19	15	17	20
- Daily-Wage	2	2	6	6	6
Total	20	21	21	23	26
c. Labour Productivity [(a/b) (Nos/Mmths)]	0.75	0.67	0.67	0.65	0.62

You can see that in the company, though the production is in the increasing trend the labour productivity is in decreasing mood. This is naturally a productivity problem.

Example 2

Let us calculate the labour and material productivity of the feed producing company of the last five years. Manhour is calculated on an assumption that the production was carried out for 300 days annually with 8 hours per day.

Particulars	Year				
	1987	1988	1989	1990	1991
a. Production (Mt.)	6000	6500	9000	11000	12000
b. Manhours (Thousands)	57.6	57.6	84	96	103.2
c. R. M. consump. (Mt.)	6360	6980	10170	12940	11440
d. Labour Productivity [(a/b) (Kg/Mhrs)]	104.17	112.85	107.14	114.58	116.28
e. Material Productivity [(a/c) (Kg/Kg.)]	0.94	0.93	0.88	0.85	0.83

You must have realized that as in the example 1, the production of feed industry is in the increasing trend. Moreover the labour productivity is also in the increasing trend. However, the material productivity is in the decreasing trend. In specific term, this is a material loss or wastage problem. But, in general term, this is a productivity problem.

Example 3

Let us calculate the labour productivity, material productivity and value productivity of jute manufacturing company for the last five years. Manhour is calculated on an assumption that the production was carried out for 300 days annually with 8 hours per day.

Particulars	Year				
	1987	1988	1989	1990	1991
a. Production (Mt.)					
- B-twill	880	775	620	410	280
- Hycees	700	600	400	200	100
- DW flour	670	925	1380	1940	2320
Total	2250	2300	2400	2500	2700
b. Revenue (‘000s Rs.)					
- B-twill	18480	17050	14260	9840	7000
- Hycees	12600	11100	7600	3900	2000
- DW flour	8040	11563	17940	26190	32480
Total	39120	39713	39800	39930	41480
c. Manhours (Thousands)	1392	1368	1411	1490	1553
d. Manpower cost (‘000s Rs)	10440	10944	11642	12668	13975
e. Jute consump. (MT.)	2362	2421	2500	2629	2754
f. Jute cost (‘000s Rs.)	16534	17008	18750	20440	22101
g. Total cost (d+f) (‘000s Rs.)	26975	27952	30392	33108	36076

h. Labour productivity (a/c) (Kg./Mhr.)	1.62	1.68	1.70	1.71	1.74
i. Material productivity (a/e) (Kg./Kg.)	0.95	0.95	0.96	0.97	0.98
j. Value productivity (b/g) (Rs./Rs.)	1.45	1.42	1.31	1.21	1.15

Looking at the above figures you will say that the jute sack manufacturing company have no problems regarding production, revenue, labour productivity and material productivity. But, there is a problem. Though, production, labour productivity and material productivity is in the increasing trend, the value productivity is in the declining trend. This is a product mix problem. But, in general terms, this is also a productivity problem.

If you can specifically identify the productivity problems in your company, your half job of solving the problem is finished. The identification of a productivity problem is the first and most important phase of systematic problem solving technique.

Now, you understand that we have to do a little bit of analysis, which is very simple, to locate a productivity problem which may be the main root of many of our other problems.

2. What are the concepts of systematic approach ?

The Systematic approach adopted to solve the productivity problem is simple consisting of the following concepts.

- Prioritization of problems

Try to solve only one problem at one time, but which has maximum effect on your job at your company.

- Isolation of the problem

Among the priorities, only try to solve the in-house and controllable problem.

- Solve the root of the problem

Do not haste to eliminate only the symptom of the problem but try to solve the root of the problem.

- Group dynamics

Use the brain of many people to identify an appropriate solution rather than using only one brain.

- Bottom-up

Adopt bottom-up rather than top-down approach to come up with implementable and practical action plan as well as to capture the vitality of workers who are actually working in the field.

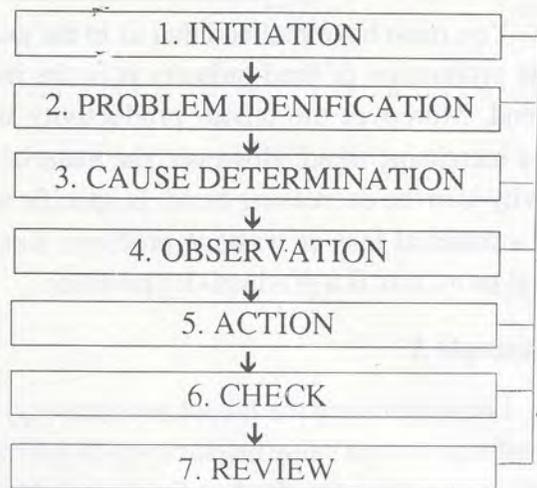
- Objective analysis

Use objective analysis to satisfy and convince the people involved in solving the problem rather than depending only on subjective approach.

The systematic approach to solve the productivity problems with these concepts developed and widely practised by Japanese companies is also one of the secret of the success of Japanese companies in this dynamic and competitive business world. Why don't we try it ourselves in our company ?

3. How to proceed on problem solving ?

Using systematic approach productivity problems can be solved following the seven steps listed down below.



Now, I like to explain in brief the procedure you have to follow for solving the productivity problems in your company.

1. INITIATION

Formation of a productivity improvement group

First step is to form a productivity improvement group, consisting of four to seven floor level enthusiast and development oriented workers. One analyst should lead the group.

2. PROBLEM IDENTIFICATION

Prioritization of problems

The productivity improvement group examines all the problems encountered in the company related to productivity. They should not try to solve all problems at one hit. They should try to find out the biggest in-house problem. This can be done by using Pareto diagram. A Pareto diagram is a method of identifying "the vital few". Thus, the second step of problem solving is prioritizing of productivity problems with the help of Pareto diagram and identifying the main problem that has to be solved.

3. CASUE DETERMINATION

Finding out causes of the main problem

There are many factors like operator, machine, raw materials, operation methods etc. that create the problems. Cause and Effect diagram helps to list down and analyze all factors that may have been the reason for creating the problem. Third step is thus to analyze the main identified problem and its probable causes by the productivity improvement group with the help of Cause and Effect diagram.

4. OBSERVATION

Determination of the impact of main causes

The integration of many causes may have been the cause of the problem. So it is very difficult to isolate one cause and solve the problem. Now, at this stage of problem solving, the productivity improvement group should observe the effect of each identified cause individually and determine the impact of each cause. To conduct this analysis simple statistical tools like data check sheet, histogram, scatter diagram, and regression analysis should be used. After determining the impact of each cause, again Pareto diagram will help to identify "the vital few" causes that have effected the productivity problem. Thus, fourth step of problem solving is to determine the impact of major causes by using simple statistical tools & Pareto diagram and identify the main cause that has created the problem.

5. ACTION

Action to eliminate the major cause

After identifying the major cause that has created the problem, the productivity improvement group which is constituted among workers from the work floor level can easily develop the practical and implementable measure to eliminate the major cause which ultimately helps to reduce the problem. Thus, the fifth step of problem solving is brain storming among members of the productivity improvement group to design an action plan to eliminate the major cause of the main problem. The action plan should be imple-

mented under the guidance and supervision of the productivity improvement group.

6. CHECK

Confirmation of the effectiveness of the action

Without the regular monitoring and controlling device the action plan may not proceed in the direction as developed to attain the set objective. Thus, sixth step of problem solving is to devise a method to monitor the action plan and evaluate the effectiveness of the action. This can be done with the help of control charts. Control chart is a graphical chart with predetermined upper and lower control limits beyond which if any monitoring measurement falls, indicates a problem either on the plan or on its implementation.

7. REVIEW

Review of the problem solving activities

The check determines the effectiveness of the action plan which is designed and implemented to eliminate the major cause and to reduce the main identified productivity problem. Step seven of problem solving is to review all the problem solving activities : initiation, problem identification, cause determination, observation, action and check on the basis of the effectiveness of the action. This helps to perform the problem solving activities in a cyclic order till the improvement in productivity is attained to the desired level.

This is not the end of the job. If the major cause of the problem has shown improvement, you have to attack the next important cause starting again from the beginning. And, if the identified main problem is solved permanently eliminating all causes, you have to prepare yourself to solve the next important problem. This way, the problem solving in the improvement of productivity is the never ending job. This systematic approach is a surest and shortest method of productivity improvement in your company.

An Interview with Mr. Ishikawa

Minister Counsellor – Embassy of Japan in Nepal

Minister Counsellor Masao Ishikawa has had a long and distinguished career at the Ministry of Foreign Affairs, Japan. Born on July 15, 1935, Mr Ishikawa graduated from the law faculty (L. B.) of Kyoto University in 1960. He joined the Ministry of Foreign Affairs the same year and was deputed to the Foreign Service Training Institute, America-Canada Division of the Economic Affairs Bureau. Since then he has served in Dusseldorf, West Germany and Sudan. He was Second Secretary at the Embassy of Japan in Washington and First Secretary in the Republic of Singapore in 1976. After working at the various departments within the ministry, he was appointed Deputy Consul General of Japan at Chicago and is currently the Minister - Counsellor at the Embassy of Japan in Kathmandu. In a wide ranging discussion with the members of NAAS, Ms Amira Dali, Mr Dinesh Chapagain and Mr Kishore R. Bhandary, Mr Ishikawa spoke of various aspects of Nepal - Japan relationship, Japan's economic progress and Japan's interest in Nepal's development efforts. Excerpts from the interview



Question No. 1

Japan's economic successes within the last fourty years has been tremendous and today Japan is an economic super power. What do you think is the secret of this success ?

Answer :

1) With the collapse of the former Soviet Union, most countries in the world tend to make efforts to introduce market oriented economic system. Among free market economy, Japan as one of super economic power has attracted a lot of world attention.

The World Bank report cited Japanese style management and even America's Japan

bashers now are trying to study, what is the source of Japan's enterprises dyanamism and flexibilities.

2) In answer to your question, of course I admit, there are many factors behind Japan's economic success. Let me simplify the reason this way.

I believe Japanese has been excellent student who tried very hard to introduce capitalism as much as possible. Most of Japanese enterprises have endeavoured to adjust themselves earnestly to the great change of the world economy. Japan has achieved the industrial and economic prosperity based upon free market principle. As you might know, Japan has the most liberalized economy with the lowest custom duty nation 3.4% (US \$ 3.9%, 1989).

Deregulation and privatization in any sector such as Japan Railways, Telecommunication, Tobacco has been progressed in Japan, and contributed to creating better environment for free competition among many companies.

3) Basic economic principle teaches us that strong and free competition lead to good quality product. For instance, Japan was not

Interview

alone experiencing high inflation (3 times high) especially at a time of oil shock in 1973. However, Japan became the excellent model country where "Operation Scaledown" policy has been conducted. Operation Scaledown policy included such rationalization efforts as energy saving and greater fuel efficiency, introduction of new technology, reduced inventories etc. Corporation became very conscious of fuel efficiency.

It is interesting to note that the period following the first oil crisis saw the introduction of very innovative product such as NC (numerically controlled) machine tools through combination of electronics and technology.

- 4) Another shock was Yen appreciation. After the G-5 Accord (so called Plaza Accord), September 22, 1985, the Yen began to rise rapidly, going from ¥ 242 to the U. S. dollar before the accord to ¥154 to the dollar a year later. So those sectors of the manufacturing industry heavily dependent on exports were especially hard hit by the high Yen. Many export oriented small scale companies went bankrupt. But the Japanese management system is very flexible and the Japanese could adopt themselves to changes in the international business environment.

From 1986 onwards to 1989, many Japanese companies shifted their operation basis to ASEAN countries as well as Taiwan and South Korea. Japanese technology and management together with the stable highly skilled labour in these countries, contributed to produce good quality products at low cost.

So, in conclusion, I can say simply that the secret is that Japanese management is dynamic and flexible, it can adapt itself very quickly to new situations.

Question No. 2

How would you describe Nepal-Japan relationship and Japan's role in Nepal's development effort ?

Answer :

- 1) I have been here nearly for nine months since I was transferred from Chicago, USA. My impression on Nepalese people is good, because they are mostly good natured, religious, polite, hospitable compared with other West Asian people.

Most Japanese who visited Nepal have friendly feelings toward Nepalese people mainly because some of Nepalese have similar characteristics of physical culture and similar cultural backgrounds such as Buddhism. Not only that, Japan is in a positive position to support the movement of democratization in Nepal.

- 2) Japan is now No. 1 donor country providing mainly grant aid amounting to about 50 million dollars. Nepal comes No 6 in the list of countries among the world which receive grant aid from Japan.

It is interesting to know that Nepal and Japan have some similarity or affinity in terms of history of feudal system and constitutional monarchy system.

Let me explain about it simply. In Japan, in 1600, political and military sovereignty devolved upon Tokugawa Shogun Samurai Government until 1867. During that time Tokugawa family ruled all over Japan so successfully acknowledging sovereign right of each feudal lord over his territory and Emperor had no power but has the highest dignity.

Tokugawa Shogunate collapsed in 1867

Interview

and full sovereignty was restored to the Emperor. You can find some similarity in the process of power between Japan and Nepal. However, I want to point out that Japan's feudalistic system is completely different from China and Korea. One of the strong features of Tokugawa period is that all feudal lords (nearly 100) were held accountable for being self-sustaining. In order to become financially independent, each class (Han) had to manage its territory in a variety of ways.

Prof. Kim Gon, a Korean economist sees this financial independence as the key to Japan's success in rapid modernization when it was confronted by the western world in the 19th century. He also considers the absence of such a system to be the reason why Korea and China fell behind in the modernization process.



Question No. 3

What are the basic factors that helped Japan develop and how can we in Nepal learn from the Japanese experience?

Answer :

- 3) There is another interesting thing about the feudalistic system in the Tokugawa era. Japan's Samurai government was amazingly tolerant of merchant activity and their philosophy. During the Edo period, it was the merchant, not the Samurai, who were at the forefront of society. Ukiyoe wood block prints and Kabuki theater are the most visible products of merchant culture. Merchant culture and philosophy were freely admitted by the Samurai government.

It is very surprising to know that Samurai put their highest value to "integrity, pure heart, clean hands". They are reluctant to earn money by themselves but stimulate and encourage the merchant class and farmer class to earn money. So, the ruling class had no corruption at all. Among merchant farmers, "diligence is good, idleness is bad" philosophy prevailed.

I would be very glad if you could get something from the history of Japan compared with the current situation and the history of Nepal.

- 1) That is a very good question, a very important question. Yes, the Japanese living standard is very high now and many other people, not only Nepali but also American people, seem to find it very difficult to learn from Japan's experience. What are the factors that helped in the development of the Japanese economy.

I believe education is the basic factor. During the long feudal period, various educational establishments developed to serve the needs of different social classes, samurai, farmer, industrialists, merchants.

Provincial lords set up special schools for the warrior class and rural communities operated schools for the wealthier members of the merchant and farmer class. Another type of private school was the Terakoya where reading, writing, and arithmetic were taught to the children of the common people, mostly in the urban area.

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Those school had amazingly good buildings well equipped with educational materials and spacious ground even in the small village. Such a very old school are well preserved even today as something like a museum. It was estimated that by 1850 approximately 25%-30% of population were literate.

- 2) I do not have time to explain about detailed history on Japanese education. But, what was put high priority at schools through the history in Japan ?

That is self training in order to produce self reliant man. It is coherent and unchangeable philosophy that hard training and severe discipline are part of the education.

Even today all students consider it their duty to clean up desks, windows, black board, corridors. Cleanliness is considered to be basic premises for study. This is traditional and unique part of education.

Recently, Mr. Schmidt, President of Yale University is going to set up new type of school which is equipped with high technique computer. He advocates that the new school make students to do cleanliness work by introducing Japanese system,. In Japanese language, "Zokingake" clean with mop connotes the process of hard training. Through this work, students acquire good habit as to how to share their burden, how to manage team-work, how to put many things in the right way and so on.

- 3) This is not only applied to school but also workplace. Even today, freshman of monk with Temple are obligatory to sweep and clean inside Temple. In Japan, it is everyone's duty to clean where you study or you work.

I hope you could understand what I mean. For instance, Japan has been providing various kinds of assistance to Nepal. We have constructed some hospital from the view point of keeping cleanliness and hygiene and sanitation. However, according to Dr. Yamano who used to work here said, it is easily getting dirty unless he keeps constantly watching. Many reason for dirtiness seems to driven from the cast system. Many Nepalese seem to think the cleanliness is the job of only sweepers ! It is regrettable for us to see that Kathmandu is getting dirtier than before.

- 4) Now, concerning "environmental problem" which is a hot issue to the world community, Edo (now Tokyo) populated with 1.2 million was the cleanest city in the world in seventeenth and eighteenth century. So no epidemic disease was spread in Edo, whereas London and Paris had so many diseases. I am sure that learning from the Japanese experience based on history will help you great deal.

Question No. 4

What are the difficulties that Nepal faces, what must we do about it ?

Answer :

- 1) I understand that Nepal is landlocked country squeezed between China and India that has a tremendous disadvantages. And also its economy is directly influenced by events in neighbouring India, Bangladesh and Pakistan. But, Nepal also has very good potential. Nepal has Himalayan Mountains which is incomparable in the world. Your water resources, forest resources have tremendous scope. But to develop these, the emphasis must be on infrastructure development.
- 2) Look at Thailand. When I was in

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Singapore, as First Secretary around 14 years ago, many people thought that Thailand had very little potential for development. But, Thailand has completely changed. They undertook a massive infrastructure development programme such as the construction of rails, roads, ports etc. by receiving Japanese Government loans. As a result, Japanese investment on commercial basis in Thailand increased dramatically.

For example, while no Japanese company put up a manufacturing operation in 1987, 30 factories in 1988, 90 in 1989, 120 in 1990 and increased to more than 130 in 1991.

Today Thailand has a vibrant economy with one of the highest rates of growth in Asia.

So, Nepal must develop its infrastructure. The other day I went to Pokhara and I was very surprised to see, Pokhara is a beautiful place but there is small and unpaved run way ground for air plane. So, how can Pokhara develop its potential as a tourist destination ?

Question No. 5

Finally, Mr. Ishikawa, do you have any message for our members our alumni society ?

Answer :

- 1) The first article in our oldest constitution in 604 A. D. the emphasis is put on harmony. "Do not criticize each other, do not argue, develop a cooperative attitude and a strong team effort". Since then, Japanese mentality has traditionally been characterized by putting emphasis on cooperative spirit. You must realise that human beings are not components of a machine or its spare-parts. So, human relation is the most important factor. Human

beings are the most important resources any country or company has. You must learn to develop these vital resources based upon your experience in Japan. In this respect, good team work will not be achieved without the following guiding spirit :

- a) everyone should have sense of participation.
 - b) social justice should be preserved so that everyone should be rewarded corresponding to their work.
 - c) working ethics should be established.
 - d) any one should be punished if anyone violates rules and regulations in order to keep harmony in your society
- 2) Alumni member should be at the forefront to move forward democratization in politics and liberalization in economic development.

Development can not be attained without the spirit of self reliance.

Strong leadership with firm vision and insight is essential especially in the developing countries. I hope strongly that you should join in strengthening leadership in your country, making nation building efforts.

Our assistance to your country would be meaningless if Nepalese people will not learn "Spirit" or "Philosophy" by depending on too much receiving money.

Lastly, I would like to express you and member of your society my cordial best wishes and believe your society will flourish more and more in the future.

Thank you.

We congratulate
Nepal : AOTS Alumni Society (NAAS)
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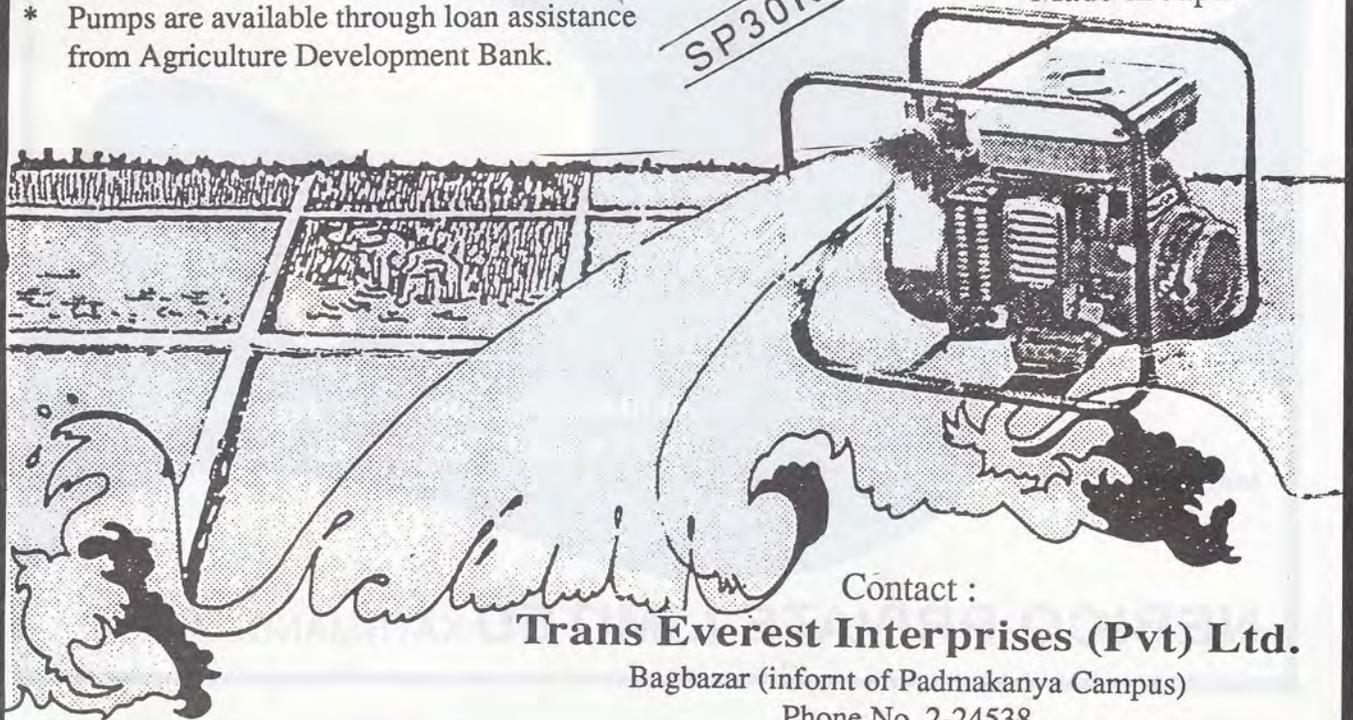
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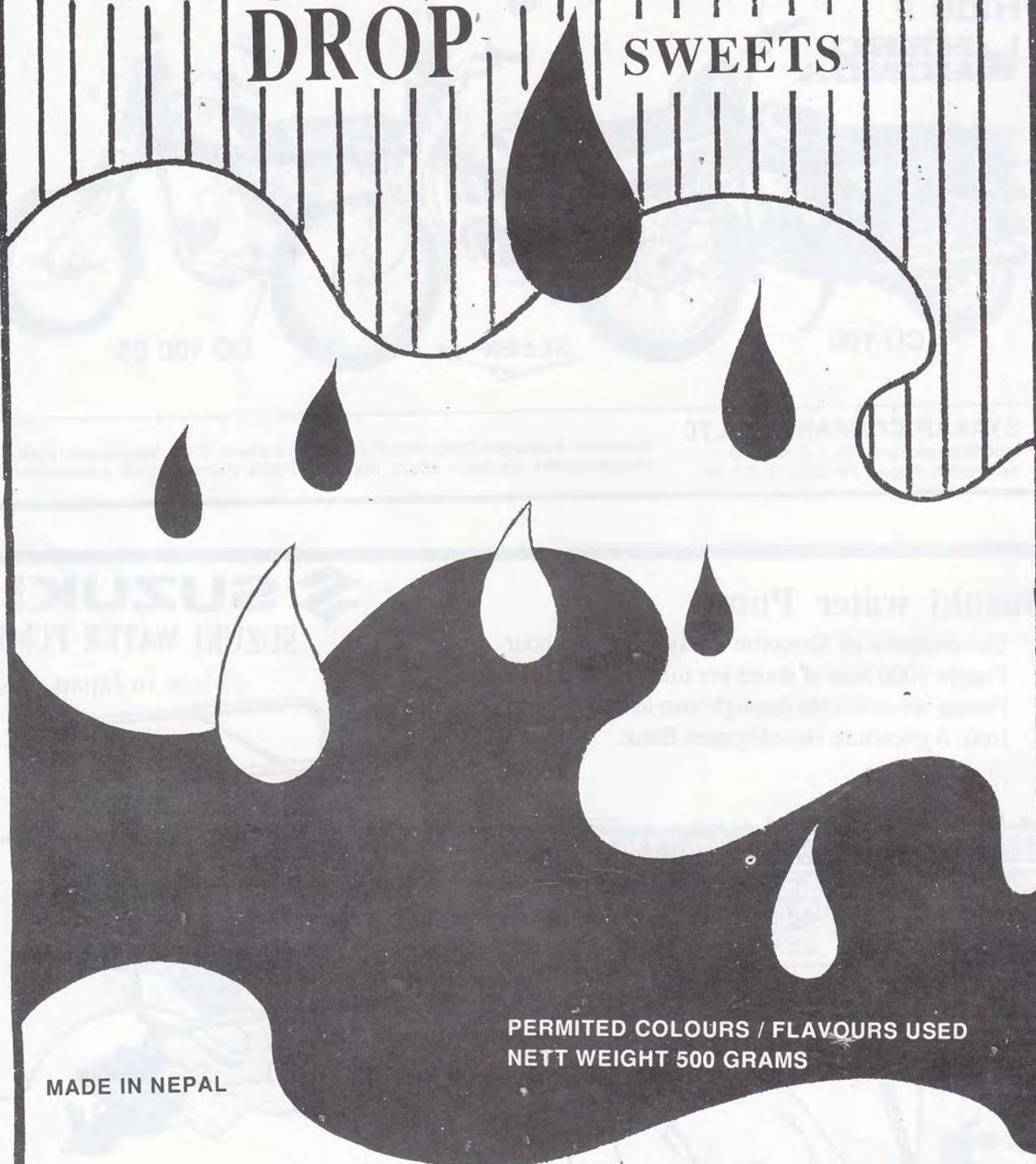
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PROCEEDINGS OF THE SEMINAR ON "JAPANESE MANAGEMENT"

Kishore Ram Bhandary
Editor

The Nepal chapter of the AOTS Alumni Society in Co-operation with the AOTS, Japan organized a seminar on "Japanese Management" at the Himalaya Hotel on the 15th November, 1991. Among the distinguished guests present were Mr. Dhundi Raj Shastri, Hon. Minister of Industries, Mr. Ishikawa, Charge-de-Affair at the Japanese Embassy, Dr. A. K. M. Hoazzem Hussain, General Manager, AOTS Dhaka Office and Mr. Madhukar Sumsher J. B. Rana, President, Nepal Management Association.

Welcoming the gathering, Mr. B. P. Sharma, Vice President of NAAS gave a brief introduction of AOTS. This organization was founded in 1959 with the aim of promoting technical cooperation between Japan and various other countries of the world. To date AOTS has trained more than 55,000 persons from about 150 countries and regions. Among these were 100 persons from Nepal who have established the Nepal AOTS Alumni Society.

Mr. Dhundi Raj Shastri, Hon.

Minister of Industries, inaugurating the seminar suggested that Japanese Management had played a key role in rebuilding Japan after the Second World War and it was imperative that Nepal given her enormous resource constraints must reorganize her management system and in this respect had much to learn from the Japanese experience. That the Japanese Government and people had tremendous good-will towards Nepal was evident from the active participation of Japan in Nepal's development activities. As such the present seminar while extremely useful in giving an insight into Japanese style management practice would also enhance mutual understanding and friendly relationship between Nepal and Japan.

Mr. Ishikawa, Charge-de-Affair, at the Japanese Embassy while thanking NAAS said that Japanese management practices were now universally recognized and as such the present seminar was very timely and meaningful. He said that it was very gratifying to see ex-trainees in Nepal having

established an alumni society were now actively involving themselves in promoting Japanese know-how through seminars and workshops. Concluding his brief address Mr. Ishikawa hoped that the Japanese experience would be useful in helping Nepal in its development activities and as Prime Minister Koirala had said on numerous occasions, "without industrial and economic development the process of democratization itself would be meaningless".

The second part of the program consisted of several experts who gave their views on various aspect of Japanese style management practices. Among these were Dr. A. K. M. Moazzam Hussain, General Manager, AOTS Dhaka Office, Mr. Minimatso, Administrative Manager, Simiju Corporation, Mr. Binay Giri, Senior Manager, Nabil Bank and Mr. Madhukar Sumsher J. B. Rana President, Nepal Management Association.

Dr. Hussain spoke about industrial quality control activities in Japan and their promotion in

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Bangladesh. He spoke about the development of quality control activities in Japan after the Second World War and the definition of the concept of quality control as mentioned by various individuals and institutions. Although the importance of quality control was recognized in Japan far back it was only after the landmark visit of Dr. W. E. Deming and Dr. J. M. Juran of USA in 1950 and 1954 that Japanese industries started actively promoting Q C activities. In 1962 the first Q C circle (a small group of less than 10 persons who voluntarily perform Q C activities) was formed and by 1990 the number of Q C circle in Japan had increased to 150,000 involving nearly 1.5 million members. In addition while Q C circles were previously confined to the factory shop floor they are now widely adopted in the service industry and in offices. In fact, so popular are the workings of Q C circle that they are now practised in over 40 industrialized countries including several in Asia.

The effectiveness of Q C circle is due mainly to the simplicity of the Q C concept as well as the "seven tools" of Q C which can be applied very easily.

Dr. Hussain elaborated on these seven tools which are :

- (a) The Cause and Effect Diagram,
- (b) The Pareto Diagram,

- (c) Graphs and Control Charts,
- (d) The Histogram,
- (e) The Check Sheet,
- (f) The Scatter Diagram, and
- (g) Sampling and Stratification of Data.

By means of diagrams and graphs he gave a lucid and detailed explanation of the seven tools and how they were applied in improving the quality of a product, controlling costs, increasing profits and productivity and improving delivery schedules and safety in the working place.

Dr. Hussain then gave examples where Q C circle activities were used successfully in factories and work places in Japan and Bangladesh. How the PDCA (plan- do - check-action) cycle is used in evaluating Q C circle activities.

In Bangladesh a number of industries have established Q C circle with the active support of AOTS, Bangladesh. Dr. Hussain, cautioned that for Q C circle activities to succeed it must be supported by top management and it is in this area where alumni societies can play a useful role.

Mr. Minimatso of Simiju Corporation spoke next. He said that in an organization it is very important that information is freely available and in this respect communication plays a very important part. For example, in a construction company such as Simiju

Corporation which is executing the Teaching Hospital Project in Kathmandu and another project in Pokhara many groups are involved. These include staff of the company itself, subcontractors, material suppliers, consultants etc. Without communications and free exchange of information it would be impossible to complete the project in time.

He also underlined the importance of team work and team spirit where every individual is aware of his duties and responsibilities. This encourages co-operation between members in an organization. Another important aspect is to let people have a sense of achievement and this can act as a very strong incentive.

Mr. Minimatso also stressed the need to have a system of rules and regulations within the organization and this must be applicable to everybody. Managers must be encouraged to avoid a narrow outlook and to treat everybody equally avoiding favours to individual or group. This helps in building trust between managers and staff and in instilling a sense of discipline throughout the organization.

The third speaker was Mr. Binaya Giri who had recently returned from Japan after completing a training program sponsored by NAAS. He spoke of the importance of quality in such areas as carpets, readymade garments,

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silver jewelry which are being exported. Since Nepal is directly competing with other countries and given her disadvantage in such areas as technical expertise, infrastructure availability etc. it is imperative that the quality of those products be given due importance. The common misconception that quality involves additional cost is not necessarily true. Q C circles and TQC (Total Quality Control) are concepts which when applied can result in dramatic increase in quality without involving cost increase.

Mr. Giri stressed the need for managers to treat their workers with a sense of respect. He gave examples in the carpet industry where high turnover of weavers was a major problem for many manufacturers whereas a few companies did not have this problem. After talking with the managers Mr. Giri was able to ascertain that the major difference within these companies was the attitude of managers of owners towards the weavers.

Mr. Giri spoke of the need to make workers aware of company goals and objectives. This awareness will instill in them a sense of responsibility towards company goals and objective and how they can contribute towards these. He gave examples of how attention to quality was primarily responsible for the success of such companies as YKK the zipper manu-

facturer, Texas Instruments subsidiary in Japan and Tokyo Electric Co.

The last speaker of the evening was Mr. Madhukar Sumsher J. B. Rana. Mr. Rana said that the low level of development in our country should not be a cause of pessimism if we see Japan's rapid development and are willing to learn from the Japanese. That Japan is willing to share its management and technical expertise is reflected by programs such as these organized by NAAS. Although he had very little first hand experience about Japanese management techniques, Mr. Rana stressed that since 1980 these have been extensively studied, researched and applied by many developed and developing countries.

Comparing the Japanese system with the American system he said that while the Americans were good at systems design, staffing and skill development they were far behind the Japanese in such areas as shared values and goals, beliefs and strategic perspectives. The Japanese ability to handle the 7/S in an integrated manner, their emphasis on team work and their shared values and beliefs were some of the reasons for their success. In addition their leadership who have a clear vision and a long term perception and are able to communicate these towards others in the organization with a clarity of purpose was outstanding.

Some of the point mentioned by Mr. Rana were the top down and bottoms up approach in Japanese style management, TQC and QC circles were examples of these. Their hard emphasis on data and their ability to get extra-ordinary results from ordinary people by collective wisdom and the genius of the Japanese people to manage paradoxes were unique. Labour relationship, the concept of life long employment coupled with a sophisticated system of performance evaluation where areas in which the Japanese were far ahead of other countries.

Mr. Rana mentioned that as a member of the board of directors of Nepal Battery Co. he has introduced the concept of TQC and QC circles in the company. Although labour may not be as sophisticated as in Japan, he hoped that with the help of Japanese expert, and members of NAAS it would succeed.

The seminar concluded with a vote of thanks by Mr. Purushottam Manandhar President of NAAS. He thanked the distinguished guests and speakers and members of NAAS who had made the seminar a success. He also thanked AOTS Japan for their assistance and encouragement and hoped that NAAS would be able to organize other activities which would further strengthen co-operation between Nepal and Japan.



Progress Through Human Resource Development

What is AOTS

AOTS - The Association for Overseas Technical Scholarship is a non-profit organization established in 1959 with the support of the Ministry of International Trade and Industry (MITI) of the Japanese Government. The main purpose of AOTS is to provide technical co-operation for the industrialization and development of developing countries and enhance mutual understanding and friendly relationships between those countries and Japan. To date, AOTS has trained more than 55,000 persons from about 150 countries including more than 80 from Nepal.

The emblem of AOTS has been designed to represent its three basic aims; the technical training of trainees from the developing countries; mutual understanding; and the strengthening of developing nations economies. At the same time, the outer triangle's three sides represent the three developing areas of Asia, Africa and Latin America. The triangle itself approximates the initial letter A of these three regions. The machine like appearance represent technology, the union of elements, interdependence and friendship, and the projecting parts, growth and development.

I. AOTS TRAINING PROGRAMS

A. REGULAR TRAINING PROGRAMS

When private Japanese companies invite trainees in Japan, AOTS awards financial subsidies and relevant assistance to the companies when the training programs are arranged according to AOTS standards.

There are two types of Regular Training Programs : Specialized Technical Training and management Training.

B. SPECIAL TRAINING PROGRAMS

AOTS conducts special training courses on behalf of the Japanese government and such international organizations as the United Nations Industrial Development Organization (UNIDO) and the Asian Productivity Organization (APO).

C. OVERSEAS TECHNICAL PROGRAMS

AOTS organized technical and management training courses and seminars in developing countries in cooperation with Japanese companies and local organizations. Notice of such training programs is placed in newspapers and other media in the respective country.

D. OVERSEAS TECHNICAL CORRESPONDENCE PROGRAMS

AOTS entrusts relevant Japanese Organizations to implement correspondence courses on technology and management for developing countries.

II. FOLLOW-UP ACTIVITIES FOR RETURNED TRAINEES

AOTS communicates with returned trainees by sending them the quarterly magazine KENSHU, technical books and other materials. AOTS staff members regularly visit returned trainees to

What is AOTS

evaluate the effectiveness of training in Japan and survey future training needs.

III. AOTS ALUMNI SOCIETIES

Former AOTS trainees organized AOTS alumni in their home countries. Currently, nearly 50 such

groups are active around the world, carrying out various activities of local alumni societies by offering special scholarship to candidates recommended by the societies, sending books for their libraries and organizing with them seminars and technical training programs in their countries.

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AOTS has four training centres in Japan,
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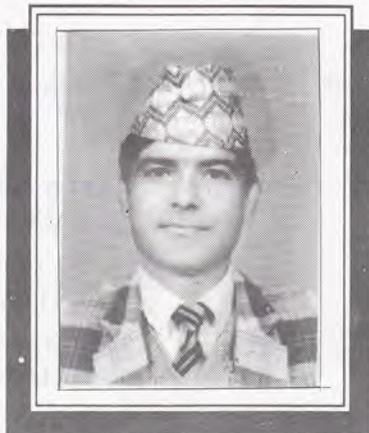
Tokyo Kenshu Centre (TKC),
Yokohama Kenshu Centre (YKC)
Chubu Kenshu Centre (CKC), and
Kansai Kenshu Centre (KKC),

where Orientation Courses and Management Training Courses are held and the trainees are provided with accommodation.

Kumar Prasad Khanal

Royal Drugs Limited

I was awarded a training programme scholarship in "Production Management Information System" sponsored by the Asian Productivity Organization and implemented by the AOTS. This programme was held at the Tokyo Kenshu Centre starting from the 6th August to the 14th, September, 1990.



The Training programme included not only Production Management Information System based on computer programming but also quantitative method for production management, problem solving, analysis of information system, business games and design of information system, in-plant training, study tour and plant visits. The course also included a very short but very interesting class in basic Japanese conversation. I still remember some phrases such as :-

"Arigato Gozaimasu-Thank you"
"Ohayo Gozaimasu -
Good Morning",
"Hai - Yes, Dozo - Please," and
"Sumimasen - Excuse me."

The first day of the training

started with an official "Opening ceremony" held at the APO office, where the "Outline" of the APO was given by its Director and later our Chief Programme Co-ordinator, Prof. Kawase of Keio University gave a short lecture on "Programme Overview"

The knowledge I gained in this training is proving to be very useful in my day to day work such as production planning, inventory control and other information systems. The plant visits included visits to Kao Corporation, Distribution Centre, Eagle Industry Co. Ltd., Saitama Plant, Bridgestone Corporation, Suzuka Fuji, Xerox Co. Ltd., Rex Industries Co. Ltd., and Sumitomo Metal Industries Ltd. During these plant visit the focus was mainly on information

systems and how inventory stock was controlled in achieving maximum production and sales. The training course also included a practical approach to "Kanban" system of inventory control.

During the training course I also had the opportunity to visit different parts of Japan. These study tours included Tokyo City Tour where I had the opportunity to see the world famous Tokyo Tower, Sun - Shine City etc. These tours were unforgettable.

Apart from these, I also got the opportunity to join a Japanese family in a typical Japanese village where I enjoyed a typical Japanese lunch. The Taniguchi family and myself talked about each others culture, food, tradition etc., which helped me understand a little about the Japanese life-style.

I am grateful to the AOTS and APO for providing me this training and also to my training staff especially Prof. Kawase and Prof. Kanazawa. My thanks also goes to the TKC staff members especially Yuki san and Yoshihira san.

Mahesh K. Nakarmi

Shanker Automobiles Agency

I was very happy to know that I had been selected for the "Automobiles Maintenance Training Course" to be held in Bangladesh from the 23rd Dec. 1991 to the 5th Feb. 1992. This training programme was jointly organized by AOTS, Japan, AOTS Liason Office Dhaka, Bangladesh AOTS Alumni Society and Rangs Workshop Ltd.

I had heard a great deal about Bangladesh but after being there I found out that it was very different from what I had expected.

In the first day of our training course we introduced to Mr. M. A. Rouf, Country Manager, Rangs Workshop Ltd., by Dr. A. K. M. Moazzem Hussain, General Manager AOTS-Dhaka. We were warmly welcome by Mr. Rouf who introduced us to the staff members of Rangs workshop including Mr. A. Rouf Chowdhury, Managing Director and Mr. S. K.



Liaquat Ali, Technical Director.

The first part of the training course was held at the Spare Parts Department. Spare Parts are a very essential part of vehicles maintenance. In this department we learnt a great deal about the various aspects of spare parts - holding, use, etc., the difference between genuine parts and the long term costs of using non-genuine parts that are apparently cheaper.

During the second part of the training course we were deputed to the Service Department where maintenance services are carried out. These include pre-delivery

checking and resetting of new vehicles before hand-over to the customer and regular maintenance checking and resetting for used or old cars. Although I had a little trouble with the language at first the staff at the workshop were very helpful and I learnt a great deal from them. These included, trouble shooting and maintenance of new vehicles according to manufacturer's guidelines, the use of special tools, pre-start check etc.

A seminar on "Japanese Business Management" by Mr. I. Ohara was also included as part of the training course. The seminar helped me to understand about management in relationship with shop floor workers.

I would like to thank Rangs Workshop Ltd., as well as AOTS - Japan, AOTS - Dhaka and BAAS, Dhaka, for giving me the opportunity to take part in this training programme.

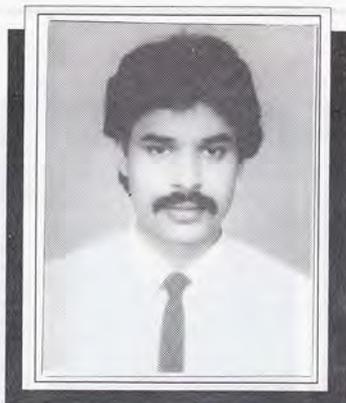
Srawan Bajaj

Deepak Garment Industry

I had participated in a training programme on automatic sewing machines maintenance and operations from 28-11-91 to 5-12-91 in Dhaka, organized by the Association for Overseas Technical Scholarship (AOTS). There were 48 participants from Bangladesh and myself from Nepal.

The technical aspects of the training session were conducted by Brother Company, Japan and Fair on Agency Limited of Bangladesh. They discussed and demonstrated the operations and maintenance techniques of several automatic and computerised sewing machines.

The training session was organized in Hotel and held from 9 AM to 5 PM. The class was divided into six groups and provided with the programme for the whole course. There were separate sessions for technical and maintenance aspects. Under the guidance of the Japanese trainer



we learnt different techniques including high lighting operating machines and maintenance such as control functions, assembly and dessembly, cleaning procedures so that a uniform quality production could be maintained.

Since it was my first training programme it was very interesting and beneficial and I came back with a lot of new ideas which will help me to organize operational and maintenance aspects in my company. It will also help me in modernising my company for better quality production. This is of particular relevance to the garment industry in Nepal because this industry is highly export oriented, occupying the second place

(after the carpet industry) in foreign currency earnings.

Apart from the course itself I had the opportunity to see some of the large garment industries in Bangladesh which is very different from that of Nepal. I also made a lot of contacts in this field. I also had the opportunity to meet with the Bangladeshi people and Japanese instructors which is one of the objectives of AOTS i. e., enhancing mutual understanding and friendly relationship between different countries and Japan.

My sincere thanks to Mr. Naganawa for providing me an excellent practical approach in maintenance technology of advanced sewing machines. I would also like to thank Dr. Hussain and the organizing body for their kind co-operation during the training course. I wish AOTS will organize further such training course in our country to promote skill development and modernisation of the garment industry.

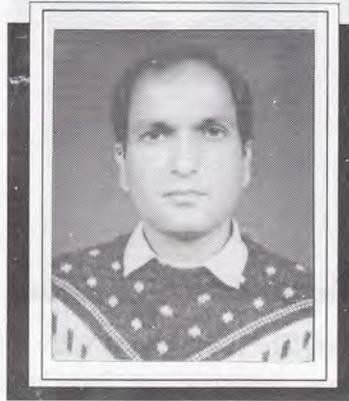
AOTS Experience

Badri Prasad Sharma

Yeti Travels Pvt. Ltd.

After my graduation in 1976 I was looking for a job when I met Mr. Tervo Shimada through my brother, who was then working with the Janakpur Zone Agricultural Development Project (JADP) at the Ministry of Agriculture. I was very impressed by Mr. Shimada and as we became closer I told him about my interest in technical work. As a result, with the help of my brother and Mr. Shimada I was able to go to Japan in January, 1977 for technical training.

In the beginning I had problems with the language and mixing with the Japanese people as well as with their eating habits and new strange environment. My training placement was in a small village called Tabuse in Yamaguchi ken. There I stayed with a Japanese family as a paying guest and little by little learned the language as it was the only way to communicate with them. While learning the language I found out that every region has its own dialect and I tried to speak as purely as possible.



After completing four years of training I returned to Nepal with many memories of Japan - sweet and sad. I then started looking for a job which was related to the technical training I had received in Japan. After visiting many places I finally joined Yeti Travels Pvt. Ltd. as a vehicle maintenance supervisor. I was very happy with the work because it was related with my training but I was also worried that I would soon forget the Japanese language in Nepal.

Once again luck favoured me when in February, 1986, Yeti Travels sent me to Japan for training at Hino Motors through the AOTS, Japan. Although this training was very short it was very

useful as it gave me invaluable experience in modern maintenance technology and again gave me a chance to improve my Japanese language.

After returning I rejoined my company and tried my best to utilise the skill and training I had received in Japan. Recently I got in touch with the Nepal AOTS Alumni Society which was very exciting. Through the society I would be able to meet Japanese experts, discuss Japanese techniques and improve my language skills. Some time back our society started Japanese language classes and I was very happy to volunteer my services to the class. In this way I could teach as well as learn through the senior language instructor.

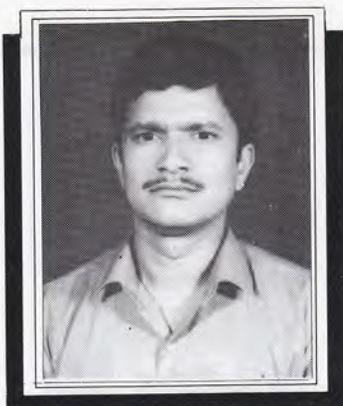
Lastly, I am very grateful to my friends at the Society and AOTS, Japan for giving me the opportunity for training in Japan and I would like to assure the Society of my help and co-operation in any future activities.

AOTS Experience

Bidur Kumar Khanal

Swastik Aerated Products Pvt. Ltd.

I had an opportunity to attend a weeklong "Bangladesh - Japan Training Course on Energy Conservation Technology of Industrial Boilers" organized by the Association for Overseas Technical Scholarship, Dhaka & The Energy Conservation Centre, Japan held at Dhaka from 11th to 16th November, 1990. More than 30 participants from Bangladesh, one from India & two from Nepal attended this



course. The participants were from various industries of Bangladesh

and were of different disciplines. But, one thing was common to them. They were all concerned with "ENERGY".

Everybody is familiar with the word ENERGY in to-day's world. With the rapid speed of industrialization & growth of population of the world, the energy demand is increasing day by day. However, the following figure show that the resources and reserves are limited.

(A) Recoverable years of World Energy Reserves

1. Petroleum	-	46	years
2. Coal	-	328	years
3. Natural Gas	-	54	years

(B) Energy Consumption in the World

		1977			1987
a) Oil	-	46%	6.5 billion tons of oil equivalent	7.6 billion tons of oil equivalent	39%
b) Natural Gas	-	18%			21%
c) Coal	-	28%			28%
d) Hydro	-	6%			7%
e) Nuclear	-	2%			5%

The expected demand for oil in 1995 will be 70 million barrels per day.

Under these circumstances, conservation of energy has become very important and there is a need for creating collective consciousness among users of energy.

Industry is one of the major users of energy. It's conservation

play an important role in reducing the cost of production of a particular product enabling the industries to offer their products at competitive price in the market.

Our training programme was mainly focussed on conservation of energy in industrial boilers. The following 3 experts from the Energy Conservation Center of Japan were the resources per-

sons of the programme.

- a) Mr. T. Nakagawa
General Manager,
International Corporation
Department.
- b) Mr. T. Oshima
General Manager,
Technical Department.
- c) Mr. M. Hori
International Cooperation
Department

AOTS Experience

These experts explained the theories on boiler, operational features, maintenance & methods of calculation of various parameters required for the achievement of the main goal, i. e. conservation of energy.

Lastly, AOTS Dhaka had organised a visit to the Dhaka Vegetable Oil Industry, where the Japanese experts demonstrated the use of various modern equipments (such as oxygen analyser, recorder, ultrasonic flowmeter, thermocouple etc) which are required to measure different energy related parameters, to work out the boiler efficiency.

Finally, the participants had to undergo a test. The result was

quite impressive.

On the last day, we three from Nepal & India got an opportunity to discuss and know more about the subject from the experts. I requested Dr. AKM Moazzem Hussain, General Manager of AOTS, Dhaka and experts to help us organise this training programme in Nepal also. Because, for a country like ours, which imports all its requirements of liquid fuel and part of solid fuel from abroad, conservation of energy becomes more important.

Besides training, I got an opportunity to understand people of Bangladesh and their culture to some extent. This was really an example of mutual cooperation

among the SAARC countries and the intention of AOTS to help the SAARC Nations.

I returned back to my country after a week and happily took up membership in AOTS - Alumni Society, Nepal. I shared my knowledge with some of my friends, who are directly or indirectly concerned with the energy. Everybody appreciated the idea of conducting such useful training course in our country.

I applied the knowledge in the boiler of my industry, where I am working now. It gave a positive result but due to the unavailability of adequate equipment it has not yet been possible for me to take the maximum benefit of the acquired knowledge.

We Congratulate
Nepal : AOTS Alumni Society
for publishing
TALIM- II, 1992

Lumbini Hokkei Hotel
Nepal Hokkei Pvt. Ltd.
Kopundole, Kathmandu
Telephone : 5-21348

Memorandum

MEMORANDUM OF ASSOCIATION OF NEPAL : AOTS ALUMNI SOCIETY

I. Name

The name of the Association shall be "NEPAL: AOTS ALUMNI SOCIETY" (hereinafter referred to as the society).

II. Address :

The Registered Office of the society shall be situated at 11/30 Kamalachi Tole, Kathmandu, Nepal and the corresponding address will be P. O. Box 3646, Kathmandu, Nepal.

III. The Objective for which the society is established are :

1. To promote technological fraternity among the extranees of AOTS (Association for Overseas Technical Scholarship, Japan) in Nepal and to help each other in up-dating and up-grading their technical know-how through appropriate technical activities.
2. To promote the exchange of technological and scientific knowledge between Nepal and Japan.
3. To diffuse useful knowledge of science technology among the members of the society.
4. To create opportunities for exchange of experience and to undertake research work on such subjects as the aim, form, organisational frame work, reading materials, equipment, methods and other relevant matters connected with both formal and non-formal education.
5. To organise a feature-service for the publication of materials on science, technology and education in different media.
6. To develop and publish course books, technical journals and any other reading materials to be used for different levels of technical education.
7. To extend necessary co-operation and assistance to AOTS Tokyo in organising and implementing its Overseas Technical Cooperation activities in Nepal.
8. To publish technical journals, technical books and technical papers for benefit of the members of the society in particular and the citizens of Nepal in general.
9. To unite the ex-trainees of AOTS in Nepal into a bond of friendship and responsibility towards one another.
10. To purchase, hire, take on lease, or in exchange, or allotment, or otherwise acquire, erect, maintain, equip, construct, renovate movable or imovable property including land, building and equipment for the purpose of the society.

Memorandum

11. To receive subscription, donation from the members of the society and outsiders and to accept any donation, gift, contribution towards promoting the object of the society provided however that the society shall not receive any foreign donation, gift, etc. without undergoing the formalities as laid down in Foreign Donations (Voluntary Activities) Regulations.
 12. To acquire and maintain a suitable office for conducting the functions of the society and meeting of the members.
 13. To do all such other things as may be incidental or conducive to the attainment of the objective of the society.
- IV. The income and property of the society shall be applied solely towards the promotion of the objectives of the society as set-forth in the Memorandum of Association and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise however to the members of the society.
- V. If upon winding up or dissolution the society, there remains, after satisfaction of all its debts, liabilities, any assets, income or property whatsoever the same shall not be paid or distributed amongst the members of the society but shall be given or transferred to some other association/society having objects similar to objectives of the society.

MEMORANDUM OF ASSOCIATION OF NEPAL : AOTS ALUMNI SOCIETY

- I. The society shall have the following three categories of membership :**
- 1. Member**
Any ex-trainee of AOTS, Tokyo, Japan having the citizenship of Nepal shall be eligible to become a Member of the society.
 - 2. Associate Member**
Any Nepalese trained in Nepal under the AOTS OVERSEAS TECHNICAL COOPERATION ACTIVITIES shall be eligible to become an Associate Member of the society.
 - 3. Honorary Member**
Honorary membership may be accorded by the society to any person of eminence, Association or Corporation engaged in promotion of technical and scientific activities within and outside Nepal.
- II. Territory**
Territorial jurisdiction of the society shall be all over Nepal unless and until the ex-trainees of AOTS in a particular area of the country come forward to form a similar society with similar objectives.
- III. Privileges and Obligations of Members**
1. Members shall abide by the constitution of the society and exert all efforts for healthy growth of the Society.
 2. Members shall entitled to participate in all activities of the society unless otherwise specified.
 3. Only the Members shall have the right to vote or become members of the Executive Committee of

Memorandum

the Society.

4. Any Special Committee may be formed by the Executive Committee for specific purpose with members of any category.
5. All members shall enjoy the priveleges and benefits of the Society.
6. It shall be the duty of every member to support the Society financially by paying the Annual Membership Fee and for any other obligations which may be imperative in the persuit of its objectives, provided that such obligations shall be approved by the Executive Committee/General Body.

IV. Membership Fee and Donation

1. Membership fee for admission to any category will be Rs. 200 but shall require to apply in the prescribed application form along with documentary evidence showing eligibility to become Member or Associate Member of the Society.
2. Members shall pay an Annual Membership Fee of Rs. 100 (Rs. one hundred only). A member may become a LIFE MEMBER on payment of Rs. 5000 (Rs. five thousand only) at a time.
3. Associate Members shall pay an Annual Membership Fee of Rs. 75 (Rs. seventy five only).
4. A Member shall not be eligible to take in the election of the Executive Committee without clearing the payment of the membership fee.
5. The Society shall be eligible to receive donation from any person or organisation with approval of the Executive Committee/General Body.

V. Organisation

1. The organisation shall consist of an Executive Committee of 11 members as detailed below :

President	1
Vice President	1
General Secretary	1
Treasurer	1
Executive Members	7

2. The tenure of the Executive Committee shall be for a period of 2 (two) years. The counting of a year shall be from 16 July to 15 July (in accordance with the Nepalese fiscal year).

VI. Election

1. The election of the Executive Committee shall be held in the month of June every two years.
2. A clear notice of 14 days shall be served by the General Secretary to all members of the Society to hold the election.

Memorandum

3. The election shall be conducted by an Election Commissioner nominated from among the members present in the meeting for the election, who shall not be eligible to contest in the election.
4. The election Commissioner shall conduct the Election either by secret ballot or by open general consensus.
5. Any member of the Executive Committee of the incumbent office shall not be eligible for re-election for more than three consecutive terms in any post other than Committee Members.
6. In the event of any vacancy in the Executive Committee, the General Body shall coopt any Member to fill in the vacancy.

VII. Duties of the Members of the Executive Committee

1. President

- i) The President shall guide the society in all of its activities.
- ii) The President shall preside over all meetings of the society. In case of absence or inability of the President, one of the Vice Presidents will take the chair. In case of absence or inability of the Vice-Presidents, the General Secretary will take the chair.
- iii) The president shall consult with the members of the Executive Committee in determining the policy member of the society.
- iv) The President shall have a casting vote.

2. Vice-President

- i) The Vice President shall assist the President in the performance of his duties and act for the President during his absence.

3. General Secretary

- i) The General Secretary shall keep all records of the society except the financial matters.
- ii) The General Secretary shall issue the Notice for any Executive Committee Meeting/General Meeting of the Society and shall keep accurate minutes of all such meetings.

4. Treasurer

- i) The Treasurer shall maintain all financial records of the society.
- ii) The Treasurer shall collect the membership fees from the members of the Society.
- iii) The Treasurer shall prepare and present the Financial Statement in the Executive Committee Meeting/General Meeting of the Society.
- iv) The treasurer shall certify and sign all receipts and vouchers.
- v) The Treasurer shall maintain a Bank Account of the society and shall sign cheques together with the President/Vice President/General Secretary.

5. Executive Members

- i) The executive members shall cooperate with other office bearers of the society in discharging all activities of the society.

Memorandum

VIII General Meeting

1. General Meeting shall be held at least once a year. A notice of 14 days shall be served to this effect.
2. The agenda of the General Meeting shall be decided by the Executive Committee. Any member may request the Executive Committee for inclusion of any agenda of general interest in the agenda for a General Meeting.
3. The following business shall be transacted at the annual general meeting :
 - a) Confirmation of the minute of the last general meeting.
 - b) Presentation and adoption of the Annual Report of the Society.
 - c) Presentation and confirmation of duly audited statements of accounts and passing the budget for the ensuing year.
 - d) Appointment of Auditor for the ensuing year and fix their remuneration.
 - e) Announcement of office bearers elected to the Executive Committee.
4. One third of regular Members of the Society shall form the quorum of the General Meeting. In the absence of a quorum, the meeting shall stand adjourned and shall be recalled within a fortnight and may proceed even without a quorum.
5. Extra-ordinary General Meeting may be called at any time with approval of the Executive Committee to transact any important and urgent matter and serving a notice of 7 days for the purpose.

IX. Executive Committee Meeting

1. The Executive Committee Meeting shall be held at least once in two months for which a notice of 7 days shall be required.
2. One third of the Executive Committee Members shall form the quorum for the meeting. All decisions shall be carried out by simple majority. In case of a tie, the President shall have the casting vote.
3. In the absence of a quorum, the meeting shall stand adjourned and be reconvened within a week and shall proceed even without a quorum.
4. Extra-ordinary Executive Committee Meeting may be called by the President/Vice President General Secretary a 24-hour notice to transact any emergency matter. The quorum of such meeting shall be one third of the total executive committee members.

X. Financial Power

1. The bank account of the society shall be operated under the joint signatures of the Treasurer and the President/ Vice President/General Secretary.
2. The Treasurer together with the President/Vice President/General Secretary shall have the power to spend maximum of Rs. 5000 (Rs. Five Thousand only) at a time without prior approval of the

Memorandum

Executive Committee. Accounts for any such expenditure shall have to be placed in the next Executive Committee Meeting for approval.

XI. Amendments

The Constitution of the society may be repealed, amended or added to by the two thirds majority of the General Body, which shall be specifically convened with a notice of at least 14 days.

XII. General

1. Registration

Any member who wishes to resign his/her membership shall give to the General Secretary a notice in writing to that effect along with the payment of all outstanding dues.

2. Any member may be disqualified from the Society by two thirds vote of all regular members for any violation of the constitution or for actions detrimental to the good name of the society in a meeting called for the purpose.
3. If any member of the Executive Committee remains absent without any valid reason for three consecutive meeting, shall disqualify himself/herself to act as a member of the Executive Committee.
4. Any member of the Executive Committee may be suspended by the third vote of the Executive Committee Members for culpable violation of the constitution, inefficiency or negligence of duty or impairing the prestige of the society in a meeting called for the purpose on demand of majority of the Executive Committee Members. Such case shall be referred to the next General Meeting for cancellation of his/her members.
5. The society shall not indulge in any commercial and political activities or allow its funds and/or premises to be used for commercial and political purpose.

**Certified to be the true copy of the Rules and Regulations of
NEPAL : AOTS ALUMNI SOCIETY**

1. Mr. Purushottam N. Manandhar	President
2. Mr. Bishnu Sharma	Vice-President
3. Mr. Ramesh P. Nepal	Gen. Secretary
4. Mrs. Amira Dali	Treasurer
5. Mr. Kedar Lal Shrestha	Exe. Member
6. Mr. Bhavani B. Joshi	Ext. Member
7. Mr. Ashok M. S. Baniya	Exe. Member
8. Mr. Madhusudan Bhattari	Exe. Member
9. Mr. Parmananda Vaidya	Exe. Member
10. Mr. Mukund R. Bhandary	Exe. Member

Kathmandu, July 1, 1989.

Members List – NAAS

LIST OF SOCIETY MEMBERS

NAME	Mem. No.	HOME ADDRESS	OFFICE ADDRESS	TEL. RES.	TEL. OFF.
1. ACHARYA CHANDAN	49.	DHOBIKHOLA BRIDGE, BATTISPUTALI	DHAULAGIRI METAL WORKS BANESWOR	473247	527718
2. ARYAL ASHOK K.	40.	GA 1/478, LAZIMPAT KTM, NEPAL		413507	415356
3. BAJAJ SRAWAN KUMAR	44.	MAITIDEVI, KTM	DEEPAK GARMENT INDUSTRY P. O. BOX 1958, KTM	224494	471349 (F)
4. BAJRACHARYA INDRA	45.	15/166, TAPAHITI, PATAN	CLUB HIMALAYAN PVT. LTD. THAMEL, P. O. BOX 4256, KTM	526163	411504
5. BANIA ASOKA MAN SING	16.	P. O. BOX 2416, KTM, NEPAL		216085	216085
6. BHANDARY KISHOR RAM	38.	P. O. BOX 216, KTM NEPAL BABARMAHAL, KTM	ROYAL DRUGS LTD.	415563	229109
7. BHANDARY MUKUNDA RAM	3.	PANIPOKHARI P. O. BOX 216, KTM, NEPAL	ECONOMICS SERVICES CENTRE P. O. BOX 1318, KTM, NEPAL	415563	272530
8. BHATTARAI MADHUSUDHAN	17.	KA 1/43 WARD NO. 10 KOTESWOR, KTM	NIDC P. O. BOX 10, DURBAR MARG, KTM	471118	228322
9. CHAPAGAIN DINESH P.	34.	"DHUNI SADAN" ADWAAITMARG BAGHBAZAR, KTM.	BISCONS, ADWAIT MARG		227470
10. DALI AMIRA	7.	P. O. BOX 3190 KTM, NEPAL	SANPO INTERNATIONAL CORPORATION CHAKUPAT, PATANDHOKA	270763	521295
11. DHAKAL RAMESH BDR.	35.	GHA 2-491 SIPHAL, KTM	KATHMANDU TAX OFFICE BABARMAHAL, KTM	471068 472811	224942
12. GHIMIRE PRAKASH MANI	31.	GPO 3246, KTM	INTEGRATED DEVELOPERS AND MANAGERS ASSOCIATES	523810	523810
13. GIRI BINAYA CHANDRA	46.	TAHACHAL BAGAINCHA, KTM	NEPAL ARAB BANK, KANTIPATH	270022	227181
14. GURUNG MANI	50.	BALAJU YANTRASHALA, BALAJU		272147 270894	
15. JOSHI BHAWANI BHAKTA	14.	9/37 KEL TOLE, KTM	TRANS EVEREST ENTERPRISES (PVT) LTD. P. O. BOX 1666, KTM. NEPAL	227065	224538
16. KANSAKAR TRIRATNA BIR	26.	RAMSHAH PATH KHA 2-216, KTM	HIMAL CEMENT COMPANY CHOVAR, KTM, NEPAL	417874	214958
17. K. C. MADHAV	32.		ICIMOD GPO BOX 3226		
18. KHANAL BIDUR KUMAR	36.	11/116 MADHUMARA, BIRATNAGAR NEPAL	SWASTIK AERATED PRODUCTS SINAMANGAL, KTM	473089	472674 472966
19. KHANAL KUMAR PRASAD	39.	GA 2/219, BATTISPUTALI KTM-1, NEPAL	ROYAL DRUGS LTD. BABARMAHAL, KTM	471782	227210

Members List – NAAS

NAME	Mem. No.	HOMEADDRESS	OFFICE	TEL. RES.	TEL. OFF.
20. MALLA RAJENDRA	19.	P. O. BOX 233 LAZIMPAT, KTM	UNITED TRADERS SYNDICATE (P) LTD. TOYODA HOUSE, LAZIMPAT	410499	414624
21. MANANDHAR PURSHOTTAM N.	15.	SUGAT CHHEN, BASANTAPUR KTM, NEPAL	P. NARAYAN MOTORS, RAMSHAH PATH, KTM	223771	419283 419814
22. MANANDHAR SANU RAJA	4.	KHA 1-759, TANKESWOR, TAHACHAL, KTM-4	MANANDHAR MOBIKE SERVICE TAHACHAL	271209	271209
23. NAKARMI MAHESH KUMAR	6.	4/465 JYABAHAL TOLE P. O. BOX 913, KTM, NEPAL	SHANKER AUTOMOBILES AGENCY 5/2 KALIMATI, P. O. BOX 287 KTM	270271	270372
24. NAKARMI RATNA DAS	33.	BHOTEBAHAL		222837	
25. NEPAL RAMESH P.	1.	MAHADEVSTHAN, BANESWOR P. O. BOX 3646 KATHMANDU	AGRICULTURAL TOOLS FACTORY LTD. BIRGUNJ	22255	051/22166
26. PRADHAN SHIVA KUMAR	10.		EYE DEPT. BIR HOSPITAL	525110	
27. PRADHANANG SUBASH	48.	28 ASON, KAMALACCHI, KTM	SHIMIZU CORPORATION BLUEBIRD BUILDING, TRIPURESWOR	271901	227568
28. RAJBHANDARY CHAKRA DAS	41.	LAGAN, DALACCHI TOLE, KTM	HIMAL CEMENT COMPANY P. O. BOX 321, CHOVAR, KTM	226688	212764
29. RAUNIYAR UMA SHANKER	27.	11/109 TRIPURESHWOR KTM, NEPAL	SETI CIGARETTE FACTORY LTD. DHANGADHI	214125	522543
30. RAUT DWARIKA BABU	5.	KHA 2-31, TRIPURESWOR, P. O. BOX 2453, KTM, NEPAL	SAKURA COMMERICAL ENTERPRISE P. O. BOX 2453, KTM, NEPAL	215671	521151
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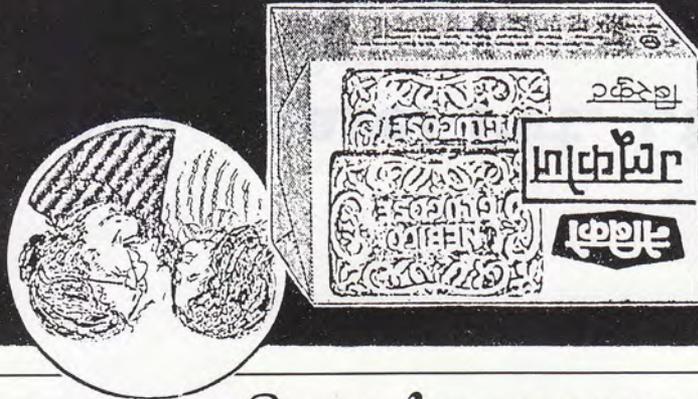
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