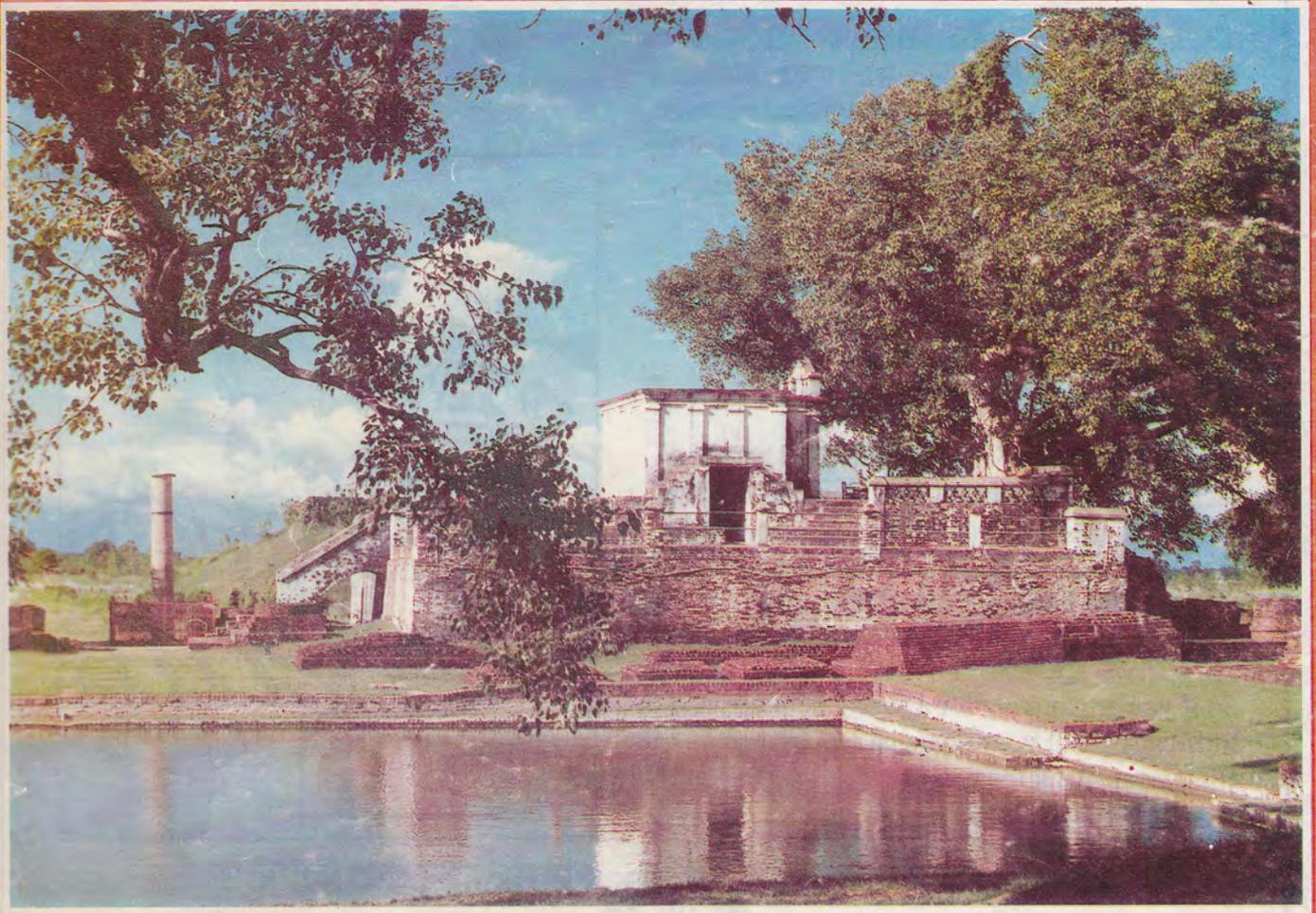


TALIM

ANNUAL PUBLICATION

VOL. 3

JUNE 1993



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EDITOR'S NOTE

In this volume of "TALIM" we have tried to stress the importance of training and its role in human resources development. NAAS's activities during this past year with its emphasis in organising training programs be it in language, skill development or management reflects this.

The Board of Editors would like to show its appreciation to all those who have given their time, support and co-operation in carrying out these programs including AOTS- Japan, AOTS, Dhaka Office and AOTS, New Delhi Office. We are confident we will continue to get their support and encouragement in the future as well.

EDITORIAL BOARD

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Mr. Kishore Ram Bhandary

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Amira Dali

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Srawan Kumar Bajaj

Printed at : Subhash Printing Press

Cover : LUMBINI

Lumbini, the birthplace of Lord Gautama Buddha, has a special significance for Buddhist not only from Nepal but from all over the world. Located some 250 Kilometers southeast from Kathmandu, Lumbini is now being developed as a major center of learning, meditation and pilgrimage.

NAAS and TALIM would like to take this opportunity to pay homage to Lord Buddha and his teachings of selfless love, universal compassion and world peace.

Courtesy : Lumbini Development Trust.

TALIM

Annual Publication of Nepal : AOTS Alumni Society 1993

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- | | | |
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| 2. | Mr. Madhusudan Bhattarai | Vice President |
| 3. | Ms. Amira Dali | General Secretary |
| 4. | Mr. Asoka M. S. Bania | Treasurer |
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| 6. | Mr. Kishore R. Bhandary | Executive Member |
| 7. | Mr. Bidur K. Khanal | Executive Member |
| 8. | Mr. Mahesh K. Nakarmi | Executive Member |
| 9. | Mr. Dinesh Chapagain | Executive Member |
| 10. | Mr. Binay Giri | Executive Member |
| 11. | Mr. Kiran N. Shakya | Executive Member |

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NEPAL : AOTS ALUMNI SOCIETY

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Heartily

Warm

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to



Crown Prince Naruhito

&

Princess Masako Owada

*on the Auspicious & Happy Marriage of
their Imperial Highnesses*

on 9 June 1993

Nepal AOTS Alumni Society

NAAS NEWS

1992 - 1993



Second Annual General Meeting

The Second Annual General Meeting was held at the Hotel Himalaya on the 26th of June, 1992. Mr. Kiyoshi Nakashima, General Manager of AOTS, New Delhi Office and Dr. A KM Hussain, General Manager of AOTS, Dhaka Office were present during the occasion. A new Executive Committee was elected by open general consensus. On the occasion of the Second Annual General Meeting NAAS also organized a talk program on Japanese Management. The speaker was Mr. Masao Ishikawa, Minister Counsellor of the Embassy of Japan in Nepal.

(See Pg. 15)

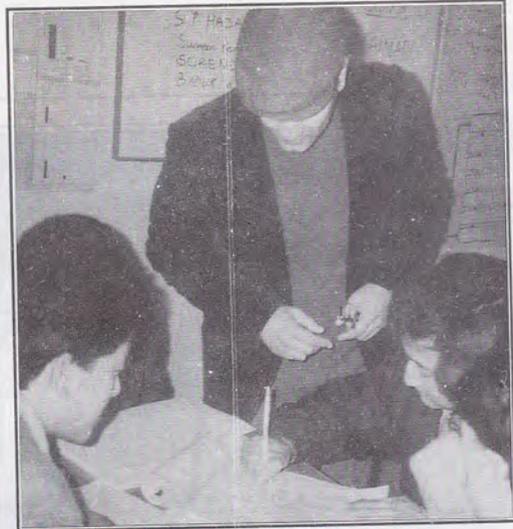
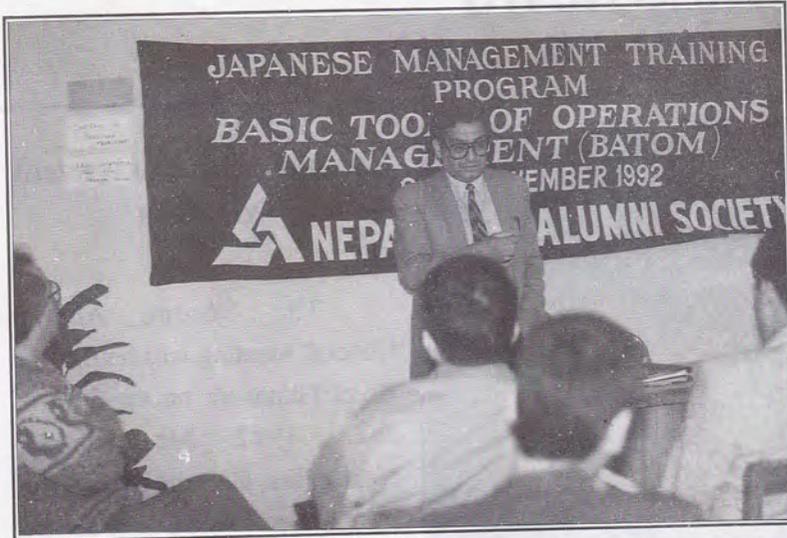


Japanese Language Class

As NAAS's continuing effort to popularize Japanese language, the Extensive Japanese Language Courses were started. These courses had mixed results. While the first course went smoothly, the subsequent courses did not quite meet our expectation due to various resources constraints. NAAS has accordingly approached AOTS, Japan and AOTS, New Delhi Office for teaching aids (course books, teaching material etc.) and technical help to overcome these difficulties. (See Pg. 5)



Training Program on Basic Tools of Operation Management (BATOM)



A three week training program on Basic Tools of Operation Management for mid-level managers was organized from 9th to 27th November, 1992. Twelve participants from various field including industry, service and consultancy took part in the program. Among the speakers were Mr. M. Taga of the Japanese Embassy and NAAS members who had undergone management training courses in Japan. (see Pg. 9)



Lecturing Tour



A seminar on Recent Trend of Japanese Business Management was jointly organized by AOTS, Japan and NAAS on February 10-11, 1993. Mr. Isamu Ohara, Managing Director, Chu-San-Ren (Central Japan Industries Association) Nagoya, Japan, delivered the lecture and 55 participants took part in the seminar which was held at the Administrative Staff College Hall in Jawalakhel Lalitpur.

(See Pg. 10)



Nomination

In addition to the above major activities organized by NAAS, other activities including nomination to several training programs in Japan and Bangladesh were finalized. These were :

- a) Building Construction Technology - Bangladesh
- b) Advanced Welding and NDT Technology - Bangladesh
- c) PCCM - Japan
- d) Computer Software - Japan
- e) Automobile Maintenance Technology - Japan

Congratulation

NAAS would like to congratulate one of its members Mr. Bidur Kumar Khanal and his team at Swastik Acrated Products Pvt. Ltd. who led their company in winning the prestigious Pepsi Award for Excellence in Quality in 1992. The company had also won the Pepsi-cola International Award for Achievement in Quality for the Year 1991. Mr. Khanal had been nominated by NAAS for the week long Bangladesh - Japan Training Course on Energy Conservation Technology of Industrial Boilers at Dhaka.

Members News

Smile Wear



Mr. Indra Bajracharya who had undertaken a training program sponsored by NAAS on Sewing Technology in Bangladesh organized a training program on fashion design. The program sponsored by Smile Wear, a leading fashion house, was inaugurated by the President of NAAS, Mr. P. Manandhar.

Japanese Language Classes

Mr. Asta B. Shakya

"Learn Language, Earn Knowledge"

Do you feel how language plays an important role in your life? It may be English, French, German, Italian, Japanese or Nepali. I think language has a large role to play in our everyday life. If some one wants to know something about another person or country, I think its very necessary to have some knowledge about their language otherwise it is not possible to know as much as one would want to know. So in this modern world of ours language is a very important medium of communication. That is why now-a-days we can even get machines that translate one language to another and this makes it very easy to form friendship and develop business relationship.

So the expression - Learn Language Earn knowledge. Nor should this be restricted to one's

language but any language that may help your career. In this respect the Japanese language has become very popular in our country, Nepal.

Nepal AOTS Alumni Society has arranged Japanese language classes for those trainees, who are selected for AOTS scholarships and also for the general public. This is an important activity of our society. But teaching is not easy as some people would think. Learning and teaching are two very different things, One thing is very important, to teach a language the teacher's knowledge of his own language as well as the language he is going to teach must be very good.

Anyway practice makes a man perfect and with this motto and with the help of two very active members of our society, Ashok Aryal and Sanu Manandhar, we started the Extensive Japanese Language Course which

went rather smoothly considering the fact that none of us are professional teachers.

After the termination of the first course we initiated the next course but unfortunately we had to abandon the second course in the middle because of many problems such as lack of proper course books, teaching materials etc.

Therefore, what I feel is that if we get good books, teaching materials as well as teacher's training opportunity from AOTS, Japan, we would be able to carry out the program more effectively. This program would benefit many in Nepal, not just those selected for AOTS trainees' programs but the general public as well. Finally, I would like to appeal to my fellow AOTS members and especially AOTS, Japan for their co-operation in this endeavour.

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Japanese Management Training Programme on Basic Tools of Operations Management (BATOM)

Dinesh Chapagain

With an aim to disseminate the knowledge gained from the trainings at AOTS, Japan, Nepal AOTS Alumni Society (NAAS) organized a three-week Japanese Management Training Programme from 9 November to 27 November 1992 at its office in Kalimati, Kathmandu. The subject of the training programme was "Basic Tools of Operation Management (BATOM)". The objective of the course was to develop the basic skills of tools and techniques required to improve operations at firm level. The topics covered at the training programme were :

- The features of Japanese Management
- Concept of Production/ Operations Management
- Basic Statistical Tools for Problem Solving
- The Five "S"

There were 12 middle level managers of service and manufacturing industries participating in the training programme. The nine resource persons who took charge of



delivering lectures and conducting class exercises were all qualified, experienced and AOTS trained senior managers or management consultants. After completion of the training programme, a certificate of participation was awarded to all the participants.

Lectures, group discussions, group exercises and audio-visual presentation methods were used at the training programme. An open and friendly environment was created to smoothen the teaching-learning process.

All participants favoured the friendly atmosphere and close relationship between trainers and trainees.

Management Training Programme Steering Committee

- Dinesh P. Chapagain - Coordinator
- Madhusudan Bhattarai - Member
- Ashok K. Baniya - Member
- Kishore R. Bhandary - Member

*

Lecturing Tour on "Recent Trends of Japanese Business Management"

Bidur Khanal

As part of our regular activities Nepal : AOTS Alumni Society conducted a two days Seminar on "Recent trend of Japanese Business Management" on 11th & 12th February, 1993 at the Nepal Administrative Staff College building.

On our request AOTS : Japan deputed Mr. Isamu Ohara, Managing Director (Central Japan Industries Association) Nagoya, Japan, as a resource person for the seminar.

For arrangement of the seminar a coordination committee consisting of the following members was formed.

1. Mr. Mahesh Nakarmi
- Coordinator
2. Mr. Dinesh Chapagain
- Member
3. Mr. Mukunda Ram Bhandary
- Member
4. Mr. B. K. Khanal
- Member

Later on Mr. Asta B. Shakya and Mr. Ashok Aryal were also involved and who sincerely helped in organising the seminar.

The programme for the seminar was published in the local daily newspaper "Gorkhapatra" inviting the interested participants for registration. To our surprise we were approached by many candidates from various industries, business houses, hotels, consultancy firms, financial organisation etc. apart from many individuals of various disciplines.

However, because of certain constraints., the committee could register only 55 participants on a first come first serve basis, requesting the rests to approach us for future programmes to be organised by Nepal : AOTS Alumni Society.

The participants interacted with each other for 2 days during the seminar. The content of the seminar

was also very interesting and useful to all the participants.

On the last day of seminar certificates were distributed to all the participants by Mr. I. Ohara

On behalf of all the participants Mrs. Shanti Chapagain presented a "Souvenir" to Mr. I Ohara

The Seminar started with welcome speech by Vice President of NAAS Mr. Madhusudhan Bhattarai and was concluded with vote of thanks by our President Mr. P. N. Manandhar.

The programme would not have been a success without the kind cooperation of Dr. AKM Hussain, G.M. of AOTS : Dhaka, who was with us for guidance throughout the programme.

Many thanks to Mr. I. Ohara, Dr. Hussain, all the participants and members of Nepal AOTS.

The Third Convention of AOTS Alumni Societies, held on 9-13, November, 1992 at Jomtien, Bangkok, Thailand.

Purushottam Manandhar
President, Nepal AOTS Alumni Society

At the invitation of the President of ABK & AOTS Alumni Association, Thailand I together with Mr. Asta Bahadur Shakya visited Bangkok in November, 1992 and attended the Convention. The convention was participated in by the representatives and observers of AOTS Alumni Societies of 52 countries of the world. The convention was inaugurated by H. E. Dr. Savit Bhothiwihik Minister of the Prime Minister's Office of Thailand. Mr. Nagaaki Yamamoto, Director General AOTS, Japan delivered the opening address. Representatives of all the 52 countries presented their activity report, covering specifically :

- The present situation and their activities.
- Requests and/or suggestions for future activities,
- Suggestions/and or proposals for joining activities with AOTS and cooperation among Alumni Societies.

I found the convention a delightful and instructive experience, besides being a family-like gathering of international communities of 52 countries. There were friendly exchange of ideas on furthering AOTS cooperation.

The working group sessions started on 11 November. The groups had separate deliberations over the following topics :

Group A : Administration of Alumni Society,

Group B : Activities of Alumni Society in relation to training,

Group C : Activities of Alumni Society in relation to AOTS follow-up service,

Group D : Joining activities between

Course A : The Sahapattanapibul Industrial Park,

Course B : The Eastern Seaboard's Mab-Ta-Put Industrial Estate,

Course C : Thai CTR Co., Ltd.



Alumni Societies & AOTS in relation to AOTS International Information Centre and 3A Cooperation,

Group E : Cooperative activities between Regional Federations of AOTS Alumni Societies.

On the 12th of November, the delegates were taken to factory tours in three courses.

I am very grateful to the organizers of the convention, the host country Thailand and AOTS Japan, for their hospitality for the most successful arrangements.

The convention was closed on 13th November after the General Assembly III adopted the Resolutions and the Bangkok Declaration. There was a closing ceremony and a farewell dinner.

Address by Mr. P. Manandhar to the Convention

Respectable Chairperson, Director General AOTS, and dear fellow participants of the 3rd Convention of AOTS

It is really a great pleasure for me to speak a few words to this distinguished gathering on behalf of Nepal AOTS Alumni Society.

Although the first Nepalese AOTS trainee returned to Nepal in 1968, 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 Hussian, General Manager of AOTS Dhaka Office, NAAS was inaugurated in December, 1989 by Mr. Y. Shiota, General Manager, Overseas Affairs Division, AOTS, Tokyo in the presence of Dr. Hussian. 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 :

1. The inaugural General Meeting

was held in the presence of Mr. Y. Shiota and Dr. Hussian in December 1989.

2. A talk programme on "Japanese Technical Cooperation on Economic & Industrial Development of Nepal" was conducted. Speakers included experts from JICA, Counsellor from the Embassy of Japan and Member from National Planning Commission, Dr. D. M. Shrestha in September 1990.

3. Nepal : AOTS-ALUMNI Society was officially registered with the Chief District Office, Kathmandu in January 1991.

4. The First Annual Convention of NAAS (after registration) was held at Soaltee Oberoi Hotel in the presence of Mr. Nagaaki Yamamoto, Director General, AOTS in March 1991. Coinciding with the Convention, the annual publication of NAAS "TALIM-1" was published.

5. A seminar on "Japanese Management" was jointly organised 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. Hussian, General Manager, AOTS, Dhaka Office and Mr. Madhukar Shumsher

Rana from Nepal Management Association in November 1991.

6. NAAS office was formally inaugurated by Dr. Hussian in November 1991.

7. A five month intensive Japanese Language conversation class was started in January 1992.

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

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

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

g) Automobile Maintenance Technology, Dhaka

10. The second Annual Convention was held in Hotel Himalaya in the presence of Mr. Nakashima of AOTS, Delhi Office in June 1992. The 2nd volume of Talim Magazine was distributed on the same occasion.

11. In addition to this, some trainees nominated by NAAS attended the following courses,

a) PCCM, Computer, Automobile Maintenance in Japan.

b) NDT Welding Technology and Architect Engineering in Dhaka.

12. In 1993 February, we are conducting a lecturing tour program by Mr. I Ohara in Kathmandu. Also, we intend to conduct a program for Nepalese entrepreneurs in 1993 itself.

Besides all these activities, we feel extremely pleased to inform you that Nepal AOTS Alumni Society is organizing a Japanese management Training Program entitled Basic Tools of Operation Management (BATOM) from 9 to 27 November, 1992, at Kathmandu, with the objective of disseminating the knowledge we gained from the trainings in Japan. The participants are mainly managers from different service and manufacturing industries. Mr. M. Taga of Japanese Embassy Nepal, will lecture on the "Features



of Japanese Management". Other speakers on different management tools are all Nepalese AOTS ex-trainee who had undergone management training in Japan. I hope the Nepalese industrial community will benefit from this programme. Now, I would like to table the following four proposals before you, the distinguished delegates, for consideration. These are the joint activities to be conducted with AOTS, Japan and other alumni members association. These are already on the process and I would appreciate if we extend it more in the future.

1. Inviting Japanese as well as other member country's experts for talk program organized by our society.
2. Nomination of appropriate candidate for training program organized by AOTS and other

alumni societies.

3. Inviting participants from AOTS alumni societies in our special program.
4. Inviting members from alumni societies of other countries in our "Feel Nepal" exchange program.

Last but not the least, besides the above proposals, we would like to propose a special proposal to establish Secretariat for SAFAAS in Kathmandu. This will be a complimentary feature for the SAARC Secretariat in Kathmandu.. I hope, such a Secretariat will be of considerable help for the Inter-Alumni Society Resource Exchange Program between SAARC Countries.

Permit me to conclude my report.

Thank you all. Namaste, Domo arigato gojaimasu.

Resolutions Passed at the Third Convention of AOTS Alumni Societies

- | | | |
|---|--|---|
| <p>1. It is recommended that every AOTS Alumni Society should submit its Annual Report to AOTS along with the Financial Statement.</p> | <p>AOTS Inter-Alumni Society Resource Exchange Program. Alumni Societies are invited to initiate such training programs and contribute by providing the data required on resources available for the speedy implementation of this program. It is further recommended that each individual Alumni Society provide information on the expertise available within its Regional Federation.</p> | <p>7. It is unanimously decided to hold the Fourth Convention of AOTS Alumni Societies at the new Kansai Kenshu Center in Osaka in 1994 to coincide with its inauguration.</p> |
| <p>2. It is recommended that AOTS consider greater assistance to the African Region in the form of Management Training through AOTS Program for development of their management sectors.</p> | <p>5. It is recommended that News Letters be published by the Alumni Societies in order to facilitate communication among Societies use their own budget for publication of such News Letters.</p> | <p>8. The Convention unanimously expresses its sincere appreciation and gratitude to the dedication and hard work of members of the ABK & AOTS Alumni Association Thailand headed by Dr. Vichi Payacksl, for having made this event a resounding success.</p> |
| <p>3. All Alumni Societies of AOTS are recommended to commence Japanese Language classes to facilitate better communication and increase awareness of the AOTS Alumni Society in their region. Such Alumni Societies many seek the assistance of AOTS to obtain their requirement of teaching aids and support materials.</p> | <p>6. The Convention unanimously resolves to launch the AOTS Alumni Exchange Fund and abide by the guidelines set out by AOTS on its function and implementation.</p> | <p>9. The continuous cooperation and support extended by the Director General of AOTS, Mr. Nagaaki Yamamoto, and his dedicated staff for initiating this most successful Third Convention of AOTS Alumni Societies in Thailand is deeply appreciated.</p> |
| <p>4. The Convention unanimously supports the concept of the</p> | | |

The Bangkok Declaration

We, the members of AOTS Alumni Societies, representing Asia, Africa, Latin America and erstwhile East Europe gathered here in Bangkok, declare that we are bonded by friendship beyond the boundaries of countries, and affirm our paramount and common objective of dedication to World Peace through Industrial and Human Resource Development of our countries.

To those of us who endeavour towards more industrial progress, we value the Japanese experience of economic development, especially the philosophy of the most inspiring Japanese style of Business Management.

We dedicate ourselves with determination for further economic

growth by promoting Human Resource Development and commence the AOTS Inter-Alumni Society Resource Exchange Program. This is further strengthened by our unanimous decision to establish the AOTS Alumni Exchange Fund as a financial source to ensure the stable operation of this program.

Proceedings of the Second Annual General Meeting of NAAS

Kishore R. Bhandary

The Second Annual General meeting of NAAS was held on the 26th of June, 1992, at the Hotel Himalaya, Kathmandu. Mr. Sindhunath Pyakural, Senior Advocate and Honorary life Member of NAAS presided over the meeting and Mr. Keyoshi Nakashima, General Manager of AOTS, New Delhi Office was Chief Guest at the meeting.

The first part of the meeting consisted of election of the executive members of NAAS. Mr. Kumar P. Khanal was nominated to act as Election Commissioner. The following members were elected to the Executive Committee by open general consensus.

1. Mr. Purushottam Manandhar
- President
2. Mr. Madhusudan Bhattarai
- Vice President
3. Ms. Amira Dali
- General Secretary
4. Mr. Shoka M. S. Bania
- Treasurer
5. Mr. Asta B. Shakya
- Executive Member
6. Mr. Kishore R. Bhandary
- Executive Member
7. Mr. Bidur K. Khanal
- Executive Member
8. Mr. Mahesh K. Nakarmi
- Executive Member
9. Mr. Dinesh Chapagain
- Executive Member
10. Mr. Binay Giri
- Executive Member

11. Mr. Kiran N. Shakya
- Executive Member

Following self-introduction by members of the Executive Committee the General Meeting got underway with Mr. P. Manandhar, Mr. M. Bhattarai, Ms. A. Dali along with Mr. K. Nakashima taking their chairs. Welcoming the members to the annual general meeting Mr. Bhattarai informed the members that talk program on Japanese Management by Mr. Masao Ishikawa, Minister Councillor, Embassy of Japan in Nepal would be given following the meeting. Following Mr. Bhattarai's address, Ms. Dali presented the annual report of NAAS to the gathering. Mr. Dali highlighted the activities of the society during the past year and outlined the various activities planned for the coming year. These included organizing Japanese Management Class, Japanese Language Classes, Lecturing Tour, publication of Talim III and nomination to various programs conducted by AOTS.

Mr. Nakashima then addressed the meeting. While expressing his happiness at the progress achieved by NAAS within its brief history he urged the society to widen the scope of its activities, especially increased co-operation within the various alumni societies of the region. The Chief Guest briefed the gathering on various activities and projects being undertaken by AOTS, Japan. He also

highlighted some of the major programs being organized by AOTS, New Delhi Office and assured the members of continued close and fruitful co-operation by AOTS, New Delhi Office to NAAS.

Following Mr. Nakashima's address, Mr. P. Manandhar addressed the meeting followed by presentation of the annual financial report by Mr. Bania, Treasurer and appointment of B. R. S and Company as Auditors to the society.

The meeting was then opened to floor for general discussion. This consisted of self introduction of several new members and granting of Life Membership to Deepak Garment Industries. Several ammendments to the constitution of the Society were discussed and accepted by open general consensus. These included such items as membership fees, frequency of general meetings of the society, increase in the number of members in the Executive Committee from 10 to 11 and quorum necessary for subsequent ammendments to the constitution of the Society. The members also discussed and accepted the official logo of NAAS proposed on the cover of Talim II.

Following the floor discussion Mr. Bhawani Bhakta Joshi proposed a Vote of Thanks which was followed by presentation of the official NAAS Logo to the new Life Member -

Deepak Garments and token presentation to the chief guest Mr. Nakashima by the President of NAAS on behalf of the society.

The second part of the program organized on the occasion of the second Annual General Meeting consisted of a Talk program by Mr. Masao Ishikawa, Minister Counsellor of Japanese Embassy in Nepal. Although the basic theme of Mr. Ishikawa's talk was on Japanese Management he spoke on wide ranging issues encompassing socio-political aspects of Japanese history to present day human relationship in Japan.

The Japanese management system has its roots in the socio-economic context of pre-war Japan and because of the professional attitude of Japanese manager the system has been extremely responsive to a dynamic and fast changing society. That society needs to respond to changing circumstances are clearly evident in Europe and Asia especially after the collapse of command economies. New liberalised economic policies adopted by many countries have already begun to show positive results. He gave the example of India where foreign investment jumped from U. S. \$. 50 million in 1990 to

US\$ 200 million in 1991 because of the open door policies adopted by the Indian Government. India has started to attract large amounts of Japanese capital. In this respect Nepal too can benefit but Mr. Ishikawa stressed that Nepal must build up and strengthen its basic infrastructure.

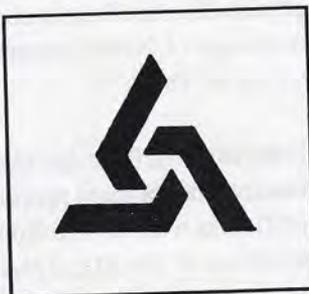
Mr. Ishikawa in his address traced the rise of economies of the Pacific Rim countries. In the late nineteenth century America became the dominant economic power in the world overshadowing Europe. Within America itself economic activity shifted from the east coast to the west. As the Japanese post-war reconstruction gained momentum and the newly emergent economies of East Asia-South Korea, Taiwan, ASEAN countries developed the "centre of gravity of the world economic activities started moving towards this region. With the awakening of the sleeping giant China the 21st century may well be the Asian century.

He then briefly described some aspects of Japanese society. After the Meiji and Meiji Restoration Japan opened its doors to the west and many of the enlightened ideas such as democratic practices, land reform, accountability in Government etc, were accepted. With

economic development came the concept of equality and competition, which the government actively encouraged. Automobile and steel are examples where conglomerates were split up and competition encouraged. The basic premises of these policies were that if companies could survive the harsh competitive environment at home than they would flourish abroad. Another aspect was the building up of an egalitarian society and reforms on labour relationship, management's recognition of labour's contribution and subsequent value and respect attributed to the workers by management.

Thus excellent human relationship, tolerance, respect for each other and a consensus approach have contributed immensely to the success of Japanese companies. Nepal also could learn a great deal in this respect.

Following his address Mr. Ishikawa answered some of the questions put to him by the audience. These ranged from questions regarding joint venture business, relevancy of Japanese management practices in developing countries like Nepal as well as management know-how transfer and the importance of education in development.



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 represents technology, the union of elements, interdependence and friendship, and the projecting parts, growth and development.

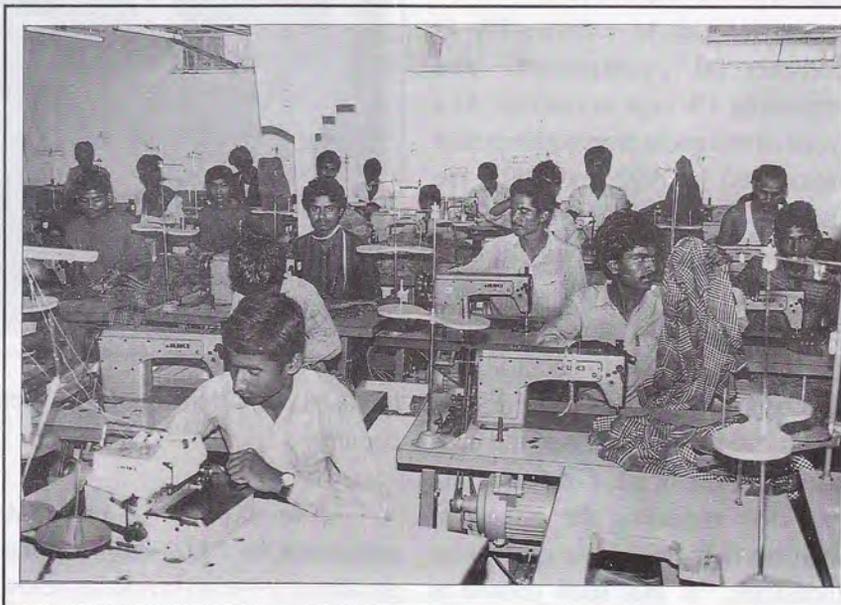
Garment Industry in Nepal - Present Scenario

Narayan Bajaj
Deepak Garment Industries

It was only a decade ago that readymade garments emerged as a major exportable commodity from Nepal. This was quite surprising to anyone whether in government or industry. However, it became evident that the export of readymade garments was by large dominated by Indian exporters eyeing Nepal as a quota free zone for the USA market since India was under quota restraint by USA.

The Readymade Garments export from Nepal saw multifold increase between 1983 to 1986. This rapid growth was so unexpected that the government was at a loss and led to adverse impression on the actual benefit to the country. On the other hand the US government noticed the trend and became quickly aware of quota bypass by Indian exporters which led to imposition of quota on some categories of exports in 1986 on Nepal. This resulted in a sharp decline in exports in the later half of 1987. This resulted in the decline of Indian exporters dominance in the industry and the awakening of Nepalese entrepreneurs.

Today the scenario has changed completely. Indians own only 5% of the total active industries and the rest is owned and run by Nepalese entrepreneurs. Other factors of production such as labour speically spilled labour have been substantially replaced by Nepalese. Net earnings retained in the country



have reached a level of about 30%. The government has also changed its previous negative attitude and has taken several steps such as cutting down on lengthy bureaucratic process and lifting requirements for export licence, floor price etc.

Recently, the government has taken other steps such as bonded warehouse for imported raw material, tax holiday, retention of foreign currency of upto 50% for use in sales promotion, travel, import of material etc. After relentless effort the Readymade Garments industry is now the third largest earner of foreign currency just behind carpet and tourism accounting for about 25% of Nepal's total merchandise export. In 1992 alone \$ 70 million was exported mainly to the USA. Compard with \$ 13 million in 1983 the growth may be

described as phenomenal.

There was no quota system for exporting Garment to USA until 1986. In 1987 quotas for certain cotton Garments were introduced and in 1991, Garments made from Rayon fabric were added to the quota. Until March 1992, the quotas not being used fully in earlier years, were distributed on a first come first serve basis. However due to significant export in the first quarter of 1992 in categories like 340, 347/48, 640 and 641 the Government distributed the remaining quota in these categories to all the export industries on the basis of past performance in the last two calendar years and to some extent in equal quantities to all. This was done to safeguard the interest of the old industries and promote new ones. This new system of quota allocation

was adopted from the very first day of the year 1993. As per the norms decided by the export promotion council, 69% of the total quota in the above mentioned four categories were allotted to the performing industries on PPQ basis, 29% to new industries yet to export, 1% to commercial companies and remaining 1% kept as reserve. As a result of this quota distribution policy introduced in 1992 and 1993, the industry once again saw emergence of new industries growing up like mushroom. The latest data shows registration of 100% export oriented Garment industries to about 900 in numbers, where as there were only about 200 industries registered until mid 1992. The opinion of the leading exporters regarding the effects of increase in the numbers. of the new industries, is that such growth is only to avail if the free quota distributed (487 doz) which is not enough to run the factory for even a month, only 5% of such new industries may actually come into operation. This gives an indication that ultimately the export of Garment industries will remain in the hands of the present active industries estimated to be around 125 nos.



imposed importers quota in their country.

The exports in the main categories in 1992 and first four months of 1993 to USA are as below:

new countries specially EC and on to high value added garments. In order to enter the European community market a seminar to discuss how to export to Europe was held in December 1992. It has now

| Category | Item | Quota in doz | % Utilization | |
|----------|---|--------------|---------------|-------|
| | | | 1992 | 1993* |
| 340 | Men's cotton woven Shirts | 229801 | 99% | 28% |
| 341 | Ladies cotton woven Shirts & blouses | 766002 | 46% | 36% |
| 347/48 | Men's ladies cotton Shorts, pants, trousers | 537149 | 99% | 25% |
| 640 | Men's Rayon Shirts | 109111 | 98% | 12% |
| 641 | Ladies Rayon shirts | 250470 | 95% | 13% |

*Data given for first four months only.

With the limiting factor of quota, the industry started searching for new categories and even countries. Year 1992 saw export to USA in categories like 341 & 359 which was used negligible in early years and a new market Canada. The export in these categories and to Canada has continued to increase since then and as a result in march 1993, Canadian Government has

In general the export of a particular item depends upon its demand in US market and of course on its quota availability in the Indian market. Looking at the quota situations and the unusual trend of demand in USA it is now felt that active role has to be played to develop

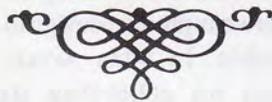
become necessary for modernisation of production facilities like in Bangladesh and switching over to line production system, to lower the cost of production to compete in international market. Lack of credit facilities from banks for modernisation and supportive plus

stable policy by government is felt as key restraints for modernisation of the industry.

It is felt that the potential of export of Readymade Garment from Nepal is not near its saturation point. Given proper attention and more facilities, its export can increase in a very short period of time. But this

looks difficult at present because of constraints and obstacles. Although government at the policy level is approaching towards more & more economic liberalization the policy is either wrongly interpreted or not properly implemented. With the new democratic government it is felt that will become better. The recently

implemented labour law is taken as a major problem by the exporters. The act is in no way able to protect the export oriented industry, rather it is made to protect the labour only. If timely changes are not made in the act, the day is not far that labour problems may become major obstacle in the growth of this industry.



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Concepts of Operation/Production Management

M. Bhattarai

Nepal Industrial Development Corporation

Implementation and control of production activities conducted by an organizational entity with defined performance objectives.

The preparation for production consists of such activities as (i) Planning the sequence of processing (ii) Time scheduling (iii) equipment selection (iv) tooling (v) factory building construction (vi) personnel mobilization (vii) Materials procurement and (viii) work assignment. This preparation stage is preceded by product planning & design, which in turn derives from product research and development. Research and development are based on market surveys, pollution control studies and forecasts of future technologies. This means today's production/operation management encompasses not only the management of plant level manufacturing activities but also all other preceding activities such as preparation, production planning & design and research & development, while at the same time socio-economic changes are considered.

Production management in this sense, is not limited to the optimum management of each step such as production or preparation for production but calls for integrated action covering the whole spectrum of production activities which are responsive for changing circumstances and capable of increasing overall efficiency. This

philosophy is synonymous with the establishment of a manufacturing system capable of quickly responding to market needs, reducing the lead-time between product design to actual production. In other words, it is focused on achieving linkage between production and pre-production stages. Sequence of these two stages of areas of PM are primarily shown as illustration in figure 1.

Areas of Production Management

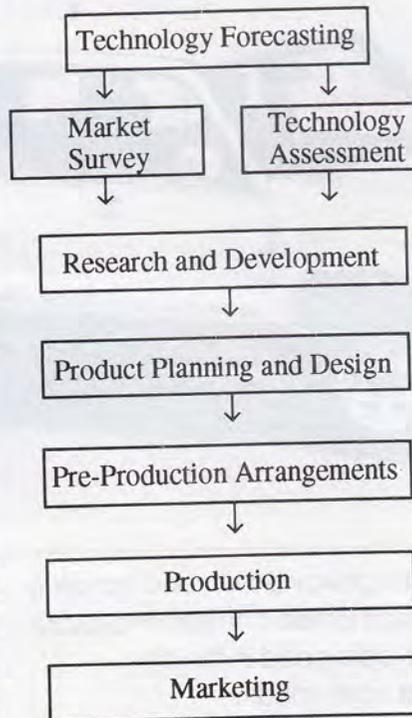


Figure 1

Production management, which originally mean, the

management of production lines, has evolved into a comprehensive idea directly related to corporate strategy.

Systems approach

Planning, Organising, operating and measuring are the functional elements of the work of a professional manager. In organising a business one should know the meaning of those terms before proceeding with the organizational aspects.

- A. **Planning** : Setting objectives, goals and standards or performance for the business.
- B. **Organising** : Classifying the work required to accomplish the objectives of the business, dividing the work into manageable components and jobs, grouping the components into an orderly organizational structure, staffing the organization, and formulating the systems and procedures for performing the work to be done.
- C. **Operating** : Performing the tasks of decision-making, directing, delegating, communicating, motivation, integrating, interpreting and working to achieve the overall objectives of the business.

- D. **Measuring** : Establishing control systems, recording and

reporting performance against pre-established standards, continuously evaluating actual performance against standards, informing employees and managers responsible for the variances between actual and standard and continuously following-up on corrective actions taken to reduce the variances.

order into the product. The system must collect and store the data, disseminate the information, generate the documents; order and receive the material, and fabricate, assemble and test the parts and assemblies necessary to make the conversion from order to product - all in a manner which will best satisfy both the customer's requirement and the objectives of the business.

Production system model :

The systems approach to the design of industrial business system is to define the inputs and outputs of the enterprise being considered. The input to a manufacturing business is an order-either a purchase order from a customer or a manufacturing order from the marketing organisation of the firm and the output is the finished product. Although the capture of the order through the marketing organisation and the collection of the customers payment through the financial organisation should be taken into account in closing the entire customer-enterprises loop, it is assumed that the industrial business system starts with the receipt of the order and ends with the shipment of the product.

Since input is the customer's order and the output is the finished product, the industrial business system can be looked upon as the transfer function which converts the

Figure 2 - is a block digram of the relationship between the customer, his order, the industrial system, and the product. The square rectangle represents systems or organisations, and the notched rectangles represent the documents or hardware which are the output of the systems of organisations. Timephasing of actions is represented by moving from the top of the diagram to the bottom. Fig 2 can be interpreted as follows :

Production System Model

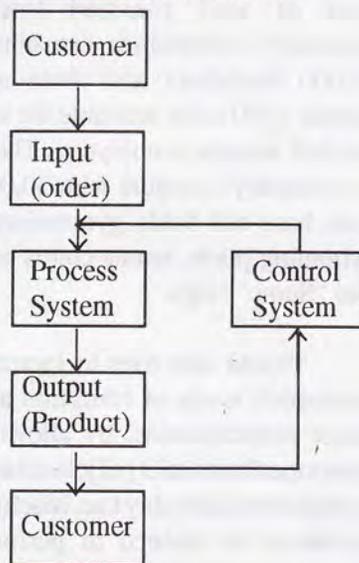
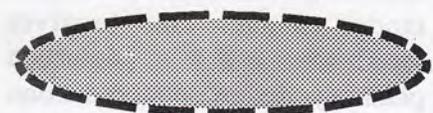


Figure . 2

- A. Customer issues order
- B. Industrial system receives customer order. (Input)
- C. Industrial system converts customer order to finished product. (processing)
- D. Control subsystem for measuring and comparing the output with the input. The comparision continuously corrects the inputs so that the desired out-put is maintained. (control).
- E. Customer receives finished product. (output).

This conversion is common to all industrial systems regardless of the type of business involved. By using this conversion, we may develop a generalised industrial system model which can be tailored as required in designing the information systems and organisational structures for a wide variety of business.



Toyota Style Production Management

Kumar P. Khanal
Royal Drugs Limited

1. Toyota style Production Management : Introduction

Toyota Motor Company, during the beginning of 1965, developed an integrated type of Production Management. This revolutionary Production Management concept, which involves quality, quantity and cost, became so popular that it became known as the Toyota style Production Management.

As we know, a quality product means nothing if it is achieved at the expense of higher production cost. Similarly, Production Management is useless, if it increases the cost of product. Therefore Toyota style Production Management demands quality improvement along with reduction of cost. And these two things are achieved by shorter lead time and smaller inventory.

Because it is a market oriented system, production cost should be reduced drastically in order to beat competition. This is done by producing quality automobile in a shorter time period but in limited quantity rather than large scale mass production.

It is an age of competition. Every year people want new model of car. So an automobile industry must accept this demand of frequent model change. This involves modification in R & D, production planning, design, pre-production arrangements & production line.

These things must be arranged in such a way that production cost should not be high. That can be done by time management. Time is very valuable and it is very important to realise this fact of time saving through-out the whole production line, by maintaining co-ordination between production phases.

Toyota system is also compatible with new technology and adopts it full-heartedly. It has implemented the new-technology (robotics) in the 1980's which helped it in time saving and cost reduction.

Toyota is also very concerned with its workers. Workers live in Toyota city in Japan, 150 miles west of Tokyo. More than 48,000 employees of Toyota Motor Company live in this city. Rows and rows of look-alike houses that are provided by the company for married employees at cut rate prices form a kind of well planned town. Company's dormitories can house 20,000 bachelors and there are another 1500 units available for unmarried women employees. There are company's stadium with 30,000 seats, base-ball fields, gymnasiums, swimming pools, tennis courts and also "Sumo" rings.

Toyota also tries to increase employee's levels of education and career consciousness, by allowing them to perform variety of jobs related to production assembly line. Machine operators are trained to perform

maintenance job. The workers are not suppressed instead they are encouraged to come up with suggestions for which they are awarded according to how valuable their suggestions are. Toyota is maintaining this type of Environment Oriented Production Management.

2. The "KAN-BAN" System

"Kan-Ban" a Japanese word meaning "Sign-board", is an index card sized label with instructions telling the supplier how many parts to put in that empty container and when to return it to the plant to the minute, not before not after.

James C. Abbeglen, vice president of the Boston Consulting Group in Tokyo, says "Kan-Ban" is a constant search for waste and ways of eliminating it.

"Kan-Ban" is one of the key tool for implementing Toyota System of Integrated Production Management. It is a work order "Sign-Board" for repetitive circulation in the production floor as well as in transportation floor respectively known as Production "Kan-Ban" and Transport "Kan-Ban". It always accompanies parts or materials which facilitate the control of inventory on spot. The number of Production and Transport "Kan-Ban" in circulation are strictly controlled as per the schedule of monthly production. This way Toyota manages "Zero Inventory". Model of "Kan-Ban" Fig. - 1

"Kan-Ban" is always issued by the rear end of the assembly line. Therefore, production does not start until the demand of the assembly line has been fulfilled at the front end of production line. In the conventional system of production management the rear end always tries to consume whatever is supplied by the front end.

This system facilitates modification in monthly schedules at short notice. Small lot production is possible for parts and components, optimum inventory adjustment can be made by simply increasing or decreasing the number of "Kan-Ban" in circulation for each part.

The relation between the number of "Kan-Ban" and market demand can be expressed by the Equation

$$K = \frac{D (T_p + T_w) (I + L)}{B}$$

Where,

K = Number of "Kan-Ban" in circulation.

D = Demand (Hourly Consumption of parts in pallets)

T_p = Time for production.

T_w = Idling time for "Kan-Ban".

L = Capability Co-efficient of workers.

B = Capacity of one Pallet.

3. Elimination of Waste

3.1 Elimination of Waste of Labour.

The waste of labour is identified by work standards.

a)

$$\text{Daily prod. Vol.} = \frac{\text{Monthly Prod. Vol.}}{\text{No. of work days/month}}$$

b)

$$\text{Cycle Time} = \frac{\text{No. of Work}}{\text{Hours / day}} + \text{Daily Prod. Vol}$$

If all workers observe a certain cycle time, calculated as above, the daily production should not require any overtime nor should be work finished over too-early. If the day's work is over 1 hour before the shift is over, there will be 1 hour waste of Labour in that work-station. Necessary arrangement should be done to minimise this waste. e.g. if three men working in that station, one efficient worker will be picked up and put this to another work station where there is a possibility for doing overtime. In this way we can save waste of labour.

Toyota, implements a flexible work force organisation in order to overcome "Waste of labour". The number of workers varies on a day to day basis depending upon the number of "Kan-Ban" for the line or work stations. When the number of "Kan-Ban" for a particular day is not many, most competent workers form a task-force and assist another group or engage in some other improvement job or maintenance job etc.

3.2 Elimination of Waste in Equipment, Quality and Transportation

Elimination of waste in equipment or machine can be achieved by performing preventive maintenance regularly. Repair time can also be minimised by certain improvements in machine set-up, certain developments aspects are also to be considered. Regular strict supervision can minimise the waste of equipments. For example see. Fig 2.

Elimination of waste in quality can be minimised by the inclusion of a defect exclusion device or "Boka-Yoka" at each and every work stations. This "Boka-Yoka" after detections of some defects sends a message or signal and that work station stops. The detected defective parts is removed immediately and replaced by another new part, before feeding them to the next station.

Toyota implements small lot but multiple production which helps to eliminate unnecessary inventory. This is maintained throughout the whole Toyota's production line from parts fabrication to assembly line including the supplies from suppliers (transportation).

4. Inventory - Compression

According to Toyota's system, inventory is the source of all evils. This is true if we go through it deeply. Inventory always means additional cost. Example can be summerised as more inventory needs more space-needs a ware house then ware house attendents-fork-lifts, drivers, night watch man, a manager and then the construction of a ware-house costs a lot. Equipments and operational costs are needed. So, to minimise all these evils Toyota started a scientific and economical approach by introducing "Kan-Ban" - system.

a) Compression in set up time

Inventory compression is also achedived by shortening of the m/c set-up time. Improvements in productions techniques help to reduce the set-up time. Inventory is also minimised by reducing the delivery lot sizes from suppliers end and this is achedived by

increasing the frequency of deliveries.

b) Compression in Lot-Inventory

The shortening of set-up time makes the small lot production economically viable. The standard level of inventory is half of the production lot size, so inventory can be reduced eight times by reducing the lot size four times. Figure - 3. clearly explains it. Therefore Toyota insists on reducing set-up time and small lot size.

c) Use of "Kan-Ban"

"Kan-Ban" is another tool for reducing inventory, in Toyota system. As it is discussed earlier, the number of "Kan-Ban" can be increased or decreased as per monthly production schedule. This controls the line inventory in terms of the number of "Kan-Ban" in circulation.

d) Compression in inventory space

For strict observation the location and size of the inventory must be clearly specified. Because production inventory is visible to anybody so its reduction is obvious. Toyota system calculates the space needed for each and every items. Therefore, any excess of inventory if there in is clearly noticed to all.

e) Compression of Lead-Time Inventory

"Just in time" concept helps to reduce the lead-time inventory If some components arrives just in the time of production the lead time is zero and inventory is also zero. Shorter lead-time certainly

reduces inventories of materials, parts & Components etc. Shortening of processing time, materials handling & Transportation also contributes to the inventory reduction.

Management is best management. But before implementing it you must be sure enough that you have able and willing field leaders. In other words Toyota system is system that motivates workers to increase productivity. The Toyota Production Management system has a standing motto "Make haste slowly".

This way we can summarise Toyota style Production

| | | | |
|---------------------------|--|-------------------------------------|---------------------------|
| JOB IDENTIFICATION NUMBER | PRODUCTION ORDER NO. _____ | COMPANY NAME : _____ | JOB IDENTIFICATION NUMBER |
| | | PLANT NAME : _____ | |
| | PART NO. _____ | | |
| | DESCRIPTION _____ | | |
| | NEXT STORAGE LOCATIONS UPSTREAM & DOWNSTREAM _____ | PKG. TYPE : QUANTITY PER PACK _____ | |

FIGURE - 1. A MODEL OF "DAN-BAN"

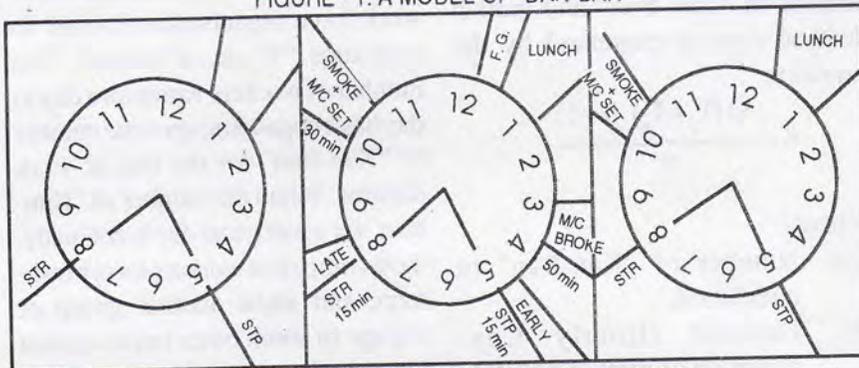


FIGURE - 2. WASTE IN EQUIPMENT (MACHINERY)

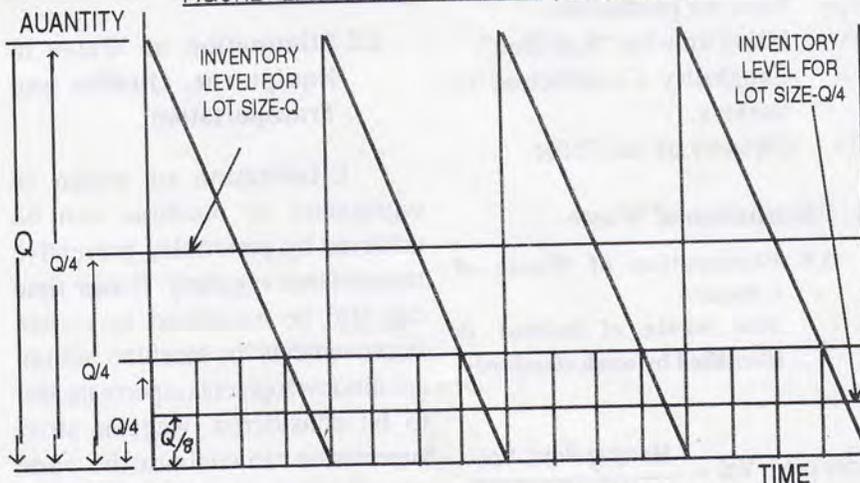


FIGURE - 3. RELATIONSHIP BETWEEN INVENTORY & LOT-SIZE

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Impacts of Privatisation of Public Sector Undertaking in Nepal

Kadan B. Singh

Although the number of public enterprises in Nepal are small in number many of the larger enterprises whether industrial, trading, financial or utilities are in the public sector. These happened to be in the public sector for three main reasons. Firstly, these enterprises were established in the public sector because government had to supply essential goods and services to the people and the private sector were not active. Later many of the enterprises were transformed to PEs like Telecommunication, Electricity and Drinking Water etc.

Secondly, as predominantly agricultural country, Nepal's process of industrialisation started very late. Private sector in the past were not capable of operating larger enterprises. Consequently, the larger enterprises were established in the public sector.

Thirdly, some larger industrial enterprises were established under the grant of economic and technical co-operation from friendly countries such as Cigarratte, Textile, Sugar, Agri-tools, Leather and Shoe Industries.

It is worthy to note that the larger enterprises, in Nepal, happened to be in the public sector not because of nationalisation or government interference, unlike the case in many other countries. On the other hand it is a matter of sorrow that the private sector in the past was so weak and

premature that they could not come up with any sizeable enterprises except the ones in traditional family type of enterprises.

Operating Status of PEs

Most of these public enterprises continued to operate below their optimal efficiency level since two or three decades. Necessity of privatisation of these enterprises was felt even before the restoration of democracy. The reasons for the failure of these enterprises can be one or many of the following :

1. Lack of effective and bold decision making system,
2. Burden of overstaffing,
3. Government interference and lack of autonomy,
4. Lack of evaluation and reward system,
5. Non-professionals in the Board of Directors,
6. Appointment and change of chief executives not related to the objectives of the enterprises.

Many of these enterprises have been operating at severe loss. Though some of the enterprises have been operating at profit, either they are not operating at optimal level of efficiency or they are producing or projecting the outcome of monopoly. Hence privatisation was considered to be an appropriate alternative.

First Phase of Privatisation

Unlike the previous (Panchayat) Government, the present elected government of Nepali Congress with its majority in the parliament is not only in favour of privatisation and liberalised market economy but is committed to it through its manifeste. As targetted in the budgetary document of F. Y. 1991/92 the government has completed the process of privatisation of three industrial public enterprises in the first phase, (i) Bhrikuti Paper Mills Limited, (ii) Brick and Tile Factory Ltd., Harishidhi and (iii) Bansbari Leather and Shoe Factory Ltd.

On the recommendation of the experts (consultants) team assigned by UNDP/World Bank and HMG/ Nepal, the government choose the model of SALE OF BUSINESS AND ASSETS of these three enterprises rather than the model of BROAD BASE Share participation and JOINT VENTURE. However the government has been careful to reserve about 25 percent of the share to be issued to employees and general public in all the three enterprises privatised in the first phase. But the (over all) environment was not very conducive to privatisation. For a period of six or seven months from the date of announcement of the privatisation of these units the government had not only to make a great effort to convince the

employees, but also had to face objections and criticisms from the opposition parties in parliament and from the press.

After a continuous effort by the government the process was finally completed.

Impact

Prior to examining the impact it is better to look into the major expectations and objectives of privatisation. The important objectives are :

1. Improving productivity and efficiency by mobilising private sector resources and knowhow,
2. Relieving the financial and administrative burden to the government. At the same time it is also expected that additional tax revenues will be ultimately generated through activation of formerly idle assets that eventually become productive,
3. Enable the government to finance more important projects rather than keep on meeting the budgetary deficits of the loss making public enterprises.
4. Achieve favourable economic impact as privatisation is an adherence to free market principles. New and/or additional employment opportunities will also be generated since assets unutilised or underutilised are transformed into productive ones.

As a matter of fact it is not yet a proper time for examining the impact of privatisation. An appropriate time for such appraisal would be at least a year after the

operation by the privatised enterprise. However it might at present, be worthwhile to look into the impact on the employees, new private entrepreneurs, government, bidders, trade unions, industries and general public.

Employees

In the beginning many employees were afraid of loss of their jobs as privatisation look effect whereas some did not like it because they did not feel like working under private ownership. However some were not worried because of their expectation of higher remuneration and incentives for their hard labour and efficiency. Many employees had taken public sector jobs as they were more prestigious compared to private jobs.

Of course, some employees, inefficient and dependant on pressure group, were worried for very selfish motive. There was thus mixed, heterogenous biases and varied feeling of the employees before and during the process of privatisation. The employees related issues were dealt with in the following way.

All employees were retained in the privatised Bhrikuti Paper Mills Ltd. and Brick and Tile Factory Ltd. But in the case of Bansbari Leather and Shoe Factory Ltd., one hundred employees including thirty four workers were made redundant and the rest were retained. Redundant employees were entitled to get compensation at the rate of forty five days of current salary or wages for every year of service in addition to their earned gratuity.

In order to protect jobs government had explicitly followed the declared policy of giving priority to those bidders who would agree to absorb all or most of the employees of the enterprises.

During the privatisation process employees demand were raised in the Paper Mills and Brick and Tiles Factory for compensation package for those who wanted to leave the organizations. In Bansbari Leather and Shoe Factory Ltd., also employees who were more worried about loss of jobs, raised a demand that the provision of compensation package should not be limited to 100 employees. Another vital reason of worry for Bansbari employees who were retained was that the factory would be relocated within five years from Bansbari area because the land and building, unlike the other two units, were leased and not sold to the buyer. The local employees were afraid that shifting of the factory would mean that they had to quit their jobs.

Thus from employment point of view of the 1328 permanent employees of the three public enterprises which were privatised in the first phase, one hundred employees i.e. 7.5 percent were made redundant and the rest, 92.5 percent retained.

As regards the feeling of the employees who were retained in the privatised units it is learnt that the employees of Bhrikuti Paper Mills who were reluctant prior to privatisation are, at present feeling different and looking forward to increased capacity, and incentives.

As regards the employees of Brick and Tile factory Ltd., no significantly different feeling has been learnt except that mass promotion of one hundred and eighty one employees whose promotion was overdue and not completed, by the previous management, had been completed after the privatisation as a consequence of which employees felt happy.

Government

With completion of the privatisation of the three units in the first phase, the government was encouraged by the smooth and peaceful transformation of the units although it had to face a great deal of objection from the opposition party and from the employees prior to the final decision of the privatisation. With experience of the first phase, the government has come up with the

programme of additional privatisation of fourteen units, in the second phase.

Productivity

As far as the productivity improvement is concerned, the production level at Bhrikuti Paper Mills is learnt to be the same as the production level of the mill before privatisation. However the new management is seriously planning ahead to increase productivity significantly. In Brick and Tile Factory also the production level at present are the same as before privatisation. Here also the new management is planning to increase productivity significantly. The production at Bansbari Leather and Shoe Factory at present below the usual production level of the unit before privatisation. But the productivity per employee may not

be that far below if the reduction in the number of employees is taken into consideration.

Central

The direct benefit of the privatisation to the society (general public) is envisaged in terms of (i) competitive price of products (ii) generation of additional employment opportunities (iii) use of fund for projects beneficial to the general public and (iv) use of unutilised or underutilised assets by the private sector. At present these impacts are not visible because of short time.

As mentioned previously it is still too early to assess the full impact of the privatisation policy of the government. However, it is reasonable to hope that the benefit for employees, entrepreneurs, society and the government will be far reaching.

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Computer System Engineering

Prakash Raj Singh Suwal

Software (S/W) engineering and hardware (H/W) engineering in the broader terms are referred as Computer System Engineering (CSE). For the computer hardware the engineering techniques are already well established and are in a relatively mature state. In this field the techniques are continuously improving with the ever increasing reliability. On the other hand computer S/W still suffers from uncertainty in terms of its success. S/W has taken the place of H/W as the most difficult to plan; least likely to succeed, on time and within the cost; and most difficult to manage. Still the market for the S/W is ever growing. During 60's no engineering techniques was applied to computer programming and it was viewed as an art. But now engineering techniques for computer S/W gaining widespread use and acceptance.

CSE uncovers desired system functions, analysed and allocated to the individual system elements. Hence, it is a problem-solving activity. Any system starts with a rather nebulous concept of the desired function. The System Analysis and Definition Methods uncovers the scope of the project; which is achieved by a systematic refinement of information to be processed; required functions; desired performance; design constraints and validation criteria.

After the establishment of scope, the system engineer must consider a number of alternative

system configurations that could satisfy the scope. In selecting a system configuration, some trade-off criteria with varying weightage depending upon the system are :

1. Business :
 - Profitability
 - Marketing
 - Development risk & Ultimate payoff
2. Technical :
 - Technological knowhow & risk
 - Functions & Performance
 - Maintainability
3. Manufacturing :
 - Facilities
 - Availability of equipments & components
 - Quality assurance
4. Human problems :
 - Trained manpower
 - Political problems
 - User's understandings of what the system is to accomplish
5. Environmental Interfaces :
 - Proper interface with the system's external environment
 - Machine-machine and human-machine communication
6. Legal Considerations :
 - Liability risk
 - Proprietary aspect
 - Infringement

Proper H/W configuration is selected based on the S/W requirements & area of applications. The applications may be classified into 3 broad categories as:

- Information Processing

- Process Control / Real-Time Application &
- Embedded Intelligence

These days majority of the computer system has software as an information processor. Information is fed up to the computer system, analysis or transformation takes place, other relevant informations may be acquired and results are produced. Input is always originated by the user and the output is then formatted for the user. Applications in these area include commercial / business data processing, engineering & scientific analysis and database management. Business S/W evolves into Management Information System (MIS) applications that accesses one or more databases containing business informations e.g., payroll, accounts receivable / payable & inventory ect. Engineering & Scientific s/w is characterized by number crunching algorithms. Application areas are from astronomy to nuclear physics, from automotive stress calculations to spacecraft orbital dynamics & from molecular biology to robotics.

The process control / real - time application intergrates H/W as a tool for decision making & control. H/W monitors process parameters and uses S/W functions to invoke analysis, control & reporting. Automated manufacturing e.g., steel mills, petroleum refineries & chemical process are typical process control/real-time applications. These days Computer Aided Design (CAD),

system simulation & other interactive applications have begun to take on real - time S/W characteristics.

The system is said to have "embedded intelligence", when a computer H/W or a microprocessor is packaged within a larger product. S/W in these area makes use of non-numerical algorithm to solve complex problems requiring Artificial Intelligence approach. Applications in these areas are on-board flight control system for aircraft, various smart weapon systems, intelligent computer terminals etc.

S/W is a logical system element rather than a physical. Its characteristics are quite different from those of H/W. S/W is a set of instructions to the machine. It is translated to a language form, which specifies S/W data structure & procedural attributes. It is then processed by a translator that converts it into machine-executable instructions. Programming languages are artificial languages having limited vocabulary, an explicitly defined

grammar and well formed rules of syntax and semantics. The language forms, characterized as machine-level and highlevel, are one of the S/W component. Machine-level language has a number of services disadvantage, although it provides attractive execution speed & memory characteristics. Some of its drawbacks are :

- implementation time is protracted
- program is difficult to read
- program testing is difficult
- program maintenance is difficult
- program portability is nil

Hence, productivity is seriously impaired. High-level language allows the S/W & its developer to be machine independent. Compilers & interpreters are high-level language translators to produce machine level code as an output.

S/W engineering is based on time proven techniques, methods and controls associated with H/W development. Although fundamental difference do exist between H/W & S/W, the concepts associated with

planning, development, review and management control are similar for both system elements. The main objectives of S/W engineering are :

- Well defined methodology to take care of S/W life cycle of planning, development and maintenance.
- established set of S/W components which documents each step in its life cycle & shows traceability from step to step.
- Set of tasks that can be reviewed at regular intervals throughout the S/W life cycle.

CSE developed during three decades of enormous change in the computing field. Previous emphasis on H/W engineering is now matched by concern for S/W engineering. The objectives of both are to apply systematic methodology to system development, approach it with a set of traceable steps and reviewable tasks, improve system quality and maintainability & enhance management control. As the demand for computer based system continues to grow, all efforts must be towards satisfying all of these objectives.



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Sanam Amatyia

After my graduation, it was my 1st training Programme on "CONSTRUCTION TECHNOLOGY" under Inter AOTS Alumni Society Resources Exchange Programme between Bangladesh AOTS (BASS) and Nepal AOTS Alumni Society with financial assistance of the Association for overseas Technical Scholarship (AOTS) Japan, held from 30 Nov. 1992- 12 Jan. 1993, in NEW GENERATION CONSTRUCTION CO. LTD. I gained lots of practical and theoretical knowledge on the "Construction technology" under the supervision of my respected Mr. S. K. Datta, Managing Director, Mr. Kanutosh Majumder, Director, Mr. D. Pandit (Eng) as well as all staff of N. G. C. CO. LTD.



two legs, therefore it will bear 5 tons. when evenly distributed. This frames is in use for actual construction jobs, such as elevated Highway, bridge, Stadium.

PICCO BEAM, PIPE SUPPORT, WALL SHUTTERING,

| METRIC UNITS Pile Size (mm. sq.) | IMPERIAL UNITS Max. length (m) | Pile size (inch. sq.) | Max. length (ft.) |
|-------------------------------------|-----------------------------------|-----------------------|-------------------|
| 250 | 12 | 10 | 40 |
| 300 | 15 | 12 | 50 |
| 350 | 18 | 14 | 60 |
| 400 | 21 | 16 | 70 |
| 450 | 25 | 18 | 80 |

This training involved practical exposure to modern by various types of construction materials. i.e. SCAFFOLDING :- The beatty frame type scaffold and its accessories are readily adoptable for shoring concrete forms and preparation for concrete pouring and in many applications for new RCC techniques for outside and inside building construction works and various civil Engineering jobs.

The load capacity for supporting the out of concrete pour will differ with the pitch of the scaffold shoring columns set up for the area to be concreted, but the leg load of 2.5 tons each is the safety margin. The frame type scaffold has

The Installation of Bored and Coast-in-Site Piles by Poweranger equipments :

The equipment of a power enough for the drilling work in bored-coast-in site piles presupposes that the soil is sufficiently cohesive to stand unsupported at least for a short time. Any upper soft loose soil extra or water bearing layers we "ceased off" by drilling down a casing or pushing the tubes down in the pre drilled hole by the crowed mechanism

etc. gives max economy with excellent concrete finish and is therefore used by builders all over the world for construction of walls, columns, beams, floors, culverts, docks and precast units.

In the subsequent paragraphs, the knowledge and experience specially in Piling Process have gained during the training period. So I would like to disanes shortly about piling.

To avoid excessive flexibility while handling and driving the usual max lengthe for piles that are square is section are as follows.

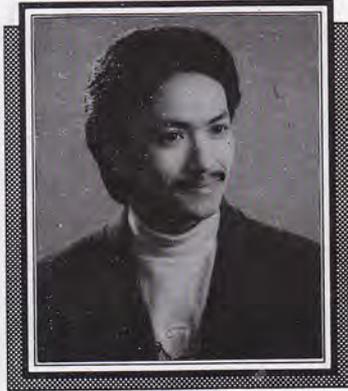
on the kelly bar. If necessary, mudding-in-techniques are use at this stage. After the enough has reached there deaper and stiffer conesive soil, the borehole is taken sown to its final depth without further support until their stage is reached when a lossely fitting there is towered down the complsed hole. This loose liner inay be required sofely porposes when inspecting the pile base before placing the or is an emlarged around the shoft over the period of several hours or moverequired to drill the under ream.

(Contd. on page 37)

Bhagabati Lal Kashapati

Bagmati Automobiles & Engineering (Pvt) Ltd.

Receiving a scholarship from Nepal AOTS Alumni Society with the financial assistance of AOTS of Tokyo, Japan, I was trained in "Welding & NDT Technology" at Engineering Inspection Services of Bangladesh Ltd., Dhaka. During the training period in Dhaka, I was introduced with a new technology called Non Destructive Test. I was very impressed to see the use of this test (NDT) in various fields of industries in Bangladesh. One of Pakistani trainee and I were mainly practised in Radiography and Dye Penetrant Test which are different methods of NDT technology.



Test (4) Ultrasonic Test and (5) Eddy Current Test.

Why NDT used ?

1) To ensure product reliability. (2) To prevent accidents and save lives (3) To make profit for the user: (a) To lower manufacturing cost (b) To control manufacturing process (c) To maintain a uniform quality level (d) To aid in better product design and (e) To ensure customer satisfaction and to maintain the manufacturing "Good name".

Within the period of six weeks we were taught both theoretically and practically by experienced NDT engineers as Mr. K. E. Khalid, managing director of EISB, Mr. Shukran Barkati, director of EISB, Mr. Faizur Rahman, engineer of EISB. I am very grateful to them for their warm cooperation and friendly behaviour. I would also like to thank to Dr. A. K. M. Hosain, Representative of AOTS Japan to Bangladesh who helped me in many ways and to President of BAAS and society.

Finally, I feel I will be failing in my duty if I don't express my personal gratitude to my friends Mr.

S. A Saiful, General Secretary of Modern Eskaton Health Care Centre and Mr. M. A. Jalil, President of Bangladesh Antidrug Federation (BAF) who introduced me to diplomatic persons as well as guided me to become familiar with Dhaka in leisure time. One of my Nepali trainee friend and myself have stayed in Saiful's home for five days and during those days we got a chance to have close look up with the tradition and culture of Bangladeshi family. I also want to express my heartfelt thank to Mr. Nagaaki Yamamoto, General Manager of AOTS Japan who provided us financial support for our daily needs. I hope Nepal AOTS Alumni Society will also manage the same programme in Nepal as BAAS has done in the future.

(Contd. page from 36)

Finally, I would like to heartfelt thank to Bangladesh AOTS Alumni Society which organised me to gain higher techniques in "Constructive technology" and also like to express my gratitude to Head Officer of AOTS Japan Specially to Dr. Nagaaki Yamamoto who sponsored us funds for our daily overcomes.

I've sure, well go a long way to moved our thinking, motivate us to re-shape our attitudes, translate our learning here back in our country within the construction work of our circumstances and thereby enable as to constitute more significantly to the requirement of our economy. Ofcourse, if we applied such types of modern equipment, construction materials i. e. we will get more dynamism and flexibilities in any field of construction.

NDT & Its Importance :

In this era of modern technological industries, everybody wants maximum profit, minimum cost of production, minimum wastage without any accident or damage to equipment or life. In such cases testing must be done to products so that the characteristic needed for service is not damaged at all. So the process in which objects (Products) are tested without destroying their massform and characteristics is called Non Destructive Test.

Non Destructive Test (NDT) in great variety are in world wide use to detect the variation in structure, presence of cracks or other physical discontinuities and inclusions, to measure the thickness of materials and to determine the other characteristics of industrial products.

Type of NDT :

- 1) Magnetic Particle Test
- 2) Dye Penetrant Test
- 3) Radiography

Prodal Roka

Hotel Himalaya

I went to Japan through AOTS-NEPAL in June 1992. It was my first visit and I shall always cherish the experience that I had there. I went for a three week Programme on Cross Cultural Management (PCCM). This course, designed for middle management level, gives incite to the Japanese approach in Management Philosophy.



When I first landed in Tokyo I was impressed with its cleanliness. Coming from the dirty streets of Kathmandu, Tokyo was a welcome change. The people were warm, friendly and almost everybody I encountered was always willing to help.

I stayed in AOTS Tokyo Kenshu Centre (TKC). As has always been said of the place it was a "Home away from Home". The facilities, the kind cooperation and the warmth of hospitality from all the staff never gave us a chance to miss home.

In our course there were about 23 participants from all over the world. They were all from different companies manufacturing miscellaneous things. All our experiences were totally different yet during the weeks that followed we found that many of our problems were the similar and though our

methods may vary the approach to solving them were the same.

During our course we covered many subjects on the Japanese style of Management. They were specialist who gave us lectures and shared with us their valuable experiences. We went for factory visits to see how these different styles of Management was implemented. We discussed its practical problems, the disapproval if any from the worker and the gestation period after which the results would be seen.

I learnt a lot of things in that short period. Like the myth that "The Japanese Management System" is a totally distinctive system in itself. This I found to be absolutely wrong. What the Japanese have done was to gather all the various Management theories and transform them into more practical working modules. Their main focus was on the "Quality" of their products and the active participation of the workers in

decision makings. This involvement of the workers on only bridge the gap between the management and the labours but it also increased their productivity as they felt that they were a part of the company and not just working for it. This feeling was enhanced by the lifetime welfare and security provided not only to their employees but it extends out to their families also.

The other important factor which deeply impressed me was the close inter action between the large companies and the Government. All of them the same ideals and goals in their minds. In times of crisis they grouped together and fought their common obstacle but at other times they were competitors. This competitive spirit without animosity has helped each of them growth together.

Such valuable experience and knowledge imparted by this training will greatly help people working in international organizations specially if they are Japanese. This understanding will ensure productivity from the both the parties.

The experience I have gained, the new friends that I have made and the places that could visit have made me thankful to all the people who made it possible.

Padma Raj Binadi

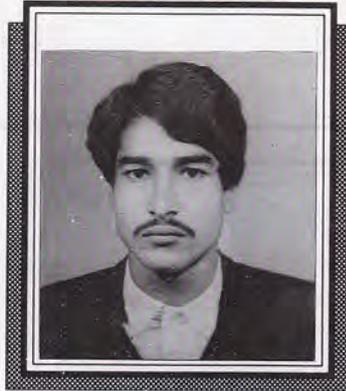
Sampo International Corporation

Prior to start-with my experience on AOTS training, I would like to put forward a few introductory words about Nepal : AOTS Alumni Society (NAAS). This is one of the several Alumni Societies in the developing countries, of Association for Overseas Technical Scholarship (AOTS) Japan. As far as I understood, the main objective of NAAS is to provide training opportunity to the employees from private sector on both management and technical fields which I feel is very important in the country like Nepal.

I have had an opportunity to participate in a "Japanese Management Training Programme on Basic Tools of Operations Management (BATOM)" organized by NAAS in Kathmandu from November 9 to November 27, 1992. Eleven persons from various manufacturing and service industries in private sector participated in this training programme.

Though the course was not perfect to cover the Japanese Management system completely, it was adequate to identify the main characteristics of Japanese style production management and to compare the management system of both developed countries (especially Japan) and developing countries like ours. Thanks to the course designers of this programme.

The training course was divided into two parts. First part



covered the following topics :

1. The Features of Japanese Management.
2. Concepts of Production/ Operations Management.

Second part was the "Basic Statistical Tools for Problem Solving" which I felt a key topic in the course designed for the training programme.

The topic consisted of "The QC story" and "The seven Tools of QC". This was not only an important topic but also a very interesting subject to the participants. Thanks to Mr. Pashupati P. Singh and to Mr. Dinesh Chapagain, member of NAAS for their interesting talk delivered on this topic.

This topic was followed by Application Exercise also. Two groups were formed from among the participants and group discussion was held. We analyzed data on different cases and prepared various diagrams like Pareto Diagram, Histogram, Cause & Effect Diagram and so on.

Some of the diagrams were displayed at the training center.

The main focus of training programme was to increase work efficiency of and to create quality consciousness on the manager level workers in production as well as service industries or companies. In this connection, the Japanese management concept of "TQC" was taught to the trainees and Toyota Style Management system was also discussed during training period.

In over all, the concepts of Japanese management were introduced and discussed in the training programme. I found whole things very much fruitful and applicable. I personally feel a creative, dynamic and result oriented manager must undergo this sort of training.

In addition, this training programme gave a better chance to all participants to introduce among each others and to be familiarized with each others organizational problems. At the same time, it has contributed a lot on solving such organizational problems mutually.

I hope NAAS will continue such training programmes in future also and wish for its every success.

Now I would like to conclude my experience on this training with my sincere thanks to the members of NAAS.

Shanti Chapagain

BISCON

Frist time, I was excited when I found the advertisement in The Rising Nepal about the "Seminar On Recent Trend Of Japanese Business Management" organised by AOTS, Japan and NAAS, Nepal.

Working in a management consulting firm, I really wanted to know about the management techniques exercised by Japanese which has helped to become on economic super power. But being a citizen of least developed country I cannot afford to go to Japan for study. Nepal AOTS Alumni Society provided this opportunity to us. And, I felt, I was really lucky to participate in this seminar and attend the lecture given by an experienced Japanese Business Management Consultant Mr. I. Ohara of Chu-San-Ren, Japan.

In this seminar Mr. Ohara highlighted the basic philosophy of "The Recent Trend of Japanese Business Management". Most of its time of the two days seminar was devoted to discuss about the features of Japanese Management, Basics for improving factory operations and The 5 Ss.

Mr. Ohara indicated how Japan has been able to achieve the present economic prosperity. He pointed out that simple and minor things which we all know, but we neglect them in



practice play a vital role. Japanese management emphasis on the philosophy of 5 Ss which we have to follow in our regular business practice.

1. SERI : Clean up unnecessary items
2. SEITON : Keep items in good order and right place
3. SEISO : Clean workplace, machines and equipment
4. SEIKETSU : Maintain high standard of house keeping and work place organization or maintain a good environment.
5. SHETSUKE: Maintain discipline and follow the rules and regulations

All above 5 Ss we know it very clearly in our day to day life but we hardly care to use it.

Mr. Ohara concluded the seminar with the following remarks. To do the rapid growth of the industrial production there is the mutual co-relation between employers, employee and the most important the satisfied consumers. Japanese Business Philosophy believe on Profit is a result of customers satisfaction based on the mutual trust between the labour and management.

As one of the participant, I found this seminar very fruitful and useful to me. I think we can apply the business management philosophy in the whole entire system of the Nepalese Business Management.

Besides, the topic and the lecturer the organisation of the seminar was also very good in terms of the logistic support like staff college hall, seating arrangement, audio-visuals and much more delicious lunch. However, we felt the time given for discussion was a little bit short. I hope programme like this will be organised regularly by AOTS in future. So that the Nepalese business manager and consultants get opportunity to learn Japanese management technique residing in Nepal.

Thanks to AOTS, Japan and NAAS, Nepal.

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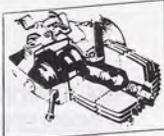
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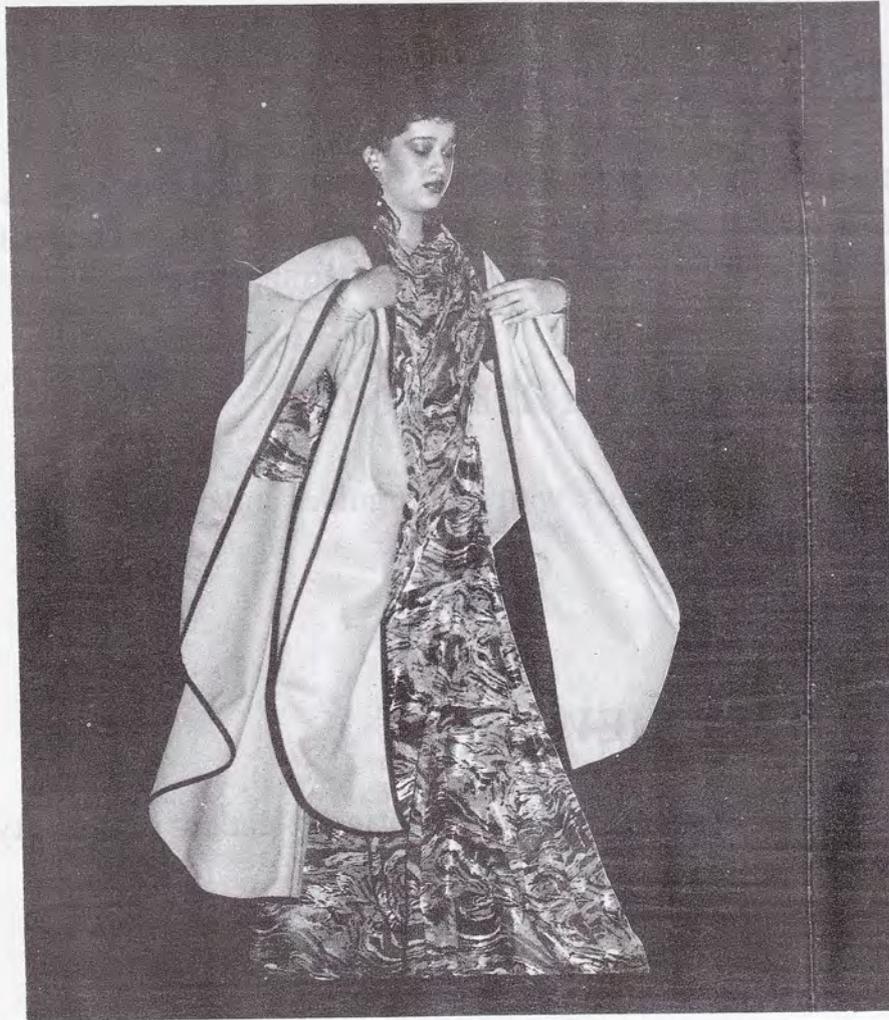
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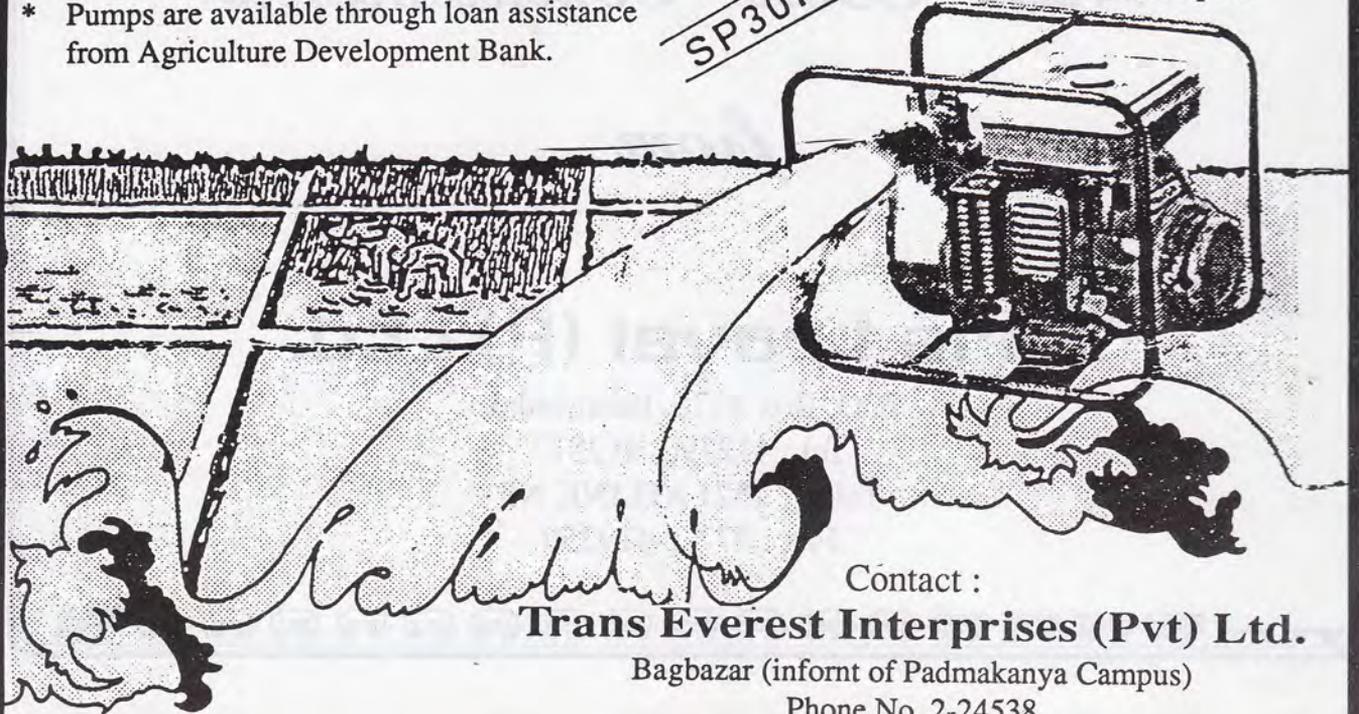
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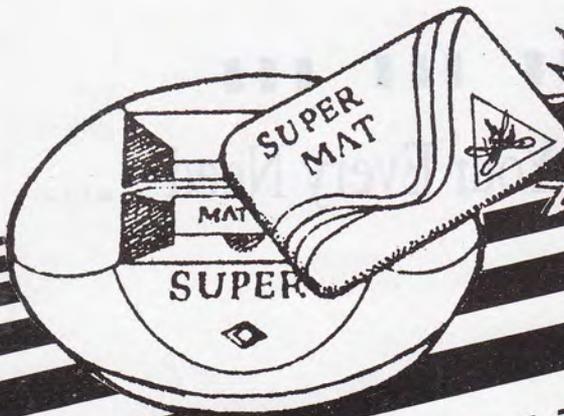
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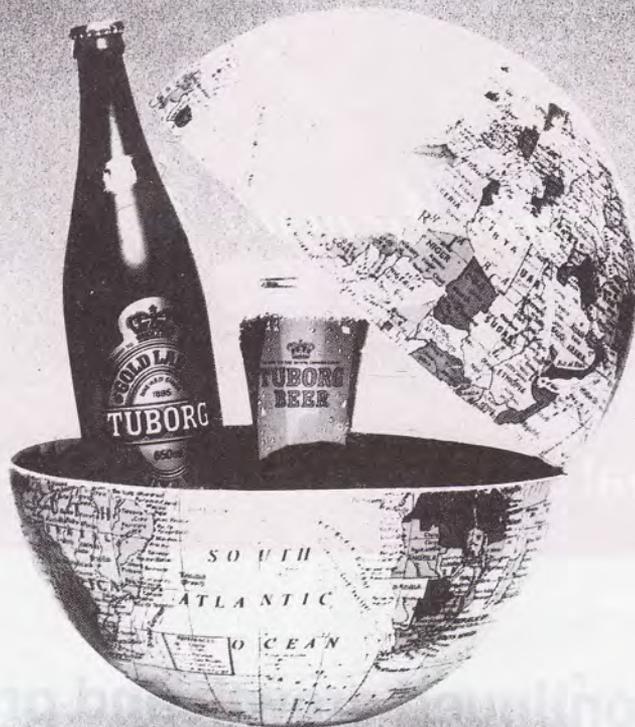
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