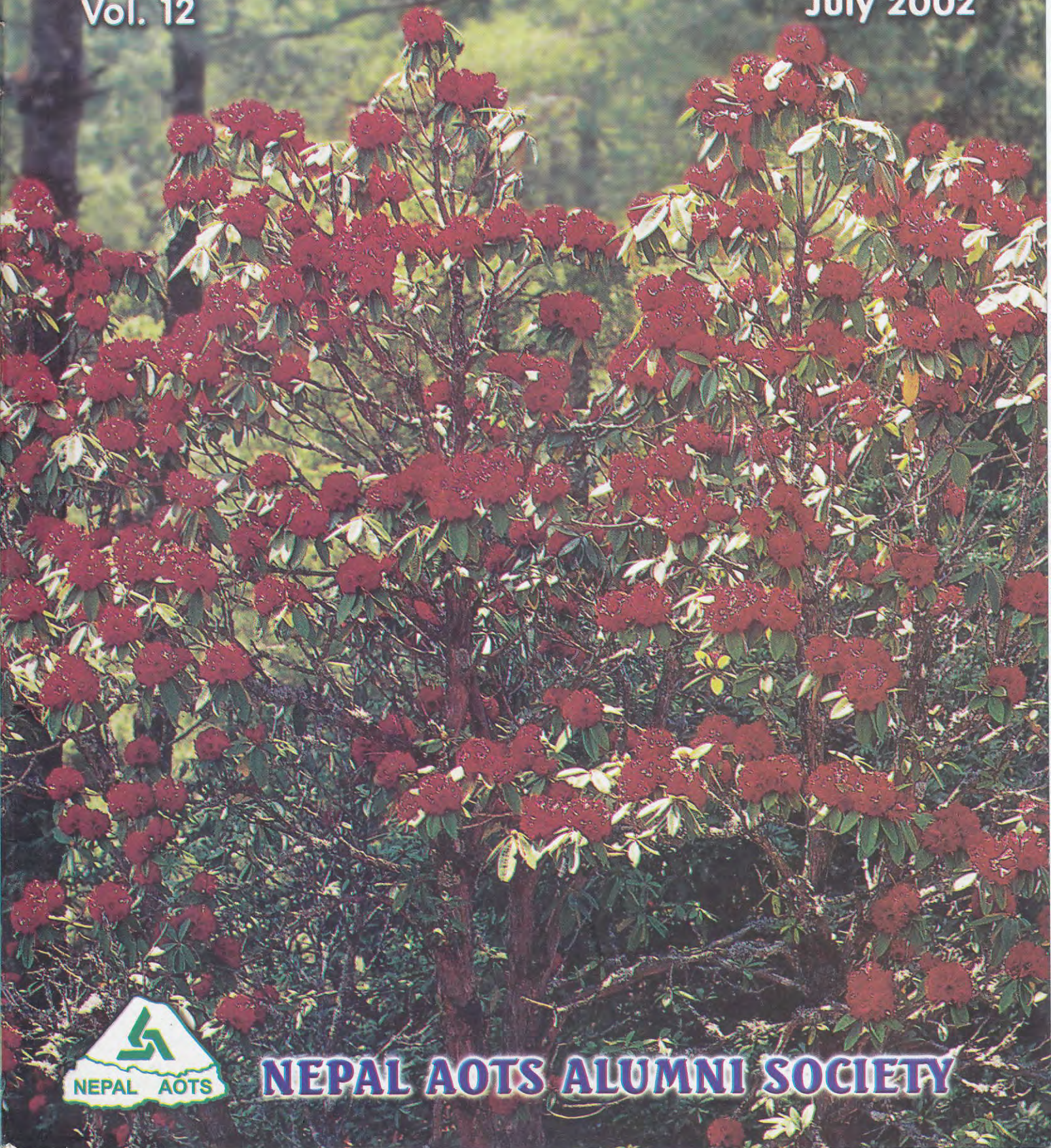


# TALIM

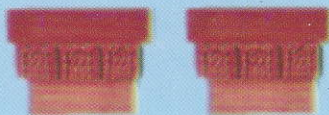
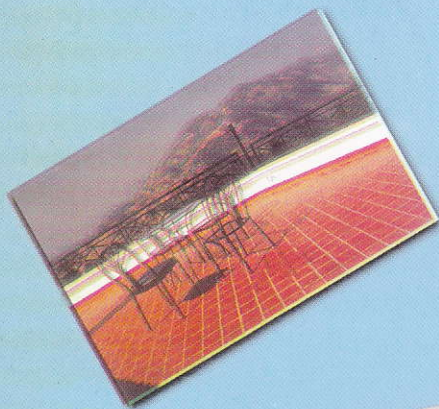
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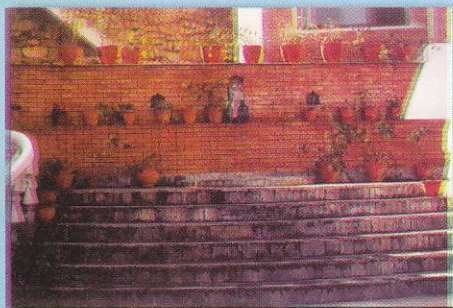


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**NAMASTE !**

To

DISTINGUISH GUESTS AND  
PARTICIPANTS OF THE  
12TH ANNUAL GENERAL MEETING OF  
NEPAL AOTS ALUMNI SOCIETY.

July 27, 2002

**Nepal AOTS Alumni Society  
Family**



# ACTIVITIES OF NAAS 2002 – 2003

(April 2002 – March 2003)

Activities	2002 Apr.	2002 May	2002 June	2002 July	2002 Aug.	2002 Sept.	2002 Oct.	2002 Nov.	2002 Dec.	2003 Jan.	2003 Feb.	2003 Mar.	Person In-Charge
<b>JASMAN Trainings</b>													
* Training at YTG					*			*			*		K. Khanal
* Training at RIA										*			K. Khanal
* Training at Siddhartha Apollo Hospital							*						K. Khanal
<b>NACTC Trainings</b>													
* Basic Computer Literacy	*	*	*	*	*	*	*	*	*	*	*	*	M. Bhattarai
* Diploma in Software Development							*	*	*	*	*	*	M. Bhattarai
* Job-Oriented Training on Computer Hardware							*	*			*	*	M. Bhattarai
* Diploma in General Computing (DGC)										*	*	*	M. Bhattarai
* Diploma in Computer Application				*	*	*	*	*	*				M. Bhattarai
<b>Others</b>													
* World Network of Friendship	*												B. Rajbhandary
* CICC Recommended Scholarship		*						*					R. Nepal
* 12 <sup>th</sup> AGM				27									M. Nakarmi
* Registration Renewal				*									A. Dali
* TALIM Publication				*									B. Vaidya
* Alumni Recommended Scholarship		*						*					R. Nepal
* Bon-en-kai									*				P. N. Manandhar



## EDITORIAL

*There is no doubt that the last few years has been the most difficult ones for us in the NAAS history. We hope that this low phase is over and as we complete the 12th year of our formal existence, we look forward for a new beginning, and a promising start with a new executive board and active cooperation from all NAAS members and continuous support of AOTS, Japan and all well-wishes.*

*We take pride in ourselves when we are able to implement and conduct programs in human resource development as well as management and technical related programs. But in the last two years, we were not able to venture out by ourselves in the frontiers of the work that we enjoyed doing most. To say the least, it is not the end for us. We again look forward to work and dedicate ourselves with new zeal and under new leadership at NAAS. And to continue to be in the forefront of HRD in Nepal in the years to come as we pass this phase of lull period.*

*This 12<sup>th</sup> issue of TALIM has been brought out at the time of the 12th AGM of NAAS to be held on July 27th, 2002. As usual, we have tried to bring the regular features to you. We hope that you will enjoy reading it and hope to have your constructive suggestions for improving our quality.*

*Happy reading !*

### Cover page

Himalayan Rhododendron flowers at full bloom : *Rhododendron arboreum*, or Nepalese Rhododendron (locally known as Laligurans) is a national flower of Nepal. These flowers blooming during March and April found at altitudes between 1500 m. to 3600 m. symbolizes fresh beginning, vitality and pureness. This picture was taken at Daman, Nepal at an altitude of 2,300 m. next to the Tribhuwan Highway.

# TALIM

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### PUBLICATION COMMITTEE

**Kiran N. Shakya  
Ramesh Man Singh  
Gorkha Thapa  
Brajesh Vaidya**



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*to*  
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*on its*  
**12th Anniversary**

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## Message



I have great pleasure in forwarding this message of congratulation on the publication of the twelfth volume of NAAS annual publication 'TALIM' on the occasion of our twelfth annual general meeting. In the last twelve years NAAS has been successfully maintaining its role of a professional society dedicated towards human resource development in Nepal.

During the last two and half years, NAAS passed through a very difficult period, but this period gave us the time reflect our past achievements and learn from our experience. Although there were no programs launched during this period, NAAS has tried to maintain its HRD activities as much as possible with our own technical resources, and I must wholeheartedly thank everyone inside and outside NAAS for their valuable support given to us during this difficult period.

I am certain that this publication of TALIM will provide a glimpse to the readers towards a better understanding about NAAS and strengthen further mutual cooperation and friendship with AOTS, Japan and other AOTS member countries.

I would like to express my sincere wishes to our new AOTS president, Mr. Shuji Ogawa for his success and better cooperation towards AOTS Alumni Societies.

I must thank TALIM publication committee members for their effort and timely completion of the publication. Lastly, I would like to express my sincere thanks to all the advisors, executive and active members for their cooperation and support in making NAAS a success model.

Wish you all the best in the coming year,

A handwritten signature in dark ink, appearing to read 'R. Nepal' with a stylized flourish at the end.

**Ramesh P. Nepal**  
President  
Nepal AOTS Alumni Society



## ABOUT NEPAL AOTS ALUMNI SOCIETY

Nepal AOTS Alumni Society (NAAS) is a non-government organization of the ex-trainees of the Association for Overseas Technical Scholarship (AOTS), Japan. NAAS was formally established in 1991 with the objective of human resource development in management and technical fields in Nepal through various activities in line with its parent organization, AOTS, Japan. So far, about 276 Nepalese have already received training in AOTS, Japan and more than 2000 in Nepal itself. NAAS has its own training center, the Yamamoto Talim Ghar at Koteshwor, Kathmandu. NAAS Vision 2000 has put the focus on the development of human resources in two specific areas : Quality and Information Technology. This is done through two centers : the Nepal AOTS Computer Training Centre (NACTC) and the Nepal AOTS Japanese Style Management Training Centre (JASMAN).

AOTS was established in Japan in 1959 with the support of Japan's Ministry of Economy, Trade and Industry (METI) and its main objective is to promote technical cooperation between Japan and the developing countries for the industrialization and development of developing countries and enhancing mutual and friendly relationships between those countries and Japan. For this purpose, AOTS has been supporting various educational and training activities of alumni association like NAAS. To date, AOTS has trained approximately 79,000 persons in Japan from 150 countries and regions. The activities of AOTS are financed by Japanese government subsidy, company contributions, and other sources.

### Nepal AOTS Alumni Society

P.O. Box: 20994, Koteshwor, Kathmandu, Nepal.

Tel: 478467 (YTG), 521295 Fax: 977-1-525417

E-mail: naasytg@mail.com.np

*Best wishes  
to*

### NEPAL AOTS ALUMNI SOCIETY



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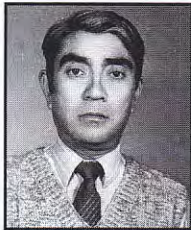
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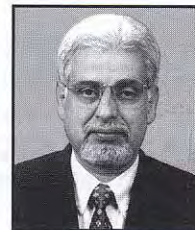
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**Mr. Madhusudan Bhattarai**  
Advisor



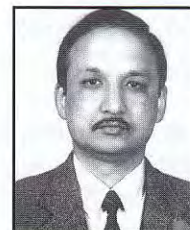
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**Ms. Amira Dali**  
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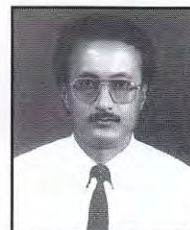
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**Mr. Kumar P. Khanal**  
General Secretary



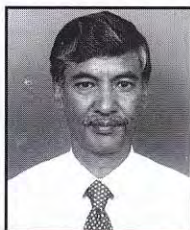
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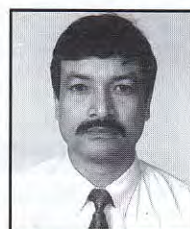
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**Mr. Pradeep Manandhar**  
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**Mr. Prabendra L. Singh**  
Member



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E-mail: [nrbtd@ntc.net.np](mailto:nrbtd@ntc.net.np)
- 2. Shimizu Corporation**  
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New Baneshwor, Kathmandu  
Tel: 498856, 498857, Fax: 498867  
E-mail: [shimz@http.com](mailto:shimz@http.com)
- 3. Harisiddhi Brick & Tile Factory Ltd.**  
P.O. Box: 476, Harisiddhi, Lalitpur  
Tel: 521178, 521451, Fax: 522776  
E-mail: [nbgroup@mos.com.np](mailto:nbgroup@mos.com.np)
- 4. Himalayan Brewery Co. Ltd.**  
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- 5. Swet Bhairab Power Supply (Pvt.) Ltd.**  
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E-mail: [sbps@infoclub.com.np](mailto:sbps@infoclub.com.np)
- 6. ICTC (Pvt.) Ltd.**  
P.O. Box: 660, ICTC Building, Hattisar, Kathmandu  
Tel: 434895, Fax: 434937  
E-mail: [ictc@info.com.np](mailto:ictc@info.com.np)
- 7. Nepal Industrial Development Corporation**  
P.O. Box: 10, NIDC Building, Durbar Marg, Kathmandu  
Tel: 228322, 222560, Fax: 227428  
E-mail: [nidc@wlink.com.np](mailto:nidc@wlink.com.np)
- 8. Royal Drugs Limited**  
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E-mail: [rdl@mail.com.np](mailto:rdl@mail.com.np)
- 9. Nepal Electricity Authority**  
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Ratna Park, Kathmandu  
Tel: 225296, 227725, Fax: 227035  
E-mail: [neamd@mos.com.np](mailto:neamd@mos.com.np)
- 10. Jyoti Group of Companies**  
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- 11. Himalayan Bank Limited**  
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- 5. Nissaku Co. Ltd.**  
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E-mail: [nepal@nskn.wlink.com.np](mailto:nepal@nskn.wlink.com.np)

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President, Nepal Bar Association  
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Kha 2-34, Kalikasthan, Kathmandu  
Tel: 412025, 412759



## World Network of Friendship (WNF) Program

The World Network of Friendship (WNF) was formed with the consensus of all AOTS Alumni Societies during 5<sup>th</sup> Convention of AOTS Alumni Societies held in Aichi, Japan, in September 1997 with an initial fund raised through different sources commenced by a personal contribution of 5,000,000 Yen by retiring AOTS President Mr. Nagaaki Yamamoto. Earlier to the formation of WNF, there was Inter Alumni Society Resource Exchange Program. However, the basic guidelines were drawn in the second steering committee meeting held at Dhaka, Bangladesh in November 1998, which was revised by the WNF management committee at the third meeting held in Kuala Lumpur, Malaysia on December 11<sup>th</sup>, 2001.

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

The undermentioned chart provides a glimpse of the WNF program where Nepal AOTS Alumni Society (NAAS) is involved. NAAS is also trying to tap suitable host companies to offer training to the participants of regional alumni societies during 2003 and 2004 in the areas of their interest.

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

### NAAS's participation under WNF Programs

#### Training conducted in Nepal :

<u>Participants</u>	<u>From</u>	<u>Subject</u>	<u>Duration</u>
Ms. Afroza Akhrary	Bangladesh	Design & Manufacture of Hand Made Tibetan Carpet	20 <sup>th</sup> July to 8 <sup>th</sup> August 1999
Mr Prakash Das Gupta	Bangladesh	Tissue Culture Technology	7 <sup>th</sup> to 28 <sup>th</sup> December 1999
Mr. K. M. Salim	Bangladesh	Tissue Culture Technology	3 <sup>rd</sup> to 24 <sup>th</sup> December 2000

#### Nepalese participants trained in other countries :

<u>Participants</u>	<u>To</u>	<u>Subject</u>	<u>During</u>
Mr Rajendra Prasad Ojha	Bangladesh	Flour Milling Technology	14 <sup>th</sup> to 27 <sup>th</sup> November 1999
Mr. Ratna Lal Shrestha	Bangladesh	Automobile Assembly Technology	14 <sup>th</sup> Nov. to 4 <sup>th</sup> December 1999
Ms. Geeta Shrestha	Bangladesh	Quality Management in Garment Factory	6 <sup>th</sup> May to 25 <sup>th</sup> May 2000
Mr. Ganesh Shrestha	Bangladesh	Quality Management in Garment Factory	6 <sup>th</sup> May to 25 <sup>th</sup> May 2000
Mr. Dasrath Karki	Bangladesh	Maintenance of Motorcycles	6 <sup>th</sup> May to 25 <sup>th</sup> May 2000
Mr. Rupesh Prajapati	Bangladesh	Maintenance of Motorcycles	6 <sup>th</sup> May to 25 <sup>th</sup> May 2000
Mr. Ram Kumar Singh	India	Material Handling	11 <sup>th</sup> Sept. to 30 <sup>th</sup> Sept. 2000
Ms. Sarita Khanal	Bangladesh	Quality Management	30 <sup>th</sup> April to 20 <sup>th</sup> May 2001
Ms. Lessa Manandhar	Bangladesh	Quality Management	30 <sup>th</sup> April to 20 <sup>th</sup> May 2001
Mr. Ujjwal Bir Singh Tuladhar	Bangladesh	Automobile Assembly & Maintenance Technology	22 <sup>nd</sup> Dec. 2001 to 10 <sup>th</sup> Jan. 2002
Mr. Dibesh Lal Nakarmi	Bangladesh	Automobile Assembly & Maintenance Technology	22 <sup>nd</sup> Dec. 2001 to 10 <sup>th</sup> Jan. 2002
Ms. Sanu Maiya Shrestha	India	Tissue Culture Technology	18 <sup>th</sup> February to 11 <sup>th</sup> March 2002
Ms. Bhagwati Shrestha	India	Tissue Culture Technology	18 <sup>th</sup> February to 11 <sup>th</sup> March 2002
Mr. Rabin Prajapati	Bangladesh	Ceramic Tableware Manufacturing	21 <sup>st</sup> April to 12 <sup>th</sup> May 2002
Ms. Mandira Maharjan	Bangladesh	Ceramic Tableware Manufacturing	21 <sup>st</sup> April to 12 <sup>th</sup> May 2002

#### Participants in pipeline this year :

Two participants from Nepal on Quality Management at Glaxo Wellcome as and when funds are released.



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## 11<sup>th</sup> Annual General Meeting of NAAS

The 11th annual general meeting of NAAS was held on July 28, 2001 at Hotel Himalaya, Kathmandu. The report on the annual activities of NAAS including the financial report were presented during the meeting which was also attended by Mr. Shenichi Miyamoto, General Manager, AOTS New Delhi Office as the chief guest. The meeting was followed by a dinner at the same hotel.



## Second Regional Quality Convention

The major event of the year 2001 was the Second Regional Convention on Quality Management organized by NAAS on September 29-30, 2001 at Hotel Himalaya, Kathmandu. Resource persons from Sri Lanka, Bangladesh, India, Thailand and Nepal presented their resourceful papers in the quality convention which had adopted the theme "Building Competitive Environment Through Quality". Mr. Nagaaki Yamamoto, Former President of AOTS, Japan was amongst the distinguished guests in the convention.



## Visit of CICC officials and other dignitaries from Japan

Dr. Shogo Sakakuna, Director General, Japan Standard Association (JSA), Mr. Kamaya Akio, Executive Director, CICC Japan, Mr. Seiji Nakano, Secretary, JSA Japan and Mr. Koichiro Urabe, Director, CICC Singapore Office visited YTG on November 6, 2001. On this occasion, the guests from Japan inspected the on-going computer training at NAAS premises. This was followed by lively interaction meeting between NAAS executives and the guests, during which IT in Nepal and training programs conducted by Nepal AOTS Computer Training Center (NACTC) were reviewed.





## Training Program on Printing Technology and Management

The training program on "Printing Technology and Management" was held from December 3 to 8, 2001. This training program was organized by AOTS Japan and implemented by BUNSHODO Corporation, Japan in cooperation with NAAS and Nepal Lithographing Co. (Pvt.) Ltd. Altogether 50 participants from various printing press enterprises participated in this 6-day training course at Hotel Raddison, Kathmandu.



## NAAS Bon-en-kai

NAAS organized its annual bon-en-kai on December 28, 2001 to celebrate the end of the year 2001. Altogether 42 NAAS members including their family and friends gathered in a lively party at Hotel Manaslu, Lazimpat to warm the winter evening.

## Training on Automobile Assembly and Maintenance Technology

Mr. Ujjwal Bir Singh Tuladhar and Mr. Dibesh Lal Nakarmi, mechanics at Shree Annapurna Motor Garage and Krisuns Works of Kathmandu respectively participated in a technical training on Automobile Assembly and Maintenance Technology at Aftab Automobiles Ltd., Chittagong, Bangladesh under the WNF program of AOTS. The program was held during December 22, 2001 to January 9, 2002 with the cooperation of Chittagong AOTS Alumni Society (CAAS).





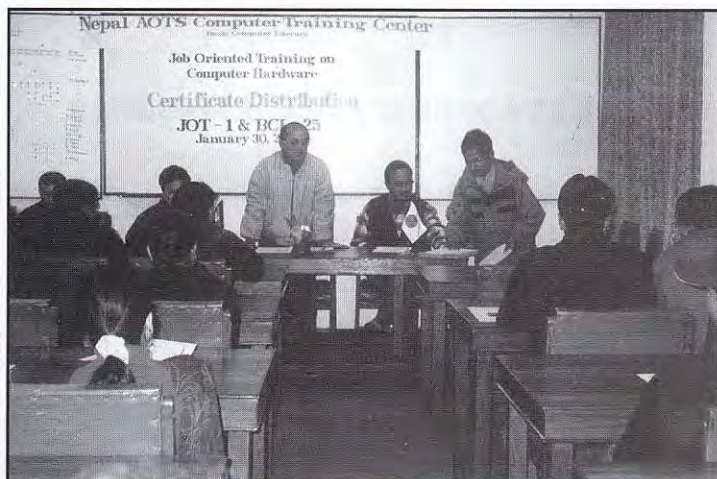


### **Tissue Culture Training at AG Biotech Lab. (India) Ltd. in Hyderabad, India**

Two trainees from Nepal Biotech Nursery, Ms. Bhagwati Shrestha and Ms. Sanu Maiya Shrestha (Vaidya) attended tissue culture training at AG Biotech Laboratories (India) Limited, Hyderabad from February 19 to March 10, 2002. This training program was conducted in cooperation from Hyderabad AOTS Alumni Society.

### **Quality Tableware Ceramics Training at Bengal Fine Ceramics in Dhaka, Bangladesh**

Ms. Mandira Maharjan and Mr. Rabin Prajapati of Bhaktapur Ceramics Pvt. Ltd. attended a 20-day WNF training on "Manufacturing of Quality Tableware" in ceramics. This training was held at Bengal Fine Ceramics, Dhaka from April 22 to May 11, 2002. Both trainees learnt on the technology and total quality management of ceramics industry.



### **Job Oriented Training on Computer Hardware (JOT - 1)**

Nepal AOTS Computer Training Center (NACTC) promoted a new training program with an objective to develop professionals with knowledge in computer hardware and maintenance capability of such hardwares including assembling and disassembling of PCs. Altogether 20 persons participated in this 2-month training program held during November 21, 2001 to January 30, 2002.



## Basic Computer Literacy (BCL) Training Program

Altogether 8 batches of 119 participants have undergone training on Basic Computer Literacy Program (BCL) conducted by NACTC in the FY 2001/2002. The 2-month long BCL program is designed to make fresh participants literate in computer application suitable for office work.



## Diploma in Software Development (DSD-2)

A 6 months training program on Diploma in Software Development (DSD) was conducted in Yamamoto Talim Ghar, NAAS on September 17, 2001 ~ March 25, 2002 with 10 (2 female, 8 male) participants.

## CICC Training in Japan

Total of 6 trainees underwent training in Japan in 2001-2002. These trainings have duration of one and half months to two and half months. Training programs include integrated network system management course (INE) to Client/Server Database System Development Course (CSD).

## Extraordinary AOTS Meetings

On February 9, 2001, Mr Ramesh Nepal, President of NAAS attended SAFAAS extraordinary meeting in New Delhi, India. Similarly Ms. Amira Dali, first Vice President attended the meeting in Bangkok, Thailand on June 24 and 25, 2001. Purpose of this meeting was to discuss restarting the relationship between AOTS, and NAAS. Similar SAFAAS extraordinary meeting was attended by Mr. Kumar P. Khanal, General Secretary in New Delhi on December 13-14, 2001.



# Nepal AOTS Computer Training Center (NACTC) Report

## 1. Cooperation with Center of International Cooperation for Computerization (CICC )

Cooperation between Center of International Cooperation for Computerization (CICC), Japan and Nepal AOTS Alumni Society (NAAS) was initiated in 1998. CICC provided NAAS with 20 computers and two printers on lease basis for enhancing IT related training for IT related human resources development within Nepal.

CICC is a non-governmental organization in Japan engaged in IT sector development activities of developing countries. Since 1999, NAAS as a local counterpart organization of CICC has been instrumental in recruiting appropriate trainees for IT trainings in Japan under the CICC scholarship program. In the process of recruitment and selection of participants for such trainings, NAAS has always been in close cooperation with Computer Association of Nepal (CAN), Kathmandu University (KU), Institute of Engineering (IOE) of Tribhuvan University and other IT related public and private sector organizations in Nepal. So far, 19 Nepalese IT professionals have received specialized CICC training in Japan.



Under the CICC scholarship training program, the following six Nepalese IT professionals have received specialized training in Japan in 2001-2002. CICC has been providing specialized training programs to Nepalese IT professionals since last three years. These trainings have been providing valuable contribution for IT sector development in Nepal.

### CICC Scholarship (2001-2002)

Sl. No.	Name of Trainees	Name of Organization	Title of Training	Course Duration
1	Mr. Sushil Prakash Pradhan	Professional Computer System P. Ltd. (PCS)	Integrated Network System Management Course (INE)	Sept. 19 ~ Nov. 30, 2001
2	Mr. Bipin Thapa	Academy of Information Technology P. Ltd. (AIT)	Web Based Training Course (WBT)	Jan. 09 ~ Mar. 15, 2002
3	Mr. Prashant Lal Shrestha	Academy of Information Technology P. Ltd. (AIT)	Project Management for System Development Course (PRO)	Jan. 30 ~ Mar. 15, 2002
4	Mr. Binod Baskota	Nepal AOTS Alumni Society (NAAS)	Multimedia System Development Course (MUL)	May 15 ~ July 22, 2002
5	Mr. Jarman Bahadur Pandey	Nepal Stock Exchange Ltd.	Intranet Application System Development Course (IAS)	May 15 ~ July 22, 2002
6	Mr. Naresh Dev Panta	World Distribution Nepal P. Ltd.	Client/Sever Database System Development Course (CSD)	May 15 ~ July 22, 2002



## 2. Basic Computer Literacy (BCL) Training Program

Nepal AOTS Computer Training Center (NACTC) has been conducting Basic Computer Literacy (BCL) Training Programs for last 3 years in a moderate way after it received CICC/AOTS Japan assistance in 1999. By July 1, 2002, 463 trainees in 29 batches have successfully completed BCL training. It is to be noted that BCL course is of 2 months duration (100 hours). The course coverage includes :

- ♦ Computer Fundamentals
- ♦ Operating Systems (MS-DOS, Windows ME)
- ♦ MS Word 2000, MS Excel 2000
- ♦ MS Power Point 2000
- ♦ Concepts of Multimedia,
- ♦ Basics of E-mail and Internet operation

During the training more emphasis is given to practical work. Hence, after completion of this program, a trainee



will be capable of using computer for general office work. Up to 4 sessions of such training is conducted in a day. During the FY 2001/2002 119 trainees received BCL training (52 female and 67 male).

## 3. Diploma in Software Development (DSD)

NACTC in its endeavor to develop middle level IT professionals, completed its second program of "Diploma in Software Development" (DSD 2). The duration of such program is six months and consisting of 2 modules of 120 hours each with following coverage.



### Module I : Software Development

- ♦ System Analysis and Design
- ♦ Visual Basic 6.0. Programming with project
- ♦ Project Work (using Visual Basic)
- ♦ Microsoft Access 2000
- ♦ Project Work (using Access 2000)

### Module II : Web Page Development

- ♦ Internet (Trends and Technology)
- ♦ HTML, Photo Shop, Java Script, VB Script
- ♦ Front Page 2000
- ♦ Project Work (Web Page designing using HTML and Front Page)

Besides DSD, NACTC is also offering two other courses : Diploma in Computer Application (DCA) and Diploma in Software Development (DSD). Each course is of 6 months duration in two modules.



## 4. Job Oriented Training (JOT)

Job Oriented Training (JOT) consisting of a total of 96 hours duration has targetted trainees to develop practical knowledge in computer hardware. This program was held from November 11, 2001 to January 30, 2002. The course covers the following topics :

- ♦ Computer architecture
- ♦ Fundamentals of computer hardware
- ♦ Description/identification of computer parts
- ♦ How to assemble and disassemble computer
- ♦ DOS utilities
- ♦ Hard disk drive partition, Hard disk format
- ♦ Operating system (OS)
- ♦ System configuration
- ♦ Software installation and utility softwares
- ♦ Trouble shooting
- ♦ Internet and networking concept
- ♦ Preventive and breakdown maintenance



### NACTC Progress Report

S.N.	Program Topics	Batch	Duration	Course Duration	No of Trainees	Sex		Participants' Profile:
						M	F	
1	Basic Computer Literacy	BCL22	July 30 - Oct. 2, 2001	100 hrs	17	7	10	Beginners
2	Basic Computer Literacy	BCL23	Aug. 19 -Oct. 19, 2001	100 hrs	13	11	2	Beginners
3	Basic Computer Literacy	BCL24	Sept. 12 ~ Nov. 25, 2001	100 hrs	16	6	10	Beginners
4	Basic Computer Literacy	BCL25	Nov. 21, 2001 ~ Jan. 30, 2002	100 hrs	17	12	5	Beginners
5	Basic Computer Literacy	BCL26	Dec. 10, 2001 ~ Feb. 14, 2002	100 hrs	11	10	1	Beginners
6	Basic Computer Literacy	BCL27	Feb. 12 ~ April 18, 2002	100 hrs	11	5	6	Beginners
7	Basic Computer Literacy	BCL28	April 21, 2002 ~ June 30, 2002	100 hrs	16	7	9	Beginners
8	Basic Computer Literacy	BCL29	April 30, 2002 ~ June 30, 2002	100 hrs	18	9	9	Beginners
<b>Total</b>					<b>119</b>	<b>67</b>	<b>52</b>	
9	Diploma in Software Development	DSD2	Sept. 17, 2001 ~ Mar. 25, 2002	240 hrs	10	8	2	
10	Job Oriented Training on Computer Hardware (JOT)	JOT1	Nov. 11, 2001 ~ Jan. 30, 2002	96 hrs.	20	16	4	
<b>Total</b>					<b>30</b>	<b>24</b>	<b>6</b>	
<b>Grand Total</b>					<b>149</b>	<b>91</b>	<b>58</b>	



## 2<sup>nd</sup> Regional Quality Convention

Following the success of the First Regional Quality Convention held in Kathmandu in April 1999, it was decided to organize the Second Regional Quality Convention in collaboration with AOTS, Japan with a theme "Building Competitive Environment through Quality".

This convention was organized in Kathmandu on September 29-30, 2001, with the resource persons participating from Thailand, Bangladesh, India, Sri Lanka and Nepal.

The aim of the 2-day convention was to share the International Quality Management Practices with around 70 participants attending the convention and to help in implementation of different quality control tools in their respective organizations.

Furthermore, it also aimed to develop human resources and entrepreneurship by sharing the techniques of quality management. Various resource persons from Thailand, Bangladesh, Sri Lanka & India including Nepalese expert, presented their views on quality management during the convention.

This convention was inaugurated by Ms. Chitra Lekha Yadav, Honorable Deputy Speaker, House of Representatives. After the inaugural ceremony, she said in her speech that Nepal cannot develop itself by staying in isolation when the concept of globalization is sweeping the world.

On the same occasion His Excellency Mr. Mitsuaki Kozima, Ambassador, Embassy of Japan said that sound development of the private sector is the key to building a self sustainable economy in any developing countries including Nepal. He further stressed that the private sector must vitalize itself by strengthening its activities first in the domestic market and thereby expanding into the international markets as well.

Mr. Nagaaki Yamamoto, the former President of AOTS, Japan said that consumers are quick to observe the change in the quality of products. He further stressed that there is a need to ensure consumer continue using the products for which quality and attractiveness is a must.

The other speakers who spoke during inaugural ceremony were Dr. AKM Moazzem Hussein, General Manager, AOTS Dhaka Office, Presidents of Federation of Nepalese



Chambers of Commerce of and Industry, Computer Association of Nepal, and Hotel Association of Nepal.

During the second session Mr. Nagaaki Yamamoto presented a paper on "Consolidation of the WNF for achieving peace and prosperity in the 21<sup>st</sup> century".

Dr. Firoj Kabir from Bangladesh stressed on the necessity of quality management in pharmaceutical industry to produce world class life saving drugs. So that the medicine produced by us will be accepted every where because of the quality.

Another resource person Mr. Dian Gomes presented his paper on aligning an organization to achieve world class standards. He expressed his views that participative management, open door policy, and team spirit are the basic tools to achieve superior quality products.

Similarly Mr. J. N. Dutta, VP of AOTS Alumni Society Calcutta, presented his paper on quality on bottomline, Mr. P. Wiwat from ABK & AOTS Alumni Society Thailand reported his experience about the implementation of TQM in his organization.

The Nepalese experts were Prof. Dinesh Chapagain, from Kathmandu University, Mr. Poorna P. Manandhar, Director General of Nepal Bureau of Standards & Metrology/HMG and Mr. Rabindra Shrestha, Deputy General Manager of Tilganga Eye Hospital, Kathmandu.

All the speakers stressed that because of the economic globalization, the world is becoming smaller and smaller, so we need to prepare ourselves to produce world class products, and then only can compete the international quality race.



## Training Program on Printing Technology and Management

A 6-day training program on "Printing Technology and Management" was organized in Kathmandu from December 3 to 8, 2001 by AOTS Japan and implemented by BUNSHODO Corporation, Japan, in cooperation with Nepal AOTS Alumni Society (NAAS) and Nepal Lithographing Co. (Pvt.) Ltd. The objective of the training program was to assist Nepal in developing appropriate human resources in the area of modern printing technology and for furthering the development of printing industry in the country, and thereby to promoting effective cooperation and friendship between Japan and Nepal. This program was the third such training program organized by Nepal AOTS Alumni Society after the success of the second program conducted in 2000, and also in response to the demand for such a program.

Honorable State Minister Mr. Mohan Bahadur Basnet, Ministry of Health, had kindly consented to inaugurate the program on "Printing Technology and Management" which was also attended by His Excellency Mr. Zenji Kaminaga, Ambassador, Embassy of Japan in Nepal and Mr. Babu Raja Shakya, President, Nepal Printers Association. Japanese experts in the area of printing technology and management, and various other dignitaries, invitees and participants, gathered during the opening ceremony.



Fifty people, mostly owners and production managers from different offset printing presses both in the private and public sectors in Nepal participated in the six-day program, which was held in Kathmandu at Radisson Hotel. Two experienced Japanese experts, Professor Royoji Kamano of Japan Printing Association and Mr. Mitsugu Hikita, of BUNSHODO Corporation, Japan conducted the training. BUNSHODO Corporation is a leading printing company in Japan. Nepal Lithographing Co. (Pvt.) Ltd. cooperating agency in this program is owned by NAAS Executive Member Mr. Shanta B. Malla.





## The Top Management Seminar for Bangladesh and Nepal [BNTP]

The top management seminar for Bangladesh and Nepal (BNTP) organized by AOTS, Japan has two main objectives: 1. To deepen the participants' understanding of strategies adopted by Japanese companies in key management functions, such as marketing, production, human resource development, etc., and 2. To enhance the participants' capabilities in developing a corporate philosophy and strategy in order to attain their management goals. A group of Nepalese top and senior manager are participating in a 10-day BNTP program at Yokohama Kenshu Center, Japan which will take place from September 18-27, 2002 for 10 days.

During this program, participants will study through lectures, various management strategies practiced by Japanese companies in several management functions, i.e., production, marketing, HRM/HRD and management planning and innovation. And several company visits will help participants observe actual management activities in Japanese companies and enable them to exchange views with Japanese executives on selected managerial topics. On top of that, participants will deepen their understanding of corporate management as well as the role of top management as the corporate philosophy and strategy decision maker through discussions with lecturers, company officials and other participants. Based on the results of these discussions, they will summarize their findings during the program, and on the final day, make a presentation on future action plans to improve their management and leadership.

The ten candidates from different management fields and private companies have been selected to take part in BNTP in the coming fall season at Yokohama, Japan. The candidates have been selected on basis of certain criteria set by AOTS Japan. The names of the selected candidates are as follows:

Srl. No.	Name	Company	Designation
1.	Mr. Raju Babu Shrestha	Manakamana Darshan (Pvt.) Ltd.	Managing Director
2.	Mr. C. M. Uprety	Khadya Udyog Ltd.	Managing Director
3.	Mr. Ghanashyam S. Sharma	Yeti Finance Company Ltd.	Managing Director
4.	Mr. Rabindra Pradhan	Shiv Shankar Biscuites Industries (Pvt.) Ltd.	Managing Director
5.	Mr. Vijaya B. Shah	Gorkha Brewery (Pvt.) Ltd.	Finance Director
6.	Mr. Bhava Rajbhandari	Variety Printers (Pvt.) Ltd.	Managing Director
7.	Dr. Hari K. Shrestha	Om Hospital & Research Centre (Pvt.) Ltd.	Managing Director
8.	Mr. Ravi Krishna Shrestha	CTL Pharmaceuticals (Pvt.) Ltd.	Managing Director
9.	Mr. Kishore B. Mathema	Harisiddhi Brick & Tiles Factory Ltd.	Managing Director
10.	Mr. Bishnu Dass Dangol	Unique Paper Crafts (Pvt.) Ltd.	Executive Director





## Smart Decision Making Skill: Secret of Business Success in the Information Age

Shashi Bhattarai  
Planning and Management Engineer



### Introduction

Everyone is aware that the changing global economy is dominated by information. Utilization of real-time information in a comprehensive framework for value added decision is becoming a bottleneck for the success in business.

Instantaneous availability of information is demanding instant decisions; at the same time, the horizon of decision variables is expanding on the cyberspace. Single business decision problem comprises of numerous factors ranging from social justice to economic feasibility, financial profitability to environmental sustainability, and political stability to technical suitability. The expanded decision variables are coupled with multiple conflicting importance or preference to the factors among varied actors, ranging from customers to investors (foreign and local), governments to public, and business managers to corporate employees. A single business decision is demanding justifiable, feasible, profitable, sustainable, stable and suitable solution to all the actors at the same time. The perceived business decision demands a balanced score, easy to use, instantaneously generating results and in-depth analysis of decision problems covering subjective and objective factors as well as actors in a single decision framework for investment, real-estate and infrastructure development, procurement, customer relations, human capital management and risk assessment problems.

The objective of the paper is to introduce, amidst growing business demand, the decision making tool for analysing any business decision problem within a single comprehensive decision making framework that covers a wide range of actors and multiple conflicting factors; and capable of offering a consensus result and in-depth analysis on the result, and bearing the ability to conduct sensitivity analysis with the various actors and factors.

The paper consists of four sections. The first section deals with the general concept on Multiple Criteria Decision-Making (MCDM). The second presents the introduction to

Analytic Hierarchy Process (AHP) based decision analysis, its background and suitability with the nature of demanding business decision problems. Thirdly, the author introduces various computer software based on the AHP theory. Lastly, the paper concludes with a brief description of application in some process-based problems in business decisions with a view to create awareness among business decision makers, and make them realize that the secret is within the reach of their playing field of the business world.

### Multiple Criteria Decision-Making (MCDM)

The process of decision-making entails selection from the available alternatives the possible course of action that provides optimal results under some criteria of optimization. Business decisions are complicated due to the existence of multiple factors that have to be considered in the decision making process. The factors include objective or tangible criteria that are measurable as well as subjective or non-tangible criteria that are difficult to measure. In the decision making process, although difficult to measure, subjective criteria cannot be excluded from consideration. Subjective criteria may be more important than the objective criteria at some decision situation.

The multi-criteria decision-making (MCDM) may be broadly classified as multi-objective decision-making (MODM) and multi-attribute decision-making (MADM). MODM is used as a mathematical technique of optimization and requires all the criteria and constraints to formulate in a mathematical framework. The MODM can evaluate infinite and continuous type of problem. Whereas, problems having finite sets of possible choice and the finite alternatives are described in terms of their attributes, and for such problems, the Multi Attribute Decision Making (MADM) methodology is used. MADM problem solving does not need the classical mathematical programming tool. The decision maker's preference of the given attribute is evaluated against the attribute needed. Most common real life business decision making requires



MADM type of decision making tool, where single decision making problem containing subjective and objective criteria involving multiple conflicting objectives could be represented in a single decision making framework. Analytic Hierarchy Process (AHP) is an MADM type of MCDM, however, in more general terms, AHP is also considered as MCDM tool.

### The Analytical Hierarchy Process (AHP)

AHP is a powerful and flexible decision making process which is highly useful in business to set priorities and make the best decision when both qualitative and quantitative aspects of a decision need to be considered. In AHP, complex decision is reduced to a hierarchy with the objective of decision problem at the top, alternatives or options at the bottom, and various conflicting factors and sub factors in between generating series of one-on-one comparisons. The one-to-one comparison is synthesized to get the decision results. AHP not only helps decision makers arrive at the best decision, but also provides a clear rationale that it is the best. The process is designed to reflect the way people actually think.

The instantaneously available numerical information, associated subjective values and related stakeholders to represent easily in a single decision model and instant analysis of the problem is the greatest challenge in current business decisions, and AHP is the answer to the challenge. The graphical user interface (GUI) type of available AHP based software is making its application within every business manager's reach and its ease as commonly used Microsoft Office applications like Word and Excel.

Dr. Thomas L. Saaty is the founder of the Analytic Hierarchy Process (AHP), which is considered as the most comprehensive and widely used decision support system (DSS) in the world. Dr. Saaty, currently a professor at the University of Pittsburgh, earned his Ph.D. in mathematics at Yale University and did post-doctoral work at the University of Paris. He developed the AHP while teaching at the Wharton School of the University of Pennsylvania.

### Software for AHP Processing

Decision Analysis Society (DAS) promotes the development and use of logical methods for the improvement of decision-making in public and private enterprise. Some AHP software listed by DAS is presented in Table 1.

**Table 1:** Some of the AHP based Commercial Software

Product Name	Platform	Vendor
Criterion DecisionPlus	PC / Windows	InfoHarvest, Inc. www.infoharvest.com
Expert Choice	PC / Windows	Expert Choice, Inc. www.expertchoice.com
Logical Decisions	Windows	Logical Decisions www.logicaldecisions.com
V.I.S.A	PC / Windows	SIMUL8 Corporation www.simul8.com/prqducts

The AHP based software is versatile and ideal for conducting the sensitivity analysis. Among the listed software, Expert Choice is a well-regarded software package for the AHP. Expert Choice is intuitive, graphically based and structured in a user-friendly fashion so as to be valuable for conceptual and analytical thinkers, category experts and novices as well. Since the criteria are presented in a hierarchical structure, decision makers are able drill down to their level of expertise and apply judgments to the criteria deemed important to their personal or organizational objectives. At the end of the process, decision makers are fully cognizant of how and why the decision was made, with results that are meaningful and actionable. Dr. Saaty partnered with Professor Ernest H. Forman of George Washington University in 1983 to produce the computer software package, Expert Choice, based on the AHP.

### AHP Application in Business Decision Problem

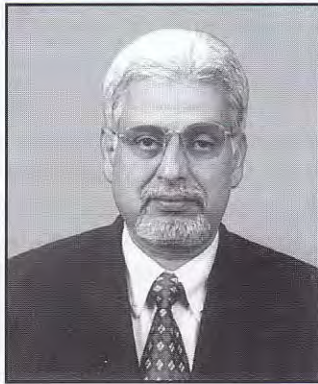
Some of the AHP based decision support system application in business is presented below. The application of AHP is unlimited and the listed are only indicative to the business managers.

### AHP for Resource Allocation and Portfolio Management

Resource allocation and portfolio management is key decision area in any business. AHP application is extremely useful in the following:

- Development of investment portfolios to maximize competitiveness and deliver positive business results.
- Establish a structured framework that leverages expert knowledge in developing organizational priorities.
- Guide decision-makers to establish an explicit link between the corporate mission and vision objectives and the projects that run the organization.





## Heartly Congratulation

Nepal AOTS Alumni Association heartily congratulates Prof. Dinesh P. Chapagain, Past President of NAAS on being appointed to the esteemed position of Dean, School of Engineering, Kathmandu University. NAAS is proved to have Mr. Chapagain as one of its active advisors.

**NAAS Family**

### *AHP for Procurement*

Procurement is a controversial area that needs to be addressed effectively and efficiently by any successful business manager. AHP decision support system is the key to deal with the following:

- Select the best vendors for large-scale procurements of products and services.
- Assessment of vendors by combining both quantitative and qualitative information in the selection of the best-value offering for an organization.
- AHP sensitivity analysis application enables purchaser to graphically display the relative strengths and weaknesses of vendors against the evaluation criteria.

### *AHP to Turn Strategic Plan into an Effective Roadmap*

Planning and monitoring, side by side, is the greatest challenge to the business managers. Some of the answers to the challenges are as follows:

- Most trusted decision-making theory, AHP based software provides decision-makers with an interactive process to develop and implement a strategic plan.
- Helping to structure an organization's goals, strengths, weaknesses, opportunities and threats.
- Proven application resulting action plan based on management by objectives.

### *AHP to Build the Best Team in an Organization*

AHP guides an organization through a complete decision process, with an application responsive enough to address all your HR decisions. AHP answers the following recruiting questions:

- You will be able to compare apples with oranges.
- Compare applicants without exactly the same skills or experience.
- Rank applicants answering varied facets of your job description.

### *AHP Risk Assessment*

Risk assessment is stressful for every business. Organizations that cannot properly assess risk are unprepared to plan for and react to uncertainty. Due to the combination of tangible and intangible information involved in risk assessment, it's hard to show an audit trail that can explain how decisions about risk get made. AHP is the solution to the following risk assessment decisions:

- Assess both likelihood and impacts of risks
- Deploy a structured audit selection process to profile risks
- Adjust audit plans on a yearly basis for continuous improvement
- Measure, monitor and control for key risks when planning for the future
- Prioritise risk factors





# Can Students Quality Circle (SQC) be an Effective Tool for Quality Improvement in Educational Institute?

## *An Experience at KUSOM<sup>1</sup>*

The strategic implications of quality and quality management practices are gaining recognition in the contemporary scenario. All types of organizations, whether they are manufacturing, banking, travel and tourism, health or education find that quality management can enhance their ability to compete in the marketplace. There is no doubt that "continuous quality improvement is all that is needed to create satisfied customers?" However, high quality by itself may not ensure competitive success. For continuous improvement in the process as well as in its outcomes, it is very important to ensure that the dynamism of customers' need is accurately identified and organizational processes are enhanced. An advantage created in the marketplace will not be sustainable unless the resulting product or service attributes are unique, valuable, and difficult to imitate. These requirements can be fulfilled by applying the concept of Total Quality Management (TQM), which complements and directs quality efforts by ensuring that customer needs are served in ways that competitors cannot compete. Similarly, integrating the concept of TQM in the education process of the Kathmandu University School of Management (KUSOM) can improve the quality of students to astonish the students, teachers and the management at the same time, which, in fact, is the strategy of any educational institute.

The MBA students of 2002 spring semester of KUSOM, under the supervision of Prof. Dinesh Chapagain, undertook the study of effectiveness of TQM through optimum utilization of some of the basic Quality Control Circle (QCC) tools. This paper tries to brief the experience of Students Quality Circle (SQC) in addressing the problem of proper feedback to students by the faculties in the university, and to improve the feedback system so that the university can produce students with quality education.

### **Selection of the problem and the QC tools used**

With the intention of understanding the concept of TQM in totality by integrating and implementing it in the real life scenario, brainstorming session was conducted among the MBA students with efficient facilitation by their Professor. After various rounds of expression of the "felt problem", there was an accumulation of various problems that had an

impact on the effective learning process. However, it was also necessary to identify the pertinent problems and solve it by eliminating its root causes. As a logical outcome of the utilization of check sheet, an effective QC tool for collecting data easily and concisely, and drawing conclusion on the basis of the frequency of the problem, a decision was made to choose three most significant problems presently being faced by the students. Hence, a group of six students voluntarily decided to form a QC circle as Students Quality Circle (SQC) to delve into one of the three significant problems identified in the brainstorming session which was "Provision of proper feedback being provided to the students by the faculty that affected the effective learning process." The approval of the selection of the topic has been due to certain key issues pertaining to the feedback system in KUSOM. These issues are:

- The impact of the feedback system in the University could adversely affect the potentiality of the students to improve.
- The possibility of poor feedback system may affect in the long term resulting in less number of promising students passing out from the University.

Thus, for successful implementation of TQM concept in the feedback system in the University, the SQC decided to study the intensity of the problems and the causes, and to use various Quality Control (QC) tools to eliminate the root causes of the problems. The problem solving approach of TQM has been initiated on the strings of the planned activities, with optimum utilization of the QC tools and methods. Some of the major QC tools used in the process were:

- Check sheet to collect data to identify the features of the problems
- Bar graph/ Pie chart to visually show the proportion among the variables tested in regards to the response obtained from the respondents
- Pareto diagram to identify the vital features of the problems, cause and effect of the problem.
- Cause and Effect diagram to identify, explore, and display the possible causes of a specific problem or condition. It is basically used to identify causes and effect of the problem

<sup>1</sup> Exercise done by Students Quality Circle of KUSOM consisting of Ms. Beejita Shakya, Ms. Garisma Shrestha, Ms. Mandakini Bhatta, Ms. Sijan Sharma, Ms. Sapna Sharma and Ms. Shailaja Khadka.



### Identification of the effect of the problem and target set

To begin with, it was necessary to investigate the problem from various angles like time, place and phenomenon. It was found that the problem was not a one-day or one-time issue; rather it persists throughout the academic year occurring between the faculty members and the students. The problem could lead to inability of students to identify potential areas for improvement, development of negative attitude towards each other, misunderstanding between teachers and students, chances of students being demotivated, and lack of opportunity for the weak students to improve.

Besides, certain control characteristics (targets) were defined for assessing whether or not the situation had improved, specifying the levels to be reached, and stipulating the date by which they were to be reached. Targets were expressed in terms of results rather than in terms of the process as the problem could only be measured on the qualitative terms. This, mainly helped to answer three critical questions as:

#### What is the target ?

- Regular feedback from the faculty members
- Scope for the students to initiate feedback to improve their performance
- Creation of an appropriate atmosphere for relaxed and participative discussion to foster a good feedback system

By when should the target be achieved : The set target is expected to be achieved by the next semester.

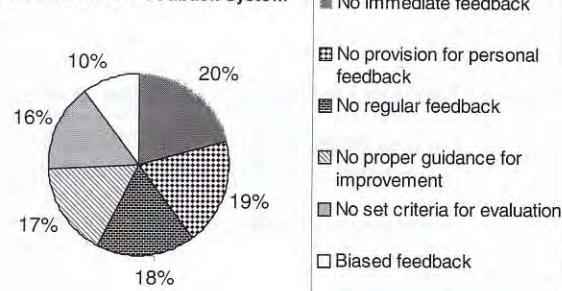
By how much is the set target intended to be achieved : As mentioned earlier, "No proper feedback system" is a qualitative term. Thus, the level of achievement will be in terms of the effectiveness of the developmental plans or countermeasures, which leads to an improved feedback system in KUSOM.

### Observation of the problem

The next step in this process included identification of the key features, causes and effects of the problem regarding proper feedback in the University. The views of the sample size of 60 students randomly selected from all four semesters were obtained in a simple check sheet prepared for the purpose. After analysis, the SQC got a holistic view of the problem by using various QC tools for identifying the major causes of the problem and their impact.

The features of the feedback system as derived from the data collected through check sheet is shown in the pie chart given in Figure 1.

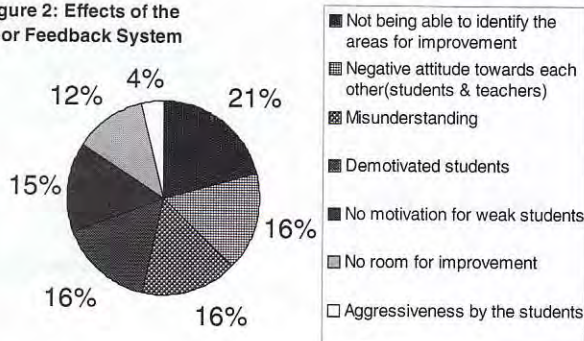
Figure 1: Features of Feedback System



The pie chart reveals that maximum number of respondents (20%) expressed main feature of the problem to be "No immediate feedback" followed by 19% respondents expressed "absence of personal feedback given to the students by the faculties for improvement" as the main feature.

The effects of the feedback system as derived from the data collected through check sheet is shown in the pie chart given in Figure 2.

Figure 2: Effects of the Poor Feedback System

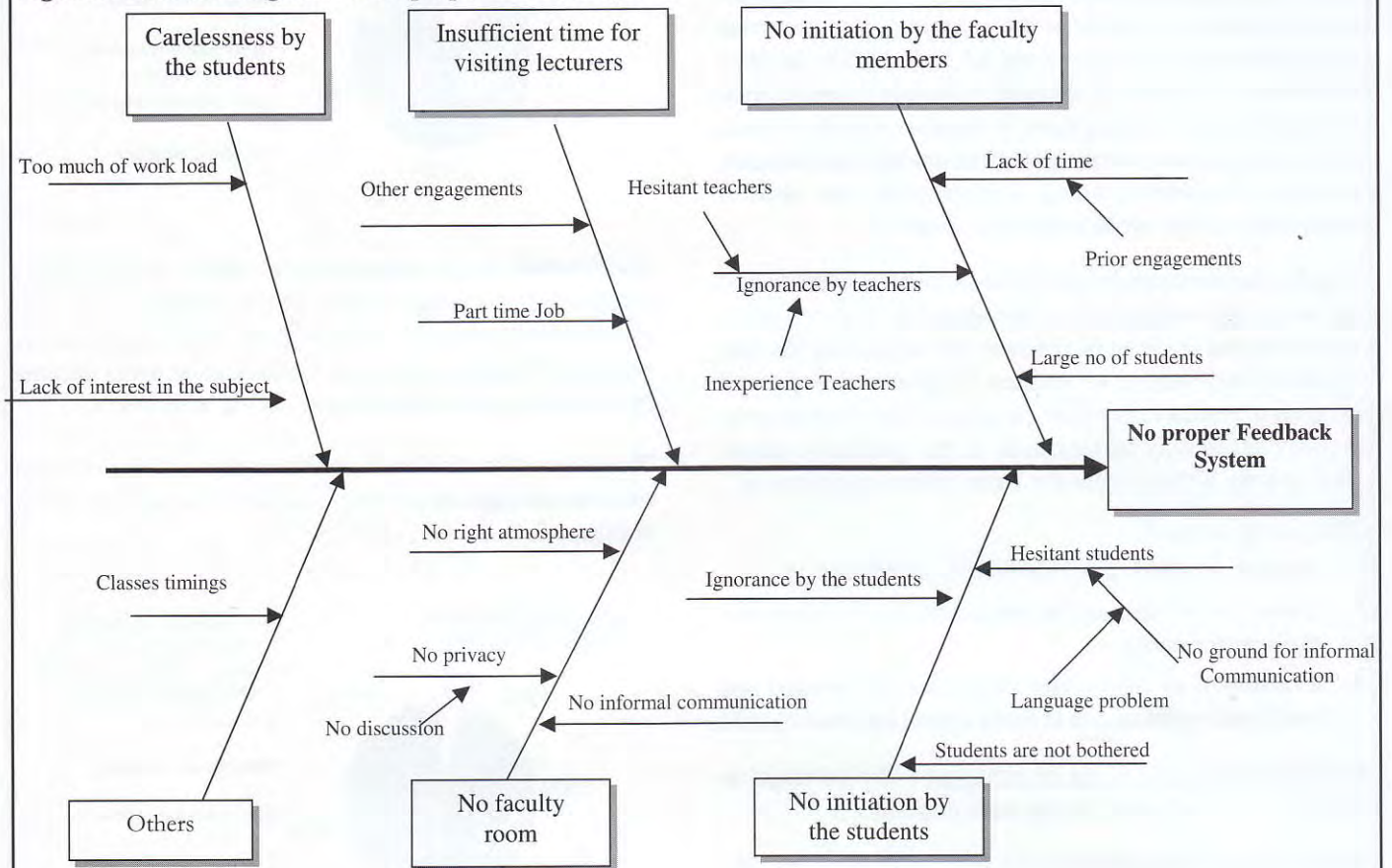


Most of the respondents (21%) supposed that this problem could lead to inability of the students to identify the major areas of improvement. 16% felt that it could result in misunderstanding and negative attitude between faculties and students, and equal number expressed that it could lead to students being de-motivated.

Furthermore, the cause and effect analysis was carried out through brainstorming among SQC members to identify the causes of the problem. The result, structured as a Fishbone Diagram, is shown in Figure 3. Here, the fish head has been identified as the main problem, i.e., "No proper feedback system" whereas the fish bones are the causes initiating the main problem.



**Figure 3: Fishbone Diagram: for no proper feed back system**

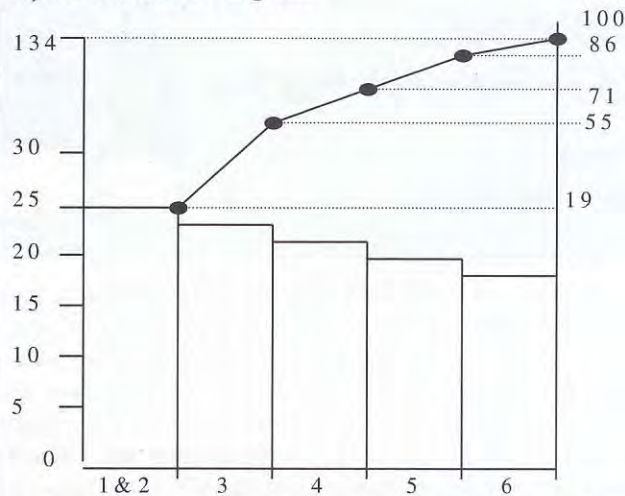


### Prioritization of Causes

The Pareto diagram was used to prioritize and identify the vital few causes among the many, which were identified through the sessions of brainstorming. Hence, after this small analysis, our QC circle identified 5 major causes for the problem, which had an impact on the existence of the problem were (a) Insufficient time for visiting lecturers (b) Carelessness by the students (c) No initiation by the faculty members (d) No initiation by the students (e) No faculty room and (f) Hesitance by the students. The Pareto Diagram is shown in figure 4.



Figure 4: Pareto Diagram

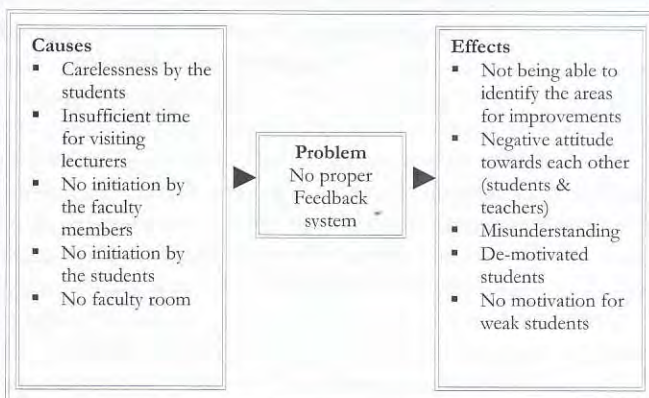


The Pareto analysis revealed that the focus should be on eliminating the first five causes which make up 86% of the problem. So, in the step of establishing and ensuring the countermeasures, the results of these analyses should be taken into consideration.

### Findings from the SQC exercise

Though the focus of eliminating the root cause of the problem was mainly related to the students, the countermeasures were developed with consideration of causes due the faculties and the management of the University also. Figure 5 tries to chart out the causes and effects of the problem of "No Proper Feed Back System at the University."

Figure 5 : Cause and Effect of the Problem



TQM suggests that quality can be assured once the initiators emphasize on improving their behavior and activities. So, the SQC has developed a countermeasure that mainly calls on students' attention to be driven towards improvement.

Serial No.	Causes	Total response
1	Insufficient time for visiting lecturers	25
2	Carelessness by the students	25
3	No initiation by the faculty members	24
4	No initiation by the students	21
5	No faculty room	20
6	Hesitance by the students	19

They should take the initiative and ask the teachers regarding where they have gone wrong and what areas they could improve and how. This would make them aware of their mistakes and minus points and focus on the areas for improvement. For this, the habits of students need to be changed which is not possible unless students themselves realize this fact and work on it. Similarly, the SQC expressed the need for the teachers to give importance to the feedback system by being personally available for the students, regular assessment of the students' performance, fixed time for feedback, and feedback to be provided through email or telephone as and when required by the students. Finally, the SQC suggested that the management institutionalize the provision of proper feedback in its system.

### Conclusion

This Students Quality Circle exercise shows that this study was carried out mainly to investigate the relationship between strategy and quality management practices. It must be noticed that this is a study of quality improvement processes, not quality output content. Quality management practice is defined as those specific activities and techniques that managers would implement to improve the way things are done throughout the organization. So the stages of the QC problem solving process mentioned above has assisted in deriving countermeasures with the optimal use of QC tools to improve the quality of the feedback system in the University as an organization. Moreover, this study is not merely based on the experience and random inspiration, but on analysis of the process based on factual data and accurately identified factors adversely affecting the results. Investigation of the causes simultaneously solves the problem leading to improvement in the quality, and hence astonishing students, teachers and management of the University. ■



## Training Cooperation : A Tool for Development of IT Exports Market

**Bijendra Shrestha**

Managing Director, Meiken Digital Technology System P. Ltd.



The word Information Technology (IT) is probably one of the most popular words today, whether among the young mass or intellectual people. Surfing the net, chatting and emailing has become part of the life for today's generation. If you attend a high profile meeting or a seminar, whether a commercial one or a political, at least few experts will prescribe IT as one of the potential solution to alleviate poverty. Everyone believes in this potential and starts talking in at least a couple of billion terms. Sounds exciting and, yes, dreams are normally exciting. The reality is, our map was missing in the atlas of IT and we did not even know it. I just remembered my school days when we were taught that we have 83,000 MW of hydro power potential. Unfortunately, we always discuss 'potential'. Our "achievement level" is less than 1% and we do not even feel ashamed to mention it as an "achievement".

Coming back to IT, when we start analysing why we could not succeed as much as our neighbouring country did who actually realised and seriously started to take action in this field much later than we did. I think the word "serious" has to do something. Some people are serious in deed but some are in saying; sadly, we must admit we have more of the latter mass. India has undoubtedly established itself as a major IT power in the world and they are capable of developing world class software. We could have learnt a lot from their development to make our plans, which we never did. We always blamed others and remained "happy go lucky people".

A lot of people think that we do not have international standard human resource to match the requirement. However, I don't agree that Nepalese man-power is of sub-standard level. After all, Nepalese are not less genius than any other human being on earth. They have capabilities to learn and perform anything if proper training opportunity is given. Of course, the total size of this manpower mass is much smaller compared to our neighboring countries but quite sufficient to "pave the roads with gold" if IT industry could offer employment to all.

Obviously, training is the key to match the specific need of any type of job and is probably the most efficient way of transferring the knowledge. Most of the time, when someone graduates from a school, he/she comes out with formal education. This is the right time to groom the person with a refined training in a specific area. If a foreign company gets an

opportunity of training such manpower without cost on their part, any company would be happy to provide such training. This is where training cooperation is required. Chances are likely that after the completion of the training, a company will think of making investment in Nepal based on the training results and probably also because of the sincerity that Nepalese inherit. As an evidence, organizations like AOTS who supported a local joint venturer in training activities have been capable of producing exportable deliverables, and has been successfully exporting to Japan in IT sector. I call this as true co-operation. It is certainly a demonstration of the sincerity of Nepalese manpower that only three persons have left the company so far. This is a living example for those who always said or believed that a so called third world country like Nepal cannot deliver IT service to developed countries. It is lot better to teach how to cook than to serve the food. Nepal definitely needs more training opportunity in IT for its development. A donation of huger numbers of computers will not solve the problem. Such training should be based on specific areas, not in general or basic areas, and the training should be provided not by training centres but by an IT company. We do not lack educated manpower who are capable and sincere in taking training. Nepal has clear potential to train and develop the manpower as per the requirement.

Being simple people, what we probably lack is the ability to speak business language properly. In today's modern world of commerce, experts call it Promotion and Marketing. Our exposure to international business environment is limited; business sophistication and faith on us has been extremely low if not nil. Again, we very much require managerial training to manage an IT company since it is entirely a different ball game. The major business houses may have good knowledge of management but not so much about IT, and thus they find it too risky. The ones with ideas do not know management properly and do not want to share his techno ideas. We need to develop such a managerial group who could bring the "egomaniac" technical heads and "wealthy" corporations together. A focused training intended with developing business skills required for export of IT could attract more IT related business. It is important to acquire the first opportunity and the rest is a never ending journey of prosperity. Again training cooperation is clearly required.



Once a Japanese friend told me that Nepal should focus on export of light and expensive goods to be competitive since we are landlocked. Economists say we must export more than we import. In both the cases, the best option probably is IT, which does not require any physical export logistics. In a sense, export of IT is lot better than export of much talked hydropower where we probably have to depend on only one buyer.

Finally, it would be the best combination if we could also implement well planned marketing activities together. I have always believed that proper marketing sells; but we never did any marketing for attracting IT investment in Nepal probably because of two reasons. Firstly, we did not give priority to marketing of IT and secondly, international marketing is probably too expensive for a country like ours. We have so many advantages that other countries do not have in the region, but potential investors do not know that. It is clear that investment in a small country like Nepal is safer in a sense that the strength of foreign influence will probably help in safeguarding the foreign investment.

A long time back a friend asked me, "Why does Coca-cola have so much advertisement though they are known to all?" They know that marketing is a continuous activity required to

stay alive in the market. It would have been fairly easier for a promotion consultant to give great ideas to promote Nepal as a tourist destination. But, we did not try any marketing at all. Of course, Nepal has one of the best climates to offer making anyone's living a lot comfortable. Is the government to blame? I don't think so. How can we blame the government that largely relies on foreign aid for development activities, and is the happiest when more grants or loans are raised. It may take a long time to have an entrepreneurial government in Nepal focused on "earning" rather than "begging". Private sector cannot afford to market either. Here again, we are waiting for a "godfather" who would do everything for us to sell Nepal as an IT destination. It is now high time that we approach different agencies for help in promoting our country as an IT destination. It would be the best gift for Nepal if any agency would help us in develop and implement promotion programs in the area of IT. Let us search for good friends of Nepal. I am sure we have many who would be ready to help Nepal develop its IT sector. The local laws and policies are favorable and all we need is to get training cooperation and marketing help. All I can say is give us technical cooperation and marketing support and see the difference.



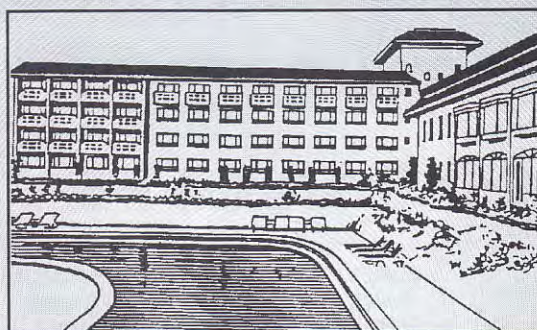
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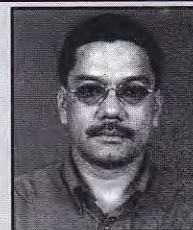
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# Information Technology Industry in Nepal

**Lochan Lal Amatya**  
President, Computer Association of Nepal



## Introduction

Nepal has not been successful in getting full economic benefits from the agriculture and industrial revolution due to various reasons. It can, however, compensate for the lost time and opportunities with Information Technology (IT) revolution. Various strategies are needed to achieve this goal.

With the gradual development of education infrastructures in the country, we are facing the problem of unemployment for our educated mass. Hence, the country should look for an industry that is capable of meeting the demand for employment and, at the same time, without having to face hindrances such as land locked-ness, unavailability of raw materials etc.

Information and Communication Technology (ICT) industry is a clean and environment friendly industry and Nepal should come forward aggressively in promoting the blue-collar jobs in this industry. It is also a sector of competitive advantage because of the low labor cost in Nepal.

The world economy has evolved from agricultural to industrial sector, and now to IT. The enlarged demand for IT workers far exceeds the natural supply in developed countries. First world countries have had to again turn to the third world to fill this shortage. This time around, the nature of the IT requires English speaking IT manpower, and the largest pool of English speaking IT talent in the world is found in the Asian countries.

## Establishing Industry

IT industry in Nepal should focus primarily on the international market. However, it is difficult for Nepal to reach and compete in the global market due to lack of professional global experience in this industry. Therefore, we should be able to attract foreign companies to invest in the IT sector in Nepal.

Multinational companies normally evaluate the following

factors before deciding to establish an industry in a particular location or a country:

- Availability of competent human resources and its development
- Supporting infrastructure for smooth operation of industry
- Long term stability of the business environment – commitment from the government
- Access to their main market
- External security
- Attractiveness of the location to get and keep key personnel
- Cost of establishing and operating the IT industry

At present, Nepal has some advantage with regard to human resources and cost structure. But other factors are still not at a satisfactory level to be able to attract investors in the country.

## Human Resource Development

IT industry is growing rapidly in the world and is estimated to grow even further. The anticipated global IT industry is US\$ 50 trillion in the year 2008. This means that there will be a huge demand for IT manpower in the coming years. It is obvious that human resource is the key asset of the IT industry.

The basic building block of IT industry is the skilled and semi-skilled manpower. The aspirations of the ever increasing number of students opting for higher IT education in the country every year can only be met by increasing the existing capacity in the present IT institutions and establishing more IT institutions, physical as well as virtual. Some positive indications for the growth of IT manpower exist in the country.

- 100,000 students enter the higher education sector each year in Nepal. That is a substantial potential for the IT market.



- Four universities with annual intake of more than 5000 students in IT
- 200 schools offer computer courses
- 10+2 syllabus has also an optional computer science course

A major problem in the promotion of IT education in Nepal is the inadequate number of academicians in IT subjects.

## E-infrastructure

When we talk about ICT infrastructure, compared to other countries of the world, Nepal lags far behind in terms to its competitiveness. Investors will look at infrastructure development in the core areas, i.e., the major cities of the countries, and Nepal's level of ICT infrastructure development in its major cities is incomparable with other countries. There are certain indicators to measure infrastructure readiness, which is called e-readiness. The e-readiness has become a key competitive indicator throughout the world. The scope of e-readiness is:

1. The e-infrastructure: the degree of PC penetration, the internet access of the city's enterprises and citizens.
2. The e-government: the degree of the city government's services delivered through internet
3. The e-industry: the degree of the adoption of cyber laws, supply chain, e-commerce among city's business entities.
4. The e-society: the degree of the adoption of IT and internet in the day-to-day activities among communities, schools and individual citizens.

Nepal has its telecom infrastructure under the digital network. So we do have the potential to attract new players in IT sector. Both the government and the private sector are investing in the development of ICT infrastructure in cities to enhance e-readiness of the country.

## Government's Commitment

Nepal has a good policy on ICT and a high level of commitment to implement the policy at the earliest. The policy aims at attracting foreign investment, creating an environment for domestic investment, increasing professional skills and quality, setting up sufficient infrastructure and acquiring greater capabilities for marketing and management.

The *IT Policy 2000* came out with a vision "To place Nepal

on the Global IT Map by 2005"

The main objectives specified in the *IT Policy* are:

- Increase employment opportunities
- Create knowledge based society
- Establish knowledge based industries
- Export IT and services worth Rs 10 billion by 2005.

Key strategies adopted by the policy are:

- Private sector participation
- HMG function only as promoter, facilitator and regulator
- Human resource development and IT education
- Domestic and foreign investments promotion
- IT use in HMG, public, private sectors and rural areas
- Data communication infrastructure even to rural areas
- Promotion of IT industry

Key action plans stipulated in the policy are:

- Information super highway and North-South highways and the use of broadband information network
- IT park in Banepa by HMG and other parks by private sector
- Establishment of internet nodes in all regions by 2058/59 and in all districts by 2060/61.

## Conclusion

The current trend of ICT infrastructure development shows that human resources development and policy implementation in Nepal are favorable for foreign investors. However, in the highly competitive global market, almost all countries are more or less at the same level field as we are in this regard. Therefore, whoever becomes e-ready early gets the bigger pie.

Just one percent of the Nepalese engaging in the world IT economy of the new century could turn around the whole economy of Nepal. The World Bank has projected that Nepal could be earning one billion dollars from IT related activities within ten years.

Let us hope to see the next IT billionaire emerge from Nepal.





# Key Conditions for Promoting Mission-Driven Management

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Dean, Graduate School of Business Administration, Keio University

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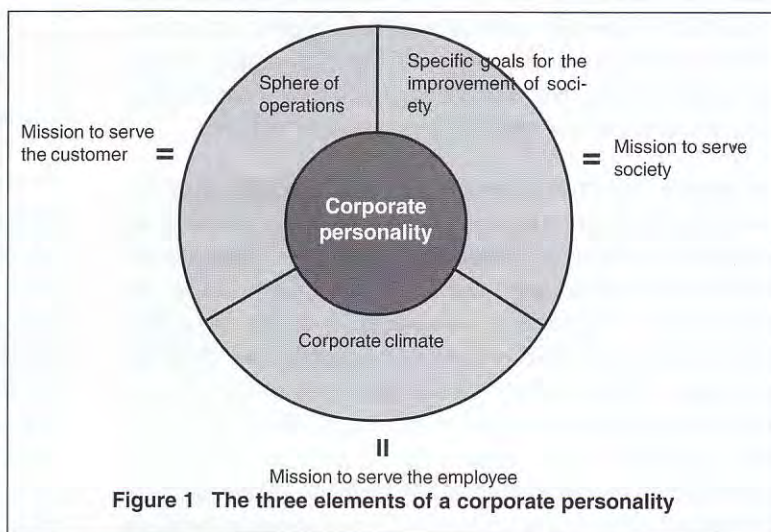
Mission-driven management enables a company to grow, prosper, and help make the world a better place, all at the same time. In the previous article in this series, I have used illustrative examples to explain this approach to management. In this final article, I shall describe the characteristics of companies practicing mission-driven management, and the ways in which the business community of the 21st century could be changed by the widespread adoption of this philosophy. I shall also set out my thoughts on the qualities a mission-driven manager requires.

## Corporate Personality

In the years to come, company managers will have a new set of priorities. Their principal tasks will be to hire outstanding employees, and ensure that these employees are customer-oriented and therefore able to give their work a high level of "heart-content," or heartfelt empathy and consideration for the consumer. Managers will also have to ensure that their employees find satisfaction in their work and are able to satisfy their need for professional recognition and self-fulfillment.

The relationship between employee and company (or corporate operations) is just like a marriage. It is very important that the two partners feel mutual fondness and commitment, and are also prepared to make all sorts of compromises, but it is absolutely essential that they are basically compatible. If two people with completely different value systems and incompatible preferences are forced to marry willy-nilly, they will never be able to live happily together, no matter how hard they try. The two partners do not necessarily have to be the perfect, ideal couple, but their personalities must be able to mesh in a general way, and they both need to cooperate.

As in marriage, so in employment. To attract compatible employees, a company needs to make its lineage,



background and character clear and generally known to potential employees. From the job-seeker's viewpoint, "compatibility" includes the salary and bonuses, the health insurance and pension package, the location of the workplace and other factors having to do with the normal human desire for security and stability. However, in the future, when employers will need to meet employees' desire for professional recognition and self-fulfillment, it will become more important for companies to publicize their own distinguishing features—in other words, their "corporate personality"—to attract employees who are looking for just this type of company (see Figure 1). A corporate personality is made up of three basic elements.

In terms of compatibility, the most fundamental element is the company's domain or sphere of operations: the sort of customer the company caters to (i.e., who the company aims to serve) and what sort of value the company supplies (i.e., how the company aims to serve). This element is linked to the first pillar of mission-driven management: the company's mission to serve the customer.

The second element is the company's basic stance regarding its contribution to society (or how the company sees its role within the wider community). This is linked to the second pillar of mission-driven management: the company's



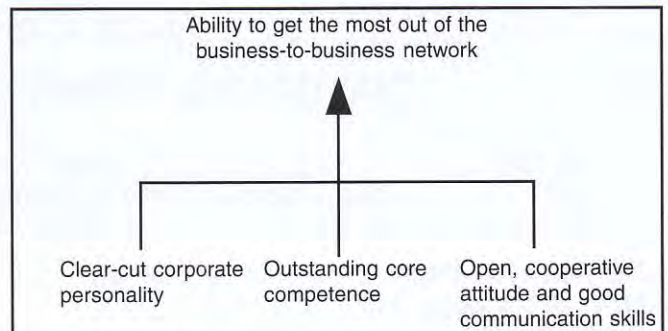
mission to serve society to the best of its ability, through its work proper.

The third element of corporate personality, and one that is likely to become increasingly important in the future, is corporate culture. In the past, employees were less inclined to wonder if they were working for the right company: as a rule, they made the best of whatever employment fate had dealt them. Future generations will have higher expectations. They will be unwilling to work for a company whose corporate climate they find uncongenial. If they are unhappy at a certain company, they will not hesitate to leave.

A company's corporate personality is an emergent property deriving from a combination of factors which include the company's sphere of operations, its specific goals for the improvement of society, and its corporate climate. If the company's workforce is compatible with its corporate personality, or in other words, if the employees share the company's basic orientation, then not only will the individual employees be more motivated in their work, but the workforce as a whole will be more amenable to participation in formulating and implementing management policy and competitive strategies. Communication between management and workforce will also be easier, so individual employees will be much more likely to have a firm grasp of the reasons behind company policies and strategies.

### The Rise of the More Compact, More Individualistic Company

In the history of the economic community in the 20th century, the dominant trends are towards consolidation and concentration. In all parts of the world, large numbers of new companies are founded during boom times, and when the next economic recession comes along, many small- and medium-sized enterprises go to the wall. Generally speaking, when one of these companies goes out of business, its assets and customers are swallowed up by a larger company that has managed to survive the hard times. On a national and global scale, this results in a trend towards concentration of operations. Recent years have seen wave upon wave of mergers between large companies in Japan, and large-scale international mergers and corporate buy-outs have also become almost commonplace. However, it is also noticeable that the corporate giants produced by these mergers tend to fragment themselves, either by budding off autonomous daughter-companies, or by metamorphosing into a colony of smaller in-house companies, thus effectively reducing the size of the units of economic management.



**Figure 2** The three requirements for success in the network-shaped industrial community of the future

If this fragmentation process is undergone by a company which has really taken the mission-driven management philosophy to heart, then each of the new, smaller corporate entities will end up specializing exclusively in those business activities best suited to its own clearly-defined corporate personality. If the pre-fragmentation company is a composite firm manufacturing many different categories of product and using a centralized control system to run a large number of offices, then the post-fragmentation structure will probably consist of a number of smaller units, each carrying out different set of corporate operations and having its own distinct corporate personality. In the new structure, the employees are more likely to end up in the unit whose corporate personality they find most congenial, and the units themselves are likely to be held together by cooperative ties much looser than the old inter-departmental relationships.

Another effect of the trend towards corporate individuation is that fresh new venture businesses creating innovative products and services will be able to emerge much more easily than they can at present. The new, nimbler, more sharply focused companies of the future, targeting clearly-delineated sectors of the market, will probably evolve as businesses with high levels of heart-content and employee satisfaction. Most of them will be perpetually re-inventing themselves as highly-profitable operations, so they will be unlikely to grow to unwieldy sizes.

This formula will not work in all cases, however. Some types of business, like automobile manufacturing, are necessarily complex and cannot easily be done without a large workforce. Many such operations are obviously more efficient when done on a large scale: in other words, they are sensitive to economy of scale. Another factor that cannot be ignored is economy of scope—the fact that, if a company is carrying out various different operations in concert (and consequently becomes large in size, too) it can then share



various management resources, and is better able to absorb risks such as fluctuations in demand.

However, the bigger a company gets, and the more diversified its operations become, the vaguer its corporate personality tends to grow. As a result, it becomes more difficult for the whole company to share the same mission and the same corporate climate, and the company becomes less attractive to prospective employees looking for work they find congenial and satisfying. Also, if the company becomes too big and too complex, it will start to suffer from problems in inter-departmental communication and in coordinating the distribution of resources—the counter-productive effects known as diseconomies of scale and of scope.

One way a large composite organization can pursue the economies of scale and scope and avoid the diseconomies is to form a cooperative network of companies, each company keeping its individuality and basic autonomy intact. The network can then carry out joint projects for specific operations where the economies of scale are particularly effective, and the network structure will “insure” its constituent members by distributing risk (see Figure 2). An excellent example of this system is provided by the Akikawa Bokuken group, which I introduced in the previous article.

### **A Portrait of the Ideal Company in a Network-Shaped Industrial Community**

The gradual evolutionary process I have described will eventually produce a network-shaped industrial community. To succeed in this new environment, a company will need to clear the barriers that militate against the economies of scale and scope. It will also need strong individuality and vitality. In my opinion, there are three requirements for corporate success in the future (see Figure 2).

The first requirement for success, as I emphasized in the preceding section, is a distinct corporate personality clearly displayed both in-house and in the outside world. If a company is clear about its sphere of operations and its specific objectives for improving society, and if it cultivates an agreeable corporate climate, it will attract like-minded employees, and these employees will produce work with a high heart-content.

The second requirement is the possession of an outstanding special talent or so-called core competence conducive to fulfilling the company's clearly-defined mission. Within the network-shaped industrial community of the future, business-to-business relationships will be in a constant state of dynamic change. The more outstanding a

company's core competence, the likelier it is to be courted by a greater number of “suitors”—or potential collaborator companies—and the better its position to negotiate profitable terms for cooperation.

Akikawa Bokuken, for example, has sought out farmers who share its ideology of producing safe, healthy food and revitalizing Japan's agricultural industry, but that is not the only quality the company looks for: each farmer must also be a highly-competent, dedicated specialist. The company wants poultry farmers who know all there is to know about raising chickens, and spinach-growers who grow the best spinach on the market. Akikawa Bokuken is not interested in recruiting agricultural jacks-of-all trades, who are masters of none. Developing a clearly-defined corporate personality, which I gave as the first requirement for success, is also important in developing and honing a special core competence.

The third requirement for corporate success is an open, cooperative attitude, and good communication capabilities. Considering the network-shaped structure of the industrial community I have described above, this is an obvious prerequisite: any company will occasionally need to cooperate at a non-superficial level with companies in completely alien specialist areas.

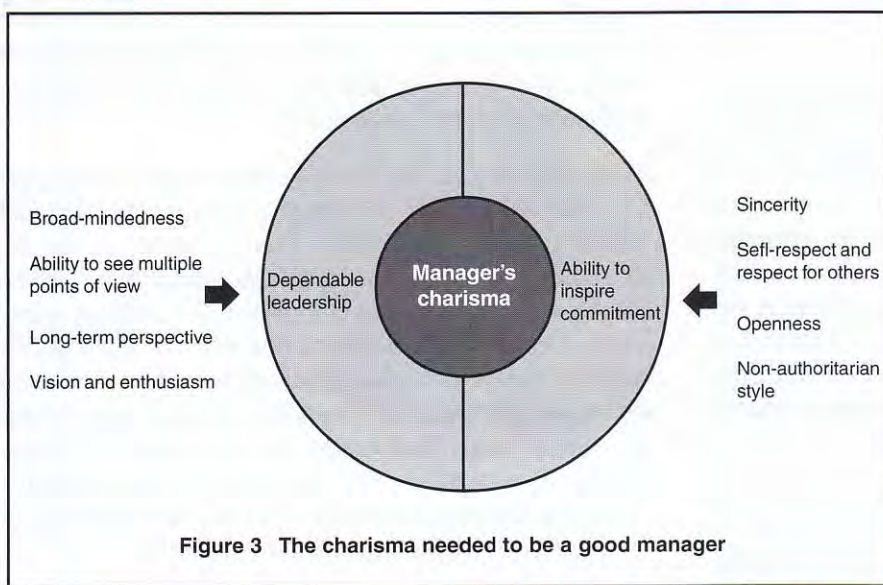
### **Mission-Driven Management Requires Managers with Charisma**

In all the corporate activities I have discussed so far, successful corporate leadership hinges on the degree to which the manager is able to inspire respect and even love in the employees. If the highly-individuated companies of the 21st century are to empower themselves to carry out mission-driven management, personal charisma will become an even more important requirement for top executives.

As a company's organizational structure becomes more compact and its hierarchy flattens out, the top manager is much closer to the individual employees than when he or she metaphorically stood at the lofty peak of the organizational pyramid. Consequently, managerial people-skills will be even more important in ensuring that the employees are in tune with the manager's value system and sensibilities.

In my opinion, the charisma required for mission-driven management has two elements. The first is the ability to conceive an inspiring long-term vision, communicate it to employees, and formulate management policies to attain it. This could be summed up as “dependable leadership.” To become a more dependable leader, a manager should cultivate





here on in, it will become increasingly vital for managers to cultivate an open, cooperative, egalitarian style of communication and behavior.

I believe that if more and more companies begin to practice mission-driven management under the leadership of managers possessing both these elements of charisma, then we shall surely see a change for the better. This change will be realized first in the behavior of the employees working for these companies, then among the potential employees who want to work for them in the future, and then other people around them. In this way, mission-driven management can bring about a real improvement in the quality

of our daily life, hopefully to our society as a whole.

broad-mindedness, try to see things from various viewpoints, and take a long-term perspective on the future. A manager should also have clear goals for the company and for society, and approach these goals with infectious enthusiasm.

The other element of charisma is the capacity to inspire love and commitment in employees as individuals. In mission-driven management, the aspects of the corporate personality shared by manager and employee alike (operational sphere, specific objectives for improving society, and corporate climate) are all profoundly connected to basic human values, transcending mere economic interests. Manager and employee must connect at the emotional and spiritual level.

The corporate movers and shakers of the 21st century will be judged by a new set of values. Foremost among the new criteria will be the corporate personality, as manifest in the manager. However, the perceived genuineness of the manager's commitment to the company's avowed objectives will be just as important. The manager's ability to treat the employees not as minions to be used for his or her individual ends, but as colleagues in pursuit of a common goal, will be scrutinized, as will the employees' trust in their manager's explicit pronouncements and implicit attitudes.

To ensure that the whole workforce is truly committed to the same mission, and working with a high level of heart-content, the manager himself or herself must be truly committed to the mission. He or she must have the humanity to be able to see the whole workforce not as subordinates, but as allies working toward a shared objective. The old authoritarian style of management has had its day. From

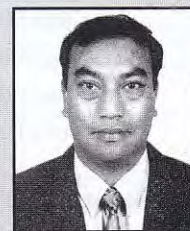
I would like to illustrate this point with one last real-life example featuring the electronic parts manufacturer KOA, which I have mentioned several times in the preceding articles. On my visits to the company, I was struck by the cheerful smiles and friendly courtesy of those who greeted me, not only at the reception desk, but also on the factory floor, in the offices and in the corridors. This agreeable corporate climate is the result of careful cultivation: at all KOA departments, new graduates applying for jobs have to sit an exam during which they are asked to utter formal courtesies such as "good morning" and "thank you" with as much enthusiasm and conviction as they can muster. Examinees unable to say these phrases with sufficient conviction are automatically failed, no matter how impressive their academic record. KOA's president, Mr. Mukaiyama, explains this policy as follows: "In corporate activities, everything depends on trust between individuals. Trust and confidence flourish in the healthy atmosphere produced when all employees treat one another with cheerful, heartfelt courtesy at all times. In my experience, once the whole workforce is able to interact in a positive, upbeat, courteous way, the company's results invariably improve."

This concludes my four disquisitions on mission-driven management. I have explained how the right kind of corporate management can not only help the company to grow, but also bring profound benefits to the wider community. It is my fervent hope that the ideas I have expressed will reverberate throughout this magazine's global readership, influencing managers all over the world to serve society through their management. ■



# Success in Business Organization

**Binod Rajbhandari**  
Joint Secretary, NAAS



**M**odern management has given top priority to human resource, which is variable to the extent beyond imagination. The other factors such as material, machine, money and method can be set according to the vision of promoters or the leader of the organization, all being tangible in materialistic form. But, human behaviour is unpredictable and changes its phase in every cycle and every moment.

In any organization all the people involved would be adults having certain knowledge, aspiration, emotional characteristics. They are not just *tabularasi* (empty state or empty brain like in child), and therefore, it is more difficult to handle them. Controversy may lead to adverse impact and touch their ego. In other words, adults cannot be taught by imposing. Hence, it is very important to create an appropriate atmosphere within an organization for helping adults learn. In doing so, the following elements are worth considering.

- 1 **Philosophy:** Every organization has a defined purpose. The philosophy behind this purpose and the activities to be conducted should be well known to each individual member of the organization. It is important to create an amicable atmosphere where everyone feels as a member of one big family.
- 2 **Culture:** Whenever a group of people work together, a cordial atmosphere is created whereby interrelationships develop, which is termed as culture of the organization. Group behavior is normally induced by the personal behavioral characteristics of the leader. It can be classified in three forms: universal, listen to respect and active listening.

Identifying oneself with a presentable culture is an evidence of the cultural value in the organization. This highly influences the desire of the clients or responding people establish relation with the organization in anticipation of a trustworthy link.

## 3 Slogan:

It is worthwhile to frame up a slogan such as 'TACT' (Think, Act and Commit Together or Think Act to Carry Together). Then it becomes a responsibility to achieve a targeted goal as reflected by the meaning of the slogan. It also works as motivation to all the people in the organization many times. Specific slogans may be set by the management to suit the need of the organization, for a particular year.

## 4 Psychology

Most organizations maintain personal records of all the staff. They should also maintain the psychological status in an ideal form by bringing work schedule in a prescribed manifestation not influenced by whims. Hence, it should be understood that organizational activities should be governed by the mandate, and not by the mood of the person performing it.

## 5 Feed back

Feed back means the processes by which information about the result of an action are communicated to the respective persons. Preferably, information should flow bottom up and bottom down irrespective of the nature of the information. Often only praiseworthy matters are communicated to the management while the faults and weaknesses are hidden by the subordinates. It is to be noted that feedback differs greatly from compliments. Mark Twain once said, "I can live for two months on a good compliment. It is easy both to give and receive compliments. But what happens when we have to provide constructive feedback?"

## Testing the level of awareness

Since people joining the organization come from different socio-economic backgrounds, it would be appropriate to know the level of their awareness, and accordingly appropriate strategies can be planned.

## Negative attitude

- 1 There is no problem and do not require training for change.



- 2 Yes, there is problem but it is not my responsibility.
- 3 Yes, there is problem but I doubt it can be solved.
- 4 Yes, I see the problem and I am afraid of changing for fear of loss.

#### Positive attitude

- 5 Yes, I see the problem and it is my duty to inform my superiors.
- 6 Yes, I see the problem and I am interested in learning more what I can do.
- 7 I am ready to try some action but I need some material support.
- 8 I am willing to demonstrate the solution to others.

#### Tools to install the learning concept:

Communication is the basic tool to install the feeling of 'OURS' and to induce learning concept, and to bring attitudinal change in behavior. It is a transactional process, which involves exchange of mutual meanings. Communication is a fundamental basis of human relation, and good communication leads to a good interpersonal relationship. Communication has different aspects such as:

##### 1. Verbal

Communicating in words in spoken form as well as in written form is verbal communication. This can be in various modes such as talk program, seminar, periodic meeting, discussion session, meeting subordinates in their work place, circulating circulars or notes, using information board, etc.

Therefore, verbal communication would only transmit those things that can be translated in language, i.e., in words. It may translate the knowledge, elevate the capacity of bringing more ideas in a logical sequence, but cannot transform skill, which has to come from the inner consciousness of person.

##### 2. Nonverbal

This is an abstract type in communication wherein the facial expression, body gesture and vocal variety plays a key role. It is an art of transmitting unspoken feelings to one another, and to make the verbal communication meaningful. Through this process, subordinates can conceive the objectives

laid by the management, and likewise, the managers can perceive the expectations of their subordinates. This is more responsible for transmitting mannerism, maintaining discipline and formatting their knowledge and information into skill.

##### 3. Interactive

An action oriented and interactive communication is one of the finest modes to communicate with the adults. This includes learning by experience, learning by imitating demonstrations, and learning after committing mistakes

This process helps to update work manuals and enables them to analyze or to understand specific points, identify the causes, and set comparative examples. The main advantage of this interactive method is that it utilizes the sense of sight and power of observation as well as sound. Sight generally accounts for 75% of understanding while hearing accounts for only about 25%. It is more powerful and effective for demonstrating a planned performance of an occupational skill.

#### Conditions for effective learning for adults

As discussed earlier, adults do not learn the way children do. They learn best when,

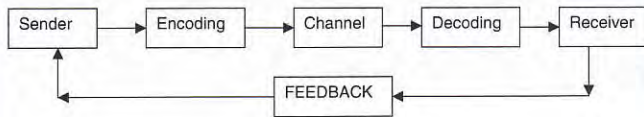
- they want to learn, they are interested and they are motivated.
- they are really treated like adults and not directly intervened.
- they do something.
- they get opportunity to practice what they have learnt.
- they get feedback on how well they are doing.
- the teaching and subject matter are of use in their daily life, i.e., when the applicability or transferability of learning into real job situation is high.
- there is recognition of their experience and their experiences are used in learning situation.
- the learning is related to what they already know.

#### Recommendation

Westly Maclean's model of communication is an appropriate method to achieve the above goal since it is more



comprehensive but simple and gives emphasis on two-way communication:



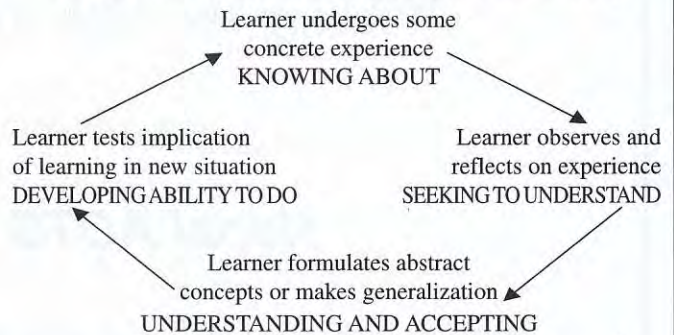
Here, information or feedback sent by the sender is encoded to filter and mark priority. Then it is processed through the desired channel to decode into meaningful information or instruction for the receiver. This cycle is processed periodically.

### Reconcile the level of learning

There is a difference between what is being taught and what is being learnt. The latter has long impact, whereas, the former simply remains as an event. Learning brings about permanent change in an individual behavior. The transformation of what has been taught to what has been learnt takes place in gradual steps at four levels.

- Level 1 : Knowing about
- Level 2 : Understanding
- Level 3 : Accepting
- Level 4 : Developing ability to apply

### Integrated model of testing the level of learning



### Conclusion

Good communication leads to satisfaction in the organization, and facilitates optimum utilization of human resources. It binds all the manpower of the organization into one family allowing the targeted goals to be achieved with ease. A following remark heard after an interview aptly underscores the importance of good communication skill, "If the individual can't speak about the organization and its activities, I can understand and relate to him. But I don't want him representing my company." Finally, it would be appropriate to remember what Benjamin Franklin said, "Resolve to perform what you ought; perform without fail what you resolve." ■

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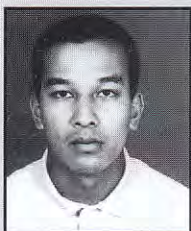


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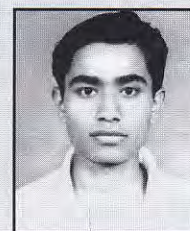
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## Training Report on 'Automobile Assembly and Maintenance Technology'

**Ujjwal Bir Singh Tuladhar**  
Mechanic  
Shree Annapurna Motor Garage



**Dibesh Lal Nakarmi**  
Mechanic  
Krisuns Works

### Background

We were selected for technical training on "Automobile Assembly and Maintenance Technology" at Chittagong, Bangladesh. After application procedure and selection from Chattagram AOTS Alumni Society (CAAS), both of us left Kathmandu on December 21, 2001. We arrived at Zia International Airport, Dhaka at 5:00 p.m. local time. Then we went to domestic airport and left Dhaka for Chittagong. At Chittagong Airport Mr. Md. Kamalur Rahman, General Secretary of CAAS received us.

### Training at Aftab Automobiles Limited

Our training started on December 31, 2001 at Aftab Automobiles Limited, which is situated at Foujderhat Industrial Estate, Chittagong. Aftab Automobiles Ltd., the biggest automobile plant in Bangladesh, imports Complete Knock-Down (CKD) parts of Toyota and Hino vehicles since 1982. This factory has three separate assembly units. They are as follows :

1. TOYOTA Assembly Unit
2. HINO Bus Chassis Assembly and Body Fabrication Unit
3. Multipurpose Vehicle Unit

### Material Handling Department (MHD)

All the vehicle parts brought in the form of CKD are received in MHD. From here different parts of the vehicles are distributed to various sections in the plant.

— Types of Vehicles : Toyota Land Cruiser (Jeep, Pick-up), Land Cruiser Prado and Hino bus chassis and body.

— Reveting Section : In this section, reveting for Hino bus is done in Hino frame. There is a quick power-generating machine. This machine gives the power

using hydraulic pressure principle. The pressure given is 300 kg/cm<sup>2</sup>. The revet used here is of soft iron. By giving the pressure revet is permanently joined in the frame with another part. There are two long frames. There are also several cross frames between these two. Here these cross frames are joined with the long frame mainly by reveting and some with nuts and bolts. These joints are made strong so that they can carry huge weights.

— Welding section : In the welding section, we observed that they just join CKD vehicles body panels. Sheets joined here are high-tension steel sheets. In the spot welding, the voltage supplied is 440 V which is step down to 6 V with high current of about 12000 A.

### Phosteem

This is a paint pre treatment process for CKD part having metal surfaces with greasy inhibitors, this is layer of deoxidized lubricated oil. Phosteem is to spray off chemicals and unwanted materials before painting. The composition of Phosteem is a mixture of 75% water, 15% Phosteem solute and 5% Phosteem solvent. Before Phosteem, kerosene is applied to clean and degrease the metal body of the vehicle. Di-ionised water remains over the body from overhead shower to make the body free from unwanted particles. The body is kept in kerosene oven with temperature of 100° C. after which the body is ready for painting thermo-set painting. After a series of steps in the process such as checking, spraying, rising, sealer application and baking, the body is finally sent for the inspection painted body at trimming section.

### Trimming

Trimming is a process to install all necessary equipment on the vehicle CAB and body for final assembly. Trimming is performed in six separate steps according to the manual of TOYOTA Motor Corporation. In this section observed



skilled and experienced workers performing in comprehensive manner installing door ring, radio antenna, dashboard, multimate speedometer, oil pressure gauge, various electrical parts, a/c system meter register, power window system, blower motor, fuse body earthing etc.

### Training at NAVANA

We took training at Navana Service Center from December 30, 2001 to January 6, 2002. It is a well equipped workshop having experienced engineers & technicians. During this period we learnt how to repair suspension system of Toyota (Hilux) and also disassemble one petrol engine & reassemble the same engine. There we learnt to operate an EFI-Scanner. It is a latest technology to diagnosis engine trouble.



### Training at PRAGOTI

On January 7, 2002, we visited Pragoti Industries Ltd. It is an enterprise of BSEC (Bangladesh Steel and Engineering Corporation). It is the only government assembly plant in Bangladesh. It was established in 1966. The production target of Pragoti is 1000 units per year. There are 300 workers in this plant. Pragoti deals with different Japanese vehicles like Mitsubishi Pajero (V3, V44, V46 engines), Pick up (1200) and Indian Ashok Leyland. The materials imported here in CKD position which are assembled here in different sections viz welding section, paint section, trimming section etc.

### Training in Rahimafrooz

We visited Rahimafrooz on January 8, 2002. We learnt the operating procedure of Engine Analyzer, EFI Scanner, Wheel Balancing Equipment etc.

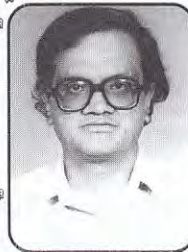
### Conclusion

During our three week long training period in Bangladesh, we gained knowledge on automobile assembly and maintenance technology. We are hopeful that we will be able to apply some of the knowledge gained in the training in our daily work here in Nepal.

### Thanks

We are very much grateful to CAAS for their kind co-operation and guidance. We also want to thank all staff members of Aftab Automobiles Ltd., Pragoti Industries Ltd., and Rahimafrooz Bangladesh Ltd. for their co-operation and guidance.

We would like to extend our thanks to AOTS, Japan and WNF Management Committee of NAAS for selecting us for the training programs in Bangladesh. ■



## CONDOLENCES

Nepal AOTS Alumni Association expresses its deep sorrow at the untimely demise of Mr. Chakra Dass Rajbhandari a founder member of NAAS, who passed away in Kathmandu on Feb. 21, 2002.

NAAS offers its deep condolences to his family and pray that his soul rests in peace.

**NAAS Family**





## Training Program on Commercial Plant Tissue Culture Technology

**Bhagwati Shrestha**  
**Sanu Maiya Shrestha (Vaidya)**  
Nepal Biotech Nursery (Pvt.) Ltd.



Our WNF training program on "Commercial Plant Tissue Culture Technology" was held from February 19<sup>th</sup> to March 10<sup>th</sup>, 2002 at A.G. Bioteck Laboratories (India) Limited, Hyderabad, India. This training program was made feasible due to cooperation from AOTS Alumni Society of Andhra Pradesh, New Delhi AOTS office, Dhaka AOTS office and Nepal AOTS Alumni Society (NAAS).

We were very much delighted to know that we were selected for WNF training program which was going to be held in India. After pre-departure orientation at NAAS office in Kathmandu, we left for Hyderabad on February 18<sup>th</sup> and arrived there on the same day. Our training consisted of lectures, lab work and field visits, which gave us the idea of how large tissue culture companies operated. Our Nepal Biotech Nursery is a small company and the operational procedures in the training company and ours are different although the technical matters and theoretical aspects in both companies are very much similar to each other.

Since we were the only two participants, we got good opportunity to learn tissue culture procedures very closely and we got to learn many new ideas on tissue culture. The laboratory at AG Bioteck is much larger than what we are used to here in Nepal. The main aspects of tissue culture that we learnt are:

1. Media preparation
2. Explant preparation
3. Establishment of Aseptic cultures *in vitro*
4. Sterilization
5. Subculturing process
6. Hardening and rooting
7. Secondary hardening

One of the key things that we learnt was that the focus needs to be given on sterilization and cleanliness of culture room. We saw that great care was taken on cleaning and sterilization of the working room at AG Bioteck. Besides hands-on experience on different types of work done, we also learnt about lab equipment and instruments. We were also made to culture different types of flowering plants, fruit trees and woody trees. The main product of AG Bioteck is banana, but there is a slight procedural difference on how we



perform tissue culture and how they do it. Some improvements have already been implemented at Nepal Biotech Nursery after what we learned at AG Bioteck. Since we are in the midst of improvement at NBN it gave us many new insights on how we should plan ahead to make the lab environment better.

Last, but not the least we would like to express our sincere thanks to Mr. Poonam Veera Reddy, Managing Director of AG Bioteck, members of AOTS Alumni Society Andhra Pradesh, and Nepal AOTS Alumni Society for giving us the opportunity to go to Hyderabad and learn new ideas on tissue culture.



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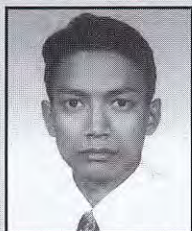
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## Training in Manufacturing of Quality Tableware Ceramics in Bangladesh

**Rabin Prajapati & Mandira Maharjan**  
Bhaktapur Ceramics Pvt. Ltd.



First of all, we would like to thank Nepal AOTS Alumni Society (NAAS) for providing us the opportunity to participants in a 20 day training program on "Manufacturing of Quality Tableware in Ceramics" under WNF Program.

Our training period was from April 22 to May 11, 2002. For the training, we left Kathmandu on April 22, 2002. We were received at Dhaka Airport by Dr. AKM Moazzem Hussain, Representative of AOTS. The next day, he took us to the office of Bangladesh AOTS Alumni Society (BAAS) and then to the office of Bengal Fine Ceramics (where we were to be provided training) and introduced us to the Deputy Managing Director, Chief Manager and other senior officers. After introduction at the head office, we went to the factory, which was about 26 km away from Dhaka. As we visited the factory, we realized how big it was because the production output of the factory was 8 metric tons per day. There are no such big ceramic factories in Nepal.

Modern glaze ceramics in Nepal started only from 1984. A German project by GTZ, first established the glaze ceramics in Nepal under a ceramic promotion project. Until then, only

earthen wares ceramics had been developed. Even today the small factories in Nepal are compelled to follow the old technology introduced by the GTZ project 18 years back.

As we saw in Bangladesh, the ceramic factories are developed than in Nepal, and their products were stone ware and porcelain. We got the theoretical as well as practical experience only in the stone ware products and knowledge of raw materials needed for this product. The ceramics of Bangladesh were being produced smoothly despite almost all raw materials being imported from other countries like

England, China, Thailand, India and Japan. In this context, promotion of ceramics in Nepal will be easier, and quicker because all raw materials such as clay, marble stone, Dolomite are available in our own country.

We are not able to produce good quality ceramic products due to the deficiency of good technology. Good ceramics technology has to be imported for quality production.

We realised that if our country has an institution for Ceramics Science, then ceramics field can be uplifted in the country.

We know that the success of a company depends on the quality of its products, and product quality can be achieved



only by increment in the technology and by total quality management of the company. Also there should be good coordination and cooperation between workers and the management.

The field of ceramics is vast and is totally a scientific work, so one has to be very careful during production.

NAAS has fulfilled not only our interest, but has also fulfilled the country's need for understanding the technology in the ceramics field. ■



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48	Manandhar Pradeep	Blue Chip International (P) Ltd.	225811	254767	p_manandhar@hotmail.com	
49	Manandhar Purushottam N.	P. Narayan Motors P. Ltd.	246454, 245824	246454	maryman@mos.com.np	241576
50	Maskey Puskar Nath	Navajeeven Textile P. Ltd.	526537, 526552	524294	maayke@wlink.com.np	526537
51	Mool Manohar Das	Kagaj Kothi	279619	249490	kagajkothi@wlink.com.np	280618
52	Mudbhary Ajaya Kumar	Nepal Wood Preservative Industries	241182	253847	mjc@mos.com.np	220452
53	Mudbhary Kiran Kumar	Mudbhary & Joshi Construction P. Ltd.	241182	270771	mjc@mos.com.np	
54	Nakarmi Mahesh Kumar	Shanker Automobiles Agency	284698	253625		
55	Nepal Arati	Nepal Paper Crafts Pvt. Ltd.	231729	470887	ritaniwas@wlink.com.np	413038
56	Nepal Pradeep Kumar	Nepal Industrial Dev. Corporation	229418, 228322		nidec@wlink.com.np	227428
57	Nepal Prakash Kumar	Butwal Spinning Mills Ltd.	071-40963	021-28912	butwal@smill.mos.com.np	071-40308
58	Nepal Ramesh Prasad	Industrial Energy Mgmt. Project	227174	470887	rpnepal@wlink.com.np	474802
59	Pandey Jyoti Prakash	Himalayan Bank Limited	227749, 250201	536149	jyoti@hbl.com.np	222800
60	Paneru Binod Raj	Bhatbhateni Communication Centre	413186, 413375	413186	paneru@wlink.com.np	416144
61	Piya Barun	Kastamandap Trade Links	428647, 438622	410737	bpiya@wlink.com.np	411072
62	Pradhan Chandra Man	Central Finance Co. Ltd.	522289	228270	rajoj@wlink.com.np	523526
63	Pradhan Dinesh	Kagaj Kothi	246578	279619	kagajkothi@wlink.com.np	
64	Pradhan Gautam Lal	Nepal Express Travel Service Pvt. Ltd.	221277	434816	nepalexpress@mail.com.np	252566
65	Pradhan Gyanendra Lal	Trishakti Cable		414579		439319
66	Pradhanang Ballav Bahadur	Modern Packaging Industry	350983, 350848	220144	modpack@wlink.com.np	223997
67	Pradhanang Sanjeeb	Prefab Concrete Ind. Pvt. Ltd.	630213, 240454	220046	prefab@infocub.com.np	223997
68	Rajbhandari Binod Man	Fairmed Concern Pvt. Ltd.	412742, 422081	414464	binod@fame.wlink.com.np	417234
69	Rajbhandari Devraj	Amico Nirman Company P. Ltd.	474003	478852	elite@ccsl.com.np	478853
70	Rajbhandari Meena Shrestha	Elite Creation P. Ltd.	474003	478852	elite@ccsl.com.np	478853
71	Rajbhandari Sarju	Mercantile Communications Pvt. Ltd.	240920	474511	sarju@mos.com.np	
72	Rajbhandari Sunil	Nanis Fashion	524113	524113	sunilraj@wlink.com.np	535554
73	Rajbhandari Ujjal	Himalayan Bank Ltd.	535556	221092	ujjal@hbl.com.np	416218
74	Rajkarnikar Ramesh	Krishna Puroti Pvt. Ltd.	411452	415957	shreyas@wlink.com.np	271439
75	Rajkarnikar Shant Raj	Nebula Fruit Products	270166	270309	sail@wlink.com.np	266459
76	Rijal Sanjeev	Nepal Jute Industries	021-22529, 24429	411205	ctravels@mos.com.np	
77	Sapkota Durga Lal	Nepal Material Handling Engg.	056-22541			056-22245
78	Shah Satya Narayan	NRB Dept. of Mint, Sundhara	246615		nrbmint@ntc.net.np	221750
79	Shakya Asta Bahadur	ABC Screen Printing	278849	278849	ambassador@ambassador.com.np	418832
80	Shakya Bindu	Hotel Ambassador P. Ltd.	410432	417041		



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81	Shakya Kiran Narsing	Subash Printing Press	533191, 429041	533191	salin@ccsl.com.np	533603
82	Shakya Mani Ratna	Deurali-Janta Pharma Pvt. Ltd.	371061	532667	djpl@ccsl.com.np	435166
83	Shakya Raju	Otard International Pte. Ltd.	413933	414378	otard@mos.com.np	416720
84	Sharma Hari Bhakta	Deurali-Janta Pharma Pvt. Ltd.	435167, 435168	418297	djpl@ccsl.com.np	435166
85	Sharma Himalaya Prasad	Himali Bakery Co. P. Ltd.	350848	521682	himal_sharma@hotmail.com	
86	Shrestha Bijendra	Pacific Commercial Co. P. Ltd.	430525, 431525	278721	pcc@wlink.com.np	430413
87	Shrestha Imojini	Modern Printing Press	253195	253195	modprint@infoclub.com.np	225524
88	Shrestha Krishna Mohan	Surya Confectionery P. Ltd.		061-25090		
89	Shrestha Prabin Krishna	Machhapuchhre Bank Ltd.	061-30900	533009	mb@mos.com.np	61-30500
90	Shrestha Prakash Rudra	Nepal Consult P. Ltd.	524379, 536827	246449	nc@wlink.com.np	536824
91	Shrestha Pratul Lal	Orbit International Pvt. Ltd.	524944, 524844	265553	orbit@mos.com.np	526098
92	Shrestha Rajoj Man	Central Finance Co. Ltd.	522289, 536420	522289	rajoj@wlink.com.np	523526
93	Shrestha Radhika Ranjitkar	Quality Printout	247730	432509		240118
94	Shrestha Ramesh Bahadur	Ajima Wool Carding & Spinning Udhog	474679	355395	sematravels@wlink.com.np	412746
95	Shrestha Rohini	Sana Hastakala	436631	428640	sanahast@wlink.com.np	526985
96	Shrestha Sanjoj Man	Shiva Nirman Company	270518	271438	shiva@sanjoj.wlink.com.np	271251
97	Shrestha Shashindra	NEBICO Pvt. Ltd.	350541, 350130	372346	shashi@nebico.wlink.com.np	350527
98	Shrestha Suman Bahadur	Ace Finance Company Limited	249396, 249388	491176	ace@mos.com.np	249477
99	Shrestha Surendra Bahadur	Kathmandu Maida Mills Pvt. Ltd.	350221, 350385	249170	sajas@ccsl.com.np	
100	Shrestha Surendra Das	Balaju Engg. & Structure Works (P) Ltd.	350302			
101	Shrestha Urmila	Sherpa Cooperative Trekking Pvt. Ltd.	224068	520466	shepaco@mos.com.np	354373
102	Shrestha Yogendra Prasad	Nepal Share Markets Co. Ltd.	267606	223564	yogen@mail.com.np	227983
103	Silwal Subash	Japan Auto-Techno Nepal Pvt. Ltd.	275714, 224553		subas5@hotmail.com	248845
104	Singh Prabendra Lal	Nepal Biotech Nursery	541349	256529	nbn@mail.com.np	224553
105	Singh Ram Kumar	Lazimpat Metal Engg. Works	428506	415404		525417
106	Singh Ramesh Man	BISCONS	227470	244515		
107	Subedi Purushottam	Karma Tara Carpet Ind. Pvt. Ltd.	270275, 271015	275324	rmsingh@biscons.wlink.com.np	271693
108	Subedi Ramesh Prasad	Sharma & Co. (P) Ltd.	260210	271226	zafar@kfc.wlink.com.np	260628
109	Suwal Mahendra	Prasuma's Delicatessen (P) Ltd.	310336, 310672	312035	prasuma@ccsl.com.np	310671
110	Suwal Prakash Raj Singh	Blue Chip International (P) Ltd.	225811	247491	suwalprakash@hotmail.com	
111	Tamang Dev Raj	Hyonjan Elect. Engg. Fabricator P. Ltd.	270991, 284014	355648	hyonjan@wlink.com.np	279543
112	Tandukar Jyoti	Institute of Engineering	534070	259059	jyoti@coremag.net	
113	Thapa Bhagat Bahadur	NIDC	228322	472812	nidc@wlink.com.np	227428
114	Tuladhar Indu Ratna	International Motorcycle Spare Parts	418161	272038	emailenet@indo.com.np	242625
115	Tuladhar Janak Raj	Kathmandu Repair Centre	226344, 246518	523964	csb@ccsl.com.np	245835
116	Upreti Prajesh Nath	Nepal Chemical Works P. Ltd.	415753	415753	ncchem@wlink.com.np	422387
117	Vaidya Binod	Institute of Engineering	532235	229374	bi_vaidya@hotmail.com	
118	Vaidya Brajesh	Nepal Biotech Nursery	541349	271073	nbn@mail.com.np	525417
119	Vaidya Ramesh Nanda	Professional Computer System (P) Ltd.	244626, 244475	374082	rameshv2@yahoo.com	242518
120	Yadav Shivjee Roy	Nepal Industrial Dev. Corporation	228322	480415	shivjeeR@yahoo.com	227428



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S.No.	Name	Office	Off. Tel.	Res. Tel.	E-mail	Fax
1	Adhikari Ratnakar	New Everest Construction	227568			
2	Adhikary Puspa Raj	Bhandary Garment Industry	473279	473616		
3	Agrawal Ratan Lal	Inter-Tech P. Ltd.	071-40147	071-40471		071-43471
4	Aryal Suman Raj	Biswash Garment	437241	420357		
5	Bajracharya Prakash	Bajra & Bajracharya Enterprises	524851		machendra@ntc.nep.np	
6	Bajracharya Tri Ratna	Institute of Engineering	542054	253565	bajracharya_triratna@hotmail.com	
7	Bhagat Radhe Shyam	R.S. Bhagat & Ass. Consulting Artitech	021-26597, 614794	425247	rsbhagat@world.com.np	021-26597
8	Bhandari Keshab	NPEDC	350522	495791	keshab@ccsl.com.np	350530
9	Bhandari Mukunda Ram	NPEDC	350567, 350566	247062	sandeep@wlink.com.np	350530
10	Bhandari Narayan Prasad	Nepal Telecom. Corporation	226004			
11	Bhandary Kishore Ram	Royal Drugs Ltd.	227210	415563	kishore_rb@hotmail.com	226116
12	Bhattarai Narendra	Nepal Bangladesh Bank Ltd.	492231	434130	narendra@nbl.com.np	490824
13	Bhattarai Shashi	Nepal Industrial Dev. Corporation	228322	473925	shashibhattarai@yahoo.com	
14	Bishet Hitler	Narayani Feed Industries	057-20231	057-20463		
15	Dahal Basu	Himalayan Bank Limited	225399		hbl@hbl.com.np	
16	Dhakal Shiromani	Hetauda Cement Industries	057-20020	021-27194	hcilptd@mos.com.np	057-21023
17	Ghimire Kapil Dev	Small Business Promotion Project	223361	415473		223361
18	Ghimire Pranab	Nepal Industrial Dev. Corporation	228322	350198	ghimirepr@hotmail.com	
19	Hada Anil	Super Biscuit Industry		226463		
20	Hada Purna Prakash			270043		
21	Joshi Kush Kumar	Nepal Ekra Engineering Co.	243436, 244857		kush@neek-transformer.com	253612
22	Joshi Surendra Raj	Style Trade Line	355880, 388867	352785	sugan@mos.com.np	355348
23	Kachhapati Bhawati Lal	Panda Cab	981022521			
24	Kansakar Tiratha	Himal Cement Company Ltd.	330184	422578	npi@mos.com.np	330136
25	Karanjit Saurab	Nepal Pasma Industry	273354	533342		270092
26	Karki Dasrath	Millennium Marketing Nepal	521078	524821		
27	Karmacharya Chandra K.	Karmacharya Trading	061-25529	061-23016	kbh@mos.com.np	061-21571
28	Khanal Sarita Karki	Lomus Pharmaceuticals	354027	351861		436395
29	Kharel Gourish K.	K-too Health Food Inc.	031-20108	410647		
30	Maharjan Asha Lal	Nepal Telecom. Corporation	213944	526379	nmmill@wlink.com.np	424168
31	Maharjan Ashok	Palpali Lable Industries	414772	414772	csb@ccsl.com.np	
32	Maharjan Babu Raja	Kathmandu Repairing Center	246518		romiluck@hotmail.com	
33	Maharjan Mandira	Bhaktapur Ceramics Pvt. Ltd.	613440	424540		
34	Maharjan Suresh			540101		
35	Manandhar Leesa	Lomus Pharmaceuticals	354027, 420060	263501	leesamanandhar@hotmail.com	436395
36	Mathema Kishor Bhakta	Harissiddhi Brick & Tile Factory	521451, 521178		nbgroupp@mos.com.np	522776
37	Nakarmi Dibesh Lal	Krisuns Works	284698	273177	dlnakarmi@hotmail.com	
38	Nakarmi Narayan	Radymade Garment Training Center	256931	258270		
39	Piya Jiwan Lal	Chirag Foam Ind. Pvt. Ltd.	430773, 350384	420773	piya@ccsl.com.np	430945
40	Pokharel Arun	Shangrila Tours (P) Ltd.	226138, 226139	420018	arunp@mos.com.np	418182
41	Pokhrel Sanjeeb Chandra	Nepal Rubber Udhog Pvt. Ltd.	221123	221123		223145
42	Poudyal Upendra Keshari	NRB. Mint Dept. Sundhara	226965	474144	nrbmint@ntc.net.np	



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43	Pradhan Banshee Ram	Blue Chip International	256481	354043		
44	Pradhan Kishor Kumar	Birat Pharma Lab (P) Ltd.	021-27191	21-27144		21-27082
45	Pradhan Prabh Keshar M.	NIDC	228322	272650		227428
46	Pradhan Sushil	Professional Computer System P. Ltd.	244626, 244475	225999	prabhupradhan@nidc.wlink.com.np	
47	Pradhanang Tara Bahadur	Prefab Concrete	220046	220046	sushil_pradhan@hotmail.com	
48	Prajapati Rabin	Bhaktapur Ceramics Pvt. Ltd.	613440	611625	prefab@infoclub.com.np	
49	Prajapati Rupesh	Chandewori Auto Engineering	485862	011-61671	rabinprajapati@hotmail.com	
50	Rana Ashoke S. J. B.	Himalayan Bank Ltd.	227749	222245	hbl@hbl.com.np	
51	Rimal Rabi Lochan	Himal Iron & Steel P. Ltd.	51-39406			51-39403
52	Roy Ram Darshan	Pashupati Vanier Udhog	46-20016	46-20095		
53	Shah Balendu Bikram	Himalayan Brewery Ltd.	290555	536288		
54	Shakya Arun Kumar	Shimizu Corporation	227568, 223178			
55	Shakya Surya Bahadur	Shambala Garments (P) Ltd.	522433	522433	shambala@wlink.com.np	522433
56	Shrestha Amar Lal	Doree Printers	415399	415399	sematravels@wlink.com.np	412746
57	Shrestha Bhagawati	Nepal Biotech Nursery (Pvt.) Ltd.	541349	355218	nbn@mail.com.np	
58	Shrestha Bhushan Krishna	Pape Inc. Traders	246303, 253404	533809	pape.inc@mail.com.np	225524
59	Shrestha Geeta	Readymade Garment Train. Center	256931	226526		
60	Shrestha Gopal Krishna	Himal Cement Company Ltd.	331762, 331764	526531	ksgopal@wlink.com.np	330136
61	Shrestha Guna Raj	PD Consult	491475	229190	pdconsult@wlink.com.np	
62	Shrestha Hari Gopal	Hitesh Garments	221262	221262		
63	Shrestha Jyoti	Ayusha Garment Industries	470542	470542		
64	Shrestha Keshab	Natural History Museum	271899	272578		
65	Shrestha Laxmi Bahadur	Harishidhi Brick & Tile Factory Ltd.	240698	418862	nbgroupp@mos.com.np	240665
66	Shrestha Madhav Narayan	Nepal Water Supply Corporation	419585, 411194			
67	Shrestha Prashant Lal	Academy of Information Tech. Pvt. Ltd.	242226	358883		
68	Shrestha Rajan Babu	Aero Care Air Conditioning Service	474072	412903		
69	Shrestha Ratna Man	Shakti Hume Pipe Udhog	270518	271438		
70	Shrestha Ruby Laxmi	National Dairy Development Board	525400	491334	kdshr@ccsl.com.np	532096
71	Shrestha Sabin Lal	High Land Distillery	231316	521797		
72	Shrestha Sanu Maiya	Nepal Biotech Nursery (Pvt.) Ltd.	541349		nbn@mail.com.np	
73	Shrestha Suresh	Nepal Auto Mechanical Workshop	275725	528821		
74	Shrestha Umesh	Anupum Foods Pvt. Ltd.	539012	522676	afpl_ktm@wlink.com.np	527586
75	Stapith Hira Ratna			226774		
76	Shapit Ajaya Ratna	New Hotel Crystal Pokhara P. Ltd.	061-20035	228013		
77	Subedi Mukti Nath	Rakhu Bhagwati Const.	220520	61-20967	ajsthapit@mos.com.np	228028
78	Tamang Ladhuram	Hyonjan Elect. Engg. Fabricator P. Ltd.	270991, 284014	355648	hyonjan@wlink.com.np	279543
79	Thapa Bipin	Academy of Information Tech. Pvt. Ltd.	546410 Ext. 18	522462		
80	Todi Subodh H.	Godawari Marble Industries P. Ltd.	411187	412268		
81	Tuladhar Subarna Das	N.B. Group	240698	228444	nbgroupp@mos.com.np	412961
82	Tuladhar Ujjwal Bir Singh		417759	417755	ujwal12@hotmail.com	
83	Upadhaya Ganesh Prasad	Wagle Trading Co.	353136, 355365	353136	sugan@mos.com.np	353348
84	Upadhaya Sarad Chandra	Janak Education Material Center Ltd.	610170	473284		
85	Vaidya Anand	Vaidya Electronics	480041	480041		
86	Vaidya Pradeep Man	Vijayadeep Pharmaceuticals	525515	521448	vaidya@upharma.wlink.com.np	535367



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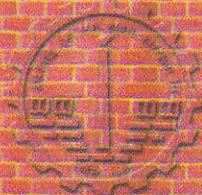
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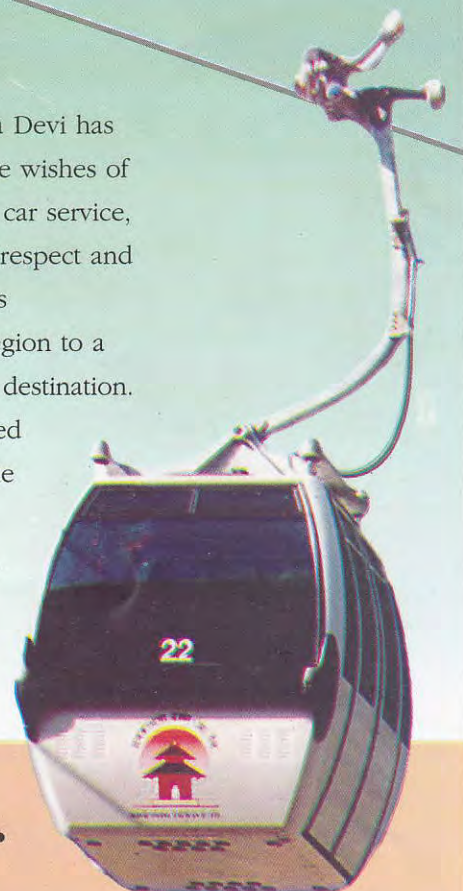
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