

president's Message

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Dear Members,

I am pleased to connect with you again.

We will have our Audit by ICMCI in the coming months I reiterate the need for everyone's updated CV for that and for creating a repository for consulting. **Please note to retain your CMC you need to update your CV every year.** As a part of the Audit we may also be organizing a large convention/event that will bolster our standing and creating learning opportunities for our members. This will allow us to leverage the visiting audit team from ICMCI as well.

The Constitution has enabled the entry of industry members and we must seek to expand our membership base to include friends from the industry. I believe this engagement with industry shall expand the business opportunities for our members.

I reiterate my request to the members to participate and reach out and enroll more members with a brand new constitution.

The new different categories are:

Industry Affiliate: To encourage more and more persons from Business / industry /Academics/ Services and who are yet to join consulting as a profession, a grade of Industry Affiliate is open. All persons who are associated with the Industry whether Consulting or otherwise and wish to undertake consulting in future or wish to continue learning the profession of consulting are eligible to join. However this category will not confer any voting rights on the members till they start practicing consulting. The Executive Council will decide on eligibility and rules on these from time to time and case to case basis.

Industry Member: Any incorporated or unincorporated entity or separately identified division within such an entity who endorses to the objectives of the Institute may apply to be admitted as a member under User Industry Member category. Organisations are divided between Small, Medium and Large, based on the total turnover of the entity.

I hope we can get more user industries to join IMCI. We have already begun the process of enrolling.

We continue to have issues with receipt of accounts finalisation and it is resulting in compliance and penalties under new laws. I am requesting that the Chapter Chairs take this more seriously.

Looking forward to a more fruitful year.

With best wishes

Anuj Bhargava
President IMCI



CERTIFIED MANAGEMENT CONSULTANT
Professionals trusted for critical times



EDITOR'S NOTE



Dear Members,

We have great pleasure in presenting September 2018 issue of 'Consultants Forum' of IMCI.

All professionals want to be perceived by others as intelligent, well informed, having specialised knowledge and expertise in their areas of operation. They are committed to a particular field and develop their skills and expertise in that field. They keep their knowledge up-to-date to deliver the best possible results. A professional is expected to maintain integrity, honesty, ethics and code of conduct.

It is common practice that they all need some certification for basic level of competence. Professional bodies create barriers to the entry to the profession to ensure that their name is not devalued due to incompetence and falsification. These professional bodies and associations maintain standards to ensure quality and enhance social status. The professional bodies have their accreditation policies and practices.

The world is brimming with abundance of choices and information. However, too much of information flow and addiction to chatting and surfing are some of the negative effects which need to be discouraged. There is need to sort out useful information from meaningless noise. Freedom to dump anything on internet floods it with wrong information. Misinformation is weakening the ability to think.

Knowing things is different from understanding them. In the words of T. S. Eliot: "*where is the life we have lost in living? Where is the wisdom we have lost in knowledge? Where is the knowledge we have lost in information?*" In a way, irrelevant information adds to incompetence.

Authenticity of information and saving precious time for more productive work are big issues for intervention of consulting community.

We thank Prof. Rajat K. Baisya for contributing an interesting article on 'cheap labour is no longer a competitive advantage in the Indian context due to technological advances'. He has suggested that consultants need to play a role in this transition to help the industries. Mr. Lalit Mahajan has expressed that 'We must learn to patronize merit and put enterprise and innovation on a pedestal.' Dr. C. J. Paul has shared his experience as a consultant in the area of 'corporate social responsibility (CSR).' Mr. T. Ramaswamy is of the view that contingency plans and timely action can minimise the damages which happen due to disaster. The views expressed in the articles are not necessarily of IMCI.

We congratulate our members for sharing their achievements. Dr. U. K. Srivastava has shared his memoirs from his project in Lusaka, Zambia. Mr. Mohan Kancharla received management consultant award 2018. Dr. Sitasaran Singh wrote a Hindi book on management. Mr. Navin Kumar Choudhary is the author of 'you are a born winner'.

We will be happy to get a feedback from the members and their valuable suggestions for making the **Consulting Forum** more vibrant and a useful mode of communication.

With best wishes

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Cheap Labour to Technological Advances in India

Role of consultants to manage Transition



Rajat K. Baisya

India's Cheap labour are Not really Cheap:

India had a distinctive advantage of relatively cheaper industrial as well as farm labor which was always considered as an important factor for lower cost of production for goods and services. Although taking labor productivity into consideration, Indian labor cost is not that cheap as many of us think. Besides, we have labor trouble and agitation which further reduce productivity and working hours. Every state has its 'Minimum Wage Act' providing wage structure under skill, semi-skilled and unskilled categories which controls the implementation of the Act in industry. Some of our industries only engage physical labor and pay low wages to become competitive, like say Diamond cutting and garment manufacturing sector that thrives on cheap labor rate. Huge work force work in this industry. Diamond is imported and after polishing, grading and certifying it is exported and same is the case with garment and many other industries. In farm sector, we have a situation where farm labor as well as farm gate price of agricultural commodities including fruits and vegetables are cheapest in the world. But when it comes to selling price to consumers or even for industry for processing it is 4.5 times costlier than farm gate price. Poor infrastructure resulting into high wastage and multiple middlemen involvement are responsible for large part of that cost which end consumers have to bear. While Industrial labour wages are somewhat controlled but agricultural labour wages is totally uncontrolled where migrant labourworks under landowners who dictates their own terms. After NRC result for Assam was out, many people are suggesting including Swaminathan Ankleshwarya Ayer that the 4 million foreigners be spread over all states to work as agricultural labour as Bangladesh will not take them back and they cannot be kept in camps.

'Make in India' - cheap labour is not an advantage:

Apparently the perception that cheap labour in India will make product competitive globally also one of the reasons behind the expectation of much publicized 'Make in India' initiative that investors should invest in India to produce for the world market. It is needless to say that 'Make in India' initiative has not worked and many other initiatives that followed from this like 'Skill India' also did not deliver their projected performance objective. And reasons are many but mostly in its poor implementation and for going overboard on spending the costly resources to be exploited by vested interest groups delivering on the ground practically nothing. Even the former Vice Chairman of NitiAayog Arvind Panagariya has written in one of his articles very recently "that despite repeated assertions that 'Make in India for the World' but in reality it is now 'Make in India for India' ". Global trade forces pushing India to go back to old regime of import substitution to reduce import bill and protect domestic producers. In the current global trade environment, it makes good sense to increase export of products where we are cost effective. Very recently, Government has increased the import tariff of many textile items to protect the home grown producers. And also given special concessions to clear large stock of skim milk powder to protect the farmers as dairy industry either refusing to buy milk or paying low price to farmers who are helpless producing highly perishable commodity like milk. India now produces about 25% of the world milk and have prospect to emerge competitive in global trade. From the days of having acute shortage of milk we now are world's largest producer of milk but still not globally competitive to export. The

government action in isolation as mentioned above, in fact, is going in the direction of protectionism to eliminate the competition artificially. The good old game again seems to be raising their head.

SME sectors will face challenges to overcome:

There is a huge dependence of our economy on the performance of SME sectors which contributes over sixty percent of our economy. Under new dispensation of Industry 4.0, SME sector in various product categories are being challenged, particularly those who were exporting. Under current trade scenario when Indian rupee is becoming weak and touched five years low at Rs. 70 to a dollar, our import will be costlier and export will be relatively cheaper. But export is possible if only we are cost competitive. A significant part of the prime cost of a product is direct labor cost. Productivity also significantly impact cost competitiveness. Think of a scenario where manual work and programmable high precision work in an industry is being performed by robots and controlled by artificial intelligence. It can be mentioned here that Robots are also costly although it is an one time capital investment. The world famous robot manufacturer in Germany called 'Kuka' are really costly but those are designed for high precision work which only highly skilled people can perform but industry prefers to get it done by robots for both quality and cost considerations as well as error free performance which sometimes can be attributed to possible human error. In a space craft or aircraft or even for critical medicine there is no place for error as one error can even wipe out the corporation altogether. For unskilled industrial and farm labor, engaging robots can have some distinctive advantage. There is no recurring cost barring maintenance, no bonus, no labor trouble, no long term benefits like pension, gratuity, health insurance etc. Robots don't fall ill, so no absenteeism and no medical costs- in short, no short term or long term liabilities.

Recently I have been reading articles written against the possibility of robots taking away jobs of lower and middle level employment. They argue that although some jobs will be lost but with robots, cost will come down and there will be increased consumption and production which will in turn increase employment. They are mostly western HR consultants and practitioners. They live in a consumption saturated society offering no growth and they eye developing, emerging and under developed world for their growth, survival and sustainability. HR experts have thrived creating new slogans and introducing new jargons in management parlance. But business does not happen that way. If costs go down people are not going to eat more, use more toothpaste and soap or perfume, or take more medicine. In fact, people are going to live longer now adding to social liability cost to be taken care of. Indian aging population is also going up to 340 million as per estimate. Families are becoming smaller and fragmented. Educated workforce will move around the world and there will be migration of highly skilled labor. I was participating in an innovation workshop on packaging recently where one Dr. Ali from Indian Institute of Packaging made a presentation on the issues that are recently being hotly discussed on plastic as packaging material and he said we have produced 8.30 billion MT of plastic material so far which was non-biodegradable and which is equal to the weight of 8.3 billion elephants. And we need the substitution, otherwise our planet is in imminent danger. When we started our industrial career in seventies there were three choice of packaging materials namely, glass, metal cans and paper boxes. I recollect a very reputed British Company Metal Box who were manufacturing metal cans used to advertise saying "Things are happening in Metal Box more than metal boxes". Gradually plastics of various types replaced all these and glass industries and metal can manufacturers became sick including prestigious Metal Box. Today the trend is reversed. And there is growth in those traditional packaging materials.

The technology, environmental issues and regulations, change in life style and issues concerning sustainability will drastically change the industry structure and process as well. Even some types of the industry categories will become irrelevant. New industries have to come up, existing industry has to transit to be relevant in new order global emerging industrial scenario. European countries are collectively working to help improve the competitive advantage of the SME sectors by jointly pulling their resources and working in their newly set up 'Competency Centers' where universities and industries are working together under one roof on Robotics, AI and Smart factories for co-creating innovation. Europe can nullify the cheap labor advantage of ours and can become more competitive. What EU is doing collectively, India has to do alone. But what we can do?

Questions For Consultants to help find organization specific answers:

What we can do in India to face new challenges? How we can still deliver all inclusive growth? Can we change the problem of high population and unemployed labors to our advantage? These are the questions consultants and researchers must address. How can management consultants help industries in this transition? We have been discussing this in various forums. There are extreme views in this. Those who are required to answer as it has direct impact on their current role are seen to be not admitting the existence of a problem. Like, when I asked CEO of FICSI (Food Processing Sector Skill Council) Dr. Arya, he said things will not change in foreseeable future. I can understand his guarded response. The other group thinks that there will be a huge change and we will all be caught unaware. And then learn to overcome the challenge as we face them. Both approach may be totally wrong. We need to collect data and work in our environment to find a solution.

It is an imperative that we need to focus on global market and to succeed we need to be globally Competitive. In our traditional sectors like handlooms, garments, handicrafts, traditional and ethnic Products, agricultural products like tea, spices, hand tools, medical services, Information technology services and many other products categories which we can produce cheap because technology has not invaded those sectors as yet and human skills are not easily substitutable by robots we can make difference as luckily robots cannot think and cannot display creativity. In those sectors we still can grow. But for doing that we need to organize ourselves by developing skills, productivity as well as scale up the existing facilities by forging different models of operations where a great deal of work needs to be done by our consultants. Management consultants has to manage this transition effectively.

Prof. Rajat K. Baisya is a Fellow of the Institute of Engineers, Indian Institute of Chemical Engineers, a Fellow of Institute of Management Consultants of India and World Confederation of Productivity Sciences. He is the Founder President of Project & Technology Management Foundation and is on the board of many public and private companies and Distinguished Visiting Professor of many institutions, universities in India and abroad. He is the Chairman of a leading consulting company - Strategic Consulting Group Pvt. Ltd. (SCGPL) focusing on strategic management consulting services for significant performance which has now signed collaboration agreement with US based knowledge management consultancy company - Applied Knowledge Sciences Inc. (AKS). USA, to provide consulting support to companies in India as well as abroad. SCGPL in association with AKS runs in-company certificate program on 'Knowledge Management'. SCGPL will be shortly launching an e-commerce portal for consultants which will act as a stock market for our consultants to realise their market value.

"The finest eloquence is that which gets things done."-Davis Lloyd George

"Words may show a man's wit but action his meaning."-Benjamin Franklin

Management----- is a practice rather than science or a profession though containing elements of both.-
---ultimate test of management is business performance, achievement rather than knowledge---."-
Peter Drucker.

Decide what really matters and focus on 'art of action' to close the gaps between your plans and the desired results.

Disaster Management

How contingency plans and action can help



T. Ramaswamy CMC

Disasters occur in various faces of planet earth. These include natural disasters. Man-made disasters occur due to wrong decisions and assessment of situations. Sudden rush of adverse forces acting in quick succession leave little time to think calmly. The result is thinking becomes impossible and blinking which leads to panic ascends the throne of the decision maker.

We shall take an example of a natural disaster which occurs in the form of flash floods causing death, destruction and displacement of thousands of humans.

Unprecedented rains lash a State pouring incessantly measuring ten to fifteen times the usual rainfall in a few minutes. Reservoirs become full and dams are threatened. Water levels rise at lightning speed. People are scared and are confined to their homes. Many find their houses destroyed in seconds. The authorities monitor the situation and are caught unawares by the huge volume of rising waters in the reservoirs and rivers. Decision making is under great pressure. With genuine intentions they open the shutters of all dams. The warning given to residents living on the banks of rivers comes abruptly and does not give enough time for evacuation to safer places. The result is that hundreds of lives are lost; thousands are rendered homeless with all their belongings washed away. Homes are under ten to 20 feet water. Here decision making comes under tremendous pressure and **panic** takes over sound decision making. When panic gains the upper hand panic buttons are pressed. Decision making drowns and along with it heavy loss to life and property occurs.

This is a difficult and insurmountable situation. The spillover effects last for months and losses apart from lives mount to several thousands of millions of rupees. Authorities in charge of flood control, dam management and disaster management feel helpless and pray and wait hoping for miracles to save the dams and the people. Dreadful disastrous results follow. The magnitude of this is manifested very soon.

Now the question is can we minimize or avoid such calamities before panic takes over the driver seat? Human agencies have no power or skill to foresee accurately the extent and depth of damage likely to arise from natural calamities. The best of expertise many not be able to foresee precisely and avoid such calamities. Forecasts and timely action can save life and property in minor cases and minimize damages and loss in high intensity cases. It is here the importance of **contingency action planning and implementation** arises. This alone can help to minimize the damage.

Taking the example of flash floods the available data have to be continuously studied with the best of expertise available and this should be a regular feature of disaster management function. The source of disaster, be it heavy rainfall, reservoir or river system, has to be subjected to elaborate analysis and studies and findings made public. These may have to be revised and updated in the light of the latest data and conclusions available. Dam management and river management authorities in close coordination with disaster management agencies will have to work intelligently at the speed of light.

The contingency plans will be based on the complete and up to date data on weather forecasts relevant to the region, climate changes, and rain falls. The experience should be used to **classify the dams and river systems under A B C categories** depending on the risk and damage potential. **This will be the basis for contingency plans and action.** Various practical alternatives should be studied in detail and made part of the contingency plan. The best expertise should be drafted for this purpose and no recruitment is to be made for such posts based on the lowest tender principle or popularity contest. Decision making is certainly not a popularity contest. The objective should be to avoid or minimize the damage and loss of life. Otherwise disaster management will fall in the category of Disastrous Disaster Management with Mr. Panic as the key decision maker. Let us hope wisdom will prevail in all such cases with high professionalism in disaster management.

"You can easily judge the character of a man by how he treats those who can do nothing for him."- James D. Miles

"Thinking is easy, said Goethe 'acting is difficult and putting one's thought into action is the most difficult thing in the world'.

"It is easier to produce ten volumes of philosophical writing than to put one principle into practice."-Tolstoy

"An organization's ability to learn and translate that learning into action rapidly , is the ultimate competitive advantage."Jack Welch

"No matter how big and tough a problem may be, get rid of confusion by taking one little step toward solution. Do something." —George F. Nordenholt

"Talk does not cook rice. "—Chinese proverb

Let's Rise Above the Crowds



Lalit Mahajan

The boom that followed the opening up of India's economy, engulfed the westernized middle class into a tumult of grandiose: Businessmen, Corporate Executives and Bureaucrats. The metamorphosis has been evocative. The intoxicating spectacle of a capitalist transformation has caught this generation on the cusp. Who are these protagonists? How equipped are they to fashion what India should look like in the rest of the 21st century?

'The selfish Indian middle class' as portrayed by Pavan Varma, mirrors how gluttonously this class tends to devour the goodies spawned when economies are freed. Elbowing out the have-nots, lest they too flaunt similar acquisitions, they imbibe a devilish belligerence. 'Mandal' has tried to change all that. But top positions are still with the traditional haves. Lest this sounds like a tirade against the haves, let's delve below the surface! This cluster of protagonists, however self-centered, are providing economic and functional leadership. Without them there would be no catching up with the technology-driven western world. As Alvin Toffler puts it, we'd be bypassed by "The Third Wave".

Made to Measure

Triggered by internal structural changes and the external environment, businesses and corporate are moving from an era of certainties to one of apprehension. However, the bold take these head-on and carve out new styles of leadership. They have a disdain for waiting to identify the changes (internal & external) and instead revel in becoming the change!

In this charged milieu, personalities are emphasized; image ship and sloganeering rule the roost. Economic progress is the badge that provides the sheen. Stars are created. And get dislodged when the going becomes unfavorable.

The Good

The brave new order has brought in many welcome changes.

Transparency is the ruling ethos. Lobbying has been smothered and is scurrying for cover. The new breed doesn't care a toss about loyalty or past favors. 'Personal attacks' are for those who are weak on substance and not for those who are pursuing the path of development.

'Don't stifle playfulness' is a clarion call doing the rounds. Such frivolity, scorned by traditionalists, is today regarded as the fountain head of innovation. Programs that spark such sentiments are patronized. Brashness and frankness are seen as stimulants.



The boss returned from lunch in a good mood and called the whole staff to listen to a couple of jokes he had picked up. Everybody but one girl laughed uproariously. “What’s the matter?” grumbled the boss. “Haven’t you got a sense of humor?” “I don’t have to laugh,” she said, “I’m leaving on Friday.”

Wither Class

The protagonists have prospered robustly. But they continue to be mired in pursuing mundaneness. Who will mentor the nation to heights of righteousness and spirituality? Who will foster goodness that will alleviate the downtrodden and marginalized? Who will take us above the crowd of ‘also ran’ nations?

The ‘have’s’ in most nations patronize culture. This means classical musicians, sculpturists and artists, and theatre. Lakhs of Indians who regularly pay Rs. 300 for a bollywood movie have never paid that, for a classical concert/art exhibition/museum ticket/drama. All these institutions of culture survive in India through sponsorship.

Look at our general sense of aesthetics. We have the most ugly urban spaces and buildings. We brag about ‘per sq.ft. rate’.

The unhinged and the irrational always win in our country. Truth is forever on the scaffold...

‘wrong’ on the throne. We must learn to patronize merit, to put enterprise and innovation on a pedestal.

Honestly Speaking...

The monsoon was eagerly awaited by one and all. As I headed out of the door, I asked my niece, who studied atmospheric physics, whether it was going to rain. When she said she didn’t know, I shot back, “what kind of meteorologist are you?” “The honest kind” she replied.

“One reason so few of us achieves what we truly want is that we never direct our focus, we never concentrate our power, most people dabble their way through life, never deciding to master anything in particular.”-

Anthony Robbins author, 1960

“Drive and determination have been more influential in predicting professional success Unless you are working at something you love, it is hard to find the discipline to exhibit drive and determination.”

(David H. Maister , 1997).

“. ---Persistence and determination alone are omnipotent.” **Calvin Coolidge-former U.S. President**

“Pursue one great decisive aim with force and determination. ---” **Carl Von Clausewitz**

“The difference between expert performers and normal people reflect a life long period of deliberate effort to improve performance in a specific domain.” -**Geoff Colvin**

The Corporate Social Responsibility (CSR)

My Experience



Dr. C. J. Paul

What is Corporate Social Responsibility (CSR)?

When business houses start showing care and support to their employees and their environment, it is part of their business proposition and ethics. Only when they step out and do something for those whom the governmental measures are inadequate and inaccessible, then it is qualified for CSR.

But it is also common to see some Business groups are so infamous for their activity in the local area that they start showing their Social Responsibility to far off places by planting trees, sponsoring music events, sports etc. This is not an act of social responsibility but substituting social responsibility through corporate irresponsibility. You must have all heard the saying “Devils at home and Angels abroad”. Typically this is what some business houses do.

Benefits of CSR

CSR could prove to be a very useful supportive tool for business success.

Based on CII survey of (2002) it has been observed that the following areas of business advantage arising from CSR actions:

- Competitive advantage
- Financial advantage
- Marketing Advantage
- Stakeholder relationship (Employees, consumers, supply chain members, shareholders, community, government) advantage
- Corporate image advantage (*Source: CII Website*)

Why CSR is a management is a serious issue?

Corporate Social Responsibility is nothing new to India. Many Indian business houses were having community development programmes based on the founders’ vision and commitment. As sole influencer the founder could extend his good heart as part of the business. Institutionalizing the CSR evolved very late. Business groups were getting closer to state, consumers and communities as part of their business expansion this required out lining a specific strategy for CSR.

Government of India passing of Companies Act, 2013 gave a new dimension to CSR and the act made it obligatory for the companies having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year to constitute a CSR Committee to manage the corporate social responsibility programmes of the company.

The activities that the companies have to focus as part of CSR interventions are clearly given in CSR-Schedule VII-(Sections 135) as amended

Activities relating to:—

- (i) Eradicating hunger and poverty and malnutrition, promoting preventive healthcare and sanitation and making available safe drinking water.
- (ii) Promoting education; including special education and employment enhancing vocation skills especially among children, woman, elderly and the differently abled and livelihood enhancement projects.
- (iii) Promoting gender equality and empowering women;
- (iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources and maintaining of quality of soil, air and water
- (v) Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women.
- (vi) Protection of national heritage, war widows and their dependents, Rural development projects
- (vii) Measures for the benefit of armed forces veterans, war widows and their dependents;
- (viii) Training to promote rural sports, nationally recognised sports, paralympic sports and Olympic sports;
- (ix) Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women;
- (x) Contributions or funds provided to technology incubators located within academic institutions which are approved by the Central Government;
- (xi) rural development projects;
- (xii) slum area development.

Central Public Sector Enterprises have an edge over other companies in CSR management:

In addition to the Company's Act guidance, Central Public Sector Undertakings has an advantage in the practice of CSR from the inception of the PSUs.

Pandit Jawaharlal Nehru, India's first prime minister, called Public Sector Units (PSUs) the 'temples of modern India'.

The spirit of community development implanted as part of the ideology of PSUs continued for many decades. CPSU ministries provides additional guidelines for implementing CSR periodically and strict enforcement and monitoring of the programme by the concerned ministries have given an edge over Private companies in the CSR implementation.

Mixed views on CSR:

From the philanthropic mode now CSR implementation has shifted to management mode. This requires consultants to companies for CSR management need to master the influencing factors to make CSR management a success.

Many Private Companies still consider CSR as a burden and try to continue in the mind set of philanthropic mode.

It is necessary to guide them to right identification of CSR activities through base line studies, needs assessment exercises, periodic evaluation of the activities etc. which are explained below:

CSR consulting areas:

I have been observing the demand for the consultancy services from the companies for the CSR and tried to synthesise the demands in the following heads:.

1. Conducting the base line study as part of the corporate social responsibility programmes of the companies.
2. Conducting the community needs assessment study as part of the corporate social responsibility programmes of the companies.
3. Conducting the impact assessment study of the corporate social responsibility programmes of the companies.
4. Pre funding Appraisal studies (Proposal for CSR support received directly from Communities, NGOs or Government agencies)
5. Conducting Social Impact Assessment studies prior to project commissioning.
6. Monitoring support for the CSR project implementation
7. Sustainability or participatory implementation training for the CSR beneficiary organization (Two days)
8. Executive Development Programme for the officers associated and CSR Employee volunteers of the company.

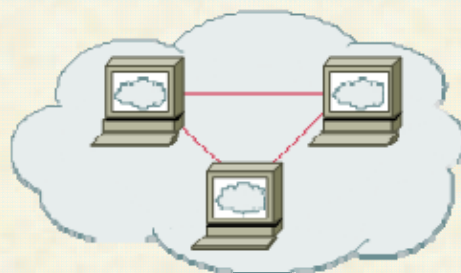
To conclude:

Let us (consultants) help the companies to perform better through our enlightened consulting skills. The difference between management consulting and CSR consulting is that in the former we use HEAD alone in the latter we have to use our HEAD and HEART.

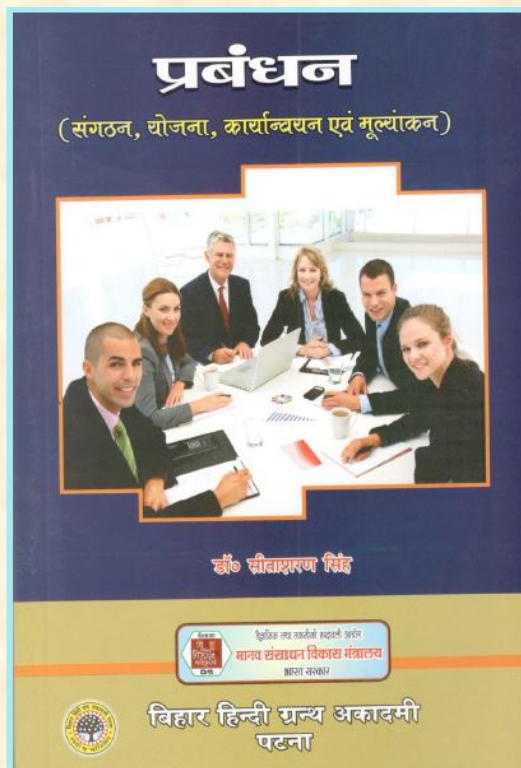
“No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people.” J.R.D. Tata.

Dr. C. J. Paul is an independent Social Development and CSR management Consultant based in Chennai. He has a PG and Doctorate in Social Work from Loyola College Chennai. He was empanelled by NABAT as a SE (Socio Economic) expert in 2017.

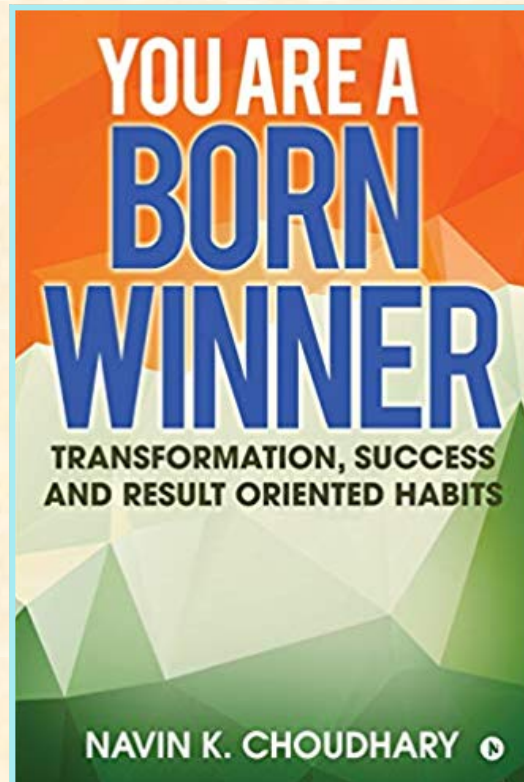
Connectivity is a critical ingredient of economic development. Computing and communication are getting cheaper due to digital revolution. To be effective, you will need cooperation of others with whom you work. Establishing appropriate relationship and winning confidence of people makes it easier to get results. Networking is an effective process of interacting with professionals



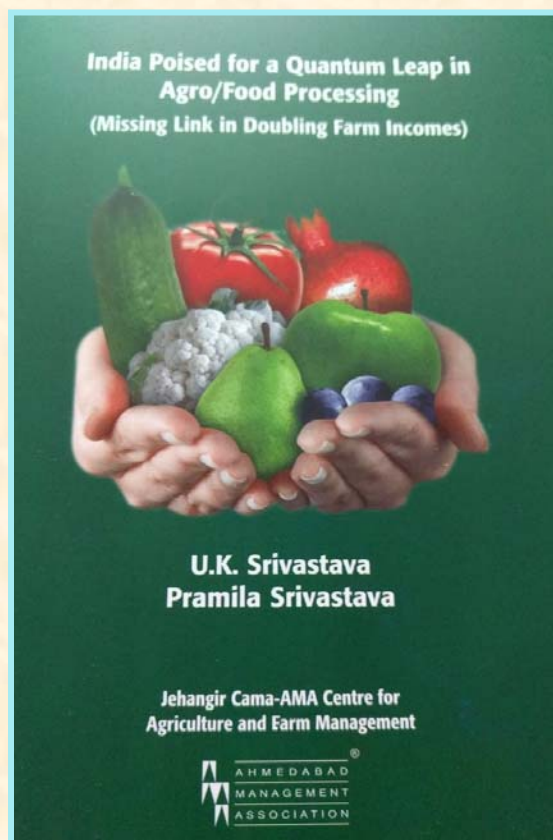
Members Making News



The only HINDI book on MANAGEMENT for Indian universities published written by **Dr. Sitasaran Singh CMC**



Navin Kumar Choudhary, founder of HR Score has written a book 'You are a Born Winner'. You may visit [HRScore website](http://HRScore.com) to know the details



Dr. U. K. Srivastava /Dr. Pramila Srivastava
P. S. Management Consultants

Members Making News

Dr. U. K. Srivastava completed his assignment with Government of Zambia and African development Bank as the Team Leader, Zambia Feed Africa Programme (Feb 2018- July 2018)



BOOKS AVAILABLE @ IMCI



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IMCI HYDERABAD Chapter

Digital Disruption - An Industry Perspective- A Panel Discussion @ T Hub Hyderabad, 7th July 2018

A Panel discussion on the topic **Digital Disruption - An Industry Perspective** was organized by IMCI Hyderabad on 7th July. The event got an overwhelming response, with participation from 80 delegates from industry, consulting and academia attending the event. The event was sponsored by Karvy and represented by their DGM-Online Business.

The Chairman of the Hyderabad Chapter, Vijaya Saradhi welcomed the gathering and apprised the activities and objectives of IMCI.

We have also celebrated the day as the **International Consultants Day** and in line with the tradition of IMCI Hyderabad, the chapter remembered late **Mr. Sankaran Nandakumar**, former Chairman. Mrs. Nandakumar was kind enough to attend the event and was felicitated by Mr. ID Prasad who reminisced his experiences of working with Mr. Nandakumar.

Mr. Suresh Reddy, Chairman and CEO of Lycos Internet Ltd was the key note speaker and moderator of the panel. Mr. Reddy outlined the current digital trends and applications in the areas of health, transportation, e-commerce, conversational interface, AI& Machine Learning. He opined the opportunities available to humanity to pursue higher level pursuits such as poetry and music while leaving the routine technical work to machines and robots.



The other panel members consisted of :

R. Rama Iyer, Senior Vice President, Head - Corporate Innovation, T-Hub

Mr. Kishore Hirani, CIO, Amararaja Group

Mr. Pulak Singh, DGM Online Business, Karvy Stock Broking Ltd.

The panel shared their individual and organizational perspectives, challenges and experiences in Digitization. The audience posed some probing questions to the panel on areas such as job losses, work-life balance, societal impact, concerns on privacy and security making it very lively and engaging. Mr. Reddy felt that the fears of job losses due to technology are exaggerated while major job shifts will occur.

Mr. Shankar Chelluri, Deputy Chairman IMCI Hyderabad proposed the vote of thanks during which all the panel members were felicitated by the Managing Committee Members of IMCI Hyderabad.



IMCI MUMBAI Chapter

IMCI session on 13th July, 2018 - "Reputation Management - of Companies and Individuals"

The session was conducted by **Ms. Mitu Samar Jha**, Reputation Consultant & the Founder of EMINENCE.

The topic of the session was 'Reputation Management' which covered the importance of investing in relationships by doing little things on a regular basis.

For instance: Instead of regular meet ups, appreciating articles and posts on social media, asking for feedback and recommendations etc. This keeps one in the consideration set. The focus should be to move from Consideration set and convert the client.

Ms. Mitu Samar Jha suggested few techniques which we one can incorporate to make that transition smooth. Importance of personal brand was highlighted in the session as well.

Recruiters often Google a potential employee before having him/her onboard. Therefore it's imperative to have visibility across social media handles. Building reputation on social media need not involve monetary spend. Posting relevant content on a regular basis on social media is the hack. A consultant need not wear a suit and have several jargons up his/her sleeve. It's okay to break the stereotype.

For instance: having an unconventional visiting card helps in recall of the card holder.



IMCI PUNE Chapter

IMCI Pune Event: Dr. Dilip Sarwate Memorial Lecture (29th September'18)

IMCI Pune Chapter as a token of remembrance to Late Dr. Dilip Sarwate (one of the Founding pillars of IMCI) - organised a talk as part of Dr. Dilip Sarwate Memorial Lecture on the topic "Industry 4.0, India" at MITCON institute of Management, Pune.



K Jayshankar (Dy Chairman) welcomed the guests and set the context, the dignitaries on the dias were:

Mr. Pramod Chaudhari, Executive Chairman, Praj Industries Ltd.,

Dr. Pradeep Bawadekar, MD, MITCON Consultancy

Mr. Suresh Gankar, Chairman, IMCI Pune

Special guest: Mr. Abhijit & Gauri Sarwate (Son and Daughter-in-Law of Dr. Dilip Sarwate)



Dr. Pradeep Bawadekar spoke about Dr. Sarwate as a mentor, friend, philosopher and guide while sharing few anecdotes about Dr. Sarwate.



Mr. Chaudhari enlightened all of us with insight about the nuances of Industry 4.0. The seamlessness and robust requirement for the global benchmark and excellence and where we stand as a nation along with possible opportunity for all of us with a special mention to the Consulting community. The Q&A session just added extra cherry to the session.



Mr. Chandan Maheswari (Hon. Secretary, IMCI Pune) proposed the Vote of Thanks. The event was a special one for all of us and the nostalgia of our respective interaction and learning from the great man (Late Dr. Sarwate) was the highlight of the day!

The program was attended by almost 150+ audience members covering IMCI Pune members, Guests, B School students and faculty. A special thanks to team MITCON Institute and Mr. Suresh Gankar for taking the lead in organising the event.

Special mention of our colleagues from IMCI Pune : Shrikant Pangarkar (Past Chair), Vijay Laghate, Bharati Dole, Shekhar Agharkar, Sachin Bhide and others.



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