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- Competitive Advantage
- Continuous Improvement
- Financial Controls
- People
- Supplier Trust

3PL

Plan B
NC MEETING AT VISHAKHAPATNAM

Newly appointed Professor: Dr. M.K. Bhardwaj greeted by National President Mr. G.K. Singh

Newly appointed Professor: Dr. S. Roy Chowdhury greeted by National President Mr. G.K. Singh

National President Mr. G.K. Singh presenting Memento to Mr. Rabi Narain Padhi

Chairman, NC and Executive Committee Members of Vishakhapatnam Branch presenting Memento to Dr. M.K. Bhardwaj, Chairman BoS-IIMM

A Group Photo at NC Meeting, Vishakhapatnam.

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Website: www.iimmvadodara.org / www.iimm.org
Dear Professionals,

Greetings from Your National President!!!

I hope you all would have celebrated Independence Day with great pride.

IIMM NHQs also celebrated Independence Day and your National President Hoisted the National Flag at IIMM NHQ Building. On this occasion, IIMM NHQ conducted Train the Trainers Program for MLS program developed by ITC Geneva. I congratulate, Dr. C Subbakrishna, Former President & IIMM coordinator and NHQ Staff for successfully conducting the program.

It is heartening to note that Govt. of India is going to allow regulated use of Drones from January 2019, which will herald a new era in Logistics.

IIMM Vizag Branch has recently conducted a one day National Conclave in a very befitting and professional manner on the theme “Way Forward Industry 4.0 – Shaping Future Supply Chain for Business Excellence” besides conducting 169th NC meeting. Important decisions regarding Education and other matters were taken in the NC meeting. I congratulate IIMM Vizag Branch Chairman and his team for organizing and hosting both the events in a very befitting manner.

I also congratulate Chairman, IIMM Bangalore branch and his team for conducting their 17th Signature Event i.e. 2 day Scale 2018 program, on the theme “Innovation and Optimization of Supply Chain towards Business Excellence”. The program was truly of International Standards and covered all contemporary developments in SCM.

We are in the process of revising the course curriculum of PGDMM and developing the course curriculum for PGDSCM&L duly approved by AICTE to make the programs more Industry Acceptable. Recently we had a meeting with Publishers at Delhi and have also called for suggestions from all to upgrade the quality of Study Material.

I am also pleased to apprise you that, IIMM Aurangabad Branch is hosting National Mega Event NATCOM 2018 at Aurangabad on 22nd and 23rd November 2018 on the theme “Customer-Engagement – technology Aspirations for NextGen Supply Chain and Manufacturing”.

I request all the Members to come forward and extend their services by bringing in more students, institutional members, advertisements for MMR and support IIMM Aurangabad Branch in making NATCOM 2018 a Grand Success.

Yours

G. K. SINGH
National President - IIMM
e.mail: s_gksingh@yahoo.co.in
Dear Members,

Blockchain is technically a distributed but not copied, decentralised, database of digital information that holds some value, across a network, initially designed for Digital Currency “BITCOIN” but now finding immense potential in other areas. It can be easily accessed by each networker who can further add the values or inspect it but can’t change or delete the values. It is not stored on a single computer or at a central place but is evenly distributed to each computer of the Network, which makes it nearly impossible to be edited, mishandled and hacked.

Two big transformations have radically changed the outlook of Supply chains. First, supply chains are no longer traditional networks of manufacturers and suppliers. Now they are huge network of product variants moving through multiple vendors, all trying to coordinate and work together. Secondly, supply chains and operations have become increasingly dynamic.

Product lifecycles are shorter, consumer preferences are changing more frequently, customer convenience has led opening of more distribution points, warehouses etc.and the speed & accuracy at which the information travels across this network is what, has called for innovating new technologies.

Blockchains is one such technology with incredible elasticity, incorruptible nature, inbuilt robustness and transparency, it can be shaped in different ways, to fit different processes, network and participants. It’s true that blockchain was initially designed for financial transactions, but when it comes to supply chain management, it could make it easier for big businesses to track the whats, the whens and the whys for every single order on the supply chain.

One of the benefits of blockchain is that it makes data much more interoperable. Companies can direct or share information more easily with manufacturers, logistics providers, suppliers and vendors. This increased transparency can help to reduce delays and disputes, and it can also prevent shipments from getting stuck in the middle of nowhere. You can’t really lose them if they’re tracked in real-time.

A product’s origin and movement can be tracked seamlessly across the entire supply chain, which in turn would help in taking proper decisions regarding production, warehousing, delivery, managing inventory at the vendor’s premises, thus by making whole Supply Chain more easy and efficient.

Blockchain is also much more scalable, offering an almost unlimited database that can be accessed from multiple points around the world. Through blockchains, companies gain a real-time digital ledger of transactions and movements for all participants in their supply chain network where each participant has a copy of all transactions and movements as part of that ledger. If any participant tries to fool the system or perpetrate fraud, that participant is manipulating only its transaction or movement and will be immediately out of sync with the rest of the network and will be caught red handed, a powerful deterrent to bad behaviour.

Blockchain technology is considered to be a game-changer for decentralizing infrastructure and building a trust layer for business logic. It is envisioned to be a technology that could propel us into the next industrial revolution, with new paradigms for doing business in finance, supply chain, transportation, shared economy, and many other industries.

(DR. M.K. BHARDWAJ)
# MATERIALS MANAGEMENT REVIEW

## Volume 14 - Issue 11 (September 2018)

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**Edited, Printed & Published by:**

**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**

4598/12 B, 1st Floor, Ansari Road, Darya Ganj, New Delhi - 110 002.
Phones: 011-43615373 Fax: 91-11-43575373
E-mail: iimmdelhimmr@gmail.com & iimm2delhi@gmail.com
Website: www.iimm.org

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Introduction: Electronic Waste (e-Waste / e-scrap) gets generated when at the end of usable life an electronic product is discarded. Globally technology is developing at a very fast speed, as such newer devices are introduced for use each year and the existing ones are rendered as redundant. This process continuously goes on and a very large amount of e-waste is created every minute.

Electronic waste or e-waste may be defined as discarded electronic items viz. computers, office electronic equipment, musical devices, cell phones, television sets, refrigerators. Also, the used electronics goods which are destined for reuse, resale, salvage, recycling, and those electronic items which are for disposal and repairs as also the secondary scraps with them such as copper, steel, plastic, etc.

The term “waste” is reserved for residue materials which are dumped by the buyer including residue from reuse and recycling operations.

e-Wastes– Volumes Generation: As per one report of UN in 2016, worldwide, each year approximately 50 million tons of e-waste is generated - 100,000 tons of which is exported from UK shores, according to a recent BBC Panorama programme. A large proportion of worldwide e-waste is exported to China.

In just over a decade, India will have on its hands a whopping 130 million obsolete desktop computers and 900 million laptops to dispose of, a new research paper estimates.

Besides the sheer volume of non-biodegradable material this entails, e-waste involves distinctly hazardous substances such as cadmium, mercury, lead, arsenic and a blend of plastics that are difficult to remove from the environment, says the study published in the latest edition of International Journey of Environmental Technology and Management.

e-Waste Impact on Environment: A recent report from the United Nations Environment Program (UNEP) found nearly 90 percent of e-waste is being illegally dumped and traded. Due to the relatively new issue of e-waste disposal, many countries – especially developing ones – do not yet have protocols or laws on the topic in place yet.

The processes of dismantling and disposing of electronic waste in developing countries led to environmental risks from the internal components of discarded electronics, specifically heavy metals. Here are some of the main ways that different types of e-waste can negatively affect the planet and its inhabitants:

Air Pollution: Many rudimentary e-waste “processing plants” are not ethically run – or safe. For example, some e-waste traffickers burn open computer wires in order to get to the copper inside – a valuable commodity. The open burning can release hydrocarbons into the air, while the chemical stripping of gold-plated computer chips leads to emissions of brominated dioxins and heavy metals.

Water Pollution: Cathode ray tubes (CRT), often found in older televisions, video cameras and computer monitors are often broken apart, the yoke removed and the shell dumped. Contents in the shell, such as lead and barium, could leach through the soil and into the ground water of local communities. This endangers not just the people who drink and bathe with this water but also the different species of wildlife that rely on the water to sustain.

Soil Pollution: In another study, on an area with a population of 45 million, it is found that the entire population is at-risk due to the toxins entering the “soil-crop-food pathway,” which is one of the most common ways that heavy metals enter the human body.

The other findings in the study are highly dangerous for humans and animals on the earth which are as under:

- Airborne dioxins – one type found at 100 times levels previously measured.
- Levels of carcinogens in duck ponds and rice paddies exceeded international standards for agricultural areas and cadmium, copper, nickel, and lead levels in rice paddies were above international standards.
- Heavy metals found in road dust – lead over 300 times that of a control village’s road dust and copper
Information Security: In addition to the impacts on our environment, e-waste also poses a potential security threat to both - individuals and businesses. If a hard drive is not properly erased before it’s thrown away, it can be opened, potentially putting sensitive information in the wrong hands. Credit card numbers, financial data and bank account information can all be obtained by those trained to do so. There are many large organized crime gangs in various places in the world which specifically dedicated to searching through discarded computer drives for data.

After knowing these harmful impacts of e-waste on our environment, it becomes imperative for us all Supply Chain Managers to pay serious attention towards this activity in their respective organisations. Known to us all, in manufacturing industry, procurement of materials is part of Supply Chain Function. Obviously, the procurement teams know better than anyone else in the organization regarding handling and disposals of e-waste.

How do I dispose of e-waste safely and ethically?

Till 2016, the world generated 44.7 million metric tonnes of e-waste. Only 20 per cent was this waste was recycled through appropriate channels, says a recent report by the United Nations (UN).

Globally, there is a crucial need for properly handling and recycling e-waste in eco-friendly manner which should lead towards sustainable e-waste management.

India’s electronics industry is one of the fastest growing industries in the world and the country is in the process of having a formal e-waste recycling sector. In major cities of India, the e-waste management system is being currently developed. Interestingly, India has had the e-waste rules in effect since 2011. Presently, in handling e-waste over a million people are engaged in India but they are not aware of the dangers involved in operations. Severe health impacts and environmental damage are widespread in India, due to the final step of the e-waste processing by the informal sector.

According to the World Health Organization, exposure to electronic waste may have a serious impact on your brain, nervous system, respiratory system, cell structure, blood pressure, reproductive system, skin, liver and kidney — in short, on each and every body part.

While formalising the disposal process for e-waste, the Government has to intervene and make strict rules for compliance, here is what Supply Chain Managers could do to lower the risks.

- Discarded cell phones and other such items should not be kept under your roof under any circumstances. The best way to let these items go is for exchange offers in which the buyer offers you a new item, keeps your old one and gives you a certain discount. Similar treatment must be given to all other discarded electronic items including Printers, computers, laptops and general household electronic and electric items.
- The e-waste items should be appropriately segregated as it would be a mistake to simply drop unused e-waste in your dustbin for the garbage boy to pick up. You do not mix the e-waste with the less harmful waste.
- There are many government and non-governmental organisations that help you dispose e-waste. Seek their assistance. According to the Central Pollution Control Board, there are a total of 176 registered e-waste dismantlers/recyclers in the country.
- According to the WTO, children are more vulnerable to the risks caused by e-waste. Make sure your children have the least amount of exposure to such items. At home, try to keep your child’s nursery as eco-friendly as possible.
- Waste management or Waste disposal is all the activities and actions required to manage waste from its inception to its final disposal. This includes amongst other things, collection, transport, treatment and disposal of waste together with monitoring and regulation. It also encompasses the legal and regulatory framework that relates to waste management encompassing guidance on recycling etc.
- A yawning gap exists already between the e-waste generated in India and its capacity to deal with it. No more than 16 formal e-waste recycling companies exist, with a total installed recycling capacity of just 66,000 metric tonnes, which takes care of less than 10 per cent of the total e-waste produced in the country.

The major chunk of e-scrap is handled by the uneducated people in the unorganized sector. While dismantling the e-wastes, it mixes hazardous chemicals and gases in the environment. This class of people is neither aware of this nor they bother for the same, as such, Supply Chain Managers must ensure that in their respective organizations, e-waste is necessarily sold to authorised people only.

At the end of it while concluding, I would like to stress upon that notwithstanding that there is an urgent need for the Government to frame stringent rules on E-Waste disposal for every one in the country, nonetheless, SCM Professionals should not wait for the same and play their roles with utmost sincerity and with a commitment that we have to pass on an environment to our future generations which is worth living.

Resource: Several issues of ET, TOI, The Tribune & Internet.
Purpose-In the current decade there is a conscious need to achieve sustainable Supply Chain has grown in the world community. World-wide a variety of Indices have been developed to manage the sustainability. The present study is conducted to sense the depth of proliferation and the nature of sustainability profiles practices in India. How to achieve sustainable products and services is a challenge for engineers and scientists. This paper carves out the evidence and facts that identify the sustainability indicators and perceptual profiles of these indicators for a Supply Chain.

Design/Methodology- Content analysis has been done to explore the sustainability indicators/variables, in general, using the developed indices in various countries, thereby conjoint analysis has been done for the profiling of these indicators.

Practical Implications- Most of the players in a supply chain finding very difficult to implement sustainability dimensions in their organizations. Profiling of sustainability indicators gives them a kind of flexibility to choose an appropriate sustainability profile.

Research limitations- The presented profile may vary in different demographics therefore, it is imperative to choose a particular profile depending on the external environment of the organization.

Originality /Value —This study is among the first and most exhaustive ones carried out in profiling and perceptual mapping of sustainability indicators of a Supply Chain.

Keywords: Sustainability Indicators, Sustainable Supply Chain, Conjoint Analysis

1. Introduction : Sustainability science has recently emerged as an interdisciplinary field of study. To run a sustainable business in the competitive environment has today become a great challenge. Start-ups have also been scrutinised based on their sustainability plan. Globally, investors are diversifying their portfolios by investing in companies committed to Corporate Social Responsibility (CSR) or Sustainability. “Investors are attracted to this new investment style because it promises to create long-term shareholder value by embracing opportunities and managing risks deriving from ongoing economic, environmental and social developments. It focuses on future challenges and is capable of capturing qualitative non-financial information for criteria such as quality of management, corporate governance structures, reputational risks, human capital management, stakeholder relations, corporate social responsibility” (López, García, & Rodríguez, 2007). There are a few sustainability indexes are being designed to assess the sustainability performance of the organisations. These indexes are used to evaluate the sustainability practices adopted by different organisations. The Dow Jones Sustainability Group Index (DJSI) (Knoepfel, 2001), Global Reporting Initiative (GRI), and Environmental Sustainability Index (ESI) are widely used indexes for business practices globally (Díaz-Balteiro & Romero, 2004; Siche, Agostinho, Ortega, & Romeiro, 2008), apart from these indexes some other indexes are also practiced in Europe, Canada, Latin America and Australia.

While the world is moving towards the sustainable business, it is imperative to study the state of Indian business scenarios. As Indian economy is growing rapidly, it is essential to plan for the sustainable economy. The present study is focused on the study of facets of sustainability for a supply chain in India. The purpose of the study is to map the perception of Indian Supply Chain Managers, how they stand in practising sustainability in their organisations. Supply Chain Management has been evolved as a key decision concern of an organisation, supply chain managers have to plan for Sustainable Supply Chain. The study identifies the key supply chain sustainability indicators amongst various sustainability indices discussed above; thereafter, conjoint analysis has been done for perception mapping of Indian managers and entrepreneurs for the present state of Indian sustainability practices. To sense the state of sustainability practices following research question have been formulated:

RQ 1. To sense the depth of proliferation of sustainability practices among Indian practitioners.

RQ 2. To sense the differences in global sustainability practices and sustainability practices adopted by Supply Chain Managers (SCM) in India.

The paper has been divided into four sections, section-1 contains introduction of the study, section-2 contains methodology adopted and data collection, section -3 contains the results and discussion, and section-4 presents the overall conclusion of research outcomes.
2. Methodology: Conjoint analysis has been applied in various fields for mapping the perception of the respondents, it has been applied in consumer research (Soutar & Turner, 2002), (Ryan & Hughes, 1997) and (Green & Srinivasan, 1978), medical sciences (Al-Omari, Sim, Croft, & Frisher, 2015) and variety of other applications by various researchers. The origin of conjoint analysis go back to at least 1920s, Luce and Tukey had published the formal paper on the conjoint analysis in 1964, until now the field has been aided considerably by the proliferation of algorithms for the computations involved. The rich heritage of conjoint analysis may be referred in following literature (Louviere, 1988b), (Green & Krieger, 1991), (Louviere, 1988a), (Ryan & Hughes, 1997), (Green, Krieger, & Wind, 2001), (Ryan & Farrar, 2000), (Wittink & Cattin, 1989), (Hair, Black, Babin, Anderson, & Tatham, 2006) and (Green & Srinivasan, 1990). Recently wide ranges of applications of Conjoint Method have been published.

Partially-individualized conjoint analysis has been used for comparison of consumer preferences in two European countries (Diamantopoulos, Schlegelmilch, & DuPreez, 2015). Conjoint analysis has been used to map the attitude towards immigration in USA (Hainmueller & Hopkins, 2015). A novel comparison between rating-based conjoint analysis and choice-based conjoint analysis have been conducted based on preferences for iced coffee in Norway (Asioli, Næs, Øvrum, & Almli, 2016). A comparative study to map students perception towards global start-ups among Korean and German Students have been conducted to see global variance among two student groups (Bernauer, Kim, Han, & Sohn, 2016).

Adaptive Conjoint Analysis has been proposed for Defining Corporate Governance (Adrian, Wright, & Kilgore, 2016). Conjoint analysis has also been used to map expert opinion (Okumura, Hatta, Wada, Takeuchi, & Kishi, 2016), it is has been used in differential and dynamic pricing, consumer research and medical applications (Aruan & Crouch, 2016; Fransen et al., 2016; Landfeldt et al., 2016; Ødegaard & Wilson, 2016; Taylor, 2016; Van Cauwenberg et al., 2016). The spectrum of applicability of conjoint analysis has given the flexibility to utilise the concept in our study. The steps for conjoint study have been depicted in figure 1. The Rating method of conjoint analysis has been used in this study. Figure 1. Shows the steps were taken for the conjoint study.

Eight sustainability variables with Forty Levels have been taken for the study. These Indicators are identified using a systematic review of available sustainability indices and it is mainly based on GRI. A conjoint design has been prepared to come out with Thirty-Nine profiles. The Profiles are designed by taking the Indicators and levels are given bellow:

Supply Chain Sustainability Indicators
1. Governance, Commitments, and Engagement
   1. Sustainability Reporting
   2. Compliance
   3. Remediation

2. Strategy and Analysis
   1. Statement from the most senior decision-maker of the organization
   2. Description of key impacts, risks, and opportunity

3. Product Responsibility
   1. Customer health and safety
   2. Product and service labelling
   3. Marketing communications
   4. Customer privacy
   5. Compliance

4. Economic
   1. Economic performance
   2. Market presence
   3. Indirect economic impacts

5. Environmental
   1. Materials
   2. Water
   3. Energy
   4. Biodiversity
   5. Emissions, effluents, and waste
   6. Green Products and services
   7. Transport
   8. Compliance
   9. Remediation

6. Labor Practices and Decent Work
   1. Employment
   2. Labor/management relations
   3. Occupational health and safety
   4. Training and education
   5. Diversity and equal opportunity
   6. Equal remuneration for women and men

7. Human Right
   1. Investment and procurement practices
   2. Non-discrimination
   3. Child labor
   4. Prevention of forced and compulsory labor
   5. Security practices
   6. Indigenous rights
   7. Assessment
   8. Remediation

8. Social: Society
   1. Local communities
   2. Corruption
   3. Public policy
   4. Anti-competitive behaviour

Figure 1. Steps for the conjoint study

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   8. Remediation

8. Social: Society
   1. Local communities
   2. Corruption
   3. Public policy
   4. Anti-competitive behaviour
5. Compliance

Methods of conjoint analysis yield estimates of attribute trade-offs using a formal model for analysis. Various analytical procedures exist for estimating thesedeoffs. The rating method estimates utility function $U_i(X_j)$ for the attributes $X_j$ in such a way that the sum of various realizations of $U_i$ best represents the judged evaluations (Y’s) for the system.

The model can be written as:

$$Y_i = \sum_{j=1}^{n} U_j(X_{ij}) + \text{Error}$$

Where

- $Y_i$ = rating given to $i$th profile
- $X_{ij}$ = level of $j$th attribute in $i$th profile
- $U_j$ = part worth function of attribute $j$

The error term is essentially the same as the random part of the utility function. The dummy variables for the levels are coded for the above regression model.

The Dummy code for Thirty Nine profiles for the study is presented in Table 1. The conjoint design has been done using fractional design coded in R using conjoint package (Gatnar & Walesiak, 2009). The design has eight variables (Sustainability indicators) and forty-one levels as shown in Figure 2. The R code of conjoint design is given below:

```r
library(conjoint)

design<-caFactorialDesign(data=experiment, type="orthogonal")
print(design)
```

After the designing of the profiles, these profiles are being rated on a linear scale (1-10) using a questionnaire (See Appendix 1). A survey has been prepared to rate the designed profiles of sustainability indicators for a supply chain. The questionnaire has been floated to a specific set of Managers and CEOs who are handling the supply chain portfolio of the organisations. The response has been taken through an online survey as well as personal contacts. A sample size of 100 respondents is being considered for the study. The conjoint profile matrix hence will have 39X100 dimensions, and the response vector has 3900 responses. A list of the data sets that contains four elements has been designed for conjoint analysis. The list contains (a) The column vector of levels of the eight variables and have 41 levels (b) A matrix (39X100) of ratings of thirty-nine designed profile created through sample survey (c) A column vector of 3900 responses and (d) The dummy code matrix (Table 1). These data sets have been used for conjoint analysis in our study.

**R code for the conjoint study**

- `library(conjoint)`
- `attach(anup)`
- `Conjoint model<-Conjoint(Yc,code,plevelm)`
- `library(conjoint)`
- `imp<-calmpoint(Yc,code)`
- `print("Importance summary: ", quote=FALSE)`

**Conjoint summary**

- `print(conjoint model)`

**Importance summary:**

- `print(imp)`


- `print(paste("Sum: ", sum(imp)), quote=FALSE)`

[1] Sum: 100

- `plot(imp)`
- `x<-as.data.frame(code)`
- `y1<-as.data.frame(Yc[1:nrow(x),1])`
- `model<-caModel(y1, x)`
- `print(model)`

Where Yc contains the column vector of responses collected from the survey of designed profiles. Code is a matrix shown in Table 1, while plevelm is a column vector of forty one levels of sustainability indicators. The conjoint model has different attributes that could be viewed by selecting them. The attributes of the conjoint model contains the utility vector of sustainability indicators, importance vector of sustainability variables and profiles. The Conjoint Model Following contains attributes:

- `> attributes(model)`
- `$names`
Table 1. The dummy code for the levels in the sustainability profiles

<table>
<thead>
<tr>
<th>Profile</th>
<th>Var1</th>
<th>Var2</th>
<th>Var3</th>
<th>Var4</th>
<th>Var5</th>
<th>Var6</th>
<th>Var7</th>
<th>Var8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profile 1</td>
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<td>1</td>
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<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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The study is conducted to sense the differences in global sustainability practices and sustainability practices adopted by Supply Chain Managers (SCM) in India. The results of the conjoint analysis have shown that environmental issues are highly rated while Governance, Commitments, and Engagement issues are least rated by the SCM of Indian companies, as shown in Figure-3. The trials and tribulations of the conjoint study also reveal that there are four segments of the perception, which contain four clusters of sizes 29, 22, 25, 24. This is verified by the profiles of respondents, which have the same size of the respondents from mining, manufacturing, service and power sectors. Globally sustainability reporting has been a vital tool for adopting sustainability practices but the conjoint studies show that sustainability reporting has negative utility among Indian SCM. Indian practitioners also lag in Sustainability Governance, Commitments, and Engagement issues.

Figure 2. Supply chain sustainability indicators and levels.3. Results and Discussion

Figure 3. Importance Ratings of Supply Chain sustainability Variables

The Regression model of Conjoint study is shown in Table-2, which reveals that, intercept, level 1 of variable 1, level 1 of variable 6, level 5 of variable 6, level 5 of variable 7, level 2 of variable 8, and level 3 of variable 8 are the significant sustainability indicators among Indian practitioners. Figure-4 shows the Radar Map of all the levels of the variables considered in the conjoint study, which reveals the perception map of the levels among Indian sustainability practitioners.

Figure-3: Perception Map of Sustainability levels.
Table 2 Results of Conjoint Model

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Coefficients:

|                          | Estimate | Std. Error | t value | Pr(>|t|) |
|--------------------------|----------|------------|---------|---------|
| (Intercept)              | 5.46939  | 0.04394    | 124.473 | < 2e-16 *** |
| factor(x$Var1)1          | 0.13413  | 0.06383    | 2.101   | 0.03567 *  |
| factor(x$Var1)2          | -0.02890 | 0.06711    | -0.431  | 0.66681 |
| factor(x$Var2)1          | -0.02135 | 0.04529    | -0.471  | 0.63733 |
| factor(x$Var3)1          | 0.11875  | 0.09869    | 1.203   | 0.22891 |
| factor(x$Var3)2          | -0.07222 | 0.08844    | -0.817  | 0.41424 |
| factor(x$Var3)3          | -0.04069 | 0.08517    | -0.478  | 0.63286 |
| factor(x$Var3)4          | -0.02135 | 0.04529    | -0.471  | 0.63733 |
| factor(x$Var4)1          | 0.07917  | 0.06478    | 1.222   | 0.22173 |
| factor(x$Var4)2          | -0.07780 | 0.06390    | -1.217  | 0.22351 |
| factor(x$Var5)1          | 0.05342  | 0.03121    | 0.404   | 0.68598 |
| factor(x$Var5)2          | 0.12014  | 0.14062    | 0.854   | 0.39294 |
| factor(x$Var5)3          | -0.12931 | 0.14042    | -0.921  | 0.35714 |
| factor(x$Var5)4          | 0.06287  | 0.12306    | 0.511   | 0.60944 |
| factor(x$Var5)5          | -0.22823 | 0.13902    | -1.642  | 0.10074 |
| factor(x$Var5)6          | 0.14368  | 0.14108    | 1.018   | 0.30854 |
| factor(x$Var5)7          | 0.14394  | 0.14223    | 1.012   | 0.31159 |
| factor(x$Var5)8          | -0.07275 | 0.12186    | -0.597  | 0.55054 |
| factor(x$Var6)1          | -0.30947 | 0.12658    | -2.445  | 0.01454 * |
| factor(x$Var6)2          | 0.05237  | 0.09781    | 0.535   | 0.59237 |
| factor(x$Var6)3          | -0.12803 | 0.10827    | -1.183  | 0.23708 |
| factor(x$Var6)4          | 0.01651  | 0.10081    | 0.314   | 0.75360 |
| factor(x$Var6)5          | 0.32623  | 0.10417    | 3.132   | 0.00175 ** |
| factor(x$Var7)1          | 0.14649  | 0.13756    | 1.055   | 0.28697 |
| factor(x$Var7)2          | -0.10409 | 0.12253    | -0.849  | 0.39567 |
| factor(x$Var7)3          | 0.15999  | 0.12288    | 1.302   | 0.19300 |
| factor(x$Var7)4          | -0.03901 | 0.12325    | -0.317  | 0.75162 |
| factor(x$Var7)5          | -0.21545 | 0.12784    | -1.685  | 0.09202 |
| factor(x$Var7)6          | 0.13092  | 0.10814    | 1.211   | 0.22608 |
| factor(x$Var7)7          | -0.07099 | 0.13827    | -0.513  | 0.60770 |
| factor(x$Var8)1          | -0.08146 | 0.08709    | -0.935  | 0.34965 |
| factor(x$Var8)2          | -0.22153 | 0.10136    | -2.186  | 0.02891 * |
| factor(x$Var8)3          | 0.23306  | 0.09555    | 2.603   | 0.00928 ** |
| factor(x$Var8)4          | 0.03079  | 0.09645    | 0.319   | 0.74955 |

Signif. Codes: 0 ‘***’ 0.001 ‘**’ 0.01 ‘*’ 0.05 ‘.’ 0.1 ‘ ’ 1

Residual standard error: 2.585 on 3866 degrees of freedom

Multiple R-squared: 0.0108, Adjusted R-squared: 0.002361

F-statistic: 1.28 on 33 and 3866 DF, p-value: 0.1317

The regression coefficients presented in Table-2 could be used for estimation of perception on the sustainability practices among the Indian practitioners. The regression coefficients also reveal the individual utility of the sustainability attributes levels, which are represented in Figure 4 and 5. The study started with eight sustainability attributes and forty-one levels of these attributes, using the utility of the levels a new framework has been developed and shown in Figure 6. The number of levels in new framework has been come down from forty-one to twenty (Figure 6).
The research outcome shows that there is a gap in practices to manage the sustainability practices in Indian managers and the world standard practices. The perception map of different indicators shows that the Indian supply chain managers ignore a few vital indicators, as for example sustainability reporting is a vital part of corporate governance and the research shows that the utility of sustainability reporting is negative among Indian Supply chain Mangers. The proliferation of sustainability practices in India is in expansion stage. The research shows that there is a huge potential to disseminate the importance of the underutilised sustainability indicators among Indian SCM.

The study has two research questions; the first question was to sense the depth of proliferation of suitability indicators amongst Indian practitioners. The depth of proliferation could be visualised in perception map shown in Figure-3. The second question was to sense the differences in global sustainability practices and sustainability practices adopted by Supply Chain Managers (SCM) in India. The study has taken forty-one levels of eight sustainability attributes (Figure-2) which have been practised at different global indices, the conjoint study reveals that only twenty levels have positive utility amongst Indian practitioners. A new framework has been developed and represented in Figure-6. The future research in this area may be on how to adopt the sustainability attributes in Indian perspective.

References
- Fransen, J., Kiewit, W., Neogi, T., Schumacher, R., Jansen, T., Dalbeth, N., & Taylor, W. J. (2016). What should be
the cut point for classification criteria for studies in gout? A conjoint analysis. Arthritis care & research.

APPENDIX - I

SuppliersChainSustainability Practices Indicators
Rate the Sustainability Indicators profiles on 1-10 scale.

1. Indicate Your Position in the organisation. Mark only one oval.
   - Chairman
   - CEO
   - Senior Manager
   - Middle Manager
   - Lower Manager

2. Type of Organisation. Mark only one oval.
   - Service Sector
   - Manufacturing
   - POWER
   - MINING

3. Profile 1 - (A)Compliance (B)Description of key impacts, risks, and opportunity
   - Customer privacy (C)Market presence (D)Transport (E)Occupational health and safety (F)Investment and procurement practices (G)Local communities (H)Sustainable product design (I)Sustainable product management (J)Sustainable product disposal
   - Rating the Sustainability Profiles (whether you want to adopt the profile for your organisation)
   - Rate the Sustainability Profiles on a 1-10 scale

4. Profile 2 - (A)Compliance (B)Description of key impacts, risks, and opportunity
   - Customer health and safety (C)Preventive health impact (D)Proactive health impact (E)Inclusive health impact (F)Equitable economic impact (G)Community (H)Sustainable health service (I)Sustainable health management (J)Sustainable health disposal
   - Rating the Sustainability Profiles (whether you want to adopt the profile for your organisation)
   - Rate the Sustainability Profiles on a 1-10 scale

5. Profile 3 - (A)Compliance (B)Description of key impacts, risks, and opportunity
   - Customer interaction (C)Market presence (D)Transport (E)Occupational health and safety (F)Investment and procurement practices (G)Local communities (H)Sustainable product design (I)Sustainable product management (J)Sustainable product disposal
   - Rating the Sustainability Profiles (whether you want to adopt the profile for your organisation)
   - Rate the Sustainability Profiles on a 1-10 scale

6. Profile 4 - (A)Compliance (B)Description of key impacts, risks, and opportunity
   - Customer health and safety (C)Preventive health impact (D)Proactive health impact (E)Inclusive health impact (F)Equitable economic impact (G)Community (H)Sustainable health service (I)Sustainable health management (J)Sustainable health disposal
   - Rating the Sustainability Profiles (whether you want to adopt the profile for your organisation)
   - Rate the Sustainability Profiles on a 1-10 scale
Whole Life Costing: Whole life costs apply to goods and to services.

For goods, the whole life cost is the total of what it costs now to buy the goods, own them, use them over their life time and dispose of any waste at the end of their life. For services, the whole life cost is what it costs now to buy the services plus on-going costs of receiving the service plus any cost of discontinuing the service. Whole life cost is also known as life cycle costing. It is used to evaluate value when procuring complex goods and services. It can be used for simple goods and services but, for these, the whole life cost is often not much different to the original price.

The advantage of using whole life costing to evaluate value is that it makes it possible to compare the cost over the life time of goods or services which have different initial prices and different costs of use, disposal etc. over what might be different life times. Whole life costing does this by taking account of the time value of money. This involves the use of an accountancy technique called discounted cash flow in order to calculate the net present value of the various cash outflows and inflows.

Although the technique sounds complicated, it has the same basis as the calculation of compound interest and with a little practice, it is not too difficult to understand and apply. Supposing an organisation wishes to buy an IT system and there are several which can offer the service which is required but each has a different purchasing price, different service and maintenance costs and different useful life times. Which system offers the best value.

For each system, the basic steps are to identify all the costs and when they occur? Apply the discounted cash technique to the costs to calculate each cost’s net present value. Add together the net present values of the costs of each system to calculate the total net present value for that system. Do the same for each of the competitor systems. Compare the total net present values and select the lowest. Assuming that this system offers the same level of service as all the others, then this system will offer the best value.

In business to business buying and selling transactions, however, such buyer friendly legislation either does not exist or is much more limited in its scope. Moreover, many vendor organisations have a much more hard stand approach to their customers. The importance of power in a relationship is much more evident and so is the vendor organisation’s use of its power to more aggressively protect itself. The consequences of poor procurement of goods and services can be more evident. Consumers buy relatively few things which are seriously likely to damage their wealth if they buy badly (examples are a home, a loan scheme, etc). Organisations buy critical goods and services much more frequently and they can be are put out of business by the cost of a poor procurement.

In many organisations, staff are often given little or no formal training in procurement. There is also widespread ignorance of the causes of commercial failure arising from poor procurement of goods and services. If one looks here at some of the things which you should know and which are covered by a series of modular courses, which are designed using the Pareto 80:20 principle to quickly bring purchasing and contracting staff up to speed without the need for long term study.

Managing cost and price: It is often asserted that total cost is more important than price. This makes it sound as if price and cost are different. However, one party’s price is another party’s cost and total cost is simply the sum of all prices paid. It is not possible to manage total cost without managing individual prices. The difficulty with managing total cost is that not all costs are easy to identify. This is because they do not all occur at the same time. Future costs (or future prices to be paid) are very easy to miss or disregard because it can be difficult to know when they will occur or even whether they will occur. It helps to have checklists of possible future costs and to verify for any particular purchase whether and when the cost is likely to arise.

Management of price and cost takes into account its relationship with quantity, the type of pricing mechanism which is used and the type of payment method. These critically interact to affect the whole life cost of any goods or services to be purchased. The management of price/cost is often hindered by a number of fallacies. These are often accepted as corner stones of conventional wisdom:
‘you only get what you pay for’
‘price goes down with quantity’
‘price lists are fixed’
‘the bigger purchaser gets the best prices’ etc.

The management of cost/price requires these fallacies to be identified, explored and often rejected and for more rigorous methods of price/cost management to be employed.

The basis of any rigorous method of management is the use of competition+ a clear understanding of the concept of value plus supplier management. The word ‘value’ is often used without consideration or understanding as if it is always self-evident what value is. In fact, value is judgemental, situation dependent and varies from person to person or organisation to organisation.

**Conclusion:** Once value has been identified, competition and supplier management are the routes to its achievement. Organisations, which are good at managing competition; good at managing supplier relationships and good at achieving the value for the money paid.

**Buyer and Supplier Relationship are to be improved:**

As Mr Mohan Nair (National Council Member and Past Chairman of IIMM, Pune Branch) mentioned in the recent Seminar at Vizag, the buying Companies must understand and respect the Suppliers’ values. Never take it for granted and behave rudely with Suppliers.

Respecting and Honouring commitments made to Suppliers, is the utmost responsibility of the Procurement Team of any organisation, whether it is small or big and so of the Management of the organisation. Suppliers are not just vendors, they are the stake-holders of the organisation.

**Procurement and SCM Personnel Training:** Most important part is the procurement personnel to be trained / given professional education to achieve the Organisational goals and improving competitive advantage through procurement excellence.

- Very happy to mention here that Indian Institute of Materials Management is the only professional body for Materials Management, which offers many useful and important courses for training of the procurement/ SCM professionals. The Organisations should take advantage of this professional body and give their Procurement & SCM Team a professional education, wherever it is necessary and get the great contributions to the organisation’s success.

- A request to the readers of this Article: To please forward your views and suggestions to the Author and Editor of MMR, to improve on the future articles.

**References:** Internet; Self Knowledge and Experience

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*Source: ETIG Database dated 20th August, 2018*
MULTI-VENDOR MANAGEMENT IN SUPPLY CHAIN:

P. VISWANATHAN
EC MEMBER IIMM BANGALORE BRANCH
vid_shy@yahoo.com

Multivendor management is an outsourcing approach, where multiple outsourced vendors are rather than using a single vendor for working internally within the organization. There are many reasons for using the services of multivendor, including sourcing the best supplier, and spreading risk across multiple vendors, and meeting the global needs. There may also be strategic reasons or volume considerations, where a decision is made to use more than one vendor.

A multi-sourcing model can provide extra value but may create additional oversight needs to co-ordinate, multi-vendor activities. Multi-vendor supply requires challenge in a supply chain, and special co-ordination of multi-vendor activities, since change need to be carefully co-ordinate, so that all suppliers are responsible for supplying in time.

(a) Effective management of multi-vendor depends upon, identifying good standards and having them access to the process and enabling multi-vendors to work together.

(b) Multi-vendor meeting should be fairly related to where service providers need to collaborate and meet the requirements.

(c) Responsibility of vendor management to provide good strategic communication to ensure alignment with business and operational growth.

Multi-sourcing-outsourcing strategy will always have the necessity for cost reduction, removing the cost function, and transporting fixed cost to variable cost, reducing technology, obsolescence, and addressing business risk, however multi-sourcing strategy needs to really focus on the need to expand operations, the benefits can be gained from expansion, and the benefits, it that it becomes necessary to spend more money, and take on additional overhead. Multi-sourcing strategy needs to be really focused on the need to expand operations, and the benefits that can be gained from the operations of the organization.

Performance management to diversify in to a multi-sourcing, and to achieve optimal success in vendor development in a supply chain, and will ensure that sourcing will push vendors to achieve good amicable settlement, resulting in managing vendor’s competition, in the long run, only if multi-vendors are able to support in the same line of supply chain business, and then the reward for vendors performing better work, and this will initially be known how vendors perform, and vendors performance will have an impact on the business in supply chain.

Innovation will push vendors to improve efficiency, and customer satisfaction in a multi-vendor management in a supply chain management, but the importance of quality of innovation, and then gain in the result that has to be looked upon.

Innovation in multi-vendor management, is to assist in value addition of products, to increase customer satisfaction, and it is at times that vendors wants to make profit on the product, and if innovation is practiced by vendors, the increase in cost will reduce the margin on the products, however the best interest is for vendors to innovate on multi-vendors of products, and in the long run, build a good brand, and good relationship, provide greater opportunity to acquire good business in multi-vendor management in supply chain.

Multi-vendor set up has various challenges that are required to be posed by customers: Customer maturity: That is to understand the dynamics of the organization that is to say that to understand vendor dynamics, and also understand out the laid out process. 2. Customer should have also a clear definition of roles and responsibility, to understand the vendors, in the whole set-up laid out, and responsibilities of the roles.

Multi-vendor environment-since the commodity like products, materials, and computer hardware are rapidly changes in the cost, price, so often, the primary factor, and making decisions to procure of materials, products and including computer hardware in a multi-vendor management in supply chain, is that every organization has its unique situations, that effect acquisition cost decisions either with the single vendor, or multi-vendor, and although single vendor environment is fast disappearing, and downsizing of material, product of hardware component purchasing, has put in cost and delivery powers, so thus outsourcing of the product, and the requirement of acquiring product has many technical facilities in a multi-vendor management in a supply chain.

Availability: if the manufacturer does not have facility to have the particular component, material
or product or the equipment, then it is better to in for another vendor or multi-vendor as an alternative to supply the material.

**Performance:** If the performance of the product, that only a single vendor has the capability, and if the vendor is unable to perform the capability, and meet the requirement of the specific product, it becomes necessary to have a multi-vendor for the required product, material, or component.

**Reliability:** This is the most important part, and the vendor poses a wide spectrum of alternatives from which to choose, or from any number of which may be appropriate solution, however the specific degree of reliability is necessary for products, components, or materials, to be purchased from the multi-vendor in a supply chain management.

**Cost** is a difficult issue in any multi-vendor management supply chain, and this determines the quality, and the savings that can be made, while introducing vendors, and if it is worth the additional cost, if any incurred into manufacturing of the product, materials, components, and so managing multi-vendors in which cost is often the primary criteria chosen in the producing the product, material, component by the vendor.

**Location:** Of use of the product is very important in a multi-vendor management in supply chain, as such conditions exits, and it is important to acquire products that can operate under the conditions of distribution of the products, taking into consideration the administration issues that are prevailing in different environment, multi-vendor management, has the importance given to quality of service, and it is the vendor the ability to sustain acceptability in levels of service: 1. **Response time:** requires responding to services required by a multi-vendor, and will to connect the response contractually. 2. **Resource availability:** The multi-vendor management should provide in timely manner. 3. **Escalation:** Any procedure that is established by multi-vendor on escalation of price should be an extended problem.

Risk may be mitigated with multivendor sourcing for the supply of business of critical product or services, since supplier interdependency exists wherever there may be necessity or need to create integration of points of standardization with all the established suppliers in the organization.

Measuring supplier risk in a multi-vendor management in a supply chain, the steps taken to take better management of suppliers: (a) **Access supplier risk advantage:** Complete assessment has to be established, and shared the likely scenarios developed, and impact criteria for specific categories of suppliers risks, and identify what supply chain uncertainty the organization is willing to assume and incorporate into the risk records plans. (b) **Establish a structure of governance:** That clearly eliminates supply chain responsibilities, by putting a structure with clear reports, escalated risk, providing knowledge, co-ordination, and strategic direction for risk management, activities, and the ability to make decisions, supported by the level of transparency in the cost of risk analysis of suppliers in a multi-vendor management. (c) **Cost of risk analysis of suppliers:** Suppliers cost analysis with the objective of quantitative view of exposure and mitigating activities, to enable organization to optimize investment, and not to increase risk exposure. (d) **Monitor supplier process:** Performance of supplier assessment and monitoring by gathering gross data pertaining to risk assessment, and obtain qualitative information regarding supplier risk, or an uncertainty impact of the organization in a multi-vendor management in supply chain.

Supplier development to make a good decision by making to avoid risk, and getting the management to assist in decision making for better mitigating of uncertainty, as well as to optimize cost in any risk mitigation in a multi-vendor management.

Collaboration practices composing of environmental and social supply chain capacities tending to focus more on building the supply chain potential capability, than achieving short term results. Collaboration in multi-vendor management requires direct interaction between supply chain, to improve the social and environmental performance, and involves knowledge sharing experience, and co-development of environmental friendly products. Large buying firms sometimes provide suppliers with environmental knowledge programs, and social performance in supply chain in a multi-vendor management.

Manufacturers usually evaluate potential suppliers across multiple performances categories using their own selection criteria in a multi-vendor management in a supplier.

Multi-vendor selection criteria are found to vary in different situation, and expert agree that there is no one best to evaluate, select suppliers, and that the organization use variety of different approaches in evaluating process.

**Short term results:** Collaborations in multi-vendor management requires direct interaction between supply chain to improve the social, and environmental performances and involves knowledge of sharing experience, and co-development of environmental friendly products or materials. Large buying firms sometimes provide suppliers with environmental knowledge progress, and technical assistance to improve environmental and social performance in supply chain in a multi-vendor management.

In a retail management in a supply chain multi-vendor management, differ in lead time, costs and production flexibility, since product demand is uncertain, and fluctuating, and to develop an optimization system to choose the production commitments is to maximize the retailers gross profit given by demand forecasting, and vendor capacity, and flexibility contracts.
Technology and management skills are available and can be deployed to improve performance. However, the soft aspects like attitude mindset, alertness, sense of accountability, passion and persistence and such other qualities act as enabling forces to succeed in enhancing efficiency and effectiveness of supply chain.

Hence, more important than supply chain management is “SUPPLY CHAIN ORIENTATION” among all personnel of all functions in all supply chain partners. Supply chain orientation is the tacit understanding that focus of all work is towards meeting the requirement of customers in terms of right time, right quality, right quantity and right price. Whether you work in procurement, production, marketing, R&D, HR, or finance, your actions and initiatives have to be directed towards satisfaction of customer. For achieving this harmony in action following steps are required.

1) Selection of personnel: Hire for attitude and train for skill. Emphasis at the time of recruitment, should be on candidate’s inclination towards teamwork, accountability, positive engagement in work, decency, civility in behaviour etc.

2) Quality circle concept: Quality circle concept should be introduced in the intra and inter departmental work ethos. Problems should be identified as a joint effort and solutions to be devised in consultative manner. Frequent periodical interactions among team members to sort out issues impacting productivity must be organized and observed as routine.

3) Information, experience and expertise sharing: All the employees should be encouraged, motivated and alerted to share information pertaining to operations of the company from any source they come across. Information plays vital role in decision making and strategy formulation to sustain profitable operation. In case of supply chain, information is to be shared across all links like suppliers, logistics providers, customers, distributors and all agencies involved in supply chain for quick readjustments wherever necessary. Experience and expertise sharing helps in avoiding similar problems, and reinventing solutions. It saves time, avoids waste of efforts and expenditure and increases productivity.

4) Cooperation and collaboration: All functions should work in unison as a team for common cause of success of supply chain. There should be no blame game. Information regarding change in any schedule due to unavoidable circumstances should be instantly shared and solution searched together. This has to be extended to Inter company/ inter link cooperation and collaboration in case of supply chain. Quick responses and readjustments are essential in maintaining flexibility in supply chain. This is possible only through active cooperation and collaboration by sharing information and extending support.

5) Relationship Management: This is an extension of above to ensure there are no misgivings and apprehension among all partners in supply chain. Sharing of risks and rewards work as common platform for credible and comprehensive relationship among all partners. Commitment and credibility in all dealings are hallmark marks of sustainable relationship.

6) Celebration and Review: Yearly meet of all important functionaries in supply chain (From all partners) to celebrate success and review progress and improvements should be arranged for developing long term commitments among supply chain partners.

All above parameters require a mindset and hence we have to be careful in selecting and training the personnel for efficient supply chain operations.
SUPPLY CHAIN FOR HUMANITARIAN ISSUES: ISSUES AND CHALLENGES

RAJAT AGRAWAL
ASSOCIATE PROFESSOR, DEPT. OF MGT. STUDIES, ASSOCIATE FACULTY CENTRE OF TRANSPORTATION SYSTEM & CENTRE OF EXCELLENCY IN DISASTER MITIGATION AND MANAGEMENT, IIT ROORKEE
rajatfdm@iitr.ac.in

Introduction: Supply chains are becoming the most important area of decision making in almost all the business organizations. Success of a company like Walmart which is maintaining its global leadership across industries is largely attributed to supply chain management. Walmart is continuously among the top four companies in the list of fortune 500 companies since 1996 to 2018. The company achieved this tremendous success because of its ability to match supply chain strategy with the competitive strategy of the organization. Whole supply chain is designed to offer “Every Day Low price” at Walmart. Similarly, it is important to design supply chains for humanitarian objectives. In case of humanitarian supply chains, the objective is more welfare oriented. Humanitarian supply chains are developed for offering the relief materials to the victims of disasters and other major accidents. In a humanitarian supply chain, the objective is to provide relief material with high responsiveness. Humanitarian supply chains are very different from commercial supply chains.

India is a “high risk” country due to its unique geoclimatic conditions being surrounded by mountains and sea. This leads to an array of natural disasters of distinct types and properties. More than 50% of the Indian population is exposed to different types of disasters; therefore, it is important to understand various issues and challenges in developing responsive humanitarian supply chains. Increasing frequency and intensity of disasters need effective humanitarian supply chain management to deal with the disaster and lessen the impact of it.

In an effort to define, humanitarian logistics (HL), Thomas and Mizusjima (2005), mentioned it “as the process of planning, implementing, and controlling the efficient, cost-effective flow and the storage of goods and materials, as well as related information, from the point of origin to the point of consumption to meet the requirements of the beneficiaries”. As humanitarian operations encompass the lifecycle of a disaster including preparedness, response, and recovery, therefore, it is important to define the scope of humanitarian logistics according to stage of disaster in the lifecycle. We argue that cost effective flow and storage of goods and materials is only desirable in the preparedness phase. While in response and recovery phases, a very responsive humanitarian logistics is needed. Thus, the ability to conduct efficient and effective humanitarian operations is a critical element of a disaster relief process.

Humanitarian Supply Chains (HSC) is new phenomena but researchers have shown tremendous amount of interest in this area. Papers in humanitarian supply chains, disaster relief chain and humanitarian logistics are regularly appearing in various leading journals of supply chain management, operations management and in decision science journals. As discussed above, HSCs are designed for different stages of disaster cycle. But real test of a HSC is during response and recovery phases.

Figure 1 shows a generic type of commercial supply chain. In this supply chain, raw material suppliers and various component suppliers give supply to manufacturers, who do a lot of value addition in the components by assembling/finishing them to make a product which is desired by customers. Wholesalers and retailers get these products from manufacturer and wholesalers respectively. Finally, customers go to retailer to procure the products.

Figure 2 shows a HSC. If one compares figure 1 with figure 2, it is clear that HSC may have as many stages as a commercial supply chain. But actors of a HSC are very much different than actors of a commercial supply chain. Some of the special characteristics of a HSC can be as follows:

(i) High level of Uncertainty: The current environment is full of uncertainties. But these...
Horizontal and Vertical coordination in HSC:

Horizontal coordination refers to the extent to which an organization coordinates with other organizations at the same level within the chain. In case of a HSC, it means one NGO coordinates with a second NGO to provide relief goods.

Large number of small actors: In a commercial supply chain, at each stage of the supply chain, some limited number of actors is operating. Therefore, it is possible to control the activities of these actors. But in case of HSC, number of actors at each stage of the chain may go up to infinite. Particularly at the starting stage where NGOs are collecting resources from donors, this number may become countless. Though, each one involved in a relief chain has the same common goal to help people and alleviate suffering but working style of each one of them may be different. This also creates a challenge for coordination in HSCs.

Lack of Coordination: The coordination means relationships and interactions among different actors operating in a supply chain. In case of a commercial supply chain, it is coordinated by a major actor. Therefore, it can be called as supply chain of Wal-mart, supply chain of Dell or supply chain of Indian post. Though challenge of lack of coordination is present in supply chains of fruits, vegetables etc, but there are companies which are trying to coordinate the supply chain of these products also. But the issue of lack of coordination is very severe for HSCs. Starting point of HSCs are individuals who donate materials to NGOs or Voluntary organizations. These different organizations have no coordination mechanism. It is observed during different disaster relief activities that either water bottles are supplied by all NGOs or only biscuits are supplied. If proper coordination is possible, a proper kit to be distributed can be prepared with the support of these voluntary organizations and it will save resources and efforts and sentiments of donors can also be respected.

According to Balcik et al (2010), many factors contribute to coordination difficulties in disaster relief, such as the inherently chaotic post-disaster relief environment, the large number and variety of actors involved in disaster relief, and the lack of sufficient resources.

Lack of regulations: In a country like India, relief activities are largely unregulated. Since government is mostly responsible to provide relief materials, therefore, other actors are obliged to abide by the laws of the country. Unfortunately, when a very severe disaster struck, governments may lack the necessary experience and knowledge required to manage emergencies effectively. According to Seaman (1999), in situations in which the government is either non-functional or dysfunctional, the role of relief actors are often unclear.

High Social and Media Pressure: Disasters attract not only local media but international media also. One recent example of recent incidence of Thailand where some players of U-16 football team were trapped inside a cave which was flooding. Though only Thai children were the victims but all major international and Indian media houses were live reporting from the site of accident for 15 days. On the other side authors such as Seaman (1999) feels that relief organizations seek visibility to potentially attract more resources from major donors and public. If media involvement is not properly handled, it can even exert pressure on relief agencies, which may cause agencies to find short cuts and avoid standard operating procedures (SOPs).

Lack of Commercial Motivation: To increase supply chain surplus is a clear motivation for improving the performance of supply chain. In case of HSC, the objective is to provide immediate relief to the victims. As the world is more driven by commercial interest and lack of social initiatives, humanitarian supply chains face the challenge of involving advanced research as funding is always a constraint.

Lack of Financial support for Advanced Research: As discussed in above point, HSCs do not offer any commercial gain. Therefore, private organizations are not very much willing to carry out any research to improve the
performance of HSCs. Most of the research in area of HSCs are funded by government organizations. Unless private funding is available, advanced solutions such as IoT (Internet of Things), IT (Information Technology) is difficult to implement.

(ix) Resource Scarcity and oversupply: All supply chains are designed to match supplies with demand. But in case of HSCs problem of scarcity and oversupply are always possible. There may be insufficient relief supplies to meet demand. This may create competition among relief organization to attract resources. Considering the scenario of disaster relief, a coordinated approach is always desirable.

Russell (2005) pointed out that unsolicited supplies may also arrive to a disaster site. This unsolicited supply/ oversupply also creates problem as it consume staff time, logistical resources and congest the system.

(x) Missing “Value” concept: Commercial supply chains are also represented as Value Chain. As shown in figure 1, value is added when products move from left to right in the supply chain. Therefore, it is also known as value chain. In case of HSC, value is not added in the product. It is mostly transferring products from one location to other and finally to the victims of disasters.

(xi) Ad-hoc Arrangement: HSCs are not a permanent arrangement. Many HSCs come to existence only when a disaster occurs. Therefore, a lot of uncertainty exists about the partners in HSCs. As shown in figure 2, the starting point of a HSC is NGOs, individuals and voluntary organizations. They become the part of HSC on their own. But it is not certain that same organizations and individuals will be part of HSCs each time. It is possible that in a disaster two NGOs X and Y collect relief materials from different cities to provide that material to victims. But in the next disaster in the same area, NGOs X and Y are not available and new NGOs A and B are providing the same services as of X and Y. So this ad-hoc nature of HSC actors is a major challenge in developing the capabilities of the partners.

(xii) Inaccessible Locations: Disasters affect not only people but also infrastructure. Roads, warehouses, rail network, communication infrastructure get disturbed. Many areas get disconnected from main cities around them. This is one of the real challenge for HSC. Without proper infrastructure, it becomes very difficult to provide relief material to victims. Sometime, it is required to use specialized vehicles such as boats, helicopters or aircrafts to distribute relief material to affected people.

(xiii) Physical and Psychological Issues: A supply chain is designed to provide flow of material. Therefore, physical issues such as inventory stocks, warehouse locations, transportation routes and use of information technology are important decision areas. But victims of disasters not only need relief material but counseling also. Therefore, agencies which are involved at the ground zero need to act as retailers and also perform the task of counseling. This act of counseling can be seen as “CRM”. Where customer develops a relationship with marketer, here counseling services are provided by the relief workers till rehabilitation takes place.

(xiv) Missing the concept of performance measurement: In a commercial supply chain, different methods are proposed for measuring the performance of the supply chain. However, the concept of performance measurement is not dealt so rigorously for HSCs. The measure of performance is the number of people helped in a given timeframe.

Conclusion: In a country like India where more than 50% population is vulnerable to different types of natural disasters and equal numbers are vulnerable to man-made disasters, highly responsive HSCs are needed to minimize the impact of disasters. As discussed in the paper, HSCs have a different mechanism of operation, even their structure is much different than other supply chains. To improve coordination is a major challenge in case of HSCs. At the same time, use of latest information technology tools and Geographic Information System (GIS) also need to be integrated in HSC. This will help in last mile delivery of relief material. Further, there is a need to develop performance measurement tool for HSCs. This tool should be modular in nature so that it can be used as per need of a HSC.

Reference


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EXECUTION OF TQM: SYNOPSIS OF REAL CASE STUDIES
SIDDHARATH GHAI, KAPIL MANGAL, HARKIRAN KAUR
DEPARTMENT OF COMPUTER SCIENCE AND ENGINEERING
THAPAR INSTITUTE OF ENGINEERING AND TECHNOLOGY
sghai_be15@thapar.edu kmangal_be15@thapar.edu harkiran.kaur@thapar.edu

Abstract: Total Quality Management (TQM) is a philosophy that integrates all organizational functions to focus on satisfaction of customer needs and objectives. It is the drive conducted by the people so that product quality can be improved, which in direct proportion decreases the cost of production via companywide activities. This paper classifies various research studies undertaken in this area. The purpose of this paper is to identify the numerous techniques used by the companies and the implementation of TQM on 5 successful and 2 failure companies and systematically categorizes the related literature of various case studies. Successful implementation of TQM helps the companies to reduce cost and increase the quality of their product. The continuous improvement in the procedures helps the companies to maintain the competitive edge. Training of all employees is needed to achieve the quality of the product. The paper touches the fundamental questions and discusses the barriers faced in implementation of Total Quality Management.

Key Words – TQM, Customer Satisfaction, Continuous Improvement, Barriers in TQM, Employee Training

Introduction: In this era of competition, the focus of all organizations has come across their product quality and service criteria so that they can attract customer better than others. TQM is a “Management” which appends importance to the quality. Total quality refers not only to the product but the way how the product is made and is presented to the customer. It is a people-driven process whose objective is to provide quality product to its customer at a reasonable price through companywide activities. It may take many years for successful implementation of TQM. It focuses on meeting customer needs and objectives of organizations by integrating all organizational functions. To run a profitable business, organization must gain customer satisfaction. TQM is an approach which emphasizes on continuous improvement of quality through customer satisfaction. Improving quality also reduces the defect rate by reducing the ratio of cost to scales. Implementing TQM effectively for customer satisfaction can increase the market share and can attract new customers by improving customer loyalty. TQM, may take quite a long time to be implemented. Smaller businesses can achieve improvement in performance vastly where as big firms have more obstacles[3] [16].

According to organizations and firms, TQM implementation can improve their quality, productivity and provide them the competitive abilities by which they can make a place in the market place. The continuous improvement in daily work can improve and innovate the quality [2]. The management philosophy of TQM is based on five pillars which are Customer Focus, Policy Deployment, Daily work Management, Kaizen and Total Employee Involvement Program. Quality is customer-driven and a product has its value in the market if the customer wants it. In order to have continuous improvement of the process, customer requirements must be satisfied. The organization must be capable enough to get reliable and fast feedback regarding their product/service from the customer. Policy Deployment is basically for managing business and for deployment of organization’s vision and strategy. It is composed of target and means to accomplish the objective. Daily work Management starts with the mission to have control over product, quality, cost, safety and delivery. By detecting abnormalities and preventing the recurrence, it also monitors the key processes and ensures they meet their set targets. Kaizen ensures that solutions are standardized. It is highly customer-focused. Processes becomes more efficient and effective by continuous improvement in small increments using Kaizen. Opportunities are provided to the employees to be involved in improvement and other activities with total employee involvement programs [12] [6].

Companies who have developed and are evolving have to understand how the customers define quality. Problems occur when the product is at the customer’s site. The process of TQM implementation faces a number of barriers. Competitive market is one of the barriers of TQM as in order to compete with other companies, organizations usually lower their quality in order to reduce the price. Competitive market reduces their quality standards to a minimally acceptable level. TQM is basically about a team and focus on building of better attitude by involving people in a team. Employees at the lower level basically think that quality is the sole responsibility of the people at management level. But,
the truth is that quality starts from the root level. One of the major reasons for ineffective quality is lack in planning of projects properly. Poor Planning leads the project a longer time to complete and takes a huge amount of cost. The organization should plan their project in a reasonable time which could lead to achieve a lot in product performance. Most of the companies do not focus on quality. TQM is at the last position in their priority list. Their main focus is to make more profit from their customers.

**Literature Survey:** Caravatta M. [5] proposed the problems as well as the advantages and how to overcome the shortcomings with implication of TQM to R&D. TQM mostly depends on following quality improvement tools: pareto chart, histogram, flow charts, check sheets and control charts as they play a very crucial role in finding and eliminating existing problems. The traditional way of quality improvement is to fix a problem whenever it is encountered. Then author suggested a model in order to fix quality related issues. The model quoted that problem is not required to improve on. The continuous improvement in our daily work can innovate by introducing something new that can be a new idea, method or a device and work on its improvement. If our goal is to do best, then there is always a need for applying quality improvement techniques.

![Fig. 1: Continuous Improvement in Daily Work [5]](image)

Jonnyand Kriswanto [7] applied a TQM model to a hospital in Indonesia and checked whether model was suitable for the hospital or not. To evaluate the fitness in health care industry, LISREL software was used. According to this model, hospital must implement at least eight TQM practices to improve the quality of health care. The model covered the best TQM practices which included Process Management (PM), Continuous Improvement (CI), Organizational Behaviour and Culture (OBC), Teamwork and Participation (TWP), Customer Focus and Satisfaction (CFS), Training and Education (TE), Top Management and Commitment (TMC) and Resource Management (RM). These practices resulted in covering the healthcare quality, patient satisfaction and improved performance. According to model, TMC, RM and OBC have correlation with PM whereas TE and TWP have correlation with CI. Then CI has correlation with CFS and finally, CFS has correlation with hospital performances.

Assbeihat J.M. [1] identified that the construction sector trend towards the TQM implementation and factors which prohibited this sector from adopting TQM criteria in Jordan. The author made a questionnaire which was divided into three main groups. These groups were further divided into three subgroups and a survey was conducted for contractors and engineering offices. The author also discovered that the major respondents were mainly familiar with ISO 9000 rather than TQM or heard about it through ISO 9000. Some of the contractors and engineering offices believed that quality in construction is mainly associated with the specification of product rather than with quality management system. Whereas, some of them believed that quality in construction industry is associated with the finished product only. Hence majority of them had a negative reply in regard with implementing TQM. Cost and financing are the major problems which prevent the construction firms from applying TQM.

Yusoff W. Et.al [17] realized the need to analyse the level of implementation of TQM in manufacturing sector such as customer satisfaction, the attitude of top officials towards TQM and the level of awareness of TQM. This task was performed in order to find the areas that are lacking implementation of TQM, as the major chunk of Saudi’s economy originates from manufacturing sector. A survey through a questionnaire was conducted on nearly 137 manufacturing companies of north region of Saudi Arabia. The outcomes of this survey were dependent on some attributes of TQM which included employee involvement, training and education, customer focus, information and communication, employee empowerment, management support and commitment. In the result it was found that checklists, brainstorming and the basic quality tools were most often used by the company. According to the survey, lack of management, poor planning and lack of leadership for quality were the areas where the companies faced difficulty while implementing TQM.

Kumar V. and Sharma R.R.K. [16] identified the critical success and failure factors from the real case analysis for TQM implementation. Successful implementation of the TQM by many of the companies has taken them to the new height while failure of TQM in other companies has led them out of the market.

i. **McDonald's:** TQM in McDonald's ensures that the employees are on time at their work daily. The employees have to make sure that their hands must be washed before serving the food to customers. They use plastic gloves while preparing the food. They always remember
that food must be properly cooked so that customers receive exceptional quality and service. McDonald’s mission is “to be our customer’s favourite place and way
to eat”. McDonald’s has improved their product quality to make its product competitive and fulfils the need of their customer according to their specific requirements. McDonald’s cares about the need and wants of the customers so that they can have happy customers and enhanced earnings [14].

ii. TVS Motor Company: TVS is the first two wheeler company to receive Deming award for achieving distinctive performance improvement by implementing TQM. For continuous improvement, Kaizen concepts are being implemented. The quality and production have been improved in the past decades dramatically. TVS implemented TQM in their company in 1989. TQM objective has been achieved through Total Employee Involvement (TEI) which is basically obtained via suggestion scheme, quality circle activities, cross functional teams, task forces and supervisory improvement teams [12].

iii. Motorola: Innovative features and high product quality in combination with leadership is the Motorola’s strategy. TQM for Motorola is adopting a philosophy of continuous improvement, listening to the voice of customer and getting everyone in the company involved in the process. Motorola has built management process by respecting for the individuals and trusting their employees has made team efforts effective. TQM initiatives result from the actions of the senior management committee which sets general corporate policy.

iv. British Airways: Till 1987 due to lack of competition, this company did not follow any quality measures But, in 1987 the senior officials felt the need of quality measures to be implemented in order to make it a world class organization which could be only done with the help of commitment of their staff. So British airways organized various management workshops for their staff named ‘learner to fitter’, ‘putting people first’ and many more. Also programs like speak up were organized for the employees in order to take feedback from them. Under TQM the tag lines were modified for e.g. ‘we fly to serve’ motto, ‘engineering excellence’ etc. British Airways also offered MBA degree, emotional support program; appraisal based on performance, profit sharing bonus schemes for their employees [8][10].

v. Toyota: During the World War II, Toyota faced a lot of issues at their factories due to the accumulation of chips and dirt at their ships. The major cause for the failure of their machine was dirt and chips. So, they started working on it by asking their designers to make special guards for their machines and also some other steps like proper cleaning of their machines was done on regular basis. They adopted the Deming model of management strategy due to low consumer satisfaction ratings and the economic problem faced after world war. All the tools, techniques, training and continuous improvement techniques used by the Toyota led to customer satisfaction and all over the world Toyota is still known for its reliability and customer satisfaction [9][15].

vi. IBM (International Business Machines): The company suffered a loss of $16 billion after implementing TQM as they tried to implement the TQM quickly. Their only focus was on innovation without consideration of optimizing the current process. The main reason of failure of TQM was the over-abundance of training of employees and it had the misconception that lesser number of employees would result in success of the program which resulted in the loss of their own jobs.

vii. Bridgestone/Firestone: Firestone/Bridgestone suffered a loss of $350 million due to their negligence of Quality in TQM. In 1988 just before the launch of the Explorer by Ford, computerized tests were carried on ATX tyres and the results were not favourable in terms of stability issues at 35 pi. In order to solve this issue the Ford engineers went with the backup plan that was to set inflation to 26 psi. As with lower pressure there is more flexing of tyres and more the friction which leads to generation of excessive heat which can further lead to blowout. Also, the Ford went with the C type tyres which were least resistant to heat, the high weight of the car also added to this whole equation which lead to a lot of tyre bursts. So finally on 9th August, 2000 the higher officials of tyre manufacturing company announced the recall of 6.5 million tyres approximately of different models including ATX and ATXII tyres [13].

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Organization</th>
<th>TQM aspects achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Applying TQM to R&amp;D</td>
<td>Continuous Improvement better than traditional improvement and requires innovation.</td>
</tr>
<tr>
<td>2</td>
<td>Indonesian Hospital Study</td>
<td>Improvement of quality, Reduction of failure risk and Reduced health care cost.</td>
</tr>
<tr>
<td>3</td>
<td>Implementation in Construction Industry:</td>
<td>Cost and finance prevent the construction firms from applying TQM</td>
</tr>
</tbody>
</table>

Table1: TQM applications in various organizations
4 Implementation of TQM at Manufacturing Industries in Saudi Arabia
   Lack of implementation of TQM and Use of Brain Storming as a quality tool

5 McDonalds
   Customer Satisfaction, Focus on employees Training

6 TVS Motor Company
   Continuous quality improvement, Quality Circle Activities, Cross Functional Teams and Supervised improvement Teams

7 Motorola
   Continuous quality improvement and cost reduction, Total Employee Satisfaction

8 British Airways
   Market focused, Employee treated as internal customers and Highly competitive global company and known for its service

9 Toyota
   Global Company known for its reliability and Customer Satisfaction, Producer for high quality vehicles and Optimize Production and wastage of resources

10 IBM
   Tried to implement TQM quickly, Overabundance of training of employees and Focus on innovation without optimizing the current process

11 Bridgestone/Firestone
   Lack of testing, Poorquality, Mismatch of Products and Lack of commitment by higher officials

Table2: Limitations of TQM Applicability in different organizations

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Organization Name</th>
<th>Gaps in Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>McDonalds</td>
<td>Misunderstanding of the customer desires, wants and their needs and Poorly trained and poorly motivated workers.</td>
</tr>
<tr>
<td>2</td>
<td>Motorola</td>
<td>Threat of Japanese competition and did not focus on quality</td>
</tr>
<tr>
<td>3</td>
<td>Indonesian Hospital</td>
<td>Patient cannot participate actively in his medical treatment, Increase failure risk, healthcare cost and Misconduct medical service procedures</td>
</tr>
<tr>
<td>4</td>
<td>Applying TQM to R&amp;D</td>
<td>Lack of Continuous improvement in the traditional process, Lack of innovation, Lack of quality and Poor Planning</td>
</tr>
<tr>
<td>5</td>
<td>British Airways</td>
<td>Lack of commitment by employees and Lack of proper training</td>
</tr>
<tr>
<td>6</td>
<td>Toyota</td>
<td>Lack of Standard and procedures, Wastage of resources, Lack of maintenance of machines and Lack of management commitment</td>
</tr>
<tr>
<td>7</td>
<td>Implementation of TQM at Manufacturing Industries in Saudi Arabia</td>
<td>Lack of commitment by higher officials, Lack of qualified quality TQM consultant, Lack of leadership and Poor Planning</td>
</tr>
</tbody>
</table>

Results and Inferences

![Fig. 2: Outcomes of TQM implementation in various Applications](image-url)
TQM is an approach to achieve long term success through continuous improvement and customer satisfaction. It improves the work culture, product and processes by active participation of all members of an organization. Continuous Improvement is a major thrust which helps an organization to make their product competitive and evolving expectations of stakeholders and customers. Poor quality and lack of testing of product make the customers unsatisfied. Groups in an organization should be encouraged to work closely and should focus on improvement of overall product quality and customer satisfaction.

Conclusion: This paper provides an overall history of quality management concepts with the main focus on the evolution of TQM philosophies. TQM philosophies are necessary for the exponential growth of an organization as they aim at improving business by achieving process efficiency and eliminating problems in work processes and systems. It guides an organization towards an efficient path focusing more on quality and less on cost. Management should measure the performance of a product through customer surveys which will ensure them to identify the design and processes that affect the performance of the product so that continuous improvement for the same can be achieved. It is concluded that process is the major contender while designing a quality product. For ensuring this, top level management should keep a check on the process that is they should have management commitment. Further, quality of the product must be assured so that it can survive the competition and can help the organization to gain profit.

References


A WTO Update: WTO Rules on Food Security, Free Movement of Labour Far Too Important, Says India

Asoke Mukerji, Trade Negotiator for India and Chairman of the WTO’s Committee on Specific Commitments

An India-US dispute on five Indian export subsidy schemes are not on the agenda as Delhi hosts a WTO ministerial conference over the next two days, even as India will fiercely protect its “Make in India” and food security programmes.

Asoke Mukerji was India’s Ambassador and Permanent Representative to the United Nations till December 2015. He has been a trade negotiator for India, and Chairman of the WTO’s Committee on Specific Commitments.

On March 14, the US requested consultations with India under the World Trade Organisation (WTO)’s dispute settlement process over five Indian export subsidy schemes designed to improve India’s manufacturing exports. This came in the wake of a WTO dispute panel established on February 28 to look at India’s implementation of a September 2016 WTO judgement in favour of the US which had questioned India’s domestic content requirements for procurement of solar cells and solar modules.

As India hosts an informal WTO ministerial meeting in Delhi today and tomorrow, the India-US dispute is not said to be on the agenda. But the Trump administration’s decision to take India to the WTO signifies two things. First, it allays fears that the US under Trump could withdraw from the WTO and initiate unilateral protection measures, and second, the inherent friction between “Make in India” and “America First” programmes for socio-economic development are real.

Still, the WTO “mini-ministerial” in Delhi is an attempt to restore confidence and mutual trust among member countries and reassure them that the WTO remains the “best available institution to ensure a predictable and transparent system of rule-making in the area of international trade”.

Since the WTO was established on January 1, 1995, India has actively used its trade policy rules to support its own process of economic reform. Today, international trade accounts for about 40% of India’s GDP. India’s primary focus has been on the “development dimension” of the WTO, including the “special and differential treatment” provisions of WTO trade rules, which enable it to accelerate its socio-economic development. In the process, India has ensured a supportive external environment for its ambitious economic reforms.

This applies particularly to the WTO’s enforceable dispute settlement system, which is unique to structures of contemporary global governance, including the UN. Since the WTO was founded, India has taken part in 176 WTO dispute settlement proceedings to protect or pursue its economic interests, including as a third party to the dispute, putting it among the top 7 WTO members using WTO dispute settlement provisions to regulate divergences on international trade issues. (The others are USA with 393 disputes, European Union or EU with 260, Japan with 212, China with 196, Canada with 182 and Brazil with 169).

For India, three areas are currently priorities in the WTO negotiations. These are agriculture, services, and what have been called “institutional” issues.

In WTO negotiations on agriculture, India has very significant interests. More than 650 million Indians depend on agriculture for their livelihood, the vast majority of them being small farmers. India has led the call for WTO agriculture negotiations to allow developing countries to ensure food security, which is linked to rural employment. The focus of this has been on public food stockholding for food security purposes, which has been strongly resisted by developed countries whose agriculture exporters seek greater access to India’s agriculture market.

As a September 2017 academic study by the University of Edinburgh’s Kristen Hopewell pointed out, “agriculture accounts for only 1% of GDP and less than 2% of employment in the US compared to 17% of GDP and 50% of employment in India”.

At the WTO Ministerial Conference in Bali in 2013, India with other developing countries had succeeded in formulating an interim due restraint mechanism for their food security programmes not to be targeted by WTO dispute settlement cases initiated by developed countries. Food security today is an integral part of the global Agenda 2030 for Sustainable Development. The mini-Ministerial could consider dovetailing these two into a Doha Round outcome.

A second issue of interest for India in WTO agriculture negotiations is to reduce the high agricultural subsidies currently given in developed country markets. These subsidies prevent the competitive entry of agricultural exports from emerging agricultural exporters like India to developed country markets, while giving an edge to global agriculture exports from these countries to India.
On services negotiations, India’s current interests are focused on ensuring predictable and stable access for its services exports, driven by India’s skilled manpower, to the global market, mainly the US and EU. The 2016-17 Economic Survey indicated that India’s Information Technology-Business Performance Management exports alone reached US$116 billion in 2016. The temporary movement of skilled labour under WTO provisions (Mode 4 of the General Agreement on Trade in Services or GATS) has a major impact on India. The World Bank estimates that out of total global remittances worth $600 billion in 2015, India received as much as $72 billion from Indian citizens working abroad.

Rising protectionist sentiments in the US and EU have cast a shadow on this sector. This is best illustrated by the anxiety surrounding the existing market access regime given to H1B visa holders from India in the US and uncertainties in the EU market following the “Brexit” referendum in the United Kingdom.

India will look to generate understanding, and support for its position among the participants of the mini-ministerial meeting in New Delhi, although most of them do not have the kind of stakes India has in enhancing Mode 4 delivery of services as part of the Doha Round outcome.

At the Buenos Aires meeting in 2017, the US, EU, Japan, Canada, Brazil, Taiwan, South Korea, Russia, Hong Kong China were among 71 WTO members, accounting for 77% of global trade, to issue a ministerial statement on E-Commerce. The Trump administration has since endorsed a joint position on this initiative at a recent meeting between the US, EU and Japan in Brussels. Given the close interface between this issue and India’s profile in trade in services, the New Delhi meeting provides an opportunity to have another look at this initiative, so that India can be in the decision-making process to give shape to the final outcome of WTO e-commerce negotiations in the future, especially on “promoting open, transparent, non-discriminatory and predictable regulatory environments in facilitating electronic commerce.”

Among the “institutional” issues that India has raised are attempts being made to “curtail the development dimension of trade and trade rules” in the WTO as part of the Doha Round. This would significantly impair the balance of rights and obligations that developing countries like India took on when signing the WTO Agreement at Marrakesh in 1994. The “development dimension” of the WTO remains the most resonant reason for domestic opinion in developing countries to accept and support the obligations placed upon them by across the board ongoing global trade liberalization. Today, as many as two-thirds of the 164-member WTO are developing countries.

Source: The Indian Express
**IMPACT OF REVERSE LOGISTICS IN RETAIL INDUSTRY**

**DR. KAVITHA VENKATACHARI**  
DEAN EXAMINATIONS, ICFAI BUSINESS SCHOOL, MUMBAI  
kavitav@ibsindia.org

Reverse logistics: Suppose a manufacturer produces product A which moves through the supply chain network reaching the distributor or customer. Any process or management after the sale of product A involves Reverse Logistics. If product A happened to be defective the customer would return the product. The manufacturing firm would then have to organise shipping of the defective product, testing the product, dismantling, repairing, recycling or disposing the product. Product A will travel in reverse through the supply chain network in order to retain any use from the defective product. That is called reverse logistics.

Reverse logistics, indicating the process of this return flow, encompasses such activities as the movement of returned products, facilities to accommodate returned items, and overall remedy process for returned items. The retail industry, under great competitive pressure, has used return policies as a competitive weapon. Grocery retailers were the first to begin to focus serious attention on the problem of returns and to develop reverse logistics innovations. Grocery retailers first developed innovations such as reclamation centres. Reclamation centres, in turn, led to the establishment of centralized return centres. Centralizing returns has led to significant benefits for most firms that have implemented them. Over the last several years, retailers have consolidated. Now, more than ever, reverse logistics is seen as being important. This reverse distribution activity can be crucial to the survival of companies, because the permanent goodwill of the company is at stake. Businesses succeed because they respond to both external and internal changes and adjust in an effective manner to remain competitive.

**Green Supply chain management:** The growing importance of GSCM is driven mainly by the increasing deteriorating of the environment, e.g. diminishing raw material resources, overflowing waste sites and increasing level of pollution. However, it is not just about being environment friendly; it is about good business sense and higher profit. The supply chain “system” includes Purchasing and In-bound Logistics, Production, Distribution (Outbound Logistics & Marketing), and Reverse Logistics. Green Supply Chain Management (GSCM) is gaining much importance in many industries due to pressure from the government and environment consciousness among the customers, to gain competitive advantages. The waste and emissions caused by the supply chain have become the main sources of serious environmental problems including global warming and acid rain. Manufacturers need to work with their suppliers of raw material and component, in order to produce environment friendly products. By using their purchasing power, the industries can set up environment criteria for their suppliers upstream in supply chain. 

**GSCM = Green purchasing+ green manufacturing/materials management + green distribution/marketing + reverse logistics.**

Five benefits of green procurement

**Green purchasing** practices can reduce solid waste, conserve water and protect natural resources.

1. **Brand Image:** An organization that has gone green is seen as a good corporate citizen. This increases its image in the eyes of the public.

2. **Customer Satisfaction:** An organization that goes
green in response to customer concerns increases its levels of customer satisfaction, a key point in customer retention.

3. **Reduced Risk**: Not only is any company that does not go green risking a run in with the law by failing to comply with green regulations, which are multiplying at the rate of Fibonacci rabbits around the world, but it is also maintaining more liability than it needs to. Hazardous chemicals are just accidents, and lawsuits, waiting to happen. With green purchasing, you can offset financial and environmental risk, rather than just inheriting it from your suppliers.

4. **Cost Reduction**: Going green doesn’t cost more. Most of the time it actually saves money, especially when the new products use less energy, generate less waste, and last longer. Plus, sometimes green products work better than their toxic counterparts! Going green can reduce the following costs, among others:
   - Hazardous material management costs
   - operational costs
   - repair and replacement costs
   - disposal costs
   - health & safety costs (which often come in the form of liability insurance and expensive settlements)

5. **Increased Shareholder Value**: A better brand with happy customers who keep coming back and drive up sales while costs keep falling results in significant ROI and EPS, and this makes investors as giddy as school-girls – which is every company’s #1 goal, whether they admit to it or not.

**Impact of reverse logistics in retail**: The retail industry faces a growing challenge in managing the billions of products consumers return every year. These returns can result in both financial losses as well as potential negative environmental impact such as waste. With the increase in online shopping, return rates have increased exponentially. As painful as it is for retailers, returns have been absorbed as a cost of doing business and until recently, the environmental impacts have been ignored. Reverse logistics is used to describe the way a company handles products that get shipped backward through the supply chain. Customer returns are a form of reverse logistics, but so is the unsold merchandise sent back from a store. The challenge is that reverse logistics is complex and unpredictable. Items come back to the retailer in an assortment of conditions and retailers have little information about which products will be returned or become overstock. Numerous retailers still use a manual system to track and manage returns. Without physical and operational capacity, the majority of returned products are liquidated, returned to the manufacturer or discarded. It is not uncommon for a manufacturer to instruct retailers to dispose of a returned product on-site for cost or brand protection reasons.

New innovative technology offers retailers a solution. There is inventory management technology that can determine the best channel for an item once it returns to the warehouse. Additionally, the inventory management technology allows retailers to quickly process and track merchandise, boosting efficiency and helping to keep items out of landfills. With the inventory management technology, one channel that can be utilized by companies is to donate returns and overstock products to charitable intermediaries. It is typically more cost-effective for companies to donate the products instead of liquidating or disposal. Donations of returns and overstock provide invaluable assistance to those in need. A charitable intermediary is a non-profit organization that collects donated products from corporations and disperses them to qualified charities in need. Charitable intermediaries specialize in handling every aspect of product donations, including providing a set of professional services that make the entire process as easy as possible for the corporate donor.

In addition to the financial benefits reverse logistics can provide, there is also the element of establishing a good reputation in the eyes of the corporation’s customers and society at large. Corporations that are embracing both green initiatives and charitable initiatives often experience added esteem by customers and society.

Reverse logistics is a lot like recycling. It allows companies to resell, refurbish or repurpose products. If a product is being returned in good shape and isn’t faulty, the product can be donated to a charitable intermediary. Reverse logistics keeps more goods out of the landfills and in circulation to help organizations and communities in need among many other benefits.

**Conclusion**: Increasing consumer awareness, remote buying habits, inclusive Internet, and launch of new models by companies are some of the trends that are making reverse logistics increasingly relevant. The way forward for e-commerce companies is to have layers of outsource partners through third party (3PL) and fourth party (4PL) logistics. While 3PL only involves activities related to distribution, the 4PL concept involves outsourcing complete supply chain solutions. Hence 3PL is being preferred for ‘return, resell, exchange and repair’, while 4PL is preferred for ‘recycling and disposal’. Companies also need to overcome gaps and challenges in skill sets by exposing people to reverse logistics programmes. A well-developed reverse logistics infrastructure can provide a wealth of opportunities to companies. Reverse logistics can provide manufacturers with ways to not only achieve greater sustainability but also reduce the overall cost of manufacturing.

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Materials Management Review  September 2018 | 31
Every Organization aspiring to improve its performance in many spears of functionalities. Procurement being a major area of spend, its performance is significantly attribute to the overall performance of the organization. Procurement needs to demonstrate value delivery to the organization. Procurement Performance Management, or PPM, refers to the holistic process of Measuring, Standardizing or Indexing, Managing and Initiating steps to increasing the added value of the procurement department.

Procurement Performance Measurement is closely related to spend management or it is an integral component of procurement management. It describes key indicators, methods, and processes that are necessary for measuring procurement success.

Monitoring procurement system performance provides managers with the information they need to evaluate how well the system is functioning and to identify areas where additional measures may be required to improve the overall procurement performance. To effectively monitor procurement performance, appropriate performance monitoring indicators must be in place and they must be supported by both management and operational personnel.

In doing so, the process is observed from the finding of savings potentials via modern methods of spend management and their realization through procurement initiatives to the final measurement of success and for sustainable management over the course of several years. Examples of different measuring techniques:

- **Procurement Balanced Scorecard**
- **Industry Benchmarking**
- **Integration Savings Scorecard**

In this article we shall discuss here some of the Procurement Performance Indicators through a well-established approach of Balanced Scorecard. However before moving to Balanced Scorecard Method, we should understand and abide by Fundamental Principles of Procurement and in no way we should cross the lines simply for shake of improving the Performance.

**Guiding Principles of Procurement Policy**: Procurement Operations shall be carried out in accordance with the organization’s basic Procurement Principles. Some of these are shown in the table below:

<table>
<thead>
<tr>
<th>Principle</th>
<th>Meaning</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>Effective Mechanisms should be in Place to Ensure Officers are held responsible on issues of Procurement.</td>
</tr>
<tr>
<td>Competitive Supply</td>
<td>Procurement should be carried out by Competitors unless there are Convincing Reasons to the Contrary.</td>
</tr>
<tr>
<td>Consistency</td>
<td>Same Procurement Policy should apply across all the units and ensure Continuity of the Policy &amp; its Consistency to Procurement Practices.</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Procurement should seek to attain balance of Commercial, Regulatory &amp; Socio-Economic Goals.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Procurement Process should be Cost Effective.</td>
</tr>
<tr>
<td>Fair Dealing</td>
<td>Suppliers should be treated fairly and without unfair Discrimination. They should not be required to meet unreasonable, burdens or constraints.</td>
</tr>
<tr>
<td>Integration</td>
<td>Procurement Policy should integrate with Company’s overall Vision &amp; Mission, Strategies &amp; Broad Long Term Goals; and other Company Policies &amp; Procedures.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Ethical aspect of Procurement &amp; Professional codes of conduct such as honesty, truthfulness, fidelity, purity and freedom from competing influences. Should be impartial and fair.</td>
</tr>
<tr>
<td>Informed Decision Making</td>
<td>Decisions should be based on true and factual information.</td>
</tr>
<tr>
<td>Legality</td>
<td>Must Conform to all Legal &amp; Regulatory requirements.</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Should meet the operations, expectations, needs &amp; requirements of the stakeholders served by the procurement.</td>
</tr>
<tr>
<td>Transparency</td>
<td>Should ensure Openness and clarity in procurement policy and its delivery.</td>
</tr>
</tbody>
</table>

**Balanced Scorecard Approach**: A balanced scorecard is a performance metric used in strategic management to identify and improve various internal functions of a business and their resulting external outcomes. The balanced scorecard was first introduced by accounting academic Dr. Robert Kaplan and business executive and theorist Dr. David Norton. It was first published in 1992 in a Harvard Business Review article. Dr. Kaplan and Dr. Norton took previous metric performance measures and adapted them to include nonfinancial information.

A balanced scorecard is a strategic planning and management system used to align a business’s activities with the vision statement. It aims to translate some of the ambiguous aspirations included in the organizations vision or mission statement into the practicalities of how to manage the business better.

The balanced scorecard is used to reinforce good behaviors in an organization by isolating four separate areas that need to be analyzed. These four areas, also called legs, involve

- **Finance**
- **Customers**
- **Business Processes**
- **Learning and Growth**

The balanced scorecard is used to attain objectives, measurements, initiatives and goals that result from these four primary functions of a business. Companies can easily identify factors hindering company performance and outline strategic changes tracked by future scorecards. With the balanced scorecard, they look at the company as a whole when viewing company objectives. An organization may use the balanced scorecard to implement strategy mapping to see where value is added within an organization. A company also
utilizes the balanced scorecard to develop strategic initiatives and strategy objectives.

Balanced Scorecard Approach to Procurement Performance: The Balanced Scorecard is a performance measurement framework that adds strategic non-financial performance measures to traditional financial metrics and provides a more ‘balanced’ view of organizational performance. On the procurement side, here’s a macro approach to deploying a balanced scorecard as shown below:

Deploying this approach shifts organizational focus (resources, processes, systems) towards activities that truly have an impact. The scorecard helps steer the ship in the right direction. Some metrics to consider as part of the Procurement Balanced Scorecard are shown below:

QDC (Quality, Delivery & Cost) Performance Indices: A performance index is a single measure of a system’s performance that emphasizes those characteristics of the response that are deemed to be important. Performance indices are derived based on the trade-off between a constraint and the free variable. Performance Index is a measurable value that demonstrates how effectively a company or functional department is achieving key business objectives. Accordingly, there are three broad categories of indices.

- Quality Performance Indices (QPIs)
- Delivery Performance Indices (DPIs)
- Cost Performance Indices (CPIs)

Some of the major Performance Indices for each of the QCD are depicted below.

Quality Performance Indices (QPIs): These indices identify performance of goods or services using certain attributes to improving level of quality.
Delivery Performance Indices (DPIs): Delivery performance provides an indication of how successful the supply base is at providing products and services to the concerned stakeholders. These metrics are most important in the measurement of performance of the procurement function.

Cost Performance Indices (CPIs): These are measures of the efficiency of expenses spent and also effectiveness of the procurement function on cost related aspects like actual cost spend and savings etc.

These indices also serve as KPIs (Key Performance Indicators) to gauge performance of Procurement personnel. Procurement KPIs are management tools designed to monitor procurement department performance and help meet goals, strategies and objectives. The primary goal of every procurement organization is keeping the procurement sustainable and constantly looking for ways on how to improve the procurement processes and performance. Some of these Indices may be used by procurement functions by suitably modified as per the individual organizational requirements.

The Article can be viewed in PPT @ the Link Below :
https://www.youtube.com/watch?v=nj_qnx0t14k
Abstract: The logistics sector in India has today become an area of priority. One prime reason for the same stems from the reason that years of high growth in the Indian economy have resulted in a significant rise in the volume of freight traffic moved. This large volume of traffic has provided for growth opportunities in all facets of logistics including

1. Transportation,
2. Warehousing,
3. Freight Forwarding,
4. Express cargo delivery,
5. Container services,
6. Shipping services etc.

The growth path has also meant that increase demand is being placed on the sector to provide the solutions required for supporting future growth. Going forward it will not be wrong to say that the strength of the logistics sector is likely to be one of the key determinants of the pace of future growth of the economy. Various estimates put the market size of the logistics sector in India to be between USD 90-125 billion.

Given that the Indian economy has grown to over USD 1.73 trillion these estimates may already be well below the actual size of the industry. Sources also estimate that the industry employs over 45 million people and is growing at the rate of 15% with sub-sector growing at even 30-40% per annum.

Due to its current growth and its future growth potential the Indian logistics sector is viewed as one of the most attractive in the world. The paper is based on available literature and secondary data. The paper is divided in two parts. The first part deals with the Opportunities and second part on logistics sector Challenges in India.

Key Words: (Logistics, Growth, Opportunities, Challenges, Economy, Transportation)

I. Introduction: In the rapid changing business scenario and corporate climate every organisation wants to win at the customers end.

India’s logistics sector is coming of age. With its new found infrastructure status and the GST giving tailwinds, it is all set for transformation. In addition, there is a lot happening in favour of this sector, which has resulted in it being deemed a sunshine industry. During the last two years, India’s position has progressed in the World Bank Logistics Performance Index (LPI), in terms of overall logistics performance from 54 in 2014 to 35 in 2016. The 2017-2018 Economic Survey also paints a promising future for the sector. Industry analysts also endorse such growth trends for logistics.

GST, in particular, has given a major fillip to the sector and will expedite faster conversion of informal logistics setups to formal ones. It will also speed up freight movement at interstate borders due to dismantling of check-posts. With the GST e-bill being rolled out from April 1, 2018, the sector will witness further improvements.
The government is committing a whopping Rs 6 lakh crore towards infrastructure this financial year. More than 50% of this investment will be routed to the creation and upgrading of roads, railways and ports, and forms one of the primary drivers of transformational growth for the logistics sector in India. The large-scale investments are aimed at bringing down the cost of logistics from a staggering 14.4% of GDP to about a 10% level over next three-four years, which will make the sector competitive.

All this augurs well for the industry. It will not only stimulate job creation—a critical need for the nation—but also bring to the forefront the talent requirement of the industry in the coming years. As a result of all the investment-led transformation, the logistics sector in India is expected to provide employment to 13.9 million people, up from the current 10.9 million, over the next four years (2018-2022), making it the largest job-creator in the infrastructure space.

According to our research, 3 million incremental jobs will get created across seven sub-sectors within the logistics sector. Road freight, a Rs 9.6-lakh-crore market growing at 16.5% CAGR, will account for 1.89 million new logistics jobs (63% of all potential jobs in the sector), while rail freight (40,000 incremental jobs), waterways (450,000 incremental jobs), air freight (400,000 incremental jobs) and warehousing (120,000 incremental jobs) will contribute a million more jobs over the next four years. Courier services, a Rs 28,000-crore sub-sector and the second-fastest (at 17.3% CAGR) growing, will create 60,000 incremental jobs and packaging, a 24,000-crore sub-sector, will create 40,000 incremental jobs over 2018-2022. The bulk of these new jobs, amounting to 1.74 million incremental jobs (58% of all potential logistics jobs) across the sector between 2018 and 2022, will get created in four cities—Delhi-NCR, Mumbai, Chennai, Bangalore.

Now, while it is good news to see demand for additional man-power in this industry, there exist challenges on the supply-side. In the recent years, technology has changed the way the industry works—as a result, certain skills have become redundant and certain job profiles have been eliminated. Newer technologies such as IoT, Big Data Analytics, AI are having a profound impact on employment already, and are resulting in demand for newer skills. Similarly, the emergence of newer third party and fourth party logistics players are also leading to demand for new skills. Now, the industry, which hitherto banked on unskilled and semi-skilled workforce, is facing a talent crunch. Logistics service providers are waking up to the reality of talent development. With the business rapidly formalising, the imperative to embrace technology, acquire new and relevant skills, and invest in continuous learning for business growth. They are also facing challenges in attracting and retaining talent, including battling perception of logistics as a low-skills sector.

This can be a major growth impediment, and, therefore, this makes it imperative for the government, training institutions, logistics companies and sectoral skill council to build training capacity and offer industry-relevant skills to candidates. Apprenticeship is one of the proven models of training that ensures skilled workforce as per the demands of the industry and emerging job roles. A notable step in this direction was the launch of the ‘First Apprentice’ programme under the National Apprenticeship Promotion Scheme (NAPS) by the Logistics Skill Council in 2017 to boost apprenticeships in the logistics sector; this aims to train 3 lakh youths by 2020. Similarly, at the industry level, CII has also set up a Centre of Excellence in logistics and supply chain management, with enhancing the competitiveness of the Indian Industry through supply-chain and logistics excellence being the objective. While all these initiatives are steps in the right direction, more concerted effort is required of industry, academia, policy-makers and trade-bodies if the supply of skilled logistics resources is to be enhanced. Collaborative efforts by all stakeholders and interested parties would enable the development of a sustainable and thriving logistics sector that not just serves the nation’s needs, but also will make India a global hub for logistics services.

If India needs to reap the benefits of the logistics revolution, it is has to undertake strategic investment, intervention and initiatives to build this sector and make it the largest infrastructure jobs engine for India. The day of reckoning for logistics is here, and betting big on this sector will surely translate into a large number of jobs for India.

II. Methodology: This paper aims at discussing some of the important issues relating to logistics supply chain management using cutting edge information technologies with possible references to India. The paper is based on available literature and secondary data. The paper is divided in two parts. The first part deals with the Opportunities and second part on emerging logistics sector Challenges in India.

III. Exploring Opportunities: The growth in the Indian economy in coming decade is likely to be driven by the increased activity in the manufacturing and retail sectors.

To enable these sectors to contribute effectively to India’s growth the logistics sector will have to step up to provide value-enabling solutions for these sectors.

This would require action on three fronts:

1. Creating an environment for graduating the Indian logistics market to provide value propositions in logistics solutions
2. Increasing the capability of the Indian Logistics Industry to provide such solutions
3. Requiring Government and other regulatory mechanisms in the country to provide an enabling environment for value propositions in logistics services

Due to decades of growth and increasing globalization of the Indian economy Indian entrepreneurs become active participants in business strategy issues which

IV. Exploring Challenges: Challenges faced by the recent logistics industry in India. The most essential challenge faced by the industry today is insufficient integration of transport networks, information technology and warehousing & distribution facilities. Regulations exist at a number of different tiers, is imposed by national, regional and local authorities. However, the regulations differ from city to city, hindering the creation of national
trained manpower is essential both for the third party logistics sector as well as the manufacturing and retailing sectors, which is very weak at a practical level, i.e., IT, driving and warehouse as well as at a higher strategic level. The disorganized nature of the logistics sector in India, its perception as a manpower-heavy industry and lack of adequate training institutions has led to a shortfall in skilled management and client service personnel. There is a lack of IT standard, equipment and poor systems integration.

Poor facilities and management are the reason for high levels of loss, damage and deterioration of stock, mainly in the perishables sector. Part of the problem is insufficient specialist equipment, i.e. proper refrigerated storage and containers, but it is also partly due to lack of training. The practitioners and the academicians are now aware of the importance of logistics and supply chain; however the field is still under penetrated as far as research is concerned. It is essential to prioritize research and development so that the weaknesses in the industry can be taken care of and improved.

V. Solutions to some of the challenges : Infrastructure is the backbone of every country’s growth and prosperity and for the logistics industry to flourish special emphasis has to be on building world-class road networks, integrated rail corridors, modern cargo facilities at airports and creation of logistics parks which need to be given a status equivalent to Special Economic Zones.

VI. Future prospects : The logistics firms are moving from a traditional setup to the integration of IT and technology to their operations to reduce the costs incurred as well as to meet the service demands. The growth of the Indian logistics sector depends upon its soft infrastructure like education, training and policy framework as much as the hard infrastructure.

To support India’s fast paced economy growth of logistics industry is very essential. It is estimated that the Indian logistics industry will continue to show robust growth of 10-15% annually, leading the pace of growth of the economy at large.

The global economic outlook, indeed that of India is expected to significantly improve as India Inc begins to tackle the economic downturn. With a new government many policies are expected to be implemented which will give a fresh impetus to India’s growth engine particularly in the corporate and SME sector which in turn will expand demand for the logistics sector.

With the implementation of GST, the logistics companies, which are currently forced to set up many small warehouses across multiple cities can set up just a few, big warehouses region wise and can follow the hub-and-spoke model for freight movement from the warehouses to the different manufacturing plants, wholesale outlets, retail outlets and the various POS. This growth is backed by the boom in the e-commerce sector and expansionary policies of the FMCG firms.

This has increased the service geography of the logistics firms but they also have to meet the demands of quick delivery and tight service level agreements. The industry has moved from being just a service provider to the position which provides end to end supply chain solutions to their customers. Thus, all this has paved the way for further growth of Logistics and Warehousing industry in the coming years.

VII. Conclusion: The logistics industry will continue to be the focal point of strategy formulation, operational excellence and information technology to make maximum contribution in value creation for customers. Globalization, consolidation, technology advancements and outsourcing have only led to growth in the logistics services market and this industry will continue to evolve in the coming years.

This may include upgrading the macro logistics infrastructure to world class standards and by providing a facilitative role to the SME players in the logistics sector to improve their service level competitiveness.

Government initiatives like development of SEZs, logistics parks, infrastructure building, privatization of transport operations, implementing PPP models etc., will encourage private sector investment and lead to greater demand for logistics services. Moreover, growth of user industries like retail, telecom, consumer goods, automotive, pharmaceuticals, foods and beverages etc. notwithstanding the current economic slowdown will provide further impetus to logistics services across sectors.

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INDIAN LOGISTICS MARKET TO TOUCH US$ 307 BILLION BY 2020:

RAM KRIPAL YADAV

Logistics market in India is expected to be worth US$ 307 billion by 2020, Mr. Ram Kripal Yadav, Minister of State for Drinking Water & Sanitation said at an ASSOCHAM event.

India spends around 14.4% of its GDP on logistics and transportation as compared to less than 8% spent by the other developing countries, said Mr. Ram Kripal Yadav, Minister of State for Drinking Water & Sanitation while inaugurating a conference on 'National Summit: Logistics India 2016,' organised by The Associated Chambers of Commerce and Industry of India (ASSOCHAM).

In his address, Mr. Yadav said, the building of dedicated rail freight corridors will promote efficient haulage of containerized cargo by rail. One key advantage of the dedicated freight corridor is that freight trains could be run on time tables similar to passenger trains, and the frequency can be theoretically increased to one train in 10 minutes. This will reduce time for goods transportation between Mumbai and Delhi to 18 hours from 60 hours now.

Waterways are 50% cheaper than road and nearly 30% cheaper than rail. The coastal leg, apart from being more fuel efficient, can also carry larger parcel sizes and provides a great opportunity for consolidation of loads, said Mr. Yadav.

The Government of India’s ambition to replace the National Maritime Development Program (NMDP) with the more comprehensive Maritime Agenda 2010-2020 is in line with its objective to increase port capacity. It intends to encourage private investment in both major and non-major ports and bring port performance at par with international standards. Through this program, government plans to invest INR 2,870 billion in generating total port capacity of 3,200 MMT and cater to expected cargo traffic of 2,500 MMT by the end of 2020.

Over 160 airports currently fall into this category and following through on this initiative would improve regional connectivity across the nation. It is difficult to say exactly what scale of impact this will have on the logistics sector since most goods are still transported by road or rail.

But we can be assured that it would only be an improvement on the existing state of things. The reach of companies operating in the logistics sphere would increase if the logistics sector sees transport by air as a viable option, said Mr. Yadav.

The Cargo and Logistics Industry in India can expect to grow at CAGR of 16% in the coming years with inflow of new investments that in turn will create new opportunities for the logistics sector. The 'Make in India' campaign will see investments connect India to global production networks and would generate significant new business for logistics in India. This will make India an attractive location to do business as compared to others in the region.

However, this can happen only with the help of a sound and efficient infrastructure. Though India is improving on its infrastructure despite the sluggish economic growth in the last decade and emergence of large middle class market with increasing purchasing power, few sectors in India still need to catch up with rest of the world to keep pace with development taking place in rest of the world. This will help in bringing down the costs to a considerable extent, highlighted Mr. Yadav.

Going forward, the evolution of India’s Cargo and Logistics Industry can be realized through uniform progress across all segments. Appropriate policy changes and opening up capacity and increasing speed with which goods are transported in all modes of transportation, especially rail and water transport, are imperative for the growth of the industry. Transportation of bulk commodities from road to appropriate modes such as rail and waterways can free up capacity for fast moving goods. Further, setting benchmarks and standards for the industry will drive uniformity of warehouses, storage and transport equipment.

Access to cheap capital should be made available to Logistics Service Providers for investments in infrastructure, enabling them to extend longer credit periods to their clients and supplementing their working capital. The government should create a uniform tax structure and do away with multiple check points and documentation requirements, which would lead to speedier delivery of cargo.

The growth of the Cargo and Logistics industry will not only contribute to the GDP, but will also generate employment opportunities.

Source : Business Standards
PROPOSED SIMPLIFIED MONTHLY AND QUARTERLY GST RETURNS, JULY, 2018

CA. NARENDRA KUMAR
KUMAR NARENDRA & ASSOCIATES
canarendragupta@gmail.com

Background: GST Council in its 27th meeting held on 4th May, 2018 had approved the basic principles of GST return design. Now in its 28th meeting held on 21st July, 2018, GST Council approved the key features and new format of the GST returns. This brief note lists the salient features of the new return format.

Part A: Key features of the Monthly Return:

1. Monthly Return and due-date: All taxpayers excluding a few exceptions like small taxpayers, composition dealer, Input Service Distributor (ISD), Non resident registered person, persons liable to deduct tax at source under section 51 of CGST Act, 2017, persons liable to collect tax at source under section 52 of CGST Act, 2017, shall file one monthly return. A newly registered taxpayer shall be classified on the basis of self-declaration of the estimated turnover. The due date for filing of return by a large taxpayer shall be 20th of the next month.

2. (i) Nil return: Taxpayers who have no purchases, no output tax liability and no input tax credit to avail in any quarter of the financial year shall file one NIL return for the entire quarter. In month one and two of the quarter, such taxpayer shall report NIL transaction by sending a SMS. Facility for filing quarterly return shall also be available by an SMS.

(ii) Small taxpayers: Taxpayers who have a turnover upto Rs. 5 Cr. in the last financial year shall be considered small. These small taxpayers shall have facility to file quarterly return with monthly payment of taxes on self-declaration basis.

However, the facility would be optional and small taxpayer can also file monthly return like a large taxpayer. The scheme of filing of quarterly return is explained later.

2. Continuous uploading and viewing: There would be facility for continuous uploading of invoices by the supplier anytime during the month and such uploaded invoice shall be continuously visible to the recipient. Only uploaded invoice would be a valid document for availing input tax credit. Invoices uploaded by the supplier by 10th of succeeding month shall be auto-populated in the liability table of the main return of the supplier. The screen where it shall be visible to the recipient is hereafter called “viewing facility” (shown as “inward annexure” in the return document). After the due date for the filing of return is over, the recipient shall also be able to see the return filing status of the supplier and thus be aware whether the tax liability on purchases made by him has been discharged by the supplier or not. Viewing facility shall also show the trade name of the supplier.

4. Due date for uploading invoices and action to be taken by the recipient: Invoices uploaded by the supplier by 10th of the next month shall be posted continuously in the viewing facility of the recipient and the taxes payable thereon which can be availed as input tax credit shall be posted in the relevant field of the input tax credit table of the return of the recipient by 11th of the next month. These invoices shall be available for availing input tax credit in the return filed by the recipient.

However, invoices uploaded after 10th of next month by the supplier shall get posted in the relevant field of the return of the subsequent month of the recipient though viewing shall be continuous. For example, if invoice no. 1 of April is uploaded on 8th of May and invoice no. 2 of April is uploaded on 15th of May by the supplier, the recipient shall be able to avail input tax credit for invoice no. 1 with the return of April filed on say 20th of May and for invoice no. 2 he shall be able to avail input tax credit with the return filed for the month of May, filed on say 20th of June. But both the invoices would be accounted towards the liability payable by the supplier in his return of the tax period of April. Therefore, after the 11th of the next month the recipient shall be able to accept, reject or keep pending a particular invoice but the maximum limit of eligible input tax credit will be based on the invoices uploaded by the supplier upto 10th of the subsequent month.

In the transition phase of six months after the new system of return is implemented, the recipient would be able to avail input tax credit on self-declaration basis even on the invoices not uploaded by the supplier by 10th of the next month or thereafter using the facility of availing input tax credit on missing invoices.

5. Invoice uploaded but return not filed: In cases where no return is filed after uploading of the invoices by the supplier, it shall be treated as self-admitted liability by the supplier and recovery
proceedings shall be initiated against him after allowing for a reasonable time for filing of the return and payment of tax.

6. **Unidirectional Flow of document**: Only the invoices or debit notes uploaded by the supplier on the common portal shall be the valid document for availing input tax credit by the recipient. Invoices or debit notes which have not been uploaded by the supplier and on which recipient has availed input tax credit shall be hereafter called “missing invoices”.

Where credit is availed on missing invoices by the recipient and such missing invoices are not uploaded by the supplier within the prescribed time period, input tax credit availed in relation to such invoices or debit notes shall be recovered from the recipient. Thus, input tax credit shall inter-alia be dependent on uploading of invoices or debit notes by the supplier either before or after filing of the return, within the prescribed time limit.

7. **Missing invoice reporting**: Missing invoices shall be reported by the supplier in the main return for any tax period with interest or penalty as applicable. Reporting of missing invoices by recipient can be delayed up to two tax periods to allow recipient to follow up and get the missing invoice uploaded from the supplier.

For example, purchase invoices received by recipient in April on which input tax credit has been availed but not uploaded by the supplier, shall be reported by the recipient not later than the return of June filed in July. Information about missing invoice uploaded by the recipient shall be made available to the supplier. Taxpayers filing quarterly returns shall report missing invoices in the next quarter.

8. **Offline IT Tool**: An IT tool/facility for matching of the invoices downloaded in XL format from the viewing facility, with the invoices stored in the accounting software by the taxpayer (recipient), shall be provided. The IT tool/ facility shall have ability to filter invoices downloaded on the basis of–

i. Dates of invoice – to and from date;

ii. Date on which the invoice was uploaded by the supplier on the Common Portal;

iii. GSTIN of the supplier.

9. **Payment of tax**: Liability declared in the return shall be discharged in full at the time of filing of the return by the supplier as is being done at present in the present return FORM GSTR 3B.

10. **Recovery of input tax credit**: There shall not be any automatic reversal of input tax credit at the recipient’s end where tax has not been paid by the supplier. In case of default in payment of tax by the supplier, recovery shall be first made from the supplier and in some exceptional circumstances like missing taxpayer, closure of business by the supplier or supplier not having adequate assets or in cases of connivance between recipient and the supplier, etc. recovery of input tax credit from the recipient shall be made through a due process of service of notice and issue of order.

11. **Locking of invoices**: Locking of invoices means a handshake between the recipient and supplier indicating acceptance of entering into the transaction reported in the invoice. Facility for locking of invoice by the recipient before filing of the return by him shall be available.

However, it may not be possible to lock individual invoices where the number of invoices is large and in such situation deemed locking of invoices shall be presumed on the uploaded invoices which are either not rejected or kept pending by the recipient. On filing of the return by recipient, all invoices shall deemed to be accepted except invoices kept pending or rejected.

12. **Rejected invoices**: Where the GSTIN of the recipient is wrongly filled by the supplier, the invoice would appear on the viewing facility of a taxpayer who is not the recipient of such supplies and therefore input tax credit is not admissible to him. Recipient shall report such invoices as rejected invoices. To assist the process of rejecting invoices with ease, the matching IT tool shall have facility to create recipient and seller master list, from which correct GSTIN can be matched.

13. **Pending invoices**: Pending invoices means such invoices which have been uploaded by the supplier but for which one of the three situations exist –

First, the supply has not been received by the recipient,

Second, where the recipient is of the view that the invoice needs amendment,

Third, where recipient is not able to decide whether to take input tax credit for the time being.

Pending invoices shall be reported by the recipient and no input tax credit shall be availed by the recipient on such pending invoices. To reduce the number of pending invoices which needs to be reported, a simplification in the procedure for availing input tax credit shall be carried out as detailed in para 13.2 below.

13.2 The simplification process would be that where the goods or services have been received by the recipient before filing of a return and invoice for the same has been uploaded by the supplier upto the due date i.e 10th of the next month, input tax credit for the same can be availed by the recipient in the return. This is likely to make additional credit available to the recipient as goods or services received after 1st of next month but before 20th become eligible for availing input tax credit.
For example, input tax credit can be availed by the recipient on invoice issued in April and uploaded by the supplier by 10th May even if the goods or services have been received by the recipient before 20th May i.e. the date on which he is filing his return for the month of April (presently he is eligible for input tax credit only if goods or services have been received by 30th April).

13.3 A pending invoice can be rejected by the recipient at a later date when he is able to decide on either of the three situations mentioned in para 13.1 above.

14. Deemed locking of invoices: Invoices which have been uploaded by the supplier and made available in the viewing facility to the recipient but have not been rejected or have not been kept pending by the recipient shall be deemed to be locked after return for the relevant tax period has been filed by the recipient.

It may also be noted that invoices on which credit has been availed by the recipient (i.e. locked invoices) will not be allowed to be amended by the supplier and in order to amend the reported particular of such invoices, a credit or a debit note will have to be issued by the supplier.

15. Unlocking of invoices: A wrongly locked invoice shall be unlocked online by the recipient himself subject to reversal of the input tax credit by him and online confirmation thereof.

16. Amendment of invoices: Amendment of an invoice may be carried out by the supplier where input tax credit has not been availed and the invoice has not been reported as locked by the recipient. Once an invoice is locked by the recipient, no amendment of the same shall be allowed. However, credit note or debit note for the same can still be issued by the supplier to change value, rate of tax, quantity or the tax payable. IT facility would ensure that:

(i) where a credit note is issued on an invoice which is kept pending, then both the credit note and the original invoice shall be linked in the system for availing credit so that excess credit is not taken by the recipient;

(ii) where a credit note is issued on an invoice on which credit has already been availed i.e. the invoice is locked, the reduction in liability of supplier shall be subject to reduction in input tax credit of the recipient.

17. HSN: The table for reporting supplies with the tax liability at various tax rates shall not capture HSN but would continue to capture supplies at different tax rates as is the present practice. The details of HSN shall be captured at four digit or more in a separate table in the regular monthly return.

18. Return format: The main return shall have two main tables, one for reporting supplies on which tax liability arises and one for availing input tax credit. Return shall have annexure of invoices which shall auto-populate the output liability table in the main return.

19. Payment of multiple liability: Liability in the return arising out of invoices of different dates shall be summarized period wise. However, one payment for the total tax liability on all tax invoices shall be allowed to be made.

For example, a missing invoice of April if needed reporting in September, would be reported in the regular return of September. However, the liability for the month of September and April shall be shown separately on the common portal to the taxpayer in the regular return of September but one consolidated payment would be required to be made. Interest shall be calculated on invoices reported late i.e. in the present example on the invoice of April. After filing of the return, information relating to April invoice shall be clubbed with the information relating to April information.

20. Amendment return: To address the problem of human error i.e. wrong entries being made in the return, there would be a facility for filing of amendment return. Amendment return is different than a regular return.

There would be a facility to file two amendment returns for each tax period within the time period specified in section 39(9) of the CGST Act, 2017. Amendment of entries which flow from the annexure of the main return shall be allowed only with the amendment of the details filed in the annexure.

21. Amendment of missing invoices: Amendment of missing invoices reported later by the supplier shall be carried out through the amendment return of the relevant tax period to which the invoice pertains. Therefore, it would be advisable to report all the invoices and then avail the facility for amending return so that invoices reported late can also be amended through the amendment return.

For example, Invoice of April if uploaded in September shall get amended with the amendment of return for the month of April only and therefore trade is advised to report all the missing invoices before exhausting their opportunity to amend the return.

22. Amendment of details other than that of invoice: All user entries of input tax credit table in the main return would be allowed to be amended. This is necessary as amendment of subsequent returns should not be necessary with respect to the input tax credit table to keep the compliance load under control. Change in the closing balance of the input tax credit shall be affected based on the declaration in the amendment return of the taxpayer. Thus, the opening and closing balances of intervening month(s) shall not get impacted.
23. **Payment due to amended liability**: Payment would be allowed to be made through the amendment return as it will help save interest liability for the taxpayer. Input tax credit, if available in the electronic credit ledger can also be used for payment of the liability in the amendment return.

24. **Negative Liability**: Negative liability arising from the amendment return shall be carried forward as negative liability in the regular return of the next tax period.

25. **Higher late fee for amendment return**: For change in liability of more than 10% through an amendment return, a higher late fee may be prescribed to ensure that reporting is appropriate in the regular return.

26. **Monthly Accounting**: All reported liabilities for a month in regular return for a tax period, liabilities from missing invoices uploaded/reported later and liability flowing from the amendment return shall be shown to the taxpayer and the tax officer at one screen on the common portal to assist tax period wise accounting and assessment.

27. **Exports**: The table for export of goods in return would contain details of the Shipping Bill also. The registered person can either fill this information at the time of filing the return or after filing the return at his option. Filing the details of the Shipping bill in the return at a later date shall not be considered as filing of an amendment return. A separate facility for uploading shipping bill details at a later date shall be provided to the exporters.

28. **Transmission of data to ICEGATE**: Once the information of S/B is completed, the entire data shall be transmitted to the ICEGATE (IT system of Customs administration). Subsequent amendments in export/Shipping Bill table shall also be carried out through a separate facility on the common portal and not through the process of filing of amendment return. There would thus be a special facility for the exporters. This amended data would also be transmitted to ICEGATE.

29. **Integrated flow of information**: Till data starts flowing online from ICEGATE or SEZ online in the input tax credit of the return, credit on imports and supplies from SEZ shall be availed on self-declaration basis.

30. **Supply side control**: For a newly registered taxpayer and a taxpayer who has defaulted in payment of tax beyond a time period and/or above a threshold, uploading of invoices shall be allowed only up to a threshold amount or only after the default in payment of tax is made good respectively. This would lead to the recipient getting protected against the actions of the supplier and also the interest of public money (revenue) adequately protected.

Where the condition for supplier’s side control are not satisfied due to default in payment of tax by the supplier, the invoice of such supplier shall not be populated in the viewing facility of the recipient and consequently, the recipient would not be able to avail input tax credit on such invoices till the default in payment of tax by the supplier for the past period is made good.

31. **Profile based return**: There are many kinds of supplies which can be made under GST and also there are many types of inputs using which input tax credit can be availed. Most of the taxpayers have only a few types of supplies to make and few types of inputs to report. Therefore, a questionnaire shall be used to profile the taxpayer and only such part of return shall be shown to him which are relevant to his profile.

For example, a small manufacturer or trader, buying and selling locally may need to file a return consisting of only a few lines. Profiling would allow fields like export, supplies to and from SEZ to be blocked from return and make return adequate for his purpose.

32. **Purchase information in the annual return**: Invoices/Supplies on which the recipient does not intend to take input tax credit (such as ineligible ITC supplies) but are kept pending or rejected will have to be reported separately in the Annual return.

33. **Suspension of registration**: Concept of suspension of registration would be introduced when a registered person has applied for cancellation of registration or when the conditions in law for cancellation of registration are satisfied.

From the date of suspension to the date of cancellation of registration, return would not be required to be filed and also invoice uploading shall not be allowed for the period beyond the date of suspension.

### Key features of Quarterly Returns

**Part B: Key features of Quarterly Returns**

1. **Quarterly filing and monthly payments**: It is proposed to provide facility for filing of quarterly return to small taxpayers, who had a turnover upto Rs. 5 Cr. in the last financial year. The turnover shall be calculated in the manner explained in para 1 of Part A above. However, they would still need to pay their taxes on monthly basis and avail input tax credit on self-declaration basis to pay the monthly taxes.

2. **Quarterly or monthly return**: Option for filing monthly or quarterly return shall be taken from these small taxpayers at the beginning of the year and generally thereafter they would continue to file the return during the year as per the option selected. During the course of the year option to change from monthly to quarterly or vice-versa shall be allowed only once and at the beginning of any quarter. This is necessary to avoid confusion for the taxpayer and also to avoid complex validations in the IT system.

3. **Options in quarterly return**: Small taxpayers having
turnover upto Rs. 5 Cr. would have option to file one of three forms, namely - Quarterly return, Sahaj or Sugam. Quarterly return shall be akin to the monthly except that it has been simplified and shall not have the compliance requirement in relation to –

(i) Missing and pending invoices as small taxpayers do not use these procedures in their inventory management.

(ii) Supplies such as non-GST supply, exempted supply etc as they do not create any liability.

(iii) The details of input tax credit on capital goods credit shall also not be required to be filled.

This information shall be required to be filled in the Annual Return. Small taxpayers who would like to facility of missing and pending invoice may file monthly return.

4. Quarterly Return: Option to create profile in the quarterly return shall also be available. Sahaj and Sugam are predetermined profiles of the quarterly return.

5. Sahaj and Sugam Returns: Small taxpayers often have purchases only from the domestic market and sales in the domestic market i.e B2B purchases locally and supplies either as B2C or B2B+B2C.

They constitute a very large part of the tax base and therefore two simplified quarterly returns are proposed for them respectively.

- They have been named as “Sahaj” (only B2C outward supplies) and
- “Sugam” (both B2B and B2C outward supplies). In effect, these returns are pre-determined profiles for small taxpayers using quarterly return.

6. Uploading of invoices: The recipients from these small taxpayers would need uploaded invoice for availing input tax credit and therefore the small taxpayers would be given facility to continuously upload invoices in the normal course. The invoices uploaded by 10th of the following month would be available as input tax credit to the recipient in the next month as is the case in case of purchases from large taxpayers.

7. Payment declaration form for payment of monthly taxes: These small taxpayers would continue to pay taxes on monthly basis and in the first and second month of every quarter, they would use a payment declaration form to make the payment.

In the payment declaration form, self-assessed liability and input tax credit on self-declared basis shall be declared. To assist in tax payment and availing input tax credit, necessary liability arising out of uploaded invoices of outward liability and input tax credit flowing from viewing facility would be shown to the taxpayer.

The payment declaration form shall only allow full payment of the liability arising out of uploaded invoices. Late payment of tax liability including that in first and second month of the quarter shall attract interest liability.

8. Lower compliance cost: The benefit of this simplification would be that the compliance cost for small taxpayers would come down as payment declaration form is not a return and minor errors in the same would not lead to initiation of any legal action.

9. HSN: HSN wise details would need to be provided at 4 digit level or more in the quarterly return.

10. Pending and missing invoices: Small businesses have only a few supplies to receive and therefore they track their purchases well and may not need credit on missing invoices. As the inventory size of these businesses is small they also do not need to keep invoices pending and generally avail credit forthwith. Therefore quarterly return shall not have the compliance requirement of missing and pending invoices as small businesses do not use these procedures in their inventory management.

These are key points of proposed simplified monthly and quarterly GST Returns and the Government has not notified as on date so ever registered dealer has to file current GST returns only.

CUSTOM EXCHANGE RATES
(All rates per unit) w.e.f. 20th August, 2018

<table>
<thead>
<tr>
<th>CURRENCY</th>
<th>IMPORT</th>
<th>EXPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Dollar</td>
<td>52.25</td>
<td>49.95</td>
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<tr>
<td>Bahraini Dinar</td>
<td>192.40</td>
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<tr>
<td>Canadian Dollar</td>
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<tr>
<td>Chinese Yaun</td>
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</tr>
<tr>
<td>Danish Kroner</td>
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<td>Euro</td>
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<td>78.40</td>
</tr>
<tr>
<td>Hong Kong Dollar</td>
<td>9.10</td>
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<tr>
<td>Kuwait Dinar</td>
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<tr>
<td>Newzealand Dollar</td>
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<tr>
<td>Norwegian Kroner</td>
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<tr>
<td>Pound Sterling</td>
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</tr>
<tr>
<td>Qatari Riyal</td>
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<td>18.70</td>
</tr>
<tr>
<td>South Arabian Riyal</td>
<td>19.35</td>
<td>18.15</td>
</tr>
<tr>
<td>Singapore Dollar</td>
<td>51.90</td>
<td>50.10</td>
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<tr>
<td>South African Rand</td>
<td>5.00</td>
<td>4.70</td>
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<tr>
<td>Swedish Kroner</td>
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<tr>
<td>Swiss Franc</td>
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<tr>
<td>UAE Dirham</td>
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<tr>
<td>US Dollar</td>
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<td>69.40</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>64.60</td>
<td>62.20</td>
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Source: www.dailyshippingtimes.com/custom-exchange-rates.php
<table>
<thead>
<tr>
<th>Sl. N.</th>
<th>Courses</th>
<th>Duration (days)</th>
<th>Starting Date</th>
<th>Course Coordinator</th>
<th>Course Fees per Participant (Rs.)</th>
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<tr>
<td>1</td>
<td>International logistics &amp; Inventory Management</td>
<td>2</td>
<td>12-10-18 to 13-10-18</td>
<td>L S Bishet</td>
<td>12000.00</td>
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<td>2</td>
<td>E-Procurement in Government and Private Organizations</td>
<td>2</td>
<td>26-10-18 to 27-10-18</td>
<td>L S Bishet</td>
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<tr>
<td>3</td>
<td>Cost Price Analysis - A System Rationale for Procurement</td>
<td>2</td>
<td>07-12-18 to 08-12-18</td>
<td>L S Bishet</td>
<td>12000.00</td>
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<tr>
<td>4</td>
<td>Logistics &amp; Distribution Management</td>
<td>2</td>
<td>28-12-18 to 29-12-18</td>
<td>L S Bishet</td>
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<tr>
<td>5</td>
<td>Introduction to Materials &amp; Supply Chain Managements (A Foundation Course)</td>
<td>5</td>
<td>08-01-19 to 12-01-19</td>
<td>L S Bishet</td>
<td>25000.00</td>
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<tr>
<td>6</td>
<td>Operations Strategy for Effective SCM</td>
<td>2</td>
<td>24-01-19 to 25-01-19</td>
<td>L S Bishet</td>
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<tr>
<td>7</td>
<td>ERP &amp; Impact of ERP Implementation in Supply Chains</td>
<td>2</td>
<td>08-02-19 to 09-02-19</td>
<td>L S Bishet</td>
<td>12000.00</td>
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<tr>
<td>8</td>
<td>Stress Management</td>
<td>3</td>
<td>14-02-19 to 16-02-19</td>
<td>L S Bishet</td>
<td>18000.00</td>
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<tr>
<td>9</td>
<td>Contract Management</td>
<td>2</td>
<td>22-02-19 to 23-02-19</td>
<td>L S Bishet</td>
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<tr>
<td>10</td>
<td>Negotiation Skills</td>
<td>2</td>
<td>01-03-19 to 02-03-19</td>
<td>L S Bishet</td>
<td>12000.00</td>
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<tr>
<td>11</td>
<td>Personality Development &amp; Communication Skills</td>
<td>3</td>
<td>14-03-19 to 16-03-19</td>
<td>L S Bishet</td>
<td>18000.00</td>
</tr>
</tbody>
</table>

(Details about final Training Schedule & Faculty will be emailed to the participants on receipt of the applications.)

Venue: Conference Hall, IMM National Headquarter, Belapur, Navi Mumbai.

Course Fee: - Rs. 5000/- per day for Fundamental Course & Rs.6000/- per day for other courses + 18% GST, as applicable - Includes Tuition Fee, Course Material, Participation Certificate, Break Fast, Working Lunch & Tea/Coffee.

Boarding & Lodging Charges (Optional): - Rs.3000/- per day per participant + 18% GST (AC Twin Occupancy. Single Occupancy may be made available on request)

Discounts: -
1. 10% to IMM members
2. 5% for early birds (to individual participants, on receipt of nomination, before 20 days of the commencement of course)

Group Discounts: -
1. 10% for 4 to 10 participants from the same organization
2. 15% for more than 10 participants from the same organization

Refund Rules: -
1. Fees once paid can be adjusted towards future nominations up to 2 years
2. In case of cancellation of course, due to inadequate participation or for any other unforeseeable reasons, the participants will be informed by e-mail or fax and the fee will be refunded.

Enrollment: - Personal details: Name, Designation, Mobile No & E-mail id, Age, Qualification, Experience, functions & Present Organization of the participants along with the fee through ECS/NEFT (BOI/A/C No-011610100006741 & IFSC code: BKID0000116) or by Demand Draft drawn in favor of “Indian Institute of Materials Management” payable at Mumbai, may be sent to: Mr. Laxman Singh Bishet, Senior Faculty, (MM), IMM National Head Quarters, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai - 400614. (E-mail—immteb@gmail.com Mobile No-9769197851)

Faculty: Trainers are highly qualified professors/ Senior Practicing Managers/ SCM Professionals with over 15 years of rich industry experience in the relevant field.

Pedagogy: Presentations, Discussions, Audiovisuals, Case Studies, Role Play
AURANGABAD BRANCH

IIMM Aurangabad have successfully conducted “Curtain Raiser for NATCOM 2018 and 4th MAT Select” which is scheduled on 22nd & 23rd Nov’18. Curtain raiser was combined with an evening Seminar on “Ethics in Profession and Attitude” by BAPS Saint Swami Gnanvatsaldasji on 4th August 2018, Saturday, at Rukmini Hall, Jawaharlal Nehru Engineering College, MGM Campus, CIDCO N-6, Aurangabad.

Swami Gnanvatsalji is a Motivational Speaker from Akshardham, BAPS Swaminarayan Mandir. The BAPS Swaminarayan Sanstha is a spiritual, volunteer-driven organization dedicated to improving society through individual growth by fostering the Hindu ideals of faith, unity, and selfless service. Swamiji is a Mechanical Engineer from BVM Vallabh Vidyanagar, SP University. He has been a speaker at various seminars in Europe, England, America, Canada & New Zealand. Inspiring & motivational speaker, talks about various subjects such as Proactive & Ethics which differentiate ‘able leaders’ from ‘smart managers’ He has spoken on various topics such as Stress Management in daily life, Ethics in Profession, Attitude – The Master Key, Character – Home of Happiness, Work Life balance, and more.

Swamiji explained the importance of ethical practices in day to day life which leads to success. Safety, Stability and Satisfaction are the key outputs from ethical behaviour. Ethical behaviour helps to win the hearts of the people around you. Swamiji also explained on the 2nd part of the topic Attitude. He focussed on the Attitude building with lot of examples and stressed on “Attitude is everything”.

This seminar was attended by 785 delegates, highest number in Aurangabad history. Delegates were represented from Industries like Bajaj Auto, Bagla Group, Endurance, E&H, Morgan Advance Materials, N H K Auto, Lupin, Garware Polysters, Upturn Precision, MAN Diesel, Dhoot Transmission, Sanjeev Auto and supplier base of above companies. Members from NIPM, MASSIA, AISA, BAPS, QCFI, JNEC college staff and students were also present.

Branch Chairman Mr. K. Srihari briefed about the branch activities and focus areas of IIMM. He also appealed for becoming IIMM members to delegates, who are not IIMM members. Proceedings for the program was done by Dr. Narendra Joshi and speaker introduction was done by Mr. Phani Kumar.

VP (West) Mr. Jitesh Gupta, NC Member Dr. Narendra Joshi, NC Member Mr. Sanjay Sanghai, Chairman Mr. K. Srihari, Vice Chairman Mr. Sushant Pate, Hon. Secretary Mr. Milind Ghogale, along with Treasurer Mr. Lalit Lohade, EC Members Mr. R. D. Jaulkar, Mr. Shrikant Muley, Mr. Phani Kumar, Mr. Santosh Pande, Mr. Sudhir Patil, Mr.
Sushil Pande, Mr. Sunil Ved, Mr. Anil Pimpalkar, Mr. N B Warade and BAPS Aurangabad team, took efforts to make this event successful.

Vice Chairman Mr. Sushant Patare offered “Vote of Thanks”. Program was concluded by National Anthem.

IIMM Aurangabad have conducted evening Seminar on “Quality DNA Building Trust towards Business Excellence” on 21st July 2018, Saturday, at Grand Hall, Hotel Atithi, Jalna Road, Aurangabad.

IIMM Aurangabad Team with Faculty and Chief Guest

The speaker for this event was Mr. Vinayak Pol, Executive Director, Aurangabad Electricals Limited, Aurangabad. The Chief Guest was Mr. Giridhar Kumar Sanganeria, Managing Director of Sangkaj Group, Aurangabad. Mr. Vinayak Pol is a strong believer and follower of Swami Vivekanand's Karma Yoga, Mr. Pol is a Graduate in Mechanical and Electrical Engineering with MBA in operations management. He has over thirty years of Industrial Experience. In Past he has worked with renowned organisations like Bharat gears Limited, Jay hind Industries Limited, Voltas Limited and Alicon group. Currently he is working as an Executive director of Aurangabad Electricals Ltd, A flagship company of Bagla Group of Industries.

This program was sponsored by Mukesh Oil Corporation, Aurangabad.

Mr. Vinayak Pol focused on basics of Attitude Building and Business values. The speaker explained the importance of “Manufacturing process control” and “Manufacturing process optimization”. The new trends in technology with respect to Manufacturing process control are discussed.

The Mfg process adherence by 14Q principles is very well explained with live examples. He also spoken on the Role of Materials Management in Business Excellence.

180+ people from Industries like Baglagroup, their Vendor Base, AEPL, Endurance, Morgen Advance Materials, N H K Auto, E & H, Upturn Precision, MAN Diesel, Dhoot Transmission, Sanjeev Auto and Also Engineering College Students from MIT, JNEC, attended the same.

Branch Chairman Mr. K. Srihari about the branch activities and focus areas of IIMM. He also appealed for becoming IIMM members to delegates, who are not IIMM members.

Proceeding for the program was done by ECM Mr. Phani kumar.

VP (West) Mr. Jitesh Gupta, NC Member Dr. Narendra Joshi, Chairman Mr. K. Srihari, Vice Chairman Mr. Sushant Patare, Hon. Secretary Mr. Milind Ghogale, along with Treasure Mr. Lalit Lohade, EC Members - Mr. R.D. Jaulkar, Mr. Shrikant Muley, Mr. Santosh Pande, Mr. Yogesh Khose, took efforts to make this event successful.

Vice Chairman Mr. Sushant Patare offered “Vote of Thanks”. Program was concluded by National Anthem.

IIMM Aurangabad have conducted evening Seminar on Liver care and Organ donation “LIVE LIFE, LOVE LIFE, SAVE LIFE” on 19th May 2018, Saturday, at “Aryabhatta Hall”, in MGM’s Jawaharlal Nehru Engineering college, Aurangabad. Chief Guest was Mr. B Uma Rao, Head Production, Scoda Auto, Aurangabad. This program was conducted to pay tribute to Late Shri. P.P. Reddy, Mr. Prabhakar Reddy was founder member of IIMM since 1981 and was devoted his time, experience and knowledge for over three decades. He served various senior positions of IIMM and was awarded with various acknowledgments for his work at national level. Faculty for this two hour’s program was Dr. Anurag Shrimal (MS, DNB, MNAMS), Fellowship-ASTS (Duke Univ, USA), Consultant - Abdominal organ Transplantation and HPB surgery. Currently he is working in Wockhardt Hospitals Ltd, Mumbai.

Dr. Anurag Shrimal focused on Functions of liver, how to keep the liver healthy- Things to Do & Things not to do. He also describes, How to know if I have any liver disease. Disease - Cirrhosis, Livercancer, Hepatitis A, B, and C, Liver failure due to genetic diseases and excessive alcohol, Ascites, Etc. He shared the ways and means to Prevention, Diagnosis & Treatment. His practical approach made the session very effective. Dr. Anurag Shrimal explained about the importance of Organ Donation and Transplant. What is Brain death, Why to donate an organ, How to make transplant as a treatment, He Pledge to donate organ.

70+ people from Industries like AEPL, Endurance, Morgen Advance Materials, Bagla group, N H K Auto, E & H, Upturn Precision, MAN Diesel, Dhoot Transmission, Sanjeev Auto and Also Engineering College Students from MIT, JNEC, their Professor’s and Principals attended the same. Senior citizens were also present.

Branch Chairman Mr. K. Srihari about the branch activities.
and focus areas of IIMM. He also appealed for becoming IIMM members to delegates, who are not IIMM members.

Chairman Mr. K. Srihari briefing the branch activities

Faculty Dr. Anurag Shrimal guiding Audience

Proceeding for the program and introduction of faculty was done by ECM Mr. Phanikumar.

VP (West) Mr. Jitesh Gupta, NC Member Dr. Narendra Joshi, Chairman Mr. K. Srihari, Vice Chairman Mr. Sushant Patare, Hon. Secretary Mr. Milind Ghogale, along with EC Members - Mr. R.D. Jaulkar, Mr. Shrikant Muley, Mr. Santosh Pande, Mr. Yogesh Khose, took efforts to make this event successful.

Vice Chairman Mr. Sushant Patare offered “Vote of Thanks”. Program was concluded by National Anthem.

ALWAR BRANCH

IIMM Alwar Branch conducted Two days training program on “Stores and Inventory Management” during August 24-25, 2018 at Hotel Moti Dungri Place Alwar. Participants were from JK Cement, Nimbahera, Birla Cement, Chittorgarh, Indian Institute of Chemical Technology, Hyderabad, Eicher Engine, Roca. Parryware, Hariom Precision Alloys Limited, Rathore Metals and Art Alwar. The program was well attended and appreciated by all the participants.

ALWAR BRANCH

IIMM Alwar Branch conducted Two days training program on “Transforming to Smart Digital Supply Chain Fostering Technology Sustainability & Innovation” on 17th April, 2018, at “Aryabhatta Hall”, in MGM’s Jawaharlal Nehru Engineering college, Aurangabad. Faculty for this One hour’s program was Mr. Sanjay Sanghai, National Council Member— IIMM, Vice President – Strategic Sourcing, Endurance Technologies Limited.

Mr. Sanghai focused on the stages of growth observed in digitization from industry 1.0 to recent Industry 4.0. The transformations phases for the overall operations and business communications. Mr. Sanghai discussed about the need of digitization and innovations in supply chain. He shared the opportunities in the innovations to have sustainable business growth. His practical approach made the session very effective.

100+ people from Industries like AEPL, BG Fasteners, Endurance, Rucha, Bagla group, Dhananjay Group, Dhoot Transmission, Sanjeev Auto and Also Engineering College Students from MIT, PES, JNEC, Shreeyash, their Professor’s and Principals attended the same. QCFI Members were also present.

NC Member Dr Narendra Joshi briefed about the branch activities and focus areas of IIMM. He also appealed for becoming IIMM members to delegates, who are not IIMM members.

Proceeding for the program and introduction of faculty was done by ECM Mr. Phanikumar.

VP (West) Mr. Jitesh Gupta, NC Member Dr. Narendra Joshi, Chairman Mr. K. Srihari, Vice Chairman Mr. Sushant Patare, Hon. Secretary Mr. Milind Ghogale, along with EC Members - Mr. R.D. Jaulkar, Mr. Shrikant Muley, Mr. Santosh Pande, Mr. Yogesh Khose, took efforts to make this event successful.

Vice Chairman Mr. Sushant Patare offered “Vote of Thanks”. Program was concluded by National Anthem.
Indian Institute of Materials Management Alwar Branch conducted it’s Annual General Meeting on 24/8/2018 at Hotel Moti Dungri Place Alwar. During the meeting Annual accounts of the branch were adopted and passed by the General Body.

The Chairman of the branch presented the details of Branch activities during last one year.

The Chairman announced that our Founder Chairman Mr. L R Meena was elected unopposed as National Secretary and Treasurer of IIMM NHQ. Further in the NATCOM held in November 2017 the Branch was awarded the best Branch award amongst the Non metro branches, same time Dr. R A Meena was also awarded the best Research paper award in the NATCOM 2017. Getting Two award in one year of opening of the branch is great achievement. Mr. L R Meena was falisteted by flowers and a Shawl by the executive committee and other members.

BANGALORE BRANCH

14.07.2018 – One day workshop on Inventory and Materials Management: IIMM Bangalore branch has organised one day workshop on “Inventory and Materials Management” for Hospital Administrators and Supply Chain Managers in collaboration and support from Johnson and Johnson on 14th July 2018 Hotel Mirador, Andheri East, Mumbai. Mr. Srinivas V. Rao, Branch Chairman and Sr. Faculty and Mr. Prasad Shidhaye, handled the session on Supply positioning model, Hospital inventory management, Total cost of ownership, Supplier relationships management and discussed Case studies and also conducted Role Plays. The workshop was very interesting with lively interaction by participants with the speakers.

21st July 2018 – Annual General Body Meeting: Annual General Body Meeting of Bangalore Branch was conducted in the evening at Hotel Woodlands. The meeting commenced with a formal invocation rendered by Master Prathik Hegde. Mr. P Sengottaiyan, Honorary Secretary confirmed the Coram and Mr. Srinivas V. Rao, Branch Chairman welcomed the members and their family and he gave details of achievement /activities during the year and programs planned for the future.
Mr. P. Sengottaiyan, Honorary Secretary presenting Annual Report

Mr. P Sengottaiyan, Hon. Secretary presented the Annual Report for the year 2017-18. The report was proposed for adoption by Mr. D. Lakshmaiah and seconded by Mr. Mohammed Haroon. The report was unanimously adopted.

Mr. Srinivas V. Rao, Branch Chairman giving presentation on the activities and achievement during 2017-2018

Mr. Srinivas V. Rao, Branch Chairman gave a presentation on the activities and achievements during 2017-2018.

Mrs. Roopa Mohan Kumar giving lecture on Yoga for Materials and SCM Professional

Mrs. Roopa Mohan Kumar gave a lecture on Yoga for Materials and SCM Professionals.

Mr. A.V. Shamasundar, Honorary Treasurer presented the Income & Expenditure and Balance Sheet for the year 2017-18, which was proposed for adoption by Mr. H.A. Bhaskar and Mr. Karunakaran and it was adopted unanimously. It was resolved to appoint, Mr. A.N. Sriram, CMA Association, as internal Auditor of IIMM Bangalore Branch and Chandabhoj and Jassoobhoj Chartered Accountants - Mumbai as Statutory Auditors as nominated by National Headquarters for the year 2018-2019.

Branch Chairman Mr. Srinivas V. Rao appealed that each and every one of members to attend for Prof. Ravi Ravindran endowment program on 3rd August 2018 and IIMM Bangalore Branch Signature event SCALE 2018 on 9th and 10th August 2018 and other forthcoming programs. Requested them to share with others as well and make them a grand success.

IIMM Bangalore Branch AGM was conducted in a smooth and befitting manner with a lecture on Yoga post the meeting and without any issues.

Mr. K.S. Mohan Kumar, and his wife Mrs. Roopa Mohan Kumar, Trainers of Art of Living – Shri Shri Ravi Shankar Guruji Ashram conducted lecture on “Yoga for Materials and SCM professionals” which was very much appreciated by the members present and also that yoga lecture was extremely useful for Materials and SCM Professionals.

Mr. K.V. Sudheendra, Branch Vice Chairman proposed vote of thanks. The AGM concluded with a vote of thanks and dinner for the members present.

JAMSHEDPUR BRANCH

21.07.2018 – AGM of IIMM Jamshedpur Branch: The 43rd AGM of IIMM was held at The Auditorium of Centre for Excellence on 21.07.2018 at 7.00 p.m. The Secretary confirmed that the quorum to hold the AGM is complete and requested the Chairman to start the proceedings of the AGM. The chairman welcomed the chief guest Mr. K M Bhardwaj, VP (East) by presenting a flower bouquet. He also welcomed all the EC members, invitees and the members present.

The Chairman requested the members to adopt the Agenda. Chairman informed that the Records notes of the 42nd AGM have been distributed to all members. He requested that it should be reviewed and confirmed. It was proposed by Mr. G R Murti and Seconded by Mr. A K Srivastava and confirmed by all members. The Chairman Mr. Shambhu Shekhar addressed the members. He said that with the support of everyone, the branch has been doing very well in fulfilling the Objectives and the Mission of the organization. He thanked all for the support and co-operation of the esteemed Executive Committee members in scaling the greater heights in the functioning of the branch. It is because of the members’ participation the branch holds a very important position at the national level. The branch has been awarded as the ‘Best Branch (Non – Metro),’ and ‘Best Branch (Educational Activities),’ ‘Best Branch (Membership Growth),’ ‘Distinguished Membership Award to Mr. K N Mishra’ during the Natcom held at Bangalore. This is indeed not the first time, on several occasions our branch has been awarded the “Best Branch Award”, “Best Educational Activity” awards, “Best Publicity Award” many times for which you all members should be proud of. He said that Jamshedpur branch had a very glorious past and requested all to maintain its glory. He thanked and congratulated all for such achievements. He spoke that the supply chain managers have a great role in the development of the country.
He requested The Secretary Mr. Neelesh Kumar Mishra to present the report for the year 2017-18; which was presented through power point presentation and shown the various activities and achievements of the branch including the seminars which were held on 07.04.2017 and 06.04.2018 successfully.

The Chairman Requested the Hon Treasurer to present the Annual Accounts. Hon. Treasurer Mr. Rajeev Kumar presented the highlights of the Annual Accounts as the copy of the BS and PL was distributed to all members. He requested the house if any clarification is needed. No question was raised. The Hon. Treasure then requested the house to receive, consider and adopt the Income and Expenditure Account for the year ended 31st March 2018. It was proposed by Mr. G D Pandey, seconded by Mr. TAS Vijayraghvan and unanimously passed. The Chief Guest was requested to felicitate the active members for their extraordinary positive contribution in the functioning of the branch.

The following members were honored and felicitated by presenting a small memento.

- Mr. Shivaji Sinha
- Mr. S H Vazifdar
- Mr. G D Pandey

The branch topper of January 2016 batch Mr. Ajay Tanti was honored by presenting a memento. Mr. G R Murti, Mr. A K Srivastava, Mr. Shivaji Sinha and Mr. G. P. Agarwal were presented with flower bouquet.

Mr. K M Bhardwaj, V P (East) and the Chief guest, in his address to the house said that it is always a pleasure to attend and witness the mixed activities of various types such as Mat-quiz, YMM competitions at the IIMM. Education is best in the eastern region and it is of great importance in these days. In the modern business world, supply chain is a key success factor.

I am happy that IIMM is spreading the knowledge of SCM to the professionals in the best manner. Jamshedpur Branch had been doing very good all the years. However he stressed and suggested that the services to MSME sector should be increased and IIMM should chalk out programs especially for the MSME sector.

Chairman informed the house that the suggestion will be definitely implemented. He requested the chief guest to accept a small memento on this occasion from IIMM. Chairman informed the house that the house is open for discussions and question-answers if any. No questions came forth.

Chairman Mr. Shambhu Shekhar spoke that he along with my team we will try our best to maintain the tradition of IIMM Jamshedpur and keep the flag high. Mr. S H Vazifdar presented the vote of thanks. The Secretary Mr Neelesh Kumar Mishra called the house adjourned. He requested the members to join for the High Tea.
23.07.2018 – Inauguration of GDMM Regular Classes :
GDMM Regular class was inaugurated on 23rd July 2018 at the Center for Excellence Library. The Chief Guest on this Occasion was Chairman Mr. Shambhu Shekhar, Secretary Mr. Neellesh Kumar Mishra, Treasurer Mr. Rajeev Kumar, Mr. S H Vazifdar and Course Coordinator Mr. G D Pandey. Faculty members and students were present at the occasion. Course Coordinator Mr. G D Pandey welcomed all present. The inauguration was performed by lighting the lamp by The Chief Guest Mr Shambhu Shekhar and others.

Chairman MrShambhu Shekhar, in his address, thanked the students for selecting the right type of professional course for their future. He said that today world over people realize the importance of Supply Chain Management. SCM can bring prosperity to the organizations and to the general mass at large. He also said that it is tough to join a course while you are working too. But this will add feathers to your wing that can take you to greater heights in your life. He advised the students to look ahead and be proactive in their life. Mr. Shambhu Shekhar said the world today is fast changing and managing the change is a big challenge. He said that he is confident that the knowledge gained from IIMM will be a cutting edge for the students to go up in in the professional life.

He also said that we are proud of our education wing which is considered to be the best. The credit goes to the senior faculty members like Mr. C Khan, Mr. Rajeev Kumar, Mr. Neellesh Kumar Mishra under the leadership of our veteran Course Coordinator Mr. G D Pandey. It is a matter of pride that Mr. G D Pandey has been taking care of the education as a Course coordinator since last 23 years. During these years we have trained about more than 1000 professional in the area of Supply Chain management. Many of them are heading their department by now.

Mr. G D Pandey informed the students about the Rules and regulations of the institute and requested everyone that they should have at least 60% attendance, without which they will not be eligible to appear in the term end examinations. Discipline at the institute must be maintained. He also said that his door is always open to all students if they feel any difficulty. He wished all the students a very happy learning.

Mr. S H Vazifdar proposed a vote of thanks to all present.

LUCKNOW BRANCH

AGM OF IIMM LUCKNOW BRANCH HELD ON 5TH AUGUST 2018 :
Address by the Secretary: While Inaugurating the AGM held on 5th August 2018, the secretary welcomed of the members. He further stated that earlier we used to hold this meeting in the Royal Cafe or Gomtf Hotel but this year onwards we are having it in our renovated premises. Early this year we decided to modify our own office building so that a suitable space is obtained for such meetings. He recalled that there was sufficient unutilised space between conference room and guest room. We therefore, made arrangement by dismantling the wall
between these two rooms and thus acquired a 100 square feet usable space. Prior to this the seating capacity of the conference room was merely 20-25 people which has now increased to 70 people.

The increase in the carpet area of conference room has compelled us to increase the office furniture accordingly. Thus we purchased two conference tables of the same size and additional 30 chairs. Also earlier the projector was placed on the table itself which was vulnerable, has now been wall mounted with the screen size in double of what it used to be.

Needless to mention that this has resulted in savings of hotel expenses substantially. The above changes are obvious and can be appreciated by applause.

2) Now we come to our main business.
   a) IIMM week was celebrated in the last week of April 2018 and these have been covered by MMR also.
   b) regular EC meetings are held with adequate forum
   c) AGM was held in Bangalore
   d) Our participation in the NATCOM 2017 was 5 members which was held in Bangalore. We received 7 National Awards and these were received by our representatives.

This year we did not have any seminar at NafionaMevel instead we had regular Evening lectures and all these have been covered by our National Magazine MATERIALS MANAGEMENT REVIEW. Now a days admission is a problem in all the colleges and many engineering colleges are being closed. As we are also facing the similar problem even then we were able to have 6-7 new students.

Now AICTE has approved PGDMM and PGDLM&S both the courses are having 2 years duration and 4 semesters. In addition with recognition of IFPSM we are having our own GDMM. For AICTE approved PGDMM the subjects as we understand are yet to be decided. These are likely to be 32 or 24 spread over in 4 Semesters, Fees will be Rs. 1.00 lakh. Future of these courses is yet to be seen.

We wanted to organize a National Council meeting in Lucknow and we gave our proposal also but the same was not accepted for obvious reasons. We also did not insist as one NC Meeting means we are down by Rs. 1.00 Lakh.

Our accounts were first to be audited by National Auditors rep stationed in New Delhi. Now let us move to the Awards ceremony. I request the following members to come near and dias tcs receive their awards:

Dr. C M Mishra  Best faculty
Mr Masihuddin Individual Membership Growth Award
Mr AlokSood Individual Membership Growth Award

These are National Awards and these were declared and collected by our reps in last NATCOM in Bangalore. And to do the honours I request Mr S K Jha, former MD HAL, LKO and Mr C K Vishwakarma former ED HAL LKO to congratulatte to award winners and thanks to the dignatories.

Now we are in midst of our tenure. One year is over which has passed peacefully with whole hearted support from you all. I hope that the same will continue in the next year also. In the end I thank you all for sparing your valued time on this Sunday.

Now I request Shri P.K.Bajpai, Treasurer to present the Accounts and thank you all. Have a Good day and Prosperous future.

Address by Treasurer: Hon secretary has read out his report and now I present the financtals for the current year. This report is before you and from its perusal it is evident that our financial condition is not very good and not very bad as well, as if used to be as earlier. We are in loss as far as administration is concerned this is mainly due to depreciation of assets.

Second reason being the membership strength is stationary. At present we are having 356 members out of which 56 are full members and 270 are Life time members. Life members need not pay and remaining 86 members are also for one reason or the other. Due to this our prorate administration is decreasing year to year, in 2015-16 it was more than Rs 1.00 Lakh, in 2016-17 it was Rs 71.0 thousands and in 2017-18 it was Rs. 55.0 thousand only and is yet to be received. This has compelled us to cut short of yearly gits etc.

Third reason being reduction in number of students day by day. Even the correspondence students are reducing. This has resulted in our prorate income to go down.

Fourth reason is increase in the depreciation rates of Fixed Assets. If is also quite evident that our expenses exceed our incomes though the operational cost is minimal. I therefore, request you all to increase the number of students and members.

Accounts are presented before you and may be adopted. However, if there are any queries I am here to welcome it. As usual we are the first branch from Northern region to get the accounts audited by representative of national auditors stationed at New Delhi. Request for adoption. Adopted by Or K K Mishra

After adoption

Thank you all the members and now I request Chairman to address the audience.
Address by the Chairman: The Chairman welcomed all the members present there. He began with the reports and accounts submitted by the secretary and the treasurer respectively. The accounts were adopted. He reiterated that if the members should visit the branch with new ideas so that no of new students should increase resulting in the enhancement of membership strength and financial status. He has appreciated the changes made in the office building, e.g., increase in the floor space in conference room with introduction of a projector with a larger screen and public addressing system. This has resulted in increase of seating capacity to 55-70.

He has further emphasized the need of exploring the new opportunities to increase the number of students, since the new prospectus and course material has since been introduced in the course, and thus our strength at the National Level may touch the new highs. While concluding, he thanked all the members for sparing their valued time. He has categorically appreciated Sri Bajpai and Sri Bhute for their pains taking efforts.

MUMBAI BRANCH

CPO VIII ROUNDTABLE ON FRIDAY 20TH JULY 2018 AT THE LEELA - MUMBAI: The CPO VIII Roundtable being organized by IIMM Mumbai with support of MCX (Multi Commodity Exchange) to explain the way forward for Price risk Management Compliance on Friday 20th July 2018 at Hotel TheLeela from 6.30pm. A small brainstorming session was kept to identify the expectations as a CPO and to promote our educational courses and seek their expectations to make them industry ready. Students from IIMM Mumbai branch helped out during the brainstorming session to capture the essence of the brainstorming session.
The CPO Roundtable was attended by various corporates from different industries. Prominent guest like Rear Admiral Pradeep Joshi (VSM – Chief Staff Officer – personnel & Administration), Mr.B. Narayan – Group President – Procurement & Projects , Mr.P. Rajesh - General Manager Training ( Bayer Limited),( Reliance Industries Limited), Mr.Umesh Malik– Vice President ( Reliance Industries Ltd.) etc. It was a grand success as views and ideas from various CPO heads was voiced and heard. There was a presentation by Mr.DebojyotiDey – Assistant Vice President – researchMCX (Multi Commodity Exchange) wherein he explained the way forward for Commodity Input Price Risk Management and the regulatory compliance.

FREE WORK SHOPS FOR IIMM STUDENTS - MUMBAI

Free workshops were organised for the benefit of IIMM students like the following:

- Glimpses of SAP MM workshop was organised at IIMM Thane on 24th June 2018 it was organised by Mr. Shakespeare Dutta and other guest speakers being Mr.Vishal Jagtap, Mr. Sandeep Vaidya, Mr. Santhosh Gadewar and Mr. Madhuri Taunk.

- Advance Excel was organised at IIMM Thane on 1st July 2018 was organised by Mr. Shakespeare Datta, Mr.Jagdish Thakur other guest speakers on “Process based Advanced Excel” session with Experimental based learning approach.

- Industrial visit at Mahindra and Mahindra on 28th July 2018 for students of IIMM Mumbai was conducted by Mr. Shakespeare Dutta.

Mr.Balakrishna Iyer and Mr.SurendraDeodharspoke as a visiting faculty from IIMM Mumbai to a gathering of senior officers of the Indian Navy in their seminar on RFID at the Naval base at Karwar.

169th N.C Meeting was held at Vishakhapatnam on 28th July 2018 where Mr. Surendra Deodhar and Mr. Virendra Mantri conducted a session on “Price Risk Management using Commodity Derivatives Market”. The session with the Q&A, was successful in creating awareness and interest about hedging price risk, the organisation and the preparation required, to roll out a risk management program.

Some skills insisted:

- Negotiation’s skills
- Deal making& closing
- Business acumen
- Green purchasing
- Projectmanagement
- Procurement analysis
- Banking/LC etc.
- IT tools
- Contract& risk management
- Industry 4.0
- Influencing skill
- Collaborative working
- Communication
- Design thinking
- Problem solving
- Cultural diversity
- Innovation

Over and above

- Spend Management
- Category Management
- Cost management
- SRM
- Public speaking
- Assertiveness
- Purchasing ethics and IIMM value
NEW DELHI BRANCH

The process of “Drafting a Contract starts before a single word of the agreement is written. The process of preparing a legal documents starts with us listening to you. We make sure we understand your business and the deal you have negotiated when we writing a contract we understand that the document must accomplish several different things. The contract must protect your interest so that if there is any issue later on with the deal you have the law on your side the contract must accurately describe the deal and what each side is promising to do we also are mind full that the contract must be written in such a way that the opposite side will be comfortable signing it so that you can move forward with your business.

Above are the brief about the day long deliberation where Mr. H K Sharma, Vice President (North) & Additional Director General (Supply), Mr. V K Jain, Former President, Mr. T G Nandakumar, General Manager (TERI) expressed their thought while addressing the Jam Pack Seminar Hall at Hotel “The Park” Parliament Street on 7th August 2018 Mr. H K Sharma is an ocean of knowledge in the field. He taught the delegates, How to make the draft and its legal aspects from basic knowledge to the final stage of the contract he covered contract defaults, remedies to defaults and Mr. V K Jain covered Call off Contracts & fixed and joint venture contract very beautifully and shared his vast experience of 40 years working experience of Air India where he was looking after the entire purchase as a Director.

Mr. T G Nandakumar has also given a comprehensive talk of Transfer of Risk, Payment and Incoterms etc. and also shown some informative slides pertaining to each Incoterms in the end. The case study was also carried out by Mr. H K Sharma, Mr. T G Nandakumar and Mr. Suresh Kumar Sharma and also given opportunity to three groups to present the outcome of the case study.

Mr. Rajeev Sharma, Chairman & Managing Director, M/s. Power Finance Corporation Ltd was the Chief Guest. While addressing the workshop he stress upon the importance of contract, when doing any kind of illustration of work, its important to have contract, he said it may see a bit daunting for a beginner to delve in legalese, but contracts do not to be scary. They must be as simple as plain language documents that outlines the general business between you and the client. Further he said, specify exactly what rights are being purchased and what rights you are retaining, are they binding and legally enforceable. They must protect both the parties, contract must stipulate how and when you get paid he also shared his experience of Power Grid Corporation, where he worked for few years.

Dr. M K Bhardwaj Chairman Board of Studies welcomed the Chief Guest by giving flowers and apprise the delegates regarding educational activities. The Chairman Mr. G Ajay Kumar welcomed the delegates and Chief Guest. Mr. V K Jain Former National President presented memento to the Chief Guest Mr. Rajeev Sharma, CMD, Power Finance Corp.

The workshop programme, was coordinated by Mr. Suresh Kumar Sharma, Former National President & Chief Coordinator, IIMM. The Hony. Secretary Mr. Babu PS proposed the vote of thanks.

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VISAKHAPATNAM BRANCH

Indian Institute of Materials Management(IIMM)- Visakhapatnam Branch organized a one day National Conclave on the Theme “Shaping Future Supply Chain for Business Excellence”, at Hotel Ambica Sea Green, Beach Road on 27th July 2018.

Shri P. Ray Chaudhury, Director ( Commercial) and Incharge Chairman cum Managing Director of RINL/Visakhapatnam Steel Plant, Chief Guest of the day, inaugurated the event. Shri. G.K. Singh, National President- IIMM( Guest of Honour) , Shri.K R Mondal, GM-Contracts & Materials (Guest of Honour) NTPC, Shri P Mahendra Kumar, Vice President (South), Shri. N Udayabhanu Chairman, IIMM Visakhaptanm graced the event by their presence.

The Chief Guest Mr. P Ray Chaudhury, Chairman Cum Managing Director of RINL, key note Speaker of the Day and he addressed the gathering giving an overview on “Shaping of Future Supply Chain for Business Excellence" and also, on “Industry 4.0 opportunities and challenges to be encountered on Emerging Innovative Technologies", he also, emphasized the need for adapting to Good Supply Chain Practices by the delegates, for the benefit of their organizations.
After the inaugural session, Founder Members of IIMM Shri C.S.N. Raju, former Executive Director (Commercial) of Vizag Steel Plant and Shri. G.S. Reddy, Former GM (MM) and Mr. B. Durga Prasad Course Director, IIMM Vizag were felicitated by the Chief Guest and National President IIMM in presence of Shri. VK Praviraj, National Council Member-IIMM, Shri AK Singh, Vice Chairman, IIMM, Shri AV Rajendra Kumar, Hony. Secretary, IIMM Vizag and Shri GPS Rao, Executive Member IIMM, of Vizag Branch.

The Following Technical Sessions were delivered by Eminent Industry captains holding senior positions- Mr. HK Sharma, Addl. Director (Supply) Ministry of Commerce, GOI, New Delhi, Dr. Subbakrishna, Past National President, IIMM, International Speaker, Shri Mohan Nair, Shri Suresh Kumar, Vice President (Supply), Past President, Mr. Surendra Deodhar, Vice President (Supply Chain) Reliance Bio, Mr. Virenda Mantri and Dr. Harendra Kumar and Dr. Rabi Narayan Padhi on current topics like Industry 4.0, International Logistics, Digital Supply Chain, Emerging opportunities and challenges, Next Gen Supply Chain in India etc.

The entire event was very nicely compered by Madam V. Leena, Asst General Manager (MM) of Visakhapatnam Steel Plant and Dr. Rabi Narayan Padhi, NC –IIMM Vizag Branch.

VAPI BRANCH

Indian Institute of Materials Management & Soft 360 - Tally solutions certified partner, Vapi Branch have conducted evening seminar on “Tricks & Tips for Effective Inventory Control Using Tally ERP9” on 14th July, 2018, at “Vapi Branch @Chips & Bytes “. Chief Guest was Shri. Mehul Patel, President – EAV. Faculty for this two hour’s program was Mr. Ketan Prajapati- CA & Mr. Mehul Bhavsar.

Faculty focused on the inventory management and shared tricks and tips on optimum inventory.

Faculty shown demo on Tally ERP 9 latest version and explained how it is useful tool helps in inventory management such as Material requirement planning, managing warehouse items and much more.

His practical approach made the session very effective. 50+ people from Industries like Huber, Zobele, Klenzoids, Anchor and IIMM-GDMM students attended the same. IIMM & Chips and Bytes Members were also present.

Chairman – Mr. Parthiv Mehta briefly about the branch activities and focus areas of IIMM. Proceeding for the program and Introduction of faculty was done by Hon. Secretary – Mr. Rakesh Nandre. NC Member – Mr. J.R. Shah & Mr. Manish Doshi, Vice Chairman Mr. Anant Kapadia along with EC Members-Course Coordinator Mr. Santosh Sahoo, Treasurer Mr. Mukesh Patel & Mr. Sharad Chitodkar took efforts to make this event successful.

Vice Chairman Mr. Anant Kapadia offered “Vote of Thanks”. 
Diabetes can happen to anyone. Genes, Environment, and lifestyle all seem to be responsible for this lifelong disorder. Once it happens; it can be controlled. People with diabetes need to manage diabetes 24x7 on a continuous basis. They do not get a holiday from it. Various studies have shown that adherence rate for treatment of chronic diseases is lower than adherence rate of treatment of acute diseases. Not many studies are available in India, but global studies show that adherence for medications in chronic diseases averages only 50%. Strict lifestyle changes, financial constraint and lack of education all seem to be responsible for it. In India, the situation seems to be worse. In a study done at Doon Government Hospital, Dehradun, Uttarakhand, India, it was found that only 16.6% of the patients were considered adherent to the prescribed anti-diabetic drugs.

This non-adherence increases the chances of complications and can also risk the life of a person with diabetes. My patients Rahul story is a real example of this. Rahul was in critical condition when he was admitted to hospital. Rahul had diabetes for the last 13 years and was on insulin. After seeing a tempting advertisement on reversing diabetes, he had quit his treatment and within 5 days he was in the hospital in critical condition. I was quite disturbed when I saw him. Like Rahul, Increasingly, people are taking similar decisions and landing themselves in the emergency room. Rahul still came to the hospital on time, but sometimes we lose our patients because of these false claims.

Rahul told me; he tried to ask me in his last visit about this treatment plan, but since I was very busy that day, he thought of giving it a try as the offer was irresistible. I could not decide whose fault was it, but understood that we need to create awareness on treatment and management of non-communicable life style disorders like diabetes to masses if we need to save them.

Understanding Diabetes

In simple language diabetes is a disease in which sugar level in blood increases. This can happen due to many reasons. As per IDF 2017, India is home to more than 72 million people with diabetes.

1. Type-1 diabetes, which happens mostly in children and young adults is an autoimmune disorder in which the body produces minimal or no insulin. A person with type 1 requires insulin for survival. As per IDF, there are more than 1, 25,000 children and young adults less than 20 years with type 1 diabetes in India. Organizations like Novo Nordisk Education Foundation along with 21 specialized centres across India are currently providing extensive care including, free insulin for children with type 1 diabetes mellitus from poor families. Changing Diabetes in Children aims that no child with diabetes should die because of lack of insulin.

2. Type 2 Diabetes is a disorder which is progressive and happens due to many reasons which include obesity, especially abdominal obesity, sedentary lifestyle, stress and a positive family history. Most of the people with diabetes have Type 2 Diabetes. A disease which was earlier called as diseases of old people is happening in children and young adults’ due to the wrong lifestyle.

There are many advertisements on reversing diabetes these days, but they are not at all true for people with type 1 and most of the people with type 2 diabetes. Mostly such advertisements are related to weight loss or restricting carbohydrates,

- Mostly when a person has pre-diabetes or has just been diagnosed with type 2, losing a lot of weight can put the condition into control in few cases without the use of medication. Weight regain, ageing, and the natural progression of type 2 diabetes can bring it back also.
- “Not eating carbohydrates or severely restricting it” can cause the reduction of insulin dosage to some extent but it is difficult and can be harmful as this kind of diet deprives an individual of many essential nutrients.

Lifestyle measures like right diet and regular exercise are important for management of diabetes but equally important is medication. I urge all people with diabetes to opt for a healthy lifestyle but do not leave any medication without consulting your doctor.

(This article has been contributed by Dr Ashok Jhingan, Diabetes Education And Research Foundation)

Source: Yahoo Lifestyle
# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

## ADMISSIONS OPEN

### AICTE APPROVED COURSES (PGDMM / PGDSCM&L)

<table>
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<tr>
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<th>Duration</th>
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<tbody>
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<td>Post Graduate Diploma in Materials Management</td>
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### IFPSM & WORLD BANK APPROVED COURSES

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<td>3</td>
<td>Graduate Diploma in Materials Management</td>
<td>IFPSM</td>
<td>Graduate or Diploma in Engg./Pharmacy/Hotel/Hospital + 2/3 yrs Exp.</td>
<td>2 Years</td>
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<td>4</td>
<td>Professional Diploma in Public Procurement</td>
<td>World Bank</td>
<td>Graduate in any Discipline or Diploma Holders</td>
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### INTERNATIONAL COURSES

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<tr>
<td>5</td>
<td>Certified Purchase and Supply Manager (CPSM)</td>
<td>ISM – USA</td>
<td>4 years degree + 3 years of Relevant experience or 3 years Degree + 5 years of Relevant experience</td>
<td>6 Months</td>
</tr>
<tr>
<td>6</td>
<td>International Purchasing &amp; Supply Chain Management</td>
<td>ITT – Geneva</td>
<td>3 Year Degree + 2 Years of Relevant Experience</td>
<td>18 Months – Modular Program</td>
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### IIMM SKILL DEVELOPMENT CERTIFICATE COURSES

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<tr>
<td>7</td>
<td>Certificate in Supply Chain Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline with 2 Years Exp.</td>
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<tr>
<td>8</td>
<td>Certificate in Contract Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline or 10+2 with 3 Years Exp.</td>
<td>3 Months</td>
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<td>9</td>
<td>Certificate in Logistics &amp; warehouse Mgmt.</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline or 10+2 with 3 Years Exp.</td>
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### IIMM PROFESSIONAL COURSES

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<tr>
<td>10</td>
<td>Professional Diploma in Stores Management</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
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<tr>
<td>11</td>
<td>Professional Diploma in International Trade</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
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## PROSPECTUS CAN BE HAD FROM FOLLOWING IIMM OFFICES

- **ALWAR** 09731245655 / 0787745655
- **AHMEDABAD** 9374012684 / 9099969711
- **AURANGABAD** 0240-2473339 / 9423455863
- **BANGALORE** 080-25327251/52
- **BHARUCH** 02642-283223
- **BHILAI** 0788-288294/2222170
- **BHOPAL** 08085856437
- **BILASPUR** 07752-241087/775014
- **BOKARO** 06542-240263/280768
- **BURNPUR** 0341-2240523/09434777116
- **CHANDIGARH** 0172-2556464/4654205
- **CHENNAI** 044-23742195/23742750
- **COCHIN** 0484-2203467/9400221874
- **DEHRAUDUN** 0135-2375468/9410397734
- **DHANBAD** 06557256482
- **DURGAPUR** 0343-2574303
- **GANDHIDHAM** 02836-231711/231745
- **GOA** 09423007106
- **GREAT NOIDA** 09818443549011
- **HARIDWAR** 09812611161
- **HOSUR** 04344-240448
- **HUBLI** 0836-228469/09972703330
- **HYDERABAD** 040-6500425/24608952
- **INDORE** 09993102374
- **Jaipur** 09799299157
- **JAMSHEDPUR** 0657-2224670/2223530
- **JAMNAGAR** 0288-2750171
- **KANPUR** 0512-2407291
- **KOLKATA** 033-22876371/22834863
- **LUCKNOW** 9415752999
- **LUHATNA** 0161-5221228
- **MUMBAI** 022-2863376/26864528/26855645
- **MYSORE** 0821-4282124
- **MANAGALORE** 0824-2882203
- **NAGPUR** 0712-2228466
- **NALSAPUR** 09437081126
- **NASIK** 0253-2314206
- **NEW DELHI** 9818064267
- **PUNE** 727601085
- **RAE BARELI** 0452107744
- **RANCHI** 0655-236171236198
- **ROURA KELA** 09869551056
- **SURAT** 0261-2802682
- **TRIVANDRUM** 0471-2724952
- **UDAIPUR** 0291-2411969/2421530
- **VADODARA** 0265-2359060
- **VAPI** 0260-2429114
- **VISAKHAPATNAM** 0891-2704757
- **V U NAGAR** 02592-230440/0
- **WELLINGTON** 0225020850

**IIMM NHQ Education Wing**: 102 & 104, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai-400614

**Prospectus Cost**: By Cash Rs.500/-, By Post Rs.600/-

Printed & Published by Dr. M.K. Bhaward on behalf of Indian Institute of Materials Management, 4598/12-B, First Floor, Ansari Road, Darya Ganj, New Delhi - 110002 and Printed at Power Printers, New Delhi-110002
## AICTE Approved Courses (PGDMM / PGDSCM&L)

**Indian Institute of Materials Management (IIMM)**

**Build Your Career**

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**IIMM Skill Development Certificate Courses**

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<tr>
<td>7</td>
<td>Certificate in Supply Chain Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline with 2 Years Exp</td>
<td>6 Months</td>
</tr>
<tr>
<td>8</td>
<td>Certificate in Contract Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline with 3 Years Exp</td>
<td>3 Months</td>
</tr>
<tr>
<td>9</td>
<td>Certificate in Logistics &amp; Warehouse Mgmt.</td>
<td>IIMM</td>
<td>Graduate or Diploma in any discipline with 3 Years Exp</td>
<td>3 Months</td>
</tr>
</tbody>
</table>

**IIMM Professional Courses**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Program</th>
<th>Approval By</th>
<th>Eligibility</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Professional Diploma in Stores Management</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
</tr>
<tr>
<td>11</td>
<td>Professional Diploma in International Trade</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
</tr>
</tbody>
</table>

### IIMM NHQ Education Wing

102 & 104, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai-400614

Prospectus Cost: By Cash Rs.500/-, By Post Rs.600/-

Printed & Published by Dr. M.K. Bhardwaj on behalf of Indian Institute of Materials Management, 4598/12-B, First Floor, Ansari Road, Daryaganj, New Delhi - 110002 and Printed at Power Printers, New Delhi-110002