Special Issue on:

NATCOM 2018

Theme: Customer Engagement - Technology Aspirations for NextGen Supply Chain & Manufacturing - Aurangabad

DIGITALIZATION TRIGGERS CHANGE & TRANSFORMS BUSINESS
IIMM TEAM VISITED ADANI CORPORATE OFFICE - ADANI PORTS & SEZ’S LTD.

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NATCOM 2018, AURANGABAD
Dear Professionals,

Season’s Greetings from National President!!!

Wish you and your family a very happy, prosperous and joyful new year.

2018 had been a great year for IIMM and I would like to pay my sincere gratitude for extending your support, whole heartedly throughout the year. I hope 2019 will bring many more opportunities for IIMM and its members to take IIMM to the next level.

Recently, we have concluded a successful BOG meeting with Techno India University in respect of CRIMM, where, resolutions were made to offer Ph.D program for CRIMM Scholars and launch full time MBA (SCM) program in association with Techno India University, West Bengal.

IIMM Chandigarh, one of the vibrant branches of IIMM, conducted one day Summit on the theme “Digital Technology in Supply Chain Management – Vision 2022” in a very befitting manner. I congratulate Branch Chairman, Chandigarh Branch and his team for putting up a wonderful show.

We are amidst the admission cycle of January 2019 Batch. 1st Entrance Test for PGDMM and PGDSCM&L programs was conducted in all IIMM Branches on 16th December 2018 and we are going for 2nd Test on 13th January 2019 to have maximum admissions. Branch Chairmen and Course Coordinators may like to visit, industries in and around your city and can approach alumni etc.

I once again wish you all a very Happy & Prosperous New Year.

G. K. SINGH
National President - IIMM
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Dear Members,

A digitally knowledgeable and empowered population can transform the whole economy. Digitisation is creating tremendous opportunities for economies across the globe, and India is an example of a country that not only understands this opportunity, but has embraced it. Digital India is the beginning of digital revolution, a dream to ensure that government services are made available to citizens electronically, even in remote areas, by improving online infrastructure and by increasing Internet connectivity.

Digitalisation will lead to cost savings, increased output, better employment, enhanced productivity & literacy, etc. In the agricultural sector and in Industrial sector, digitalisation will help in betterment of all the processes, be it, purchasing, selling, inventory control, trade relations, employment, product innovation & development, etc.

OECD has recently released a report on ‘Economic Outlook for Southeast Asia, China and India’, indicating the Economic growth through digitisation. The report states that Information and Communication technology (ICT) services embodied in manufacturing and services account for a considerable share of the value of exports from India and other Asian nations. India has done remarkably well in providing offshore IT services worth of $150 billion.

For India, digitalization could be a real game-changer and can offer fast track growth and development with its extensive reach and seamless connectivity. Improved telecom and Internet penetration, availability of skilled manpower for providing IT services, entrepreneurship exhibited in building ICT start-ups, along with government embracing ICT in its operations and services are enabling India to play a significant role in the digital economy.

Digitisation embodied manufacturing and services improves not only quality & productivity but also improves efficiency besides reducing spill-over effects. Transparency and accountability has been the key feature of digitisation. For example, e-commerce has improved logistics and supply chains; digital payment services have provided flexibility and transparency; digital identification services have reduced duplication and prevention of fraud; and digital learning platforms have augmented literacy.

Many organisations are eyeing on the opportunities that Digitisation can offer. Industry 4.0 encompasses a range of digital improvements which can be applied to manufacturing companies. As the way things evolve with services, enterprises seek the digital revolution as an opportunity to create new-age solutions and take the customer experience to the next level.

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

Volume 15 - Issue 3 (January 2019)

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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.
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EXPRESS IT AWARDS:
DIGITAL INDIA EMPOWERING MASSES
RAVI SHANKAR PRASAD
UNION CABINET MINISTER FOR LAW AND JUSTICE AND
ELECTRONICS & INFORMATION TECHNOLOGY, GOVT. OF INDIA

Shri Ravi Shankar Prasad said the unique selling point of the government’s Digital India initiative is low-cost access to digital technology and gave examples of Aadhaar and digi locker systems, which are hassle-free and accessible to people from the hinterland.

Electronics and IT minister Ravi Shankar Prasad on Wednesday said the government’s Digital India initiative was aimed at bridging the digital divide by providing access to digital platform to the masses. “From payments to education to medical health, the digital platform provides low-cost, easy access to all, thus bringing about the digital inclusion,” Prasad said while delivering his address at the Express IT Awards.

He said the Express IT Awards honours and rewards innovations which go a long way in empowering ordinary Indians through technology. Prasad said the unique selling point of the government’s Digital India initiative is low-cost access to digital technology and gave examples of Aadhaar and digi locker systems, which are hassle-free and accessible to people from the hinterland. He said the accessible digital system was unlocking the entrepreneurial spirit and passion for technology of the rural population, which was responsible for a rapid increase in digital transactions and payments. This has enabled these areas to depend much less on traditional banking channels for their day-to-day needs.

“Usage of digital services is rising from the hinterland, the semi-urban and semi-rural areas. People have forgotten going to the banks. They take their pensions from community service centres through digital payments. This metamorphosis is happening in rural India and needs to be studied carefully. Leaders of digital payments must commission a proper study,” Prasad said.

He admitted that the safety and security concerns came along with digital technology. The government is currently working on a data protection law to ensure that these concerns are addressed. Prasad, however, said that any data protection law needs to be a fine, holistic and a blend between data availability, innovation, anonymity, utility, and privacy. “We need to take a pragmatic view while making the law. Anonymity is good but some loss is bound to be there. If a person is travelling the digital footprints can’t be totally anonymous and terrorists and corrupt people cannot claim right to privacy,” Prasad said.

The minister counted growth in UPI-based payments, rise in mobile phone manufacturing factories and rural BPOs, 32 crore new bank accounts for previously unbanked population as some of the success stories of the government’s Digital India initiative.

Earlier, speaking at a panel discussion at the same event, Sharad Sharma, co-founder of iSPIRIT Foundation, said the government’s role in building an open architecture for digital platforms to grow was at the core of the spurt being witnessed in digital platforms. He added that it was important for India to continue to own the ‘rails’ of the digital ecosystem to avoid being a colony of other nations.

TR Ramachandran, group country manager India & South Asia, Visam said that India presented opportunities for various kinds of payment solutions — both digital and card-based — to grow as Indians were using digital modes to pay for only 14 per cent of personal consumption compared with 55 per cent in China.

Citing the difficulty that a bank faces in promoting digital transactions vis-a-vis private-owned payment system like Paytm even though it is in the interest of banks in lowering operating cost, PK Gupta, Managing Director at State Bank of India, said that the latter didn’t have the freedom to burn cash. He added that increased formalisation — owing to demonetisation and GST — will drive the usage of digital payment methods in the coming days.

Source: www.indianexpress.com
MANUFACTURING EXCELLENCE THROUGH INDUSTRY 4.0 AND DIGITISATION

Industry 4.0 Applications for improving metrics in Factory operations and Supply Chain

SAMPATH SESHASAYEE

I. Synopsis: Ever since the www (world wide web) and Wifi have forayed into our existence, products are becoming much "cleverer" day by day. Intellgence is embedded by way of “Things” communicating to and with the www and with each other, taking instructions, responding to commands and hopefully making our life easier. While the advent is on consumer side, a larger change is happening at the “back end” where Factories, warehouses, transportation elements, the entire supply chain, and even the product itself is being IoT-ised.

To maintain their competitive edge, it is essential for all industries to modify their systems to reach Industry 4.0 quickest, by embedding their factories and their supply chains with intelligence (the IoT of ALL things). While this necessitates an initial Capex outlay, the returns occur to both to top and bottom line with a good payback period.

The crux we need to understand is that the core product and offering will be the same. It will satisfy the same consumer need, but the offering will be layered with a digital envelope, which will make interaction with the product or service much simpler, more proactive, and much more efficient. So manufacturing technology may help us modify and improve the product and manufacturing process, but the digital transformation will change the entire way HOW the company will do business, how it will display and offer the product, how it will ease the consumer interaction with the product, and how it will ensure the product will be intelligent (by ridding and learning) to proactively satisfy the felt, and ideally unspoken need.

II. Backdrop

The Industry 4.0 is built on the back of the earlier 3 Industrial revolutions, viz

1. Industry 1.0 - First Industrial revolution - use of tools and mechanisation instead of human labour
2. Industry 2.0 - Advent of intelligent standalone NC machines with electromechanical controls, assembly line for mass production of standard products, but with limited automation.
3. Industry 3.0 - Connected automated transfer line, CMC machines which could be controlled from a remote PC terminal, basic WiFi communication, LAN limited to within the company environment.

Industry 4.0. Complete connectivity and 2-way communication between the product and the environment, and across different intelligent stakeholder equipment over the end-to-end supply chain.

I. The basic areas to be covered for moving from ground zero to 4.0 are:

1. Digitising the horizontal and vertical value chain
   i. Horizontal is internal - all factories, stockyards, warehouses under the direct preview of the OE can be digitised quickly since all parameters are under single chain of control.
   ii. Vertical value chain is to bind all the partners of the value chain across geopolitical boundaries and across industries into one unifying protocol of communication.

2. Digitising the Product and service offering,
   i. Change the core physical process using manufacturing technology - this is not about changing the product, but making the process more IT friendly, addition of sensors, tracking devices, RFID chips, SI Ms, Basically the product will be the same, the offering very likely will be the same, but will be digitised.
   ii. Surround the product and the supply chain with a layer of digital processes, these will include IoAT, LAN/WAN, Cloud computing, WiFi, www, etc.

3. Digitising the business model, and Customer Value Proposition

The secret to success is in the way the company core (product, internal communication system) interacts seamlessly with a multitude of external systems, which will include 3PL/ 4PL and external Logistics service providers. Regulatory authorities, transitional tracking systems, client/ customer systems, among others. For all this to happen without error, digital inter communication protocol is the key.

II. The action tenets for the digitisation journey

1. Start. Action has already started, but very few have made substantial progress. Majority are still near the starting line. But the secret is to start the journey TODAY!! If you already haven’t.
2. Look at quantum leaps in both top as well as bottom line. Ind4.0 is not a cost- it is both a cost and profit driver. Keep both ends of your cost pyramid simultaneously visible to the stakeholders.
3. Be aware that the customer is also on his own digital journey. This makes the customer more empowered, more aware, hence more demanding. The secret is not to outguess him, but to embrace him with your offerings.

4. The weakest internal link is people—today’s Demographics dictate that the GenX and Gen Y with limited digital knowledge are at decision making points, while the Millennials and Gen 1, with innate knowledge of Digital pathways, and the desire and ability to change are constrained. This is a very dangerous situation. It is essential that the Gen X be mollified and not made to feel threatened. CFTs with a healthy mix across demography must be created, with directives for achievements and targets coming necessarily from the C-suite. CFTs must be empowered, and charged with delivery responsibility.

1. The weakest external link is Data Analytics and digital Trust. For InD4.0 to work at efficiency, large amount of data must be transmitted and received. On transmission, we must ensure sensitive data is encrypted, and so cannot be misused or intercepted. If the transmitter senses a breach of data confidentiality, they may not be so transparent in sharing future data. On receipt, by sheer nature, there will be an inundation of data which needs to be analysed, and humans will be incapable without proper training and tools. Fuzzy logic to interpret alpha numeric data (eg Social feeds, comments, or language feedback needs to be analysed for patterns, trends, and converted either into a definitive decision construct, or else broken up into smaller data packets which can be analysed by a human individual.

2. Ensure there are sweeping changes across the entire digital landscape, not just in pockets. Good chances are there will be tremendous progress in areas of knowledge or comfort, (eg product embedding, or machine communication, or factory digitisation) and almost nil improvements in the fuzzy areas, specially at handshake interaction points, eg factory to logistics provider handshake, and tracking of logistics resource unit next hub, or proper linkage between the physical transportation, data transportation, and associated financial data interchange.

3. Do Global + Local. Have the larger picture Shared across the entire supply chain, and agree on the input-output protocol at handshake points, however, the develop the internal black box (within the data exchange points) using local expertise and resources, to there is total trust, and troubleshooting knowledge I think he team in case of snafus.

4. Ensure the Senior management (CEO/CXO) is involved in mapping the process, communication across the rank and file, and also in periodic reviews of the critical CFTs and CoE parameters. Investment and commitment need to be visible.

I. Plan of action

1. Plan the company wide strategy. Spend time in planning the entire network. Prepare the building blocks, both internal and external. Have the interfaces and handshake partners clearly defined for all boundaries.

2. Celebrate small successes. Don’t compare, or create benchmarks, but set individual tangible targets with timelines. Celebrate every notable positive step in this journey.

3. Develop Data analytics capabilities. Ideally develop this internally, recruit talent if necessary. This is the weakest stumbling block for most companies, since there will be a surplus of data, and no one who will know what decision to take on the data. Build the library of what-if situations which will be the basis for intelligence decisions.

4. Develop CFTs charged with authority and responsibility of delivering identified targets. Impress upon the CFTs the necessity of transparency of data sharing, and simultaneously the importance of secrecy (need to know).

5. Transform the enterprise - Enable a view from the top management, which they share with the group, and aggregate the individual subsystems. Do this by planning an eco system approach + digitised product + data emitting and gathering + analysis of consumer need (actual, not felt) +feedback loop Decision Support system to ensure movement towards consumerfulfilment.

1. In conclusion

Internet Technology has made the end customer more erudite and informed. By reaping the benefits of IoTtechnology, the focus of Industry 4.0 is to proactively improve Customer Engagement with the product/service offered, and make them so delighted, rather than satisfied, that the service delivered becomes second nature to the customer “I can’t live without it syndrome”, as we see today with the Smartphone.

The pathway defined to Industry 4,0 is a conscious Business Process Reengineering. The focus is to always have a win-win with the end Customer, along with all the intermediate stakeholders, by offering a much better CVP (Customer Value Proposition.). It is already seen by early adopters that the Capex essential for implementation is paid back by substantial increases to both Top and Bottom line, as also much better Customer engagement. Happy Digital Journey! 11

Mr. S Seshasayee: Professional with IIT-IIMA credentials and rich experience in theTractor/Agri, Speciality Glass & FMCG Industries. Multifunctional general management experience delivering P&L results. Ability to translate benchmarking ideas across different product segments, and deliver profit through process efficiency improvements. Experience in TQM/TPM for Lean Manufacturing including driving MIS/DSS through IT enabled SCM systems. National and International workand location experience, with Blue chip MNCs.
ADDITIVE MANUFACTURING -IMPACT ON SUPPLY CHAIN

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Abstracts: Three dimensional Printing is the latest innovative technology in the manufacturing sector we may call it rapid prototyping or, additive manufacturing also, a method of creating 3dimenional object from a digital file by using a device that adds layers of materials one after another. This new technology is about to transform every walk of our lives. It permits the rapid conversion of information from digital process to physical design. It describes a process where raw materials in Powder form, liquid, solid filament is deposited atom by atom to create a physical object. I will highlight how this technology have been substantially improved and has evolved in last three decades and has become a very useful tool for many different field like, Manufacturing, designing, engineering and also for scientist and researcher etc. 3D printer involves additive, layer by layer approach while in conventional manufacturing process involves subtractive approach that is comprise of forging, bending, cutting, grinding, welding, molding, and disassembling. There is also innovation has taken place as regards to Bio printing which leads to fabrication of biological/human life sciences product ranging from Bone, vascular, cartilage tissue, skin, elbows knees etc through rapid prototyping, it will be very much possible to manufacture customize tissues and human organs which may be replaced defective one. A comprehensive study has been carried out comparing traditional production Process with new approach of additive manufacturing which is versatile and rapid method resulting into reduce energy, eliminate waste, minimize materials ,maximize usage of material drastically cost reduction and ultimately compressed supply chain.

Key words use:—

Dimensionally, Comprehensive, compressed, Innovative, Bio printing, customize prototype.

Introduction- The inception of 3D printing is estimated since 1977 when the inkjet printer was invented. During 1980 to 1985 the inject concept morphed the technology printing with ink to printing with material subsequent to decade early 90 to early 91 variety of application were developed across several industries mainly in USA, UK and Europe.

Around 1984 Charles hull and co-founder of 3D system invented stereo lithography a printing process through which it was possible to create 3D object from digital data.

1990to 1992- 1st machine produced by 3d system was SLA(stereo lithographic apparatus)the machine provide a laser solidifying photo polymer a liquid with viscosity with colour of honey that makes 3D parts atom by atom, however it was imperfect but machine proves that highly complexed nature part can be manufactured over night.

Revolutionary steps towards medicine: In the early decade of 2000 was thrilling because 3D printed organs implanted in human. Scientist at wake forest institute for regenerative medicine printed synthetic scaffolds of human bladder and coated with the cells of human patients the there was no risk that immune system will reject them as they were made of their own cells. In 2002 a working 3d kidney was developed by the Wake forest institute for regenerative medicine, their main objective is to print human organs and tissue through 3D system, in 2006 the (Selective laser Sintering) machine was introduced, which was very useful and viable. This was the major breakthrough by virtue of this unprecedented technology has opened the door to mass customization. In the same year a machine was created which was capable to print in multi- materials including polymers.

In 2011 This was the fruitful years for the jewelry designer it was a very new and low cost manufacturing option, it became the first choice world wide.

During 2012 Doctors and engineer in collaborated efforts they were able to manufacture of 3 Dimensional prosthetic lower jaws of 84 years old women in Netherlands and subsequently it was implanted successfully.

May be an organization has the strongest supply chain even though must be having some weak links, may be more concentrate on up stream with small scale manufacturer than u may find some quality issue with the supplier or downstream than u must be facing some problems with retailers having getting final products into end user’s hands on time. Either way u have to forge some alternatives, the ultimate solution is additive manufacturing. In last two decades AM moved rapidly and far beyond as it was considered earlier only for prototyping. Now AM is becoming increasingly valuable in Industries,
You may consider the situation a low demand part is needed and OEM is a overseas supplier how u will manage with the supplier, he may not be able to supply u the few items with in short span of time, you cannot wait for a longer time to get the item from abroad. Presently with the advent of AM technology it is very much possible to fabricate a new part with 3D Printer through 3D design immediately. Few big corporates which were facing the unpredicted situation like this earlier, specially in critical spares parts. Few Govt PSU have adopted this technology to get the design ready for spares part as well as some others forecasted critical parts may required by customers with short notice, it can be manufactured immediately and barely pause in productivity is possible.

There are five phases to understand the entire process right from beginning to Implementation stages of Additive manufacturing:-

PHASE 1 COUNTERPOSE STAGE
1. What is the vital strategical importance
   — Performance Value driver
   — Profit with cost focused only

Enabling Technology
A. Rapid Prototyping
B. 3 dimensional design.
C. Low rate production.
D. No change over
E. Production custom tooling

PHASE 2 SUPPLY CHAIN EVOLUTION STAGE
2. What is the strategical importance
   — Performance
   1. Value driver—Cost focus —time consumption—Profit.

Enabling Technology
a. Manufacturing closer to point of use
b. Better management of demand prediction.
c. Drastic reduction in inventory
   1. Work in process inventory
   2. Inwards goods Inventory
   3. Semi finished inventory
   4. Holding stores inventory

PHASE 3 PRODUCT EVALUATION STAGES
What is vital strategical importance
— Performance only

Value driver

A. Balance of profit.
B. Avoid Risk.
C. Save Time

Enabling technology—
1. Complexity does not incur cost.
2. Product Functionality increased drastically.
3. Customization as customer wants, not additional cost.

PHASE 4. BUSINESS MODEL EVOLUTION STAGES
What is vital strategical Importance—
A. growth.
B. Innovation.
C. Research and analyses, Value driver.
Profit with revenue comparison.
Superb risk management.

Enabling technology.
Ø Customer empowerment.
Ø Point to point supply chain.
Ø Manufacturing at the customer end.
Ø Supplier to - Buyer - Buyer to - customer.

PHASE 5 IMPLEMENTATION STAGE
Value driver.
Focus on cost.
Elimination of waste
Ø Time saving
Ø Inventory carrying cost is very less
Ø No logistics cost

BUY-FLY RATIO
This above term has been originated from aerospace industry that describes how much material is wasted in manufacturing process. We can calculate the BTF ratio, for example weight of raw material divided by the weight of final component. It is always seen in traditional manufacturing where no’s of operations are more like Machining, milling, grinding, welding, cutting etc the BTF ratio is often higher than 10.0 which means that less than 10% of the raw materials remains in the final products more than 90% is scrapped. Many of expertise of AM proponent that the BTF ratio is just close to 1.0 in AM technology, by virtue of that AM powder can be used over and over again, and no wastage of material.

Hence before going to implement the AM technology in your organization you have to look at the total cost of the product as well as total life cycle time. Keeping in mind all the facts and figures, it has become mandatory at the part of the organization to analyze the BTF ratio comparing both the manufacturing before adopting AM technology.

We have to use the research literature and others used cases to explore how the companies are using AM to improve performance in their supply chain process following the ways appended below.
2. SIMPLIFY PRODUCTION STEPS - LEADS TO COST REDUCTION.

Through AM, manufacturers are enable to alter their production process and simplify supply chain by reducing the production steps. AM can do this by giving the designers ability to redesign the parts to take the advantage of consolidate two to three steps together. This can have major impact on supply chain resulting in to reduce the labour input, tooling cost, and WIP.

Fewer process will require fewer labour and fewer raw materials, European researcher conducted a study on LED lamp they examine the production factors how AM may be advantageous to keep in mind including workers/labour and materials input cost while on the other hand the earlier injection manufacturing process of traditional manufacturing Researcher eventually found that AM was able to produce the product by redesigning into single piece, the huge cost was saved. During conventional manufacturing the product cost was $0.35 per part equating at high volumes to $8.8% of the total part cost while through AM the cost was reduced to 66% to $0.12 per part.

3. THROUGH MAKING STRATEGIC CONTINGENCY PLAN TO AVOID A RISK OF STOCK OUT SITUATION.

When both the technologies are used in concurrence. The AM can be more benefitted by way of reducing supply chain risk. The use of AM may be for back-up capacity. This kind of system is more flexible and enough to work on short notice if urgent situation is arised AM without adding extra cost different parts in different circumstances can be produced. AM system ensures that the functionality will match those parts which are produced conventionally there for, production and quality will not suffer in emergency situation.

4. SUPPLY CHAIN NETWORK BE REDESIGNED TO A VIBRANT DECENTRALIZED AND DISTRIBUTED MANUFACTURING NETWORK.

This will be more dramatic impact on supply chain to meet customers need in better way. When there is distributed production on demand, fabricating object at near to the point of use may leads to reduction in inventory, significantly reduction in lead time, reduction in dependency on forecast accuracy. These benefits arised because of 1. On demand distributed production without increasing cost. 2. Transportation is not required much. 3. Customs is not required, octerie, taxes associated with logistics shall not be required.

Through AM distributed production system seller’s controlled means of production might be eliminated. In this kind of situation consumers could purchase access to design and produce goods at his own premises. It is estimated consumers
might saved 70 to 80% of purchase cost. The US navy is experimenting with using AM to improve supply chain performance by producing spare parts while at sea.

5. IMPROVE PROCESS-REACT FASTER.

There are two ways how the AM can improve supply chain process flexibility.

1. Reduce time and resources necessary to design and develop new products. Such type of compression in product development lead time and corresponding decrease in cost encourage company react more rapidly to changing market trend/preferences.

2. Reduce time and resources needed to change over production resource from one product to another.

There is fierce completion in automobile sector. One of the luxury car manufacturer has used the AM to shorten the product design cycle time during its product development stage and respond rapidly to market changing. During developing airmani-field for the car engine. The company was experimenting through multiple design iteration and produce 20 prototype the lead time was one day per manifold, because of AM process there was no need of tooling on the bases of using AM the car company estimates the product development cycle has shranked by 50% from 15 months to 7.5 months.

One of the renowned air craft manufacturing company has also carried out a study on how to improve supply chain flexibility by applying AM to shorten lead time to customer.

CONCLUSION: In this article, I have presented the concept and history, how it has evolved during last three decades. I have explained the AM in encapsulated way including the comparison chart cost and manufacturing time with the convensional manufacturing.

The AM technology is revolutionary steps which may reshape the world as it is very exiting technology with substantial cost saving, drastically reduce the production steps, eliminate the risk of supply chain of stock out situation shorten the customer lead time design flexibility, eliminate waste & eco friendly. The technology has improved the whole status of manufacturing in different application. Like medical science, aviation, aerospace, biotechnology space research etc.

Higher performing supply chain leaders are already using AM. Some companies may realize the benefits of AM with in the boundaries of supply chain structures while others will use the technology to rethink and revamp much about the way they go to market.

AM technology represent a potential area which is of paramount importance are human life science, aero space, automobiles sector, defence production industry etc.

References:

1. For a comprehensive look at a broad set of AM opportunities and applications, see the Deloitte University Press collection of “3D Opportunity” articles at www.dupress.com/3d-opportunity.


PROCEDURE IN RESPECT OF RETURN OF TIME EXPIRED DRUGS OR MEDICINE

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The pharmaceutical sector was valued at US$ 33 billion in 2017. The country’s pharmaceutical industry is expected to expand at a CAGR of 22.4 per cent over 2015–20 to reach US$ 55 billion. India’s pharmaceutical exports stood at US$ 17.27 billion in 2017-18. In 2018-19 these exports are expected to cross US$ 19 billion. India is the largest provider of generic drugs globally. Indian pharmaceutical sector industry supplies over 50 per cent of global demand for various vaccines, 40 per cent of generic demand in the US and 25 per cent of all medicine in UK.

Medicine spending in India is expected to increase at 9-12 per cent CAGR between 2018-22 to US$ 26-30 billion, driven by increasing consumer spending, rapid urbanisation, and raising healthcare insurance among others.

However, the Industry is facing a very daunting challenge of high levels Sales Returns because of Expiry of Drugs supplied earlier to Wholesalers, Dealers or Retailers or Non-Moving Brands over a period of time or withdrawal of certain medicines.

According to the Indian Pharmaceutical Alliance (IPA) had noted that the industry annually receives around Rs 3300 to Rs 5500 crore in expired or damaged stocks.

There have been certain confusions over applicability of GST and it’s procedures. The Confusions are clarified vide Circular No. 72/4/GST dated 26th October, 2018.

The said Circular clarified the procedure to be followed in respect of return of time expired drugs or medicines under the GST laws. The drugs or medicines are sold by the manufacturer to the wholesaler and by the wholesaler to the retailer on the basis of an invoice/bill of supply as case may be. They have a defined life term which is referred to as the date of expiry and on crossing the date of expiry, are returned back to the manufacturer through supply chain.

Therefore, the retailer/ wholesaler can follow either of the below mentioned procedures for the return of the time expired goods:

A. Option : 1 :Return of Time Expired Goods to be Treated as Fresh Supply:
   a. Person returning the time expired goods is a registered person
   § Return of goods to be treated as fresh supply
   § Value of the said goods as shown in the invoice on the basis of which the goods were supplied earlier may be taken as the value of such return supply
   § Recipient is eligible to avail Input Tax Credit on said return supply subject to section 16 of the CGST Act.
   b. Person returning the time expired goods is a composition taxpayer
   § Return the said goods by issuing a bill of supply and pay tax at the rate applicable
   § Recipient is not eligible to avail ITC of said return supply
   c. Person returning the time expired goods is an unregistered person: Recipient may return the said goods by issuing any commercial document without charging any tax.

Reversal of Credit when the Goods Are Destroyed by the Manufacturer

Where the time expired goods which have been returned by the retailer/wholesaler are destroyed by the manufacturer, he/she is required to reverse the ITC availed on the return supply in terms of section 17(5) (h) of the CGST Act. However, ITC which is required to be reversed in such scenario is the ITC availed on the return supply and not the ITC that is attributable to the manufacture of such time expired goods.
Illustration: Supposedly, manufacturer has availed ITC of Rs. 10/- at the time of manufacture of medicines valued at Rs. 100/-. At the time of return of such medicine on the account of expiry, the ITC available to the manufacturer on the basis of fresh invoice issued by wholesaler is Rs. 15/-. So, when the time expired goods are destroyed by the manufacturer he would be required to reverse ITC of Rs.15/- and not of Rs.10/-.  

Note: Most of the cases the Time Expired Goods are Destroyed in a Controlled Manner by the Manufacturer of Pharma / Medicines. Therefore they need to Reverse the Credit.  

B. Option : 2 : Return of time expired goods by issuing Credit Note:  

a. As per section 34(1) of the CGST Act, the manufacturer or the wholesaler who has supplied the goods to the wholesaler or retailer, as the case may be, has the option to issue a credit note in relation to the time expired goods returned by the wholesaler or retailer, as the case may be.  

b. If the credit note is issued within the time limit specified in section 34(2) of the CGST Act, the tax liability may be adjusted by the supplier, provided the person returning the time expired goods has neither availed the ITC or if availed has reversed the ITC so availed against the goods being returned. However, if the time limit has expired, a credit note may still be issued but the tax liability cannot be adjusted by him in his hands.  

c. Further, in case they are returned beyond the time period specified and a credit note is issued, there is no requirement to declare such credit note on the common portal by the supplier as tax liability cannot be adjusted in this case.

The provisions of the Section 34, ibid, are reproduced for the benefit of readers as under;  

Sec 34. (1) of CGST Act: Where a tax invoice has been issued for supply of any goods or services or both and the taxable value or tax charged in that tax invoice is found to exceed the taxable value or tax payable in respect of such supply, or where the goods supplied are returned by the recipient, or where goods or services or both supplied are found to be deficient, the registered person, who has supplied such goods or services or both, may issue to the recipient a credit note containing such particulars as may be prescribed.  

(2) Any registered person who issues a credit note in relation to a supply of goods or services or both shall declare the details of such credit note in the return for the month during which such credit note has been issued but not later than September following the end of the financial year in which such supply was made, or the date of furnishing of the relevant annual return, whichever is earlier, and the tax liability shall be adjusted in such manner as may be prescribed:  

Provided that no reduction in output tax liability of the supplier shall be permitted, if the incidence of tax and interest on such supply has been passed on to any other person.

Illustration:  

Case Date of Supply of goods from manufacturer/ wholesaler to wholesaler/ retailer Date of return of time expired goods from retailer / wholesaler to wholesaler / manufacturer Treatment in terms of tax liability & credit note  

Case 1-1st July, 2017 20th September, 2018 Credit note will be issued by the supplier (manufacturer / wholesaler) and the same to be uploaded by him on the common portal. Subsequently, tax liability can be adjusted by such supplier provided the recipient (wholesaler / retailer) has neither availed the ITC or if availed has reversed the ITC.  

Case 2 - 1st July, 2017 20th October, 2018 Credit note will be issued by the supplier (manufacturer / wholesaler) but there is no requirement to upload the same on the common portal. Subsequently tax liability cannot be adjusted by such supplier.  

Although, this circular discusses the return of expired goods, it may be applicable to goods returned on account of reasons other than the one detailed above.  

Comment: Very significant clarification in this circular as it is encouraged to be followed in other sectors also. Interesting to note that the examples do not consider a case where the ‘return supply’ is after Oct 20 (maximum time allowed under section 34 to issue credit note). As such, it appears from this circular that as returns are not by way of credit note, this might be a way to return goods even after the time allowed under section 34 by effecting an ‘return supply’ rather than credit note. It is also interesting that ‘expired goods’ are permitted to avail the same HSN as the ‘original goods’. Much benefit remains to be availed by the interpretation furnished by this circular.  

The Procedure Prescribed in this Circular may adopted not only for Time Expired Pharma Goods but also extended to any type of Sales Return  

Circular No. 72/4/2018-GST dated 26th October, 2018  

For more details please see the You Tube @ the following Link https://www.youtube.com/watch?v=C8UHDHbDtiY  

Disclaimer: The views and opinions; thoughts and assumptions; analysis and conclusions expressed in this article are those of the authors and do not necessarily reflect any legal standing.
Cultur e is a very nebulous construct and so is innovation, and now let’s talk about ‘innovation culture’ for a moment!

The BCG’s annual listing of the World’s Most Innovative Companies and the Fortune’s 100 Best Places to Work ranking, both attribute the leading companies with a strong culture of innovation. Such a culture manifests itself into encouraging and often rewarding deviant behaviour, honing diversity of all kinds, high levels of autonomy, stretched targets, small teams, learning orientation, and a few well known, but seldomly practiced vices.

While the Human Resources team is often earmarked as the custodians of culture and its attributes, I deem that the real owners of culture are the leaders, the ones at the helm of affairs. So, how do these individuals shape a culture of innovation? In this article, I contend that a leader has three levers to influence a culture of any workplace- people, processes, and incentives, and that the innovation culture is only an acute form of the right combination of three.

When you visit a new country or a distant part of your own country, how do you learn about the culture? Through the people’s practices, artefacts, routines, their fears and inhibitions, their motivations, how they treat each other and strangers (such as yourself), and the social order they exist in. An organizational culture is no different. As in any culture, there is much more than people, or what meets the eyes. Since, a leader must ensure that the culture endures her tenure, she must pull the right levers in the right amount- the levers of people, process, and incentives. Let’s see how.

The first of the levers is people, or the ‘who’ element of the puzzle. Most leaders spend inordinate amount of time in the hiring process, going through rounds of interviews, psychometric assessments, background verification, recommendations, et al., and often see the same talent walk out of the organization no sooner. In fact, research has suggested that the ‘star performers’, the so called outstanding talent which leaders often scout for, end up causing more harm than good for the team, for now the rest of the team starts to underperform, owing to moral hazard (remember the Tendulkar-effect in the 90s on Indian cricket team). And yet leaders, and managers, can’t emphasize enough on the right hire and rationalization of the team ever now and then, or at least once every two years. I will shortly be discussing that why people, even if the best in the class, do not truly shape culture in an enduring manner.

The second element is the process, the modus operandi, or the ‘how’ part. It comprises of the routines, the rituals, the Standard Operating Procedures, or the ways of doing things here. Most are stated, and few are unstated, also called as the formal and the informal institutions, respectively, in the organizational context. It’s the process maturity that often differentiates between a start-up and an enterprise. While lack of processes can quickly lead to anarchy, too many of those can freeze people (read initiatives). It’s a delicate balance between an individual’s agency (read who), and institutional dictation (read how).

The third element of the puzzle is the incentive, or the quintessential ‘why’. You got the best people, have the right set of processes, and now the big question is- why should your best people follow the best processes anyways? That’s where incentives, or disincentives, play a vital role. These are the motivators and detractors, albeit external to begin with, that shape an individual’s behaviour, and overtime these become rituals. Too lose and invisible incentives can confuse the workforce, and can be counterproductive, and if used intelligently, such incentives can do wonders. And yet, most leaders never utilize the full potential of incentives, beyond offering bonuses and performance linked pays (both are post math).

Between the people, processes, and incentives, the most robust means, and yet highly overlooked attribute, is the incentives, or the rationale.

Let’s look at the attributes of an innovation culture. For the first element- people, it’s an imperative to have highly creative employees, preferably from across disciplines, and a mix of relevant experience and tenure. In terms of processes, these would be the idea submission process, the review mechanism, the means of raising funds, showcasing results, and, eventually, commercialisation. In my limited observation, most companies fail to have well defined and regulated processes for innovation management practices, instead, they assume that getting the right people is the necessary (and sufficient) condition for innovation to happen. In fact, it’s neither necessary not sufficient!

The third element is incentives, which answers the question - why should these brilliant employees even bother about innovation. The question, however important it may be, often doesn’t get answered. Leaders assume that with enough right people, and a few processes in place, people should budge. That’s too distant from reality in most organizations. In fact,
I would argue that even with mediocre talent, and ambiguous process, one can produce innovative results (read commercialization of ideas), provided the upsides and downsides are well stated and measured.

Great organizations are the ones that bring the extraordinary out of ordinary people.

Leaders, in turn, must ensure that the processes are robust enough and the incentives are sufficiently clear that people outperform their ordinary selves. A few star performers never shape culture, the average employees do. In fact, the most outstanding ones, owing to their high market value, are not only highly mobile across firms, but also take their pound of flesh from their employers.

Hence, if the intent is to build and retain talent to lead innovation, it’s important to set robust processes and state incentives clearly, and then observe how the ordinary people thrive. That’s how change happens. That’s how great movements bring about monumental transformations. India’s freedom movement had the same countrymen marshalled through a robust process (ahimsa) and with a clear incentive (swaraj), and that transformed everything. So, if you are endowed with the responsibility of shaping a culture of innovation, be disciplined and state the rule of the game and the spoils clearly, the players will automatically gravitate towards the field. No doubt, the best occasions bring about the best performances. All you have to do, is to set the stage.

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CREATING FINANCIALLY INTELLIGENT ORGANIZATIONS

DR ANIL LAMBA
CHARTERED ACCOUNTANT, DIRECTOR LAMCON SCHOOL

Lamcon’s concept of creating Financially Intelligent Organizations™ (FIO™). It is an established fact the most business failures in the world are attributed to Financial Mismanagement. This happens because of an erroneous belief that finance management is the sole prerogative of those in the finance department. The truth is the each action of each individual has a financial implication. Their actions are either strengthening the organization’s bottom line or weakening it. It is only when every person consciously does those things that impacts the bottom line positively that best results will be obtained. Else profitability becomes a matter of chance.

Since Good Finance Management in any organization is the cumulative result of financially intelligent actions on the part of every individual, it is essential that each person is financially literate.

How does this work?
The process of creating FIO™’s includes:
• Studying the organization structure and the role of each employee
• Providing relevant training in finance to everybody in the organization, at all levels
• Carrying out a diagnostic study of the accounting system / ERP software in place and suggesting changes, if required
• Determining the various MIS reports to be generated and recommending who should be the recipients of different reports
• Training the recipients to read, interpret and take actions based on the information contained in those reports
• Hand-holding and providing consultation for a certain period of time to help bring about improvements

And then will then certify the organization as a Financially Intelligent Organization™. An integral part of FIO™’s providingtraining to everybody in the organization, from top to bottom.

This will be done through:
• Live face-to-face training programs of varying durations, depending on the employees’ level and role, ranging from one-half day to three days or more.
• Permitting access to online training programs
• Creating a library of videos which can be viewed from time to time to refresh the concepts learnt
• Providing books and material to each employee to be used as ready reference It is my hope and dream that, in the years to come, bankers and lenders will be willing to lend and potential shareholders will agree to invest only if the organization is certified as a Financially Intelligent Organization.

Dr Anil Lamba: Author of Best Selling Book ROMANCING THE BALANCE SHEET, Financial Literacy activist and International corporate trainer. Practicing Chartered Accountant, and Doctorate in Taxation. His training programs are held internationally, with a client list exceeding 2000 large and medium corporates. He is also author of several books and over 1500 articles.

MR. JITESH GUPTA
VICE PRESIDENT (WEST)-IIMM & CONVENER - NATCOM 2018
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The National Convention of Indian Institute of Materials Management viz., NATCOM 2018 was held at Aurangabad on 22nd and 23rd November 2018 along with the signature program “Fourth Mat Select”. The event was first time hosted by Aurangabad Branch of IIMM at Hotel Rama International & set a new Bench Mark. The theme of NATCOM 2018 was “CUSTOMER ENGAGEMENT – TECHNOLOGY ASPIRATIONS FOR NEXTGEN SUPPLY CHAIN AND MANUFACTURING”

YMM Competition 2018 (21st Nov 2018) : There were 17 teams from various organisations participated for this national level competition from across Pan India. The topic for competition was “SCM TRENDS, TECHNOLOGIES, TALENT, TOOLS & TECHNIQUES FOR 2020s.”

Program is inaugurated by the hands of National President Mr. Ravi Prakash Singh in the presence of V P West Jitesh Gupta, Chairman BOS, Sr. V P, Aurangabad Chairman, Executive committee members of Aurangabad branch, NHQ, Staff, NEC Members. Mr. Narendra Joshi did the proceedings. The following are winners:

First Prize: Mr. Saurav Ganguli & Pradip Kumar Hati. CESC Ltd. KOLKATA.


Third Prize: Mr. Bidyut Bikash Borgohain & Mr. Hardi Patel, SHV Energy Private Ltd., Hyderabad.

Dr. C. SUBBAKRISHNA’s prize for Best young materials manager Award.

Ms. Ranjani Kumari. CESC Ltd. Kolkata.

Mr. P.P. Reddy memorial Award given to Mr. Hardik Patel, SHV Energy Pvt. Ltd., Hyderabad.

NATCOM 2018 : Day -1 (22nd November 2018)

The inauguration ceremony of NATCOM 2018 was started on the morning of 22nd Nov 2018. The Chairman of the branch Mr. K. Srijith escorted Mr. Rishi Kumar Bagla, CMD, Bagla Group. Mr. Jitesh Gupta, VP(W) escorted the National President, Mr. G.K. Singh and Dr. Narendra Joshi, NATCOM Chairman escorted Mr. M. Gopalakrishna IAS to the DIAS. All the dignitaries were felicitated with saplings.

NATCOM is inaugurated by the dignitaries on the Dias and NEC and EC members by the lighting of the Lamp with Ganesh Vandana.

INNAUGRAL SPEECH: Aurangabad branch Chairman Mr K Srijith welcomed all & briefed about Aurangabad branch activities. Conference Chairman Dr. Narendra Joshi briefed about the NATCOM.

Vice President-West, Mr. Jitesh Gupta briefed about fulfillment of his dream for hosting first NATCOM at Aurangabad and the journey decision of hosting it at Aurangabad & the hard & smart work put by the entire team & thanked to NEC, branches, seniors & industries for their support, said he is happy and proud to host NATCOM and also for Mat Select which is from 2012. He has also given brief introduction of Mr. G. K. Singh, National President of IIMM Mr. G. K. Singh, National President of IIMM in his speech appreciated Aurangabad branch and its team for excellent arrangements made right from receiving from the Airport. With the delegates touching more than 450, he said that NATCOM 2018 will set a new bench mark and surpass all previous conventions. The theme is not only, very relevant but also futuristic. New set of technologies are coming which are disruptive. He displayed the GDP of the world with different countries where India was leading. He hope in future also India will be leading economy although presently India is one of the fastest growing countries in the world. He made it clear that among professionals, only who are adoptive to change will survive and others will be outdated. He suggested that innovation is to be ignited and we should think creatively in the present situation. Challenges are required and then only Industry 4.0 will be successful. It is not the strongest nor the most intelligent species who survive but one who is adoptive to change. Future is innovative and collaborative.

The National President also referred very importantly AMBIDEXTROUS LEADERSHIP. Ambidextrous Leaders support and enable their teams in their attempts to be ambidextrous. They foster both explorative and exploitative behaviors in their jobs., What we have to note and learn is they allow simultaneously execute today’s strategy at the same time developing for tomorrow. National President also shown the United Nations sustainable development goals (SDGs) that is Procurement with Purpose.

With network of Supply Chain Management and technology Industry 4.0 will be successful...
suggested that we should develop Emotional Intelligence, as otherwise, we will be out of circulations. He also suggested SCM professionals to come to IMM and IMM has various courses starting from orientation to Doctoral programs with CRIMM, a research wing of IMM.

CHIEF GUEST SPEECH: Chief Guest Mr. Rishi Kumar Bagla, CMD Bagla group of companies spoke. They have patronizing ISKON and also Girl Child education. In his speech he said that we are passing through changing phase with Best Technologies are becoming obsolete and market is changing with new technologies. In Japan rejections is (PPB) parts per billion. This was 13 years back. Now Inspection is considered waste of time and do not add any value to the product. Amazon and Flipcart are working with cost effective methods. Pizza will be delivered by Drone in future. There is an increased role of SCM and more focus on quality and efficiency or else we cannot survive in the market. He continued to tell that change is vital in Industry. Listening to supplier is more important than telling to suppliers. We should have better supplier relation. Collaborating with suppliers is more important. He emphasized that business is not for money only. Vision was to delight to stake holder, customer, vendors, employees, society and Government. Business is for social work. Business belong to society. Management and ownership to be separate. Values are agility, efficiency, honesty, commitment, quality, and on time delivery, transperancy, integrity, teamwork. He said MDs rule can be challenged. He concluded with Country first, Company next, and I am last.

Key Note speech: Key note address by Mr. Gopalakrishna IAS. He said that customer centric ensures growth. Smart, Cheaper product with quality. Prompt delivery, mass customization to be combined with MSME. Marketing, manufacture and SCM can be integrated. Everyone in the world need counter path to achieve completeness. Unless all synchronise, derive happiness in work for employee. He gave an example of Arjuna of Mahabharatha used bow and arrow by both hands.

Attempt to customer satisfaction, hapnoyness, joy and ecstasy. Good relationship can lead to Technology like JIT, TQM, BPR and value management. To move digital technology. Technology can be leading edge or bleeding edge. Adopt technology in line with industry. Human capital to be convert to collective efficiency. Bring in minds of people to improve physical, knowledge. Everything about Artificial Intellengence, Internet of Things, 3D printing, Machine Learning etc., Visualise future and get future ready.

He quoted that Aadi Shankaracharya established 4 mutts. Everyone has past, present and future. We need people to change products and services to people. India must think for technology. The change to be practical and sustainable. Keep learning. 0 to 360 degrees. He opined that our problem is slowness to change. Collect from moneuhndred and distribute to one thousand hands. Tolerance, tact, compass and clock to constantly change. From supply driven to demand driven.

His example of perception was superb. On seeing Jog falls many people said that this is a nice place to picnic. Few said that a report can be built and enjoy. But when Dr. Sir. M. Visweswariah saw the Jogg falls, he said that we can picnic and build a resort also but more importantly there is waste of energy in the falls. He said he would put up a penstock and turbine and generate energy to feed to hundreds of villages. IMM to have longer foresight. He was talking like a poet with his words like inform, include, interesting, influence, instruct, involve, inspire and impact. From inward to forward. Availability, acceptability and appropriateness.

Home work, hard work, fast work, team work, network, WORK IS COMMON. Jnana, Prana, Ischa, Deeksha, Kriya, Shakti. He concluded with Aadi Shankaracharya's AHAM BRAHMASMI.

TECHNICAL SESSION 1: CREATIVITY AND INNOVATIONS FOR NEXTGEN ASPIRATION OF SUPPLY CHAIN. – DR. PAVAN SONI, IIM, BANGALORE. FOUNDER OF INFLEXION POINT, BANGALORE.

He said that we are today living in knowledge economy and in intellectual capital. He elaborated on innovation value chain consisting of On insights, On ideas, On impact. He showed few videos also. Innovation is important. He gave an example of removing the bandage by a nurse, whether to remove slowly or peel fast. Constraints liberate creativity. It is resourcefulness and not resource which is beneficial to the society.

The manager should not solve problems. They should make their assistants to solve the problem. Mainly they should focus on customer’s problem. He suggested to keep always one empty chair for customers. He gave the example of Kodak build digital camera. Core competency can become core agility. Empathy is the core of innovation. We have to change from know all to I can learn it all. Listening is an art. It is not the Intelligence Quotient which matters, it is Emotional quotient which matters. We have to listen with intent and learn thru intuition. Listening is far more good than talking. He suggested that we should receive, appreciate, summarize and then ask and not before summarizing. He quoted Mother Taressa who said that if we are judging people, we cannot love people. He also said that do not judge the book by cover but read and judge. Start with empathy, listen deeply and then park the judgment. Leaders do not innovate but protect who innovate. No idea is big or small. Its impact matters. Fertilizers is the biggest innovation in the world. It is not the input, it is output which matters.

If you double the number of experiments you do per year, you are going to double your inventiveness - quote by Mr. Jeff Bezos, richest man on the planet. He said experiment fearlessly. He also quoted the saying of Mr. Abdul Kalam that to TOLERATE FAILURE. The talk was well appreciated by the participants.

This followed sponsor 1 presentation by DHL Logistics Ltd.,

TECHNICAL SESSION 2: ASPIRING CUSTOMER
ENGAGEMENT. BAPS SAINT SADHU GNANVATSALDAS GURU P.P MAHANT SWAMY MAHARAJ. AKSHARADHAM.

At the outset, he paid high respects to Guruji s who have upheld social, cultural and moral values,: They have 100 campus, 1100 Swami's are involved. One engagement with followers, Donors, NGO, but values are common with IMM and Ashram, as per his opinion. More and more people are coming to Ashrams and benefitted and satisfied and become ambassadors of Ashrams. He also likened IMM and said to go beyond expectation both physical and mental. It is quality and relationship which matters and also character counts. As regards customer 1. Know your customer. 2. Be grateful to customer since it is they who have made your life comfortable. Know your customer well and have emotional connection. Always think win-win. I gain and You gain to be the mantra. Come together for better business. Accept customer as he is. Good engagement will get good reciprocation. Power of love and care get more benefit. This can change the whole world. Giving reception is different from giving them due care. CARE, CONCERN AND CONSIDERATION should be your motto. Engage the customer at the highest level. Always pray for making betterment of society. When we wish deep part of heart, it can respond.

Swami Ji gave an excellent example of fish which grow in a bucket or in a tank or in a pond. Limitation of movement limit the growth. It applies to human as well. Engaging with more people results in more growth. Never accept limitation of surrounding. Engage now with more people and decide boundaries of limitation. Even in adverse situation still give comfortable and ethical response. To adhere principle based, value based ethical based behavior. Have life time relationship. First thing first is the priority.

Be grateful to customer who gives bread and butter. First speak to understand and understood. Behavior will be different by different people. Synergise, sharpen the saw and connect both physically and mentally and emotionally. Connect with creator through prayer. Suppress negative thoughts which appraise positive thoughts. Always pray for best of human values. Pray bless me and my customer. Give God a chance to do his role. Spiritual intelligence is ultimate life beyond Intelligence Quotient, Emotional Quotient, Spiritual Quotient. Flexibility, Self Awareness, Ability by Vision are to be practiced.

He advised all of us before going to sleep every day TO ASK OURSELFS
1. WHAT I AM GRATEFUL
2. WHERE WAS I HELPFUL
3. WHAT GOOD JOB DONE
4. WHAT I Learnt NEW TODAY
5. HOW DID I TAKE CARE OF ME AND MY CUSTOMER TO DAY.

There was sponsor 2 presentation by G.K. Foujder Pvt. Ltd.,

SESSION 3; NEXTGEN TECHNOLOGY IN DEFENCE

PROCUREMENT AND PROCEDURES. Mr. H.K. Sharma, Addl. Director General, MOC and Dr. Vijay M Nimbalkar, Naval Material Research Laboratory.

He gave various Defence and Public Procurement Procedure both E procurement and Reverse Auction. He emphasized that the most important challenge is to achieve 5B by 2025. I was attending Past President Meet during this session.

Mr. Nimbalkar shown various products developed by DRDO with the technology available with DRDO. He also shown various castings for different application like submarine, ISRO, TATA MOTORS, It was more of technical composition and specification details. DRDO has developed Aluminium, Magnesium, and Iron components., DRDO has helped soldiers with body warmers to save them from acute cold. They have also developed some kind of papers to keep in their shoes to give some relief in very low temperature area. Similarly DRDO has developed for Naval and Arm Forces also.

This followed sponsor 3 presentation by Deckson Casting Pvt. Ltd., And presentation by G.K. Founders P.Ltd.,

IIMM Past Presidents Meeting : There was a meeting of Past Presidents who discussed about the IMM and its functioning.

ANNUAL GENERAL MEETING : Annual General Meeting was held on 22nd Nov 2018 at Hotel Rama International, Aurangabad. ie Entire NEC, former National Presidents, NC Members, Chairman & IIMM members from pan India attended this AGM. National President Mr G K. Singh, Vice President West Mr. Jitesh Gupta & NST Mr L. R. Meena addressed the gathering on agenda topics & answered the queries. Resolution is passed for appreciation of Excellent organization of NATCOM 2018 by Aurangabad Branch.

IIMM ANNUAL AWARDS : In the evening there was a grand Maharashtrian Cultural Programs Cocktail Dinner, which was well appreciated by all. Several IIMM Annual Awards and Mementoes were bestowed by National President and also to others who supported the event.

NATCOM DAY 2: 23rd NOV 2018 : Mementos & Awards were given to the Branches & Supporters by the hands of National President, Mr G. K. Singh who have supported in making NATCOM - 2018 a benchmark National Convention.

SESSION 1 . MANUFACTURING EXCELLENCE THRU INDUSTRY 4.0 & DIGITISATION. MR. SESHASAYEE.

He said that Industry 4.0 is yet to penetrate into Rank and File in India. He explained the roadmap to Industry 4.0 merging of real and virtual world. He was telling not to buy hype and no need for a specialist. Internet of data, things, services and people. Components of factory of future will be

1. Controls and automation
2. Manufacturing Operation
3. Management
4. Plant Analytics and Manufacturing Intelligence
5. Additive Manufacturing

He showed various videos on Cloudification of levels. He also elaborated steps in journey. Start, Seek quantum leaps in top as well as bottom line. Customer will also be in his digital journey. The weakest internal link is people. Weakest external link is data analytics and digital trust. Ensure changes are in entire digital landscape. Power can be changed thru digitization, ideal motor capacity, solution development, manpower allocation to assy line, predictive maintenance. Machine will tell when they are unwell. Repair and maintenance expenses have been reduced by Rs.20 lakhs in year 2018. Digitisation of planning and logistics were done both for in and out bound. Dynamic buffer management with supplier, warehouse, manufacturer, plant aware hi use and area stockyard. Digitization of SCM. All the car data, temperature, pressure, vibrations, noise and location can be captured. Owner, driver, service station, insurance, law enforcement, car OEM, retail, partners, used car dealership are few more initiatives. Service as a product and not product as a service. People look for service and not product. Examples are Ola, Uber, Air BNB, Schneider, General Electric, Ingersol Rand.

Do not buy hype but buy reality. One size do not fit all. Product, R & D, product development, and factory process. Co-create service offering to your customer.

Sponsor 4 presentation by Forbes.

SESSION 2 ; BUSINESS ANALYSIS FOR PROFIT OPTIMISATION. DR. ANIL LAMBA.

He asked the audience as to what wipro and Tata Motors are in the business. When we said that Wipro is in IT and Tata Motors are in Auto. He said that the answers are wrong and both of them are in the business of making profit. He said that all his customers are in the business of making profit only. Every sales person takes only finance decision. All of us generate profit and finance people only calculate. He explained what is Liability, Assets, owning, creditor, reserves, net work, book value, share value, fixed assets, working capital, Inventory, Bank balance, Debtors, Current assets PA, NPA, etc. Borrowing from owner is called capital and borrowing from outsider is called loan. He explained in simple terms of all the aspects of Balance Sheet.

He advised to prepare an imaginery balance sheet before start of a business. Profit is the result of finance management. Knowledge of cost of capital and ability to earn more than the cost is more important. It was a good session to know something about finance by SCM professionals.

SESSION 3 : FUTURISTIC LOGISTICS AND SUPPLY CHAIN BY MR. DEVAN PABARU.

He said that government can be called as SCM Govt. Stellar India is planning to bring efficiency. Corporate earnings growth was shown on the screen. GDP is growing faster. Companies are making less profit. India is No., 44 in the Logistics in the world. India will be 5th largest in consumer market by 2025. In India warehouses are very poor. 90% are 10,000 sqft. No safety norms in place. Compared to Global standard, India is very poor. Fleet upgradation is poor and need improvement. But now lot of capital is entering to this sector. 1000 Crore to bring India into top 5 in global logistics performance index.

Thus increasing speed to market and reducing cost to market is vision. Walmart and Amazon are changing SCM by leaps and bound. They have developed warehousing network. Built to suit warehouses. Customization and technology are put to light. Our Drivers are paid very poor. India has acute shortage of drivers to run sustainable SCM. We have to pay more and motivate drivers. If this is addressed SCM can be more efficient. As a nation, we are in good juncture to work for sustainable SCM. Sponsor IOCL .presentation on their product SERVO. They gave one carry bag as a gift to all participants.

SESSION 4 PANEL DISCUSSION Members are Mr. TAB BhaRathi, Mr. SeshayeE, Mr. Vinayak Pol. Mr. Surendra Deodhar.

Mr. Surandra started with a predict that one day there may be a device to wear by human beings and if there is any sickness, the device will diagnose and send signals to an agency who offer medical service immediately to save the life and sickness of the person.

TECHNICAL ENVIRONMENT AND SUSTAINABILITY. Mr. Bharathi and other panel members opinion are generally noted.

Every one is a customer. Customer expectation is always high. We should know how to use data available. Importance of technology is to reduce cost. Like cost of packing. Tech should help us to avoid packing itself. Glass manufacturing companies have now developed better ways of packing glass. He said that everyone in this world is SCM guy only. We should bring standard. Recyclable packaging. Manufacturing battery is not good in quantity. Car to be trouble free. Buying pattern will change. Driverless car may not be soon. Change acquisition. We do not know what is to do with data. Technology may come to monitor. IOT is from dark to light. We have to know how to realize full value of technology. People should connect to HIMM and get updated. We should understand the customer and then he will think of you when he need. If we can take the pain of customer, then it is customer engagement.

The day was closed with a brief summarizing of the event by the DR. SUBBAKIRISHNA, FORMER NATIONAL PRESIDENT, IIMM and valedictory function.

NATCOM FLAG is handed over by National President Mr. G. K. Singh, Vice President –West Mr. Jitesh Gupta & Aurangabad Team to NATCOM 2019 hosting branches, Kolkata, Jamshedpur & Ranchi.

Vote of thanks did by National Secretary & Treasurer Mr L. R. Meena.

Event is concluded by National Anthem.
ETHICS IN PROCUREMENT

P. VISWANATHAN
E.C. MEMBER OF INDIAN INSTITUTE OF MATERIALS MANAGEMENT
vid_shy@yahoo.com

Procurement is what sets entire supply chain and their organization in motion. Procurement handles itself, and its activities set the tone for all the events at follow right up to the final delivery of goods and services to the end customer.

Ethics is the basis on which most of the procurement related principles such as fairness, integrity and transparency is based on supply chain.

Ethics originates from philosophy, and refers to common principle with appropriate, and inappropriate actions, with moral duty and behavior with business context, and refers to the use of recognized social principles that involves justice, and fairness, throughout the business relationship, and being ethical means treating suppliers in just fair, honest and fitting manner, and a preferential treatment or personal buying may be considered unethical.

Ethics training is one of the essential components to ensure the employer are aware of the importance of ethical practice. An innovative way of having employees with all the important information about ethics, and they are able to deal with this in their day to day function, in a methodical way to supplement ethics policy with procurement ethics, and having for anyone who are involved with the purchase of products or services, and who meets with suppliers.

Procurement functions are in control of large budgets; hence it is expected to behave ethically with other concepts of supply chain.

Ethical procurement policy is how a conduct of business is with supplier, and with an expectation that the supply regard the way they conduct the business, and in which supply chain confirms ethical procurement standards. The policy expects to adhere to environmental, and an ethical procurement. The payment to supplier must in accordance with the agreed terms and timely manner. This is to ensure that procurement will be not be done with the knowledge of the wrongly derived materials.

The treatment to suppliers is done fairly and objectively at all times. Expecting suppliers to adhere to the organization policy and provide a safe working environment with ethical procurement policy.

For goods ethics in procurement it is necessary to practice integrity avoid conflicts of interest, and personal enrichment treat suppliers equally and fairly, and comply with other legal obligation of one of the challenges of ethical procurement is to know how to make it into a practical reality that the organization can apply in a constant way.

Dealing with procurement in following situation: 1. Responsible for procurement of consumer supplies of an organization. A potential supplier sends the catalogue together with a gift of expensive items with supplier logo. 2. Have agreed to a contract with an organization, but do not take up the job or task, and drop the demand for the company’s own product will be a depressed condition, and will affect the profitability, as the supplier will guarantee for lower price, that would re-establish margins the company needs to meet the objectives as this would mean breaking contract with the supplier, who supplied in the beginning. Legal action by the supplier would be unlikely, since it may affect small organization, who is suppliers to the organization

Procurement ethics: Illegal ethics in procurement 1. Payment in cash for a kind made to a supplier or contract negotiations. Payment can occur before or during the award of the contract, in procurement.

Coercion: Threats may be made against pressure put on indeed that with the same object of payment made to gain support for a supplier or contract negotiation. The payments aims to motivate individuals, with so as to gain and motivate through fear of which might suffer or lose.

Extortion: is considered to be an illicit in the ethics of procurement, and the way payment, and this if accompanied with pressure from supplier.

Favoritism: this gives an undue preference or negotiating advantage to a supplier who is part of the supplier organization.

Illegal sourcing supplier offers goods or service misrepresented products illegally whether because of material used or labor employed for stolen products from suppliers.

Influence exchange of award or contract or preferential treatment by other party of another individual in the ethics of procurement is not justified. Bribery in procurement is one of the most common and unethical or even fraudulent procurement procedure or practice,
and this is worth examining, and also to understand how this typically take place, and moving importantly to how this will take place, and more important how the consequence which will affect supply chain.

Ethics of supplier: Strict policies against corruption, laundering, extortions in ethics of procurement in supply chain: 1. Avoid any activity which may cause conflict of interest with procurement problems on customer’s part keeping personal interaction separate. 2. Avoid any payment or favor in order to win a contract, since during negotiations favors are to come as a possibility, and keep to know that customers is to look at the supplier as unethical, and may not strike a deal in future transaction in supply chain. 4. Avoid any person business with customers. 5. Try to know the code of ethics from the customer in the organization and train the resources in accordance with the organization.

Ethical procurement strategy: 1. Supply chain can be reviewed by creating a strategy during which a procurement strategy, during which supplier risk is reviewed, regardless whether they are direct or indirect. 2. Identify problems with production, and then carrying out an assessment that concentrate and bring in effort on greater areas of risk. 3. Consultation with local and other experts which may be able to solve the problem with the organization, to implement a suitable solution. 4. Construct a strategy in ethical procurement to identify as and when risks are identified, then construct an ethical sourcing strategy, to identify the information from different suppliers, and how the review will be organized in the key risk areas to be prioritized. Track of indirect purchase in ethics of procurement since the risk in getting counterfeit and faulty goods, as it means employing correct policy which checks ethical sourcing which may be in place.

Codes of Ethics in procurement: To ensure an ethical and accountability, procurement: 1. Personal integrity—Individual involved in purchasing or procurement, supply chain is to act with integrity, and professionalism. Honesty care, and due diligence must be an integral part of supply chain activities. 2. Confidential information in procurement should be safe guarded, and participants must not be engaged in any other activity, that may create a conflict of interest, such as accepting gift, or favors’, and also providing preferential treatment.

Accountability and Transparency: Supply chain activities must be open, and accountable in particular tendering contract, and purchasing activities, which must be fair transparent, and conducted with a view to obtaining the best value for the public money, compliance and continuous improvement. Every supply chain organizations must comply with code of ethics, and all procurement participants must work to improve supply chain policies and procedures, to improve supply chain skill levels and knowledge.

Principles and Standardization of procurement ethics: 1. Avoid any unethical practices in relationship, and communication. 2. Refrain from soliciting or accepting any thing in kind, credit, and preferential discounts as an acceptance of gifts, entertainment favors or services from potential known suppliers that might influence procurement decisions and in the ethics of purchasing in supply chain. 3. Handle confidential information belonging to suppliers with due care and with proper consideration of ethical, and legal application, and following all the government regulation in the ethics of purchasing in supply chain. 4. Promote a positive supplier relationship through courtesy, and there be no impartial in the phases of procurement cycles. 5. Refrain from reciprocal agreements that restrain competition. 6. Enhance the proficiency and nature of the procurement ethics profession by acquiring and maintaining good knowledge with the highest standards of ethical behavior.

Reciprocity is effectively the weakness of the purchasing or procurement functions. Purchasing strategy includes a positive effort to oppose any corporate or organized commitment in form of reciprocity. The guidelines in dealing with reciprocity: 1. Purchasing professionals should become sufficiently knowledgeable of the provision in anti-trust law to recognize the potential of legal problems in the ethics in supply chain. 2. If purchasing professionals believes the potential for reciprocity may exist local counsel should be sought. 3. List of suppliers should be provided to sales and marketing personnel for their use. 4. The purchasing professional should recommend that such list not be used to avoid the potential legal and ethical problems inherent in each use in the ethics of procurement.

Reciprocity (exchange) due to its potential to restrain work is both a legal and ethical issue, which may result in legal sanctions against the company in its management so its procurement personnel will be able to follow the ethics in purchasing in supply chain. The professional purchaser must be able to recognize the reciprocity and ethical implication. Cross deals between supplier and customers are not anti-trust violations. Dealing with a supplier who is also a customer may not constitute a problem, if in fact the supplier is the best source.

Confidential information in ethics of procurement: Purchasing professional and others in position which influence buying decisions deal with confidential or proprietary information of both employer and supplier. It is the responsibility of the purchasing profession to ensure that such information which includes material of information which may not be confidential in the strictest sense, but is not generally known and is treated in confidential.

Proprietary information requires protection of name, composition, process of manufacture or right to unique exclusive information, which has marketable
value, and is upheld by patent, copyright, or non-disclosure agreements. The purchasing profession should therefore avoid releasing information to parties until assured they understand and accept the responsibility for maintaining the confidentiality of material. Extreme care and a good judgment should be used if confidential information is communicated verbally in ethics of procurement.

**Conflict of interest in ethics of procurement:**

Purchasing performance has the right to engage in activity which is of private in nature, and outside their employment. Purchasing professionals must use the position in a way to induce another person to provide and benefit to themselves or persons with whom their connection with family business, personal or financial ties.

Ethics in procurement conduct to be avoided: Engage in outside business or employment by an outsider which may encroach the primary responsibility of loyalty to the goals of the employer, even though there may be no other conflict.

Engage in business with or employment by a company which is supplier to the employer, and make sure of employment with the purchasing professionals in the company or associates with its product to further outside business or employment. Lending money to or borrowing money from any customer or supplier is against the ethics of procurement in supply chain. Information of one supplier must never be shared with another supplier unless as it is forbidden to be done, since government regulation requires purchasing profession to disclose such information. Some examples of information considered to be unethical in procurement: 1. Price of the product. 2. Details of Bidding complied and Quotation obtained (premature opening of bids.) 3. Design information. 4. Work sheets of the calculation done worked on purchasing projects. 5. Information regarding Assets.

Single sourcing suppliers in ethics of procurement: is when specific goods and services, are required organization enter into single source supplier contract. This potentially has fraudulent over price, by the supplier and collusion between buyer and the supplier to source the product from single source when it is available with other supplier at a cheaper price.

Periodical audit should be performed to verify that procurement activities were conducted ethically ad in accordance with procedure. Audits also serve as a deterrent to the future of unethical behavior.

The purchasing fraternity is one of the low prestiges within the organization: 1.In general top management does not have comprehensive understanding of the income generating possibilities of the purchasing funds. 2. Management regards purchase in general nearly as a means of effecting prices reduction. 3. The purchasing department is often not involved in or informed about the organization a policy plans and programs. 4. The position of authority of the purchase department is vague, and is often subordinate to the function of finance, marketing, or production. 5. Companies management does not appoint competent and trained person who are appropriated remunerated in purchasing department. The low status of purchasing in companies may possible cause of unethical behavior.

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**COMMODITY INDEX**

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*Source: ETIG Database dated 22nd December, 2018*
RISK MANAGEMENT

MR. P N SAPRE IS EX-KIRLOSKAR GROUP &
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Introduction to concept of risk management:
Definition of Risk: Risk is present in every organization irrespective of nature, type or size of the organization. It exists in, public sector and private sector organizations. Risk depends on the external and internal context of the organization. The risk is defined as effect of uncertainty which affects achieving of organizational objectives or impacts capabilities of achieving planned results.

The uncertainty is a state of deficiency of information or knowledge related understanding of event and its consequences or likelihood. Risk refers to the uncertainty that relates to futuristic events and their outcomes. It is the function of the likelihood and impact of uncertainty that influence the capabilities of achieving company’s objectives. We cannot mitigate or control the risk if we don’t know that the risk exists. Therefore we should first understand, that the risk is function of likelihood (probability, or chance) and severity or magnitude of effect or consequences of the risk.

Risk Management: Risk management is a systematic approach for setting best course of actions under uncertainty. Risk management involves Risk identification, Risk analysis, Risk evaluation, Risk treatment and Monitoring & review of effectiveness of actions taken. Current operating environment in industrial sector particularly in manufacturing, need is felt to establish integrated risk management approach. It is no longer enough to manage the risk at the individual process level. It has to cover entire organization.

At the international scenario more organizations are getting benefited from comprehensive risk management approach, which includes all the processes carried by the organization. The organizations are facing different types of risk such as policy risk, operational risk, financial risk, project risk, human resources risk, technological risk, health and safety risk. This situation needs establishing effective risk management in the whole organization. High impact risks requires co-ordinated, compressive and a systematic corporate approach. Risk management is a strategic decision which enables the organization to achieve the objectives.

Risk Management Stages:
1. Establishing of Context: This stage of risk management, requires defining the External and Internal issues of the organization, to be taken in account while managing the risk.

External Context means external environment in which organization operates. This environment affects organizations’ capabilities of achieving objectives, external context include, Cultural, Social, Political, Legal, Regulatory, Technological, Competitive market environment.

This stage requires planning and thorough understanding of external issues and internal issues, which directly affect the strategic decisions and also impact on the organization’s capabilities to achieve planned results. Establishing context is undertaken by number of analysis which include review of statutory/ legal requirements, industry guidelines, national codes/standards, corporate documents like MOU, Contract agreements and most important business plans.

Internal context means internal environment in which organization seeks to achieve its objectives. The internal context include organizational Governance (management style), Policies, Objectives, Strategies, Internal capabilities in terms of resources, Systems, Decision making process, Internal stakeholder’s relationships and their perceptions, Contractual relationship, Values of internal stakeholders, & Organizational culture.

2. Defining Risk Criteria: Organization should define the risk criteria to be used for evaluating the significance of risk. Factors to be considered while defining the risk criteria include, nature and type of causes and consequences, likelihood of consequences, legal & other requirements and level of acceptable risk or tolerable risk.

3. Risk Assessment: This process includes the risk identification, risk analysis and risk evaluation.

a) Risk Identification: Risk identification is a process
of finding, recognizing and describing the risks. Risk identification involves historical data, theoretical analysis, expert opinions, and stakeholders needs. Organization has to identify sources of risks, areas of impacts, causes and consequences of risks. Some examples of historical data can be, Risks faced earlier in the organization, How many times this risk was faced, What was the consequence / impact, what were the legal opinions or expert technical consultant’s opinions?. Persons with adequate and appropriate knowledge from different departments in the organization should be involved in identifying risks.

Identification of the source of risk is the most critical stage of risk assessment process. Important questions to be asked at this stage are, what are the risks associated with this process?, What are the risks of non-compliance of actions, Who are involved? (Suppliers, Contractors, Stakeholder). For implementing risk management, organization should define the strategy and apply the risk management to all the processes, comply with legal and regulatory requirements, set the objective for risk management and provide risk awareness training to stakeholders. Risk management process should be integral part of management processes. Organization has to define the criteria to evaluate the risk.

**b) Risk Analysis:** Risk analysis involves and includes understanding of the risk. Risk analysis need consideration of the causes, sources, consequence, and likelihood of occurrence. Risk analysis is a process of finding and finalizing the nature of risk and determine the Risk level. Risk analysis provides the basis for risk evaluation and enables the decisions about the risk treatment. Risk analysis includes risk estimation.

**Cause of Risk means reason of risk.** Why this risk arises? This needs in-depth scrutiny of each process carried in the organization. Process inputs, process sequences and expected process outputs should be thoroughly examined for risks.

**Consequence,** Consequences of risk means effect or impact of risk, some examples of consequences are loss of business, loss of profits, damage to organizational / brand reputation and sometimes serious critical legal actions against the organization.

The effect or consequences of risk can be measured as Significant impact, Minor impact on small scale, Moderate minor impact of large scale, Major impact on small scale and Major impact on large scale.

**Likelihood**: Means chance of happening. Possibility of consequences happening. This can be measured as, Rare to happen, Unlikely to happen, Moderate Possibility to happen, Likely to happen and Almost certain to happen.

**Risk classification:** Risk is generally classified as Low, Moderate, High & Very high.

The most effective and commonly used risk analysis tool is called risk matrix. To determine the level of each risk we can refer to risk matrix. The risk level is identified by intersecting the Likelihood and Consequence levels on the risk matrix.

c) **Risk Evaluation** : Risk Evaluation is a process of comparing the results of risk analysis with risk criteria to determine whether the risk is acceptable or tolerable. Risk evaluation parameters are.1. **Likelihood**: Chance of something happening, 2. **Exposure**: Extent to which organization is subject to event, 3. **Consequence**: Outcome of event affecting objectives, 4. **Probability**: Measurement of chance of occurrence expressed as probability. Risk Matrix is a tool used to decide risk level by defining the severity of consequence and likelihood. The risk evaluation enables the decision of whether the risk acceptable or not acceptable. Risk is acceptable if it is sufficiently low, where the risk treatment to be considered on cost effectiveness. Risk is not acceptable if the risk level is very high and can affect total organizational performance.

4.) **Risk Treatment**: Unacceptable risk requires treatment. Risk treatment means developing cost effective option for treating the identified risks. There are different risk treatment options available for treating the risks. In general the options for risk treatment are, 1. Avoiding the risk, 2. Reducing or mitigating the risk, 3. Transferring or sharing of the risks and 4. Retaining the risks. It is essential that a serious thought is given by the top management for selecting the risk option for treating the risks. Risk treatment is a critical process of assessing the risk & deciding whether risk is tolerable.

a) **Avoiding the risk**: This option requires making a decision of not undertaking the a process or activity that is likely to cause the risk. In simple words decide, not to start or continue the activity which can cause the risk.

b) **Reducing (mitigating) the risk**: This option is for controlling or changing the impact of likelihood if the risks occurs. This is possible by taking actions like, preventive maintenance, initiating quality assurance activities, changing business systems, processes & methods. This can be done by contingency planning, minimizing exposure to sources of risk and/or separating or re-locating of activities and resources.

c) **Transferring or sharing the risk**: Transferring the total or partial risk can be done by contractual agreements. This is done by moving the responsibility to another party for sharing the risk through the contracts. This can include the insurance cover or partnership/joint ventures in risk potential activities/
areas of operations. Organization has to be aware that a new risk can arise in the case of the party to whom the risk is transferred/shared, does not manager the risk correctly or completely.

d) Retaining the risk: Organization can retain the risk or accept and manage the risk with complete information of impact of consequences. This decision is taken by the top management which is called informed decisions of retaining the risk. In this option the organization is required to plan for facing the effects/impacts of consequences.

e) Taking or increasing the risk to avail the opportunities: In this option the organization can take the risk by looking at anticipated opportunities or benefits of the risk taken, such as investing in bulk materials, when the prices are at rock bottom level, which can increase the profitability of product, irrespective of inventory carrying cost. This is some times done by investing in the areas where the prices are showing continuous rising trends.

Selection of the risk treatment Option: Selecting the most appropriate risk treatment options involves considering the cost effectiveness. Organization has to balance the cost and efforts of implementation against the benefits derived with respect to legal and other requirements. Organization has to be aware that the risk treatment can raise another risk if the risk treatment plan is not effectively managed.

Preparing and implementing the risk treatment plans: The risk treatment plan is prepared to ensure that the risk treatment options are effectively implemented. The basic elements of risk treatment plan should provide the answers to following question. Why this option of risk treatment is selected?. The purpose of the selecting the option to be spelt out. What are the proposed action to be taken to treat the risks?. What resources are required to implement the plan, and their competencies?, How the risk treatment plan is to be monitored for performance (achievements)?, What is the frequency and type of evaluation of compliance of actions? Most important factor of risk treatment plan is that it should be integral part of the Top Management processes of the organization.

f) Risk monitoring & review of risk management process: It is important to know that the concept of risk is dynamic and requires to be planned and periodically monitored & reviewed. This needs to be regularly implemented by the top management. The review frequency is determined by the consequences of the risk. Responsibilities for monitoring and reviewing should be defined with timeframes. The monitoring and review should ensure that the risk control measures are effectively implemented. The lessons learnt to be communicated to concerned individuals. The monitoring and review mechanism shall provide answers to What are the key risks? How the risk is managed and controlled.? Are the risk treatment actions are effective? Are there any new risk?

Conclusion: Risk management Process should be implemented in small, medium and large scale organizations. It is not only the industrial organizations, but governmental organizations, hospital, R&D establishments/ institutes, financial institutes and banks need to adopt risk management process. The organizations have to define the accountability of risk management, then only the fully accepted accountability for risk control and risk treatment can be effective. Organization should make risk management matrix for each process or for each department and then make one comprehensive, integrated Risk Management Plan for entire organization, so that no process or department is left out from the risk management process.

CUSTOM EXCHANGE RATES
(All rates per unit) w.e.f. 22nd December, 2018

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Source: www.dailyshippingtimes.com/custom-exchange-rates.php
Is stress really inevitable at work? You would probably say yes for sure! At some point, professionals can feel pressure from work-related stress. In fact, any job possesses stressful elements. According to the surveys, it is noticed that work is the top source of stress. It seems like tensions at work are unavoidable.

On the positive note, stress may energize you and make you think faster, but for some professionals stress make their work performance ineffective. Uncontrolled stress can affect relationship with the family, colleagues and it can take a toll on your health and well-being.

The short-term side effects of a stressful work environment can contribute to problems such as headache, sleep disturbance, short temper, and difficulty concentrating. On the other hand, chronic stress results anxiety, increase in blood pressure, weakened immune system and insomnia.

Some Major causes that create stress and possible remedial actions :-

1. Procurement situation is full of shocks and surprises, despite whatever good planning you seem to have done. Many unforeseen events happen. Quality issues, delivery delays, shortages, several logistics problems that disrupt timely supplies and so on.

Procurement professionals must be full of anticipation to foresee these troublesome areas, judge where things will backfire and secure the same by contingency plans. They should not take things granted and beware & alert. Quick response should be in their blood, keeping their cool.

2. Work interruptions is frequent and is the order of the day. All Un-programmed. This disrupts and distracts your focus on priorities in hand. Interruptions can come from Production / Operations executives anxiously asking status of their items, sudden visits of existing suppliers and new business seekers, colleagues and even your own bosses. Not to mention constant Phone calls, e-mails etc., etc.

Time is a precious commodity. Don’t fritter away time. Time management and prioritising must be the key actions. They should focus on the vital few and ignore the trivial lot. Must be decisive, quick and brief in disposing communications of all sorts.

Give periodic frequent updates to Production / Operations, without their reminder on status of pending items. Forewarn them on any possible delays. Fix timings for entertaining supplier visits during the day and keep them informed to take proper appointments. Post one of your Team member to screen new business seekers, who may come unannounced. Some of them may turnout to be solver of your burning problems.

How can a procurement professional combat stress?

One of the best ways to combat stress is to prepare yourself well, to meet the challenges posed in your
work. There’s definite need for us to establish the sources of stress, since we all know that it is work related and how well we understand and manage it.

Keep in mind the following 4 important parameters to manage better any area:

1. **Mindset**: Believe it is possible to work without building unnecessary stress. Things will be better if we analyse the causes, plan well and act. Be committed to act without reminders thus presenting yourself as a picture of confidence to others. Try hard to change the mindset of people whom you deal with, to encourage speed and efficiency. Do not give a crying shoulder to those who say things will never improve in this place.

2. **Systems**: We should set up and define a proper system and procedure of working and follow it meticulously. One can do things in several ways and achieve their target, even by hook or crook! But by following an approved system again and again, you gain speed of execution, consume optimum resources including time to complete the task. Don’t blame the person, blame the system and constantly refine it.

3. **Technology**: Don’t use outdated Technology and processes for your execution. Use the latest and best available Technology and if not affordable today, plan and budget it for implementation at the earliest. Best Technology brings speed, reliability and optimum cost.

4. **Relations**: Till the Mindset, Systems and Technology parameters improve and are in place and get a 100 out of 100 marks, the only thing that can come to your help is Relationship. Good relations across the working partners, internal and external will overcome any deficiency in the first three parameters to understand the constraints and make things happen! So develop Empathy with your partners across the supply chain. Maintain relations that will encourage efficiency and eschew inefficiency.

You can undergo trainings that will make you more knowledgeable and confident to take good decisions at work. **These Management courses are perfect choice for individuals, who value time for family, growth, promotion and financial stability!**

Conclusion: Sometimes the best stress-reducer is simply sharing your stress with someone close to you. The act of talking it out and getting support and sympathy—especially face-to-face—can be a highly-effective way of blowing off steam and regaining your sense of calm. The other person doesn’t have to “fix” your problems; they just need to be a good listener.

**Turn to co-workers for support.** Having a solid support system at work can help buffer you from the negative effects of job stress. Just remember to listen to them and offer support when they are in need as well. If you don’t have a close friend at work, you can take steps to be more social with your co-workers. When you take a break, for example, instead of directing your attention to your smartphone, try engaging your colleagues.

**Lean on your friends and family members.** As well as increasing social contact at work, having a strong network of supportive friends and family members is extremely important to managing stress in all areas of your life. On the flip side, the lonelier and more isolated you are, the greater your vulnerability to stress.

**Support your health with exercise, nutrition and rest**: When you’re overly focused on work, it’s easy to neglect your physical health. But when you’re supporting your health with good nutrition and exercise, you are stronger and more resilient to stress. Avoid late night habits. Take a good sleep every day. Believe in Early to bed and Early to rise is the only way to be healthy and wealthy and Wise.

Taking care of yourself doesn’t require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you’re back in the procurement hot seat. Please remember Work Life Balance is very important.

**Regard stress as enhancing, not debilitating.** Not every stressful situation can be re-framed from a “threat” to a “challenge.” But even for threat-level stressors, a mindset shift is both possible and advantageous. New research indicates that for both threatening and challenging stress, adopting a mindset that “stress is enhancing” improves mood, boosts positive outlook, and increases your ability to think flexibly in response to the stressor.

We’re naturally adaptive thinkers, and as research shows, exposure to new information and different ways of thinking can change our minds quickly. Adopting new mindsets for stress is easier than you think, and can trigger a welcome surge of energy, motivation, and fresh thinking—just in time for the new year.

Ø **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.

***Wish you all a Happy and Stress Free New Year Ahead!***

**References:** Internet; Self Knowledge & Experience and the Senior Associate’s Review.
BAPS TURNS THE TIDE

BAPS SAINT SADHU GNANVATSALDAS
GURU P. P. MAHANT SWAMI MAHARAJ
MOTIVATIONAL SPEAKER AKSHARDHAM

Many ask: “How can you mix spirituality and social services?” We counter: “How can you separate the two?” Those who wish sincerely serve society must be spirituality pure and only those who are spiritually pure can serve society sincerely. Bapuji, the ninth guru of BAPS, was a powerful spiritual leader and a social reformer. He founded the BAPS organization, which aims to spread spirituality and social service.

BAPS’s charitable initiatives were pioneered by its fifth guru, the Late Pramukh Swami Maharaj (1921-2016). With his charismatic empathy, he first set eyes on poor tribal communities. Just three months later, he founded the Dang district of Gujarat and the Union territory of Dadar-Nagar-Haveli, both heavily populated by poor and illiterate tribes.

When people connect, amazing things happen. So to begin with, Shree Pramukh Swami Maharaj and some of his sadhus set themselves to have a look into a tribe’s way of living. In essence, they zeroed in on which occurs across longer time horizons such as literacy, uprooted conduct, healthy living sans addictions of alcohol and smoking, fellow feeling and climate change. During interactions, the sadhus learnt that the tribes were strongly addicted drinking and hunted birds for food.

Building a rapport with the tribals was a daunting task for the BAPS sadhus in the beginning. The poor tribal communities were living in fear and dacoity to make a living. And to drown their worries, they would drink without measure. In addition to this, infrastructural facilities like communication and transportation also posed a challenge to the BAPS sadhus to connect with the tribal belts.

Reminisces Sadhu Narendra Prasad Das, who has worked for years among a tribe: “In the beginning, the BAPS sadhus used a travel from Mumbai to visit the Union territory, Silvassa, in particular. There were no asphalt roads in the rural hinterland. So, we had to walk to reach the villages. But that was not all. When we reached the villages, the problem of language started us in the face. They spoke various dialects like Dholi, Varli, Konkani and other mixed dialects, which was all Greek and Latin to us. What was most confounding was that the tribes would rag away on seeing us. Perhaps, they grew fearful thinking we would whisk them away.

Edification of the tribes thus seemed quite challenging. But the BAPS sadhus showed remarkable perseverance. Reaching their their shacks were also difficult, especially in the monsoon season. The sadhus had to walk and negotiate through soggy grounds. Those days transport was also not easy to get.

“We had no cars and no lodging facilities in Silvassa”, recollects Sadhu Narayan Prasad Das. “So, we had to stay at Vapi to come to Silvassa. We had to travel by the State transport bus and even that was scheduled once a day. Often, the bus would not take us to the places that lay farthest away from the town. So we had to walk as much as 15-20 km. These were forested areas and often snakes would cross our way. Attimes, we have to face dacoits.”

Thus, it was a fight on several fronts. Worse, the tribes were so poor that the man had only a loincloth to wear. So, Shri Pramukh Swami Maharaj instructed BAPS sadhus to first distribute clothes among them. Sadhus engaged some tribal youths to take measurements. Sharing this experience, Ramubhai, nowa BAPS volunteer, says, “I used to take their measurements for tailoring. When I went to deliver clothes to them, they knew no bound. BAPS also supplies raincoats to them for the monsoon season. I had not seen them happier before.”

Next on the BAPS list was health. Many tribes were suffering from skin ailments then, as a daily bath was anathema to them. BAPS lost no time in organizing medical camps for the tribes. Those days days, the poor tribes know no medicines and clinics. They would go to a witch doctor even for a headache or stomach ache. The witch-doctor would mutter something to himself, shake the patient’s body and give him a thread to tie around his neck as a panacea and would even ask him to sacrifice a hen or goat to get rid of the ailment.

With the healthy intervention of BAPS, things have now changed, bringing new lives to the tribes. Today, BAPS operates 11 mobile medical vans in the tribal belts of Gujarat, treating over 2,00,000 tribes free of charge; besides, ambulance service is also available on call. Free medical diagnostics camps are organized time to time, to ensure timely treatment as well as preventive care.

Gujarat. In order to guide parents on issues relating to education and parental behaviour with their sons and daughters, seminars are held for parents also. Toequip
tribal women with vocational skills, training classes too are held periodically, so that they could find employment. Thanks to the concerted efforts of BAPS, the educational scene has changed favourably. Earlier, tribal children didn’t enrol in schools. Today, they go to school religiously. There are 22 tribal youths belonging to BAPS community centres, who have graduated in medicine. Ashok, the son of Lalubhai, who was once an incorrigible alcoholic, has passed his MBBS from M.S. University, Vadodara. There are other tribal youths also, who are qualified medical doctors, practising as physicians. Thanks to BAPS support, more and more tribal youths are pursuing university studies in various disciplines, including engineering and business administration.

Turning a new leaf The best apology for primitive life would be to get changed. And many tribal of Gujarat have done that thanks to the gritty determination of Shri Pramukh Swami Maharaj and his sadhus, many of whom are university-educated.

Drinking was especially a hard nut to crack in Dadra & Nagar Haveli, as there is no prohibition in its 77 villages and hooch flowed freely. Kushalbhai of Samaranvani village, as also other tribals from silli, Tambadi and Randha, used to blow their earnings on drinking and other vices.

Today, however, they are a happier lot, having been freed of the vicious clout of alcohol. What is more, the tribals, who were steeped in various superstitions, especially health related, are getting out of it. Ramanbhai Gamit of Randh, who was down with fever, flatly refused to be taken to a witch-doctor. Similarly, Sonya Bhagat of Randha village, who was once a notorious bandit and refused to mend his ways, was put under the care of BAPS sadhus by government officials; the sadhus then lovingly changed the man.

Would a poor tribal show rare honesty? Dayabhai of Kudacha village is one such example. He was working as a peon, when he one day found a wallet containing Rs. 10,000. Show! nga streak of honesty imbibed from the BAPS sadhus, he sought out the owner of the wallet and returned it to him.

The change maker When Anandiben Patel was the chief minister of Gujarat, she appealed to society at large and NGOs in particular to about those government schools where teachers lacked commitment and students fared badly in the board exams. Much before that too, BAPS had adopted a tribal school in Rambhas village, 60km from Navsari town of Gujarat. The school was founded in 1989 but nothing going for it.

So, when the idea of a takeover was mooted by educationists to BAPS, Shri Pramukh Swami Maharaj was game for it. And, until BAPS adopted it in 2011, the school’s pass percentage in the SSC Board was below 25 percent. But it shot to as high as 80 percent in 2014. Besides, the school got a facelift, especially the hostel building, the kitchen and also the classrooms.

Obviously, without the timely intervention and warmth of an NGO like BAPS, the students would have been doomed to a sorry fate like that of the rest of their clan.

Disaster relief- In 2001, when the deadly earthquake hit Gujarat, BAPS was first NGO to rush to Bhuj to serve hot meal, water and clothing to the affected. Besides providing the people with rations, household articles and offering medical care, BAPS also adopted 15 villages, where 1,692 new houses were built for re habilitating the people. To rehabilitate people affected by various natural disasters, BAPS has built 55 schools in Gujarat, Maharastra and Orissa.

Besides Gujarat, BAPS presence was visible in Maharasstra, at the time of the Latur earthquake in 1993, and in Orissa, when the super cyclone struck the state in 1999 and tsunami engulfed it in 2004.

On the foreign shores, BAPS volunteers have rushed and reached aid to the victims of Hurricane Katrina, when it struck the gulf coast of the US in 2005. Also, they worked with UN ICED to provide medicine, clean water and makeshift housing kits for children in Haiti, who had been affected by the earthquake in 2010.

In brief, BAPS identifies itself with society in all areas of need and would go a long way to achieve on its over 1,000 sadhus, half of whom are educated in various disciplines as well as the thousands of devoted volunteers who are always at the beck and call of the present BAPS guru Mahant Swami Ma ha raj.

Says sadhu Ishwarcharandas, convener of BAPS International: “Our late guru Shri Pramukh Swami Ma ha raj left us a legacy of ‘rare empathy’ that drives us to serve society. But the fulcrum of our charitable efforts is to inspire individuals to grow into responsible citizens and enrich the fabric of society.” As Shri Pramukh Swami Maharaj often emphasised, “Every man has to seek in his own way how to make himself nobler and find some time for his fellow beings. You don’t lie in a world all on your own. Your fellow beings area also there. So, help them in times of need.”

Pramukh Swami Maharaj lived a philanthropic life based on his own motto, “In the joy of others lies our own. In the good of others rests our own. And in the progress of others abides our own.” At present, Mahant Swami Maharaj helms the tradition of service for society in the BAPS.

**BAPS Saint Sadhu Gnanavatsaldas Guru P. P. Mahant Swami Maharaj: **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 Vidyangar, SP University. He has been a speaker at various seminars in Europe, England, America, Canada & New Zealand. Inspiring & motivational speaker.
INDIRECT TAXES UPDATES
GST, CUSTOMS, EXCISE, SERVICE TAX AND VAT
MONTH – NOVEMBER 2018

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GST

- CBIC extended due date for filing Form GSTR-7 till 31st January 2019: CBIC has extended the time limit for furnishing return by a registered person required to deduct tax at source under provisions of section 51 of said Act in FORM GSTR - 7 of Central Goods and Services Tax Rules, 2017 under sub-section (3) of section 39 of the said Act read with rule 66 of the Central Goods and Services Tax Rules, 2017 for the months of October, 2018 to December, 2018 till the 31st day of January, 2019. (Refer Notification No. 66/2018 -Central Tax dated 29.11.2018)

- TDS provisions under GST –Exemption to supplies from one PSU to another PSU: Provisions relating to Tax Deduction as Source (TDS) would not be applicable in respect of supply of goods or services or both from a public sector undertaking to another public sector undertaking. This exemption as provided through Notification No. 50/2018-Central Tax has been extended to such supplies with effect from 1-10-2018, the date when TDS provisions came into effect in the GST regime. (Refer Notification No. 61/2018-Central Tax, dated 05-11-2018)

- CGST Rules –New Rule notified for recovery of dues under existing laws: New Rule 142A has been inserted in CGST Rules, 2017 for recovery of dues under ‘existing’ laws (i.e., central excise, service tax, VAT, etc.). Accordingly, a summary of order issued under any existing law creating demand of tax, interest, penalty or any other dues will be uploaded in FORM GST DRC-07A on the common portal. Demand will be posted in Part II of Electronic Liability Register in FORM GST PMT-01. FORM GST DRC-07A and FORM GST DRC-08A have also been notified for this purpose. Further, new Rule 83A has been inserted relating to examination of GST Practitioners. (Refer Notification No. 60/2018-Central Tax, dated 30-10-2018)

- Job work -Form GST ITC-04 can be filed till 31-12-2018: Declaration in FORM GST ITC-04, in respect of goods dispatched to a job worker or received from a job worker or sent from one job worker to another, during Jul 2017 to September, 2018 can now be furnished till 31st day of Dec.,2018. (Refer Notification No. 59/2018-

Central Tax, dated 26-10-2018

- Valuation–Interest on loan/credit by Del-credere agent when includible: CBIC has clarified that when del-credere agent (DCA) is not an agent of supplier, temporary short-term transaction-based loan provided by DCA to buyer is an independent supply of service by DCA to recipient on principal to principal basis and will not form part of value of supply of goods. Credit by DCA to recipient is not a separate supply, if DCA acts as an agent for principal. In such cases, value of interest charged for such credit is includible in value of supply of goods by DCA to recipient. Reiterating earlier Circular No. 57/31/2018-GST, dated 4-9-2018, it notes that where the invoice for supply of goods is issued by the DCA in his own name, the DCA would fall under ambit of agent. (Refer Circular No. 73/47/2018-GST, dated 5-11-2018)

- Return of goods –Procedure to be followed: CBIC has listed various procedures which may be followed by manufacturer, wholesaler/retailer for return of time expired goods., return of such goods can be treated either as fresh supply and consequent issue of tax invoice, or by issue of credit note. In fresh supply, manufacturer destroying returned expired goods will be liable to reverse ITC availed on return supply, if any. Tax liability can only be adjusted in case of credit note, if same has been issued within limit specified under Section 34(2) of CGST Act. (Refer Circular No. 72/46/2018-GST, dated 26-10-2018)

- Tea Board required to collect TCS from tea producers and auctioneers: Tea Board of India is required to collect TCS from sellers (i.e. tea producers) on the net value of supply of goods i.e. tea; and from auctioneers of the tea on the net value of supply of Services (i.e. brokerage). Tea Board being the operator of the electronic auction system for trading of tea across the country including for collection and settlement of payments, falls under the category of electronic commerce operator liable to collect tax at source (TCS) under GST law. (Refer Circular No. 74/48/2018-GST, dated 5-11-2018).

- Cancellation of GST registration –Procedure clarified: Application for cancellation of GST registration is not to be rejected because of violation of 30 days deadline from the
occurrence of the event warranting cancellation. Further, debit of ITC on available stock can be done at the time of submitting Form GSTR-10, whose last date has been extended till 31-12-2018, for the cancellations made by 30-9-2018. The requirement to debit the electronic credit and/or cash ledger by suitable amounts is not a prerequisite for applying for cancellation of registration. Taxpayers who have filed application for cancellation will not be required to file other returns. (Refer Circular No. 69/A3/2018-GST, dated 26-10-2018)

- **Registration of Casual Taxable Person & recovery of excess credit distributed by ISD:** CBIC has clarified that amount of advance tax required to be deposited by casual taxable person (CTP), while obtaining registration, is to be calculated after considering eligible ITC available to such person. It is also stated that a taxable person would not be treated as CTP beyond 180 days and would have to apply for normal registration by uploading document granting him permission to use premises for the exhibition. Also, advance tax is not required if normal registration is taken.

This circular also clarifies on recovery of excess credit distributed by an Input Service Distributor. The excess credit so distributed shall be recovered from recipients along with interest and penalty if any. ISD would also be liable to a general penalty under Section 122(1)(ix) of the CGST Act. (Refer Circular No. 71/A5/2018-GST, dated 26-10-2018)

- **Refund of ITC and IGST clarified:** CBIC has issued a circular clarifying certain issues on refund of ITC and IGST. since common portal at present does not have facility for fresh refund application once deficiency memo is issued, taxpayer will be required to submit rectified applications under earlier ARN only and there is no need to re credit ITC in electronic credit ledger. It also states that a suitable clarification would be issued separately for cases in which such re-credit has already been carried out. Further, clarifying latest amendments in the refund provisions of the CGST Rules, it is stated that exporters who have received capital goods under EPCG, either through import or through domestic procurement, can claim refund of IGST paid on exports. (Refer Circular No. 70/A4/2018-GST, 26-10-2018)

- **Service of notice—’Affixation’ only when other methods not practicable:** Allahabad High Court has held that use of words ‘if none of the modes is practicable’ in Section 169 of the CGST Act clearly indicates that it is only after that all earlier mentioned methods are found as not practicable for service of notice that resort can be taken for affixation of same at some conspicuous place. The High Court observed that there was violation of natural justice as GST registration was cancelled without serving SCN. It also noted that registration was cancelled on basis of prima facie opinion without indicating material for same, and that there was nothing on record to establish the time, date and place and the manner in which service by affixation was resorted to. [Kashi Barton Bhandar v.State of UP -2018-VIL-499-ALH]

- **GST E-way Bill –Missing Zero in the mentioned distance, a typographical mistake:** Observing that distance between Kerala and Uttarakhand is a matter of record and thus verifiable, Kerala High Court has held that distance showed in e-way bill as 280 km, instead of 2800 km (one zero missing), was a typographical error, and a minor error. The High Court observed that CBIC had come across many minor discrepancies in e-way bills, resulting in summary detention of the goods, while it issued Circular No. 64/38/2018-GST dated 14-9-2018. Fact that goods under detention had very short shelf life, was also noted. [Sabitha Riyaz v.UOI -2018-TIOL-156-HC-KERALA-GST]

- **Manual filing of TRAN-1 and GSTR-3B to avoid lapse of ITC:** In a case where the assessee was not able to distribute Input Tax Credit (ITC) brought forward from the erstwhile regime, due to some technical issues in uploading TRAN-1, Bombay High Court has directed the assessee to manually file copy of the revised TRAN-1, ITC-01 and GSTR-3B at Mumbai. The Court however refrained itself from giving directions to the Commissioners of Delhi, Gujarat and Karnataka where the branches to whom the credit was distributed, were located. [Indusind Media Communications v.UOI -2018-VIL-468-BOM]

- **Reg:** Tool amortisation cost (dies and moulds supplied by vehicle manufacturer to component manufacturer on free of cost (‘FOC’ basis) shall be included in the value of components: The applicant was engaged in the manufacture of automotive components as per the specifications given by its customer. In order to manufacture the same, tailor-made tools were required. Such tools were provided by the customer to the applicant on FOC basis.

AAR held that transfer of tools by the customer to the applicant will not qualify as supply under Clause 1 (Permanent transfer of business assets) of Schedule I of the CGST Act. This is because tools were given by customer to applicant temporarily and that too for limited purpose. AAR further states that amortized value of tools will be included in assessable value of components under Section 15(2)(b) of CGST Act which provides for inclusion of amount liable to be incurred by supplier but incurred by recipient. The applicant could not have manufactured components without such tools. Accordingly, the applicant was required to incur such cost which was incurred by the customer on its behalf. (Nash Industries (I) Private Limited, 2018-VIL-266-AAR)
TRANS-1 issue: Condition on exempted goods manufacturer / trader to avail credit of stock in hand only if duty paying document is not more than 12 months old as on July 1, 2017 [Section 140(3)(iv) of the Central Goods and Services Tax Act, 2017 (‘CGST Act’)]

The Bombay High Court held that the provision is constitutional, for the following reasons:

- Assessee cannot pick and choose a condition for challenge by alleging that the availed benefit is undisputably conditional but one of the conditions having nexus with the availed benefit is unconstitutional, arbitrary and excessive.

- The right to avail transitional credit is neither indefeasible nor absolute under the existing law or in transitional arrangements set out or in the substantive provisions permitting availed benefit of credit.

(JCB India Limited v. Union of India, 2018-VIL-165-BOM)

However, The Gujarat High Court held that provision is unconstitutional, for the following reasons:

- The credit was a vested right which cannot be taken away.

- The condition imposed for availing such benefit has no rational or reasonable basis.

(Filco Trade Center Private Limited v. Union of India, 2018-VIL-403-GUJ)

TRANS-1 issue: Restriction on right of a dealer to carry forward credit if the prescribed forms are not furnished within prescribed period [Provise to Section 140(1) of the Gujarat Goods and Services Tax Act, 2017]

The High Court held that the restriction is constitutional, for the following reasons:

- A combined reading of relevant provisions shows that statutory provisions do not deny the benefit of credit where necessary declarations are furnished. Thus, no existing or vested right has been taken away.

- The prescription of time limit within which necessary declarations must be made, is neither without authority nor unreasonable.

(Willowood Chem Pvt Ltd v. Union of India, 2018-VIL-433-GUJ)

TRANS-1 issue: No credit on capital goods that were in transit as on July 1, 2017

The Court held that not granting transitional credit on capital goods in transit on date of introduction of GST is not in violation of Constitution of India, 1950 on following grounds:

- The distinction between inputs and capital goods is not artificial or arbitrary and both form different and distinct classes

- Taxing statutes contained self-sufficient scheme of levying computation and calculation of tax. The time in which a return is to be filed for purpose of assessment of tax cannot be dependent on will of a dealer (RSPL Limited v. Union of India, 2018-VIL-477-GUJ)

Lotteries are ‘goods’—GST leviable: Relying on Supreme Court decision in case of Sunrise Associates, Calcutta High Court has held that lotteries are generally speaking ‘goods’ and come within definition of ‘actionable claims’. It was also held that actionable claims other than lottery, gambling and betting kept out of scope of CGST Act as per Schedule-III and therefore, lottery can be charged to tax under Central GST Act, 2017. Further, High Court held that it is within domain of GST Council to decide rate of tax and differential levy of tax is permissible. It, however, added that if a resolution adopted in the GST Council meeting breaches any fundamental right or any provision of the Constitution of India, the same can be adjudicated upon by a Writ Court. (Teesta Distributors v. Union of India - 2018-VIL-455-WB)

Transport planning—Admissibility of exemption: GST AAR Andhra Pradesh has held that consultancy services for preparation of transport studies such as Comprehensive Mobility Plan, Transit Oriented Development Plan, Integrated Public Transport Plan and consultancy services of preparation of detailed project reports on Metro Rail Projects, come within functions of municipality under Article 243W read with Twelfth Schedule to the Constitution of India. The AAR observed that urban transportation is part of urban planning which is entrusted to municipality, and that activities are covered under public amenities in the Twelfth Schedule. It was held that hence activities undertaken by applicant as governmental authority are covered by exemption under Not. No. 12/2017-Central Tax (Rate). [In RE: Amaravathi Metro Rail Corp Ltd-Ruling No. AAR/AP/D7(GST)/2018, dated 2-7-2018, AAR Andhra Pradesh]

Job work for foreign entity liable to GST @ 18%: GST AAR Andhra Pradesh has held that process of providing job work service to foreign principal, in premises of applicant as per specifications of recipient of services, is taxable under GST and liable to tax @ 18%. AAR in this regard held that place of supply for the transaction was location of the service where actually performed i.e., business premises of the applicant. [In RE: Synthite Industries -Ruling No. AAR/AP/D8(GST)/2018, dated 20-8-2018, AAR Andhra Pradesh]

Toll charge not excludible from value of security service: GST AAR West Bengal has held that toll charges paid by a security services provider providing services to the bank, are not excludible
from value of the supply under Rule 33 of the CGST Rules, 2017. The AAR was of the view that GST will be payable on the entire value of the supply, including toll charges paid. The applicant was held as not acting as a ‘pure agent’ of the bank while paying toll charges. The toll charges were held as cost of service provided to the banks so that the vehicles can access roads/bridges to provide security services to the banks. [In RE: Premier Vigilance & Security Pvt Ltd. - 20/WBAAR/2018-19 dated 2-11-2018, AAR West Bengal]

- IIMs eligible for both Sl. 66(a) and 67 of Notification No. 12/2017-CT (Rate): GST AAR West Bengal has held that Indian Institute of Management, Calcutta is an educational institution within the meaning of clause 2(y)(ii) of Notification No. 12/2017-Central Tax (Rate) and is eligible for benefit of Entry No. 66(a) of said notification, applicable to such educational institutions as such. The AAR, however, also observed that applicant would also be eligible for benefit under Entry No. 67 as it specifically concerns IIMs, and courses mentioned therein will be eligible under the specific entry even if not mentioned elsewhere. [In RE: Indian Institute of Management, Calcutta – Order No. 21/WBAAR/2018-19 dated 2-11-2018, AAR West Bengal]

- Amount received from contract brewing units for use of IP, liable to GST: Appellate Authority for Advance Rulings Karnataka has held that by permitting brewers to use trademarks owned by applicant, permitting acquisition of know-how on production and packaging of applicant’s beer, applicant has permitted the brewer to use intellectual property rights covered under clause 5(c) of the Schedule II of the CGST Act. The service supplied by the appellant was held classifiable under Service Code 999799 as ‘other services nowhere else classified’. Amount in the nature of reimbursement of expenses, received from brewers, was held liable to GST @ 18%.

  [In RE: United Breweries-Order No. KAR/AAAR/03/2018-19, dated 23-10-2018, AAAR Karnataka]

- No concessional GST on works contract carried for business purposes: Observing that main object of the company was to carry on business of purchasing, selling, trading of electrical energy, AAR GST Madhya Pradesh has held that projects by assesee applicant under various government schemes are carried out for business purposes. The applicant was hence denied the benefit of concessional rate of GST @ 12% to works contract services received by them for construction and erection for power distribution. The applicant was however held to be a government entity as per Notification No. 31/2017-Central Tax (Rate). [In RE: MP Poorv Kshetra Company Ltd. -Advance Ruling No. 14/2018, dated 18-9-2018, AAR Madhya Pradesh]

- Bus body building on chassis provided by principal is supply of service: AAR Goa has held that in a case where bus body builder builds body on chassis provided by the principal for body building, and charges fabrication charges (including certain material that was consumed during the process of job-work), the supply shall merit classification as supply of services under HSN 9988 and hence, should be taxed @ 18% GST. The Authority placed reliance on the ratio of the judgement in the case of Prestige Engineering (India) Ltd. [1994 (73) ELT 497 (SC)], wherein it was held that addition or application of items by job worker would not detract from the nature and character of his work. [In RE: Automobile Corporation of Goa Ltd.-2018-VIL-217-AAR Goa]

- ITC available only on services used for business purposes: Observing that the services received were varied in nature and intended partly for business use (to the extent intended for the plant, plant area or plant building) and partly for non-business use (to the extent intended for use outside the plant area), AAR Odisha has held that the tax paid by the applicant for the services which were used for business purposes only would be eligible for input tax credit. The applicant was engaged in manufacture of calcined alumina in its refinery, and as part of its business had townships and residential colony. It was running hospitals for its employees and had guest houses for touring employees and guests. The applicant received various services of repair and maintenance in the townships, guest houses, hospitals and horticulture, received as part of its business operations. [In RE: National Aluminium Company Ltd. -2018-VIL-208-AAR Odisha]

- Service of providing Pollution Control Certificate liable to GST—Not pure service provided by the Govt: Service provided for issuing Pollution under Control Certificate (PUC) for vehicles on behalf of State Government is liable to GST. AAR Goa while holding so observed that services were not covered under Schedule III to the Central Goods and Service Tax Act, 2017 as well as Goa Goods and Service Tax Act, 2017. It was held that applicant did not provide pure service provided by the Central Government, State Government, Union Territory or Local Authorities or by a Governmental Authority by way of any activity in relation to any function entrusted to a panchayat under Article 243G of the Constitution or relation to any function entrusted to the municipality under the Article 243W of the Constitution. It was also noted that services of testing of pollution were provided on payment of service charge. [In RE: Venkatesh Automobiles-2018-VIL-218-AAR Goa]

- Processing natural gas is job work: GST AAR Kerala has held that the activity of processing natural gas and other inputs received from the oil company (BPCL) on free of cost basis and
manufacturing industrial gases shall fall under the scope of ‘job work’ under GST. It was held that the activity was job work as the output would not be owned by the applicant providing the service. It was held that the statute does not specify any restriction that the ‘inputs’ subject to the treatment or process shall be taxable goods. The activity was held to fall under Serial No.(ii) of the HSN 9988 and taxable at the rate of 18% under GST.

[In RE: Podair Air Products India (P) Ltd.-2018-VII-245-AAR Kerala]

- Supply of medicines to in-patients is composite supply –Exemption available under healthcare services: Supply of medicines, consumables and implants used in the course of providing health care services to in-patients for diagnosis or treatment would be considered as composite supply. The Advance Ruling Authority of Kerala in this regard observed that as far as an in-patient is concerned, the hospital is expected to provide lodging, care, medicine and food as part of treatment under supervision till discharge from the hospital. It was also held that these activities would be eligible for exemption under the category of health care services. [In RE: Kims Healthcare Management Ltd.-2018-VII-246-AAR Kerala]

Customs

- IGST refund in invoice mismatch issue—Officer interface facility extended: Alternative mechanism with an officer interface to resolve invoice mismatches errors for IGST refund extended for shipping bills filed till 15-11-2018. Further, similar mechanism will also be available in cases where refund scroll generated for a much lesser IGST amount than what was actually paid against exported goods, due to errors by exporter or customs officer. As per Circular No. 40/2018-Cus., exporters are required to once submit Revised Refund Request for the differential amount, even in cases where compensation cess was not mentioned in shipping bill.

- Re-import of goods earlier exported by post – Exemption clarified: Customs Notification Nos. 45/17-Cus, and 46/2017-Cus, issued in supersession of Notification No. 94/96-Cus., are also applicable to the re-import of goods which were earlier exported through Post. The concessions available under Notification No.94/96-Cus. have been continued through these notifications. This circular also states that reference to Section 51 of the Customs Act in the notification does not seek to deny the benefit to the goods to which Section 51 may not apply. (Refer Circular No. 45/2018-Cus., dated 19-11-2018)

- Pharma exports –Track and Trace system for drug formulations postponed: Date for implementation of Track and Trace system for export of drug formulations extended up to 1-7-2019. The extension is with respect to maintaining Parent-Child relationship in packaging levels and its uploading on Central Portal, for both SSI and non-SSI manufactured drugs. Para 2.90 A (vi) and (vii) of FTP Handbook of Procedure 2015-20 amended in this regard by DGFT Public Notice No. 43/2015-2020, dated 1-11-2018. The system was to be implemented by 15-11-2018.

- In-bound manufacturing –Forms consolidated, and procedures clarified: CBIC has updated procedure for seeking permission for in-bound manufacturing and for maintaining various records. An elaborate Circular No. 38/2018-Cus., dated 18-10-2018 issued for this purpose also prescribes various forms and clarifies duty liability on removal of processed goods from such warehouse. The form for seeking permission for in-bound manufacture will also serve the purpose for seeking grant of license as a private bonded warehouse. Further, a separate form to be maintained by a unit operating under Section 65 of the Customs Act, for receipt, processing and removal of goods, has been prescribed. The circular also prescribes a triple duty bond for the warehoused goods which is required to be executed by the owner of the warehoused goods.

No duty is required to be paid in respect of imported goods contained in resultant product in case resultant product manufactured or worked upon in a bonded warehouse is exported. However, transaction will also be covered under definition of ‘supply’ and consequently be liable to GST if resultant product is cleared for domestic consumption.

- EPCG authorisations are now valid for 24 instead of 18 months: Validity period of Export Promotion Capital Goods (EPCG) Authorisations has been extended from 18 months to 24 months. DGFT Public Notice No. 47/2015-20, dated 16-11-2018 while amending Para 2.16 of the FTP Handbook of Procedures Vol. 1, also states that import validity period of EPCG Authorisations which have been issued prior to 16-11-2018 and whose validity has not expired on this date, shall also be extended to 24 months from the date of issuance of the Authorisation.

- Provisional release order appealable before CESTAT: Punjab & Haryana High Court held that appeal against order passed by Commissioner (Customs) under Section 110A of Customs Act, 1962, for provisional release of the goods, lies before CESTAT. Department’s plea that such order passed by Commissioner is essentially an administrative decision and not adjudicatory, was rejected. Citing various decisions of Apex Court, High Court observed that whenever civil consequences follow from an order passed by an authority, it assumes character of a quasi-judicial order. [Commissioner v. Gaurav Pharma

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Advance authorisation – Condition of pre-import for IGST exemption, valid: Madras High Court dismissed writ petitions challenging Notification No. 79/2017-Cus. amending Notification No. 8/201-Cus. and incorporating -import and physical exports, for exemption from IGST and Compensation Cess on imports under Advance Authorisations. The case involved replenishment of inputs post exports. The Court in this regard noted that by not allowing exemption of IGST at time of import, no benefit in AA scheme is altered by Government, though collateral costs get fastened. It observed that DFIAs scheme suited existing operation of petitioner in the GST regime, and that petitioner cannot choose one scheme and insist the government to modify it to its convenience. [Vedanta Ltd. v.Union of India -2018-TIOL-153-HC-MAD-GST]

Valuation - Exports need not be by same exporter and within same month: CESTAT Hyderabad has observed that Rule 4 of Customs Valuation (Determination of Value of Export Goods) Rules, 2007 does not require that exports should be by the same exporter. It also noted that the rule only says that the value comparison must be with the goods exported at or around the same time but does not specify that it must be within the same month. The Tribunal held that lower authority should have examined feasibility of finding price of goods of like kind and quality exported at or around the same time. The rejection of the transaction value under Rule 8 by the lower authority was however held to be correct. [Obulapuram Mining Company v. Commissioner -Final Order No. A/31240-31242/2018, dated 28-9-2018]

Central Excise and Service Tax

Cenvat credit available on towers and shelters used for telecom service: Delhi High Court has allowed Cenvat credit on towers, shelters and parts thereof used for providing telecommunication services. Allowing assessee’s appeal, it observed that the goods at the time of their receipt were movable, and that CESTAT failed to appreciate the permanency test as laid down by the Supreme Court. The High Court held that machine annexed to earth by fixing with nuts and bolts on a foundation, to provide for stability and wobble free operation would not constitute an immovable property. The goods were held to be capital goods and also inputs. [Vodafone Mobile Services v. Commissioner -CEAC 12/2016 and Ors., dated 31-10-2018, Delhi High Court]

COD clearance – Tribunal not to dismiss appeal in absence of COD: Chhattisgarh High Court has held that it was not permissible for Tribunal to dismiss appeal filed in 2006 only for want of clearance from Committee on Disputes (COD). The Court observed that the Supreme Court in ONGC’s case never empowered any Court/ Tribunal to dismiss appeal in absence of COD clearance. The Court agreed with assessee’s view that the Tribunal should have kept appeals pending till clearance was obtained. Tribunal’s Order dismissing restoration application due to long delay was also set aside, considering the case to be exceptional. [Steel Authority of India v. Commissioner -TAX No. 8, 9 and 11 of 2018, decided on 26-10-2018, Chhattisgarh High Court]

DGCEI has all India jurisdiction, pendency u/s.73 unrelated for s.14 notice: Delhi High Court has held that Officers of DGCEI have all India jurisdiction and can issue notices and enquire into matters relating to service tax against any assessee/person even if the said person is registered with one or multiple Commissionerates. It also held that pendency of recovery proceeding under Section 73(1) of the Finance Act, 1994 was not a condition precedent for issue of notice under Section 14 of Central Excise Act. The Court also observed that centralised investigation was desirable and necessary to curtail delay. [National Building Construction Company v. UOI -W.P.(C) 1144/2016, decided on 16-11-2018, Delhi High Court]

Cenvat credit on insurance of life of Joint Managing Director, admissible: CESTAT Chandigarh has allowed Cenvat credit of tax paid on insurance for the compensation of loss incurred to the assessee due to the life loss of the Joint Managing Director. The insurance, in this case, was taken by the assessee-manufacturer for their use and the premium was also paid by the assessee only. The Tribunal observed that merely because insurance was in the name of Joint Managing Director and not in the name of the company, credit could not be denied. [HPL Additives Limited v. Commissioner -Final Order No. 63255/2018, dated 10-10-2018, CESTAT Chandigarh]

Cenvat credit on supplementary invoices issued after opting for VCES: CESTAT Chennai has allowed Cenvat credit in a case where the service provider had issued supplementary invoices to the appellant-assessee after opting for Voluntary Compliance Encouragement Scheme (VCES) 2013. The Tribunal observed that the department having accepted the declaration in terms of VCES and having issued acknowledgement of discharge, cannot seek to recover or deny Cenvat credit. It noted that department did not challenge issuance of VCES-3 nor issued any notice to service provider alleging fraud, etc. [Sri Balaji Castings Pvt. Ltd.v. Commissioner-Final Order No. 2605/2018, dated 5-10-2018, CESTAT Chennai]

Tractor Cess not imposable on parts and accessories of tractors: CESTAT New Delhi has held that Tractor Cess imposed under a notification issued under Industrial (Development and Regulation) Act, 1951, was not leviable on parts and accessories of tractors.
It observed that parts and accessories of tractor cannot be compared with that of the tractor itself. Reliance in this regard was placed on Ministry of Finance Circular No. 41/88, dated 31-8-1988 relating to cess on automobiles. The Tribunal noted that the principle enunciated in the said circular was applicable. [Gatiman Auto Pvt. Limited v. Commissioner -Final Order Nos. 53087 –53089/2018, dated 9-10-2018, CESTAT Delhi]

- **Export of services when outflow of foreign exchange reduced**: In a case involving remittance of net charges to the foreign parent company, after deduction of service charge or commission, CESTAT Mumbai has allowed refund of service tax paid on export of Business Auxiliary Services. Relying on Income Tax case, it observed that since Indian Rupees were obtained in lieu of foreign exchange, same will be deemed to be convertible exchange. The Tribunal observed that in this way outflow of foreign exchange was reduced to the extent of commission/service charge retained in India. [Import Express India v. Commissioner-Order No. A/87580/2018, dated 10-10-2018, CESTAT Mumbai]

- **Full Cenvat credit available even when service used by others also**: CESTAT Hyderabad has allowed full Cenvat credit to the assessee when the services of lift maintenance and security were enjoyed by other companies also in the same complex. The department had allowed proportionate credit in such case. Comparing it with the enjoyment of one’s porch light by passers-by, the Tribunal observed that assessee-appellant had hired and paid for these services, and there was no rule under which the department can vivisection and partly deny the credit. [AVR Storage Tank Terminals Pvt. Ltd. v. Commissioner -Final Order No. A/31208/2018, dated 20-9-2018, CESTAT Hyderabad]

- **Cash refund of amount paid through Cenvat credit, once GST regime in force**: Relying on Section 142(3) of Central GST Act, 2017, CESTAT Chennai has held that once GST regime is in force, pending refund claim, if sanctioned, will necessarily have to be paid in cash irrespective of the fact whether refund amount pertains to Cenvat account or was paid from account current. The Tribunal was dealing with refund of amount of 6% paid through Cenvat account mistakenly to take benefit of exemption. Allowing cash refund, it observed that any other interpretation will leave assessee high and dry. [Toshiba Machine (Chennai) v. Commissioner-Final Order No. 42462/2018, dated 25-9-2018, CESTAT Chennai]

**VAT**

- **Reassessment order under Karnataka VAT, after GST regime, is valid**: Karnataka High Court has held that merely because a reassessment order under Karnataka VAT Act for year 2012-2013 was passed after coming into force of GST regime in 2017, it would not make such order void in eyes of law. The Court further noted that Section 174 of KGST Act, 2017 saves all rights, liabilities acquired, accrued or incurred under repealed Acts enumerated under Section 173 thereof which includes KVAT. It was also held that ground of attack on Section 174 of KGST Act does not affect validity of KVAT Act. [Prosper Jewel LLP v. Deputy Commissioner-Writ Petition No.20642/2018 (T-RES), decided on 25-10-2018, Karnataka High Court]

- **Limitation for ITC-Tamil Nadu VAT Section 19(11) constitutionally valid**: Supreme Court has upheld constitutional validity of Section 19(11) of Tamil Nadu VAT Act which restricts input tax credit beyond a certain period. It held that statutory scheme delineated by said provisions was neither arbitrary nor violate right guaranteed to a dealer under Article 19(1)(g) of Constitution of India. The Court held that use of word ‘shall’ in Section 19 (11) indicated that compliance with the same was mandatory and the same was not directory. [ALD Automotive Pvt. Ltd. v. CTO -Civil Appeal Nos.1041210413/2018 and Ors., decided on 12-10-2018, Supreme Court].
WTO UPDATE

PLASTIC WASTE, ‘BLUE ECONOMY’ AMONG ISSUES TAKEN UP AT TRADE AND ENVIRONMENT COMMITTEE

At the 30 November meeting of the Committee on Trade and Environment, WTO members heard discussions on managing plastic waste and attaining a circular economy where resources are recovered and recycled for maximum use. Members were also briefed on ‘blue economy’ initiatives for the sustainable use of ocean resources.

Recycling 1 million tonnes of plastic is equivalent to taking 1 million cars off the road in terms of carbon emissions, the European Union said in presenting the plastics strategy adopted by the European Commission on 16 January 2018. In addition to climate change impacts, there were also the problems of marine litter and microplastics pollution, the EU noted. While the initiative was not against plastics, the EU said it was important to tackle the material’s unsustainable use.

The EU strategy rests on four pillars, which are improving the economics and quality of plastics recycling, curbing plastic waste and littering, driving investments and innovation towards circular solutions, and harnessing global action, the delegate said. It includes a list of 39 EU actions, such as developing standards for recycled plastics and new guidelines for sorting waste.

Following the EU’s intervention, several members agreed that plastics pollution was a serious problem with transboundary implications. The need for transparency, experience sharing and multi-pronged strategies was noted. Some members shared other domestic and international initiatives relating to the issue. A representative from the Secretariat of the Basel, Rotterdam and Stockholm (BRS) conventions further reported on preparations to amend certain annexes of the BRS conventions to allow for improved management of plastic waste.

Beyond the management of plastic waste, WTO members also heard about the broader concept of the circular economy. Trade has a role to play in the transition to resource-efficient economies, a representative from the Organisation for Economic Co-operation and Development (OECD) said in a separate presentation. Trade can help create better value chains of recycling by expanding these across borders. Trade also allows for the exchange of environmental goods and services, the OECD representative said. Governments will have to ensure that circular economy policies and trade policies reinforce each other, he said.

Blue economy

The committee took up presentations about the sustainable use of marine resources. Norway briefed members on efforts to address the over-exploitation of the world’s oceans. It introduced the Norwegian Ocean Strategy and reported on the Sustainable Blue Economy Conference held in Nairobi in November. Norway emphasized the importance of international cooperation for such efforts.

A representative from the Food and Agriculture Organization of the United Nations (FAO) underlined the economic importance of ocean resources, particularly fish and fish products, as well as the necessity for their sustainable harvest. Fisheries provide protein for the world’s population, many in the poorest countries, the FAO representative said. It is also an important source of employment. However, the percentage of fish stocks exploited within biologically sustainable levels has fallen to 66.9% in 2015 from 90% in 1974 according to the 2018 FAO report “The State of the World Fisheries and Aquaculture”.

Several members affirmed their support for the sustainable use of oceans and the integration of “blue economy” initiatives into national development strategies. The WTO can make a contribution through the negotiation of an agreement to discipline fisheries subsidies, they said.

Other topics:

New Zealand and Switzerland on behalf of the Friends of Fossil Fuel Subsidy Reform updated members on their efforts to rationalize and phase out fossil fuel subsidies that encourage wasteful consumption, reiterating that the WTO had a role to play as a forum for advancing negotiations on subsidy disciplines. In response, some delegations said they supported discussing the issue in the committee while several others highlighted that fossil fuel subsidy reforms had no linkage to the WTO and were of the view that the WTO was not the appropriate venue to discuss such matters. The WTO Secretariat introduced the new online Environmental Database, which contains all environment-related notifications submitted by WTO members as well as environmental measures and policies mentioned in their Trade Policy Reviews.

Australia briefed members on the negotiations for the Environmental Goods Agreement (EGA), noting that two years have lapsed since a EGA Ministerial Conference ended in 2016 without forging a deal to eliminate tariffs on certain environmental products. Several participants to the EGA negotiations said they remained fully committed and ready to engage when conditions are appropriate.

The committee also heard reports on New Zealand’s Trade for All Agenda, the WTO-UN Environment high level leadership dialogue held during the WTO Public Forum in October 2018, the WTO-UN Environment publication on “Making Trade Work for the Environment, Prosperity and Resilience” and updates from observer organizations. Hong Kong, China Permanent Representative Irene Young presided over the meeting as the committee’s interim chairperson following the departure of former committee chairperson Ambassador SondangAnggraini (Indonesia).

Next meeting: The next committee meeting will be held in May 2019.

Source: WTO Website
ALWAR BRANCH

Indian Institute of Materials Management Alwar Branch organized a Seminar on "Implications of GST on Indian Industries, SCMAudit and Returns" on 9/12/2018 at Hotel Moti Dungri palace Alwar. The talk was delivered by CA Pulkit Khandelwal from Jaipur.

During the Inaugural session the executive committee of the branch fasilistated Mr. Lalit Raj Meena from the achievement of Branch under his leadership and guidance. Mr. R K Kajla President, Alwar Chamber of Commerce and Industries was Guest of honor and Mr. Kajla appreciate the work IIIM Alwar Branch that is such a short time the branch has been recognized by the Industries as most respected and Industry friendly institution. He also promised for full support by the Chamber to the IIIM Alwar Branch.

Mr. V D Gupta and Mr. Rajesh Luthra welcomed the dignatures and delegates attending the Seminar. Mr. Gupta also gave the road map of the future programs of the branch.

Mr. L R Meena National Secretary and Treasurer of IIIM NHQ, gave brief of the IIIM NHQ activities and discussed in details about the out come of NATCOM 2018 held at Aurangabad. He informed to the participants that branch got two awards during NATCOM.

Mr. Pulkit Khandelwal the speaker of the day gave brief about the GST, historical back ground of GST world wide and India in particular. Mr. Khandelwal specifically mentioned about the impact of the GST on supply chain management, to Warehouse and Logistics Management including 3pl or 4pl logistics service provider. In his talk the speaker mentioned that the GST is in the interest of the Industries. It’s reducing the cost of the manufacturing company and is step towards increase in the profit of Industries.

Mr. Khandelwal mentioned about various forms and Returns to be filled for compilation of GST. One has to be very much careful while filling the form and submission of Returns. Certain information are being generated automatically based on the information provided by the manufacturing company return...
submitting company. If someone wants to evade some portions of the information, he may be caught at later stage of return filing. He also mentioned that someone trying to misinform may face heavy penalties at later date. Penalties are heavy for the tax evaders. He also suggested that in case of doubt the return submitting company may consult his Charted accountant or an expert on the subject.

About 50 Delegates attended the program from 20 different industries and institutions. The seminar was very much informative and was well appreciated by the delegates. Mr. V D Gupta Chairman of the branch proposed Vote of thanks and invited all the participants for dinner.

AHMEDABAD BRANCH

Ahmedabad Branch had a Mega Event on 15th Dec. 2018 in Ahmedabad Management Association.

Director IFPSM Shri L P Patel presided over event together with Shri. Malay Mazumdar National Sr. Vice President & Shri. D. B. Trivedi Regional Director who motivated members and their families with their gracious presence.

Director IFPSM Shri Lalbhai Patel conferred Life time achievement awards to Shri Sudhir Shah, Shri Anil Patil, and Shri D.K. Goswamy same was awarded in absence to Shri. H.K. Gupta Immediate Past Chairman.

National Sr. Vice President Shri. Malay Mazumdar presented Appreciation Awards Medal to respective Awardees.
Mr. D. B. Trivedi Region Director presented New Membership Recognitions. Mr. Dipak Rai shared his versatile International Experiences in form of a Talk on “Cyber Security”. August audience consisted of Members, Invited Guests and their families. Participants assembled on a Saturday and enjoyed Networking Dinner. Programme started with Lightening of Auspicious lamp by Dignitaries.

Branch Chairman Mr. Pankaj Panchbhai than gave his welcome address: “Friends, IIMM is a very unique institutional having branches across India and Ahmedabad is one of them. Out of national membership of 10000 we in Ahmedabad Branch contribute @ 400 members and we are targeting further for 500 marks. We help our members for updating and their knowledge through continuous exposures through our programs.

I am glad to share with you some of recent achievements of our Branch launching of our website, and mobile application which can be downloaded through Play store, Record admissions in education for current batch in the history. Today we will be honoring some special achievements our Members and our restless Executive committee members. We will be also welcoming New Members in IIMM family.

IIMM has various AICTE approved courses which not only improve academic qualifications but also improve operating knowledge of Material Management Professionals. We conduct evening lectures every month on subjects of interest for our members. Popularity of these lectures can be gauged from the fact that senior professionals spare their time to talk to our members.

Our Director IFPSM has been kind enough to honor those few who are pillars of IIMM Ahmedabad and we are where we are today because of their self less work and devotion to causes of IIMM. We will also be honoring our Star Performers who always excel their past performance and have made a great silent contribution in building IIMM Ahmedabad to this level.

You will have many more interesting activities which we have tried to pack in evening. You are all most welcome to stay here this evening. I hope you enjoy the rest of the program and thank you for sharing this special event with us. Finally we will have informal Net Working Dinner.

Mr. Purvish Patel presented memento to Director IFPSM Shri L P Patel. Shri. Anil Patil Dist Member presented memento to National Sr. Vice President Shri. Malay Mazumdar. Shri. D.K. Goswamy Dist Member presented memento to Shri. D. B. Trivedi Regional Director Dr. Deepa Patel daughter of Speaker was presented memento by Ms. Sudha Shah and Ms. Sushma Goswamy.

Mr. D K Goswamy Programme coordinator introduced speaker and subject.

Abstracts of Mr. Goswamy’s submission are as follows.

Mr. Dipak Rai “Former Vice President (IT) - RIL, Visiting Professor & Corporate Trainer - IT & Soft skill

He has played Senior Leadership Role at Reliance Info Solution Limited, Reliance Industries Limited, Indian Petrochemicals Corporation Limited & Atic Industries Limited – a joint venture of Atul & ICI UK. Has back ground in IT for almost 37 years & holding senior Management Position for last 15 years. As a chief of IT division at Reliance Industries Limited-Vadodara, handled around 100 various IT Infrastructure & System Development projects. Reliance certified “Soft Skill Trainer”-trained by Dr Rooshi kumar Pandya- a Pioneer in the field, through five exhaustive workshops. Consultant to Reliance Industries Limited for SOFTSKILL to train their fresh engineers-and by now has conducted around 30 - six full days’ workshops on Soft Skill and trained around 1000 Reliance Professionals.

Has been accredited in “A” Category as an Assessor by Corporate Comprehensive Management Consultant – CCMC-Mumbai & consequently organized Development Centre for Managerial Level Personnel.

Felicitations : He has been felicitated for Significant contribution in Computer Field By Computer Society of India- Vadodara Chapter; Institute of Electrical & Electronics’ Engineers, Indian Institute of Industrial Engineering – Vadodara Chapter, Baroda Productivity Council, Indian Institute Of Materials Management etc. IIMM has conferred “National award of Best Faculty of the year 2001” in view of outstanding services to the profession for training in IT for their GDMM, PGDMM courses. Felicitated by BITA- Baroda IT Association for addressing gathering on latest trends in security. Felicitated by Yuvalay for guiding engineering students on soft skill and Information Technology.

He would deliver a talk on: Cyber Security

We have ensured that he is given one and half hours as always the time allotted to a good speaker is insufficient. You may ask question answers freely but preferably after his main talk. Let us welcome him with a big round of applause”

Synopsis of His Talk is As Follows.

“Cyber Security

Web-based computer networking services make it possible to connect people who share interests and activities across political, economic, and geographic borders. Through WhatsApp, instant messaging & other Apps/widgets, on line communities are created where people are encouraged through cooperation. Information is shared over open network precisely INTERNET and can be gifted at practically no cost. Face book and other social networking tools is increasingly the object of scholarly research.

Scholars in many fields have begun to investigate the impact of cyber transactions, social-networking sites, investigating how such sites may play into issues of identity, privacy, social capital, identity loss, cyber crime and education. While the popularity of e-
business, mobile-commerce, on-line payment, social networking consistently rises, new fraud of the technology are frequently being observed. AND everything is not green. It’s paramount to take action on “Cyber security”.

Cybercrime cases in the India registered under the IT act surged nearly 300 percent between 2011 and 2017. India has emerged as one of the primary targets among cyber criminals with growing adoption of Internet and Smartphone. The Indian Computer Emergency Response Team (CERT) has also reported a surge in the number of incidents handled by it with close to 75,000 security cases in 2017. Thus in cyber era with GOI’s program like Digital India, Make in India, and recent drive for cashless Transactions, Cyber security has become an imperative as never before. It is essential to comprehensively understand threat’s associated with operations in cyber space.

And It is essential to defend ourselves against international crime syndicates, terrorists, rogue nation state and even disgruntle insides who can exploit vulnerabilities. This seminar on “Cyber security” is aimed to discuss and prepare participants on these state-of-art issues. Talk was followed by extensive question answer session, which gave opportunities to participants to find ways and means to execute suggestions of learned speaker.

On the special request of Branch Chairman Shri Sanay Gupta Fellow member attended the program as a Chief Guest.

He was welcomed by presenting a momento a token of Love by Pankaj Panchbhai Branch Chairman.

Shri Sanay Gupta handed over the momento to the speaker.

Mr. Lalbhai Patel in his address paid rich tribute to Shri Pankaj Panchbhai Branch Chairman for building an out performing Branch. He also complimented entire Executive Committee who is working cohesively to achieve its time bound Goals.

Director IFPSM then Felicitated with Memento, following pillar Members for their continuous passionate contribution towards the IIMM Ahmedabad Branch Growth since decade.

1. Shri. Anil Patil
2. Shri. Sudhir Shah with standing ovation.
3. Shri. D.K.Goswamy

Following members were presented Memento in Absentia

1. Shri. H.K.Gupta

National Sr. Vice President Shri. Malay Mazumdar presented Appreciation Awards Medal to.

1. Mr. Manoj Pandey
2. Mr. Payank Patel
3. Mr. Purvish Patel
4. Mr. Dilip Chaudhari
5. Mr. Gaurang Goswami

Following members were presented Medals in Absentia

1. Mr. Talpesh Patel
2. Mr. Hitendra Goswami
3. Mr. Naresh Gajjar
4. Mr. Nilay Parikh

Shri Sudhir Shah apprise audience on Membership front. Shri. D. B. Trivedi Region Director and Mr. Shamik Trivedi presented New Membership Recognitions momento to

1. Mr. Amit Ghosh,
2. Mr. Gaurang Goswami
3. Mr. Kishan Chudasama
4. Mr. Nikesh Kumar
5. Mr. Mukesh Chouhan
6. Mr. Smith Kayastha

Shri Lalbhai Patel then felicitated Branch Chairman Mr. Pankaj Panchbhai with the Best Chairman Non Metro award with standing ovation for his all round contribution in building Ahmedabad Branch as most performing Branch Nationally.

Shri Lalbhai Patel also recognized to Ahmedabad Branch with the Best Supportive Branch for National Event by presenting the momento.

Mr. Manoj Pandey Vice Chairman in his vote of thanks mentioned that I must salute the restless effort of our young and Dynamic Chairman Shri Pankaj Panchbhai. Under whose guidance, motivation and innovations this IIMM Ahmedabad Branch is achieving new heights.

First of all I would like to thanks our Director IFPSM for his gracious presence & wonderful message. Sir as you told we value time of all members.

We IIMM Ahmedabad chapter are also grateful to National Sr. Vice President Shri. Malay Mazumdar, for sparing his valuable time & motivating us by his speech. We also thank Shri. D. B. Trivedi Region Director for his gracious presence.

We also convey our gratitude to today’s speaker Mr. Dipak Rai for giving us insight on “ Cyber Security”. We will always remember your take away messages like “security for Mobile”, Sir, this will surely help us to improve our life. Ahmedabad Branch welcomes our new members. I request all of you to come forward and join us actively to achieve more milestones. We congratulate all awardees members. Thanks for being a part of such a wonderful organization.

I would like to thanks our members, especially Mr. D.K. Goswamy, Mr. Sudhir Shah, Mr. Gaurang Goswami, Mr. Dilip Chaudhari, Mr. Kishan Chudasama who played an important role in successful organization of this mega event. I also convey our gratitude for our audience members and thanks to one and all. Members and their families then joined for National Anthem. Program ended with last item on Agenda i.e. Net working dinner.

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BANGALORE BRANCH

14th and 15th December 2018 – Two Days Workshop: IIMM – Bangalore branch was organized two days workshop on “Legal and Commercial Aspects of Purchasing” on 14th and 15th December 2018 at Hotel Ramada, Bangalore. Workshop was well designed for Practicing Professionals holding middle or senior positions in Procurement/Purchasing/Export-Import/Materials Management/SCM and Finance Professionals.

Dr. C. Subbakrishna handling session on Incoterms for Two Days workshop on 14th and 15th Dec. 2018

Mr. H.R. Goweri Shankar, Sr. Faculty handling session on 14-15.12.2018

Mr. Arun Singh, Vindhya Telelinks - Birla Group - Receiving Participation Certificate

Senior Faculty Dr. C. Subbakrishna, Mr. T.K. Ramasubbu, Mr. H.R. Gowri Shankar and Mr. M.S. Shankar Narayanan handled the session. Faculty covered subjects on Importance of Purchasing and Legal Aspects, Globalization of Purchasing functions like, Inco Terms, Contract Risks, Contract Creation, Contract Management, Goods Service Tax, Foreign Trade Policy, Customs Act and Customs Tariff, Marine Insurance Letter Credit, Bank Guarantees etc. Faculty also involved participants conducting Role play and Case Studies. The Workshops was very interesting with good interaction from the participants and speakers. Very good feedback was received from the participants.

Mr. M.S. Shankar Narayanan, Sr. Faculty Handling session I on 14th and 15th December 2018

Mr. T. K. Ramasubbu, Sr. Faculty, handling session 14th & 15th Dec 2018 Workshop

20th December 2018 –Lecture Presentation: Indian Institute of Materials Management, Bangalore was organized a lecture presentation on 20th December 2018 for BOSCH executives on Professional development Training programs / Educational courses for MM & SCM professionals, conducting by IIMM. Mr. P.M. Biddappa, NC member gave presentation on IIMM Education Activities, Training Programs and Membership.

Mr. Arun Singh, Vindhya Telelinks - Birla Group - Receiving Participation Certificate

Mr. P.M. Biddappa, National Councilor giving presentation on 20.12.2018

Mr. S.M. Nagaraj, Manager Administration, gave presentation on Educational activities. He focused exclusively on PGDMM & PGDSCM &L- two years course - (AICTE Approved) and interacted with the executives of BOSCH. Mr. Jayakumar, Vice-president –
BOSCH present in the program. The Program was well received by participants and also positive response was received from BOSCH Executives.

The panel of speakers selected meticulously by IIMM Kolkata branch next advised in consecutive sessions how GRSE should take up the challenge.

In the first technical session, Mr Amit Mukherjee, one of the co-founders of Unigrow Solutions, a consulting firm offering solutions in the space of people, process and technology gave a brief on what is Artificial Intelligence (AI), its linkages with Machine Language and Natural Language Processing. Mr Mukherjee also detailed application of AI in supply chain management and gave various case study to facilitate framework creation.

In the second technical session, Dr Abhijit Chakraborty who was a Sr. Training Consultant on roll at Dale Carnegie, USA and at present is Director Training at APSO Global, tried to emphasize on the importance of attitude for a successful changeover to Artificial Intelligence environment. He gave some quick tips on how managers can adopt a makeover to be liked by his subordinates so that compliance in the new environment can be increased.

In the third technical session, Mr Hemant Jajodia, Senior Manager, Indirect Tax with Deloitte Haskins & Sells LLP dealt with the basics of GST, supply and valuation in case of related party contract, different aspects of input tax credit and details of TDS. The session became more of an inter-active session than a speech for the spontaneous query of the participants.

Post lunch, after a video session on industrial application of Artificial Intelligence, Dr Diganta Mukherjee senior faculty from Indian Statistical Institute tried to address a pain point of GRSE — price estimation.

KOLKATA BRANCH

One day Seminar titled “Leverage Information Technology and Artificial Intelligence in supply chain of Ship Building Industry” held on 29th November 2018 at GRSE Conference Hall.

GRSE to take AI route for remaining competitive: Garden Reach Shipbuilders & Engineers (GRSE) Ltd is likely to take the Artificial Intelligence route for remaining competitive and to fulfil this desire, it chose to associate with Indian Institute of Materials Management (IIMM) Kolkata Branch to conduct a one day Seminar titled “Leverage Information Technology and Artificial Intelligence in supply chain of Ship Building Industry” on November 29th for evaluating the nuances of Artificial Intelligence.

The company had around Rs 22,000 crores order booking for smartly made quotation which ensured order does not go to competitors, said GRSE CMD Mr. V.K.Saxena in his opening address. “The company would now leapfrog with technology to ensure value for money of its customers,” he said.

For this, procurement needs to be smarter with the aid of technology to protect the thin margin, he added. However, with 70 – 80% cost of ship turning out to be the input material cost, the scenario had become even more challenging.
In fact, retendering was a common concern among Purchase Executives at GRSE when price obtained through a tendering process do not meet the estimate price set by the indenter. It would have been better if Artificial Intelligence advised indenter what would be the estimated price of a product. Such prediction is possible through Artificial Intelligence and Dr Mukherjee tried to simulate the backend activities of AI through his session to obtain desired result.

In the last technical session, Mr Kaushik Mukherjee, Assistant General Manager Sales from DTDC Express Ltd talked about procurement outsourcing practiced in best in class companies. Procurement outsourcing, according to his views, should precede outsourcing to machine through artificial intelligence or AI. “A domain agnostic view is the best approach to create optimum number of dots for ensuring best AI implementation” Mr Mukherjee said. IIMM through its domain agnostic approach is best positioned to draw the dots through procurement outsourcing, he added.

The seminar ended with applause of the participants who were totally absorbed over the day’s proceedings.

MUMBAI BRANCH

NATCOM 2018: The Indian Institute of Material Management NATCOM 2018 was held at Aurangabad on the 22nd and 23rd November 2018. The IIMM Mumbai branch was conferred with the following Awards

- Best Branch (Metro)
- Excellence in Publicity Award (Metro)
- Best Membership Growth Award (Metro)

COST ESTIMATION IN HOUSE TRAINING AT MAZAGON DOCKS LIMITED:

A one day in house training program, on the topic “Cost Estimation” was held on 26th November 2018 at Mazagon Docks Limited. The faculties for the one day in house training were Mr. A.R. Sarkar and Mr. Girish U. Pai. The lecture was very well received by the participants and the feedback was very good.

THIRUVANANTHAPURAM BRANCH

IIMM Thiruvananthapuram Branch organized a family get together on Saturday 1st December, 2018 along with an invited talk by Dr. Joy Philip, renowned Rheumatologist, formerly Professor & Head of the Department of Medicine & Rheumatology, Government Medical College, Thiruvananthapuram and presently Dean, Sree Uthradam Thirunal (SUT) Medical College, Thiruvananthapuram. The program was held at IIMM Hall, Sasthamangalam, Trivandrum. The program started with silent prayer.

In his presidential address, Dr. Koshy M George, Chairman of the Branch welcomed the members and their family and highlighted the major activities of the branch with special emphasis to the activities undertaken by the Branch during the current year. Chairman also informed that a Citation was presented to IIMM, Thiruvananthapuram Branch at NATCOM 2018 held at Aurangabad on 22nd and 23rd November 2018 in recognition towards our contributions to a profession.
He also told about the National Seminar 2019 [Topic: MATERIALS MANAGEMENT; NATIONAL CHALLENGES AND SOLUTIONS] to be held on Saturday, 23rd February, 2019 at Hotel Mascot, Thiruvananthapuram. The Brochure of the National Seminar 2019 was released during the function by handing over a copy of the brochure to the Chief Guest, Dr Joy Philip by Dr Koshy M George. Sri M.G.Narayanan Nair, Branch Secretary, Sri K. G. Nair and Sri M. Janardhanan, NC Members were also present during the function.

Sri K.G.Nair, Former Chairman and NC Member introduced the Chief Guest Dr.Joy Philip.

There after Dr. Joy Philip made an excellent presentation on the topic: “AN INFORTAINMENT TOUR” OF “OUR JOINTS”. During his talk, he told that the Joints in our body are very very important and we have to take extra care of them to maintain mobility, stability, shape and contour of the joints.

So we have to “know” and “salute” our joints. He explained well about the various human joints, the usual problems we face with the joints and the preventive and remedial steps to be taken. He demonstrated with models and also made an excellent coverage of the topic. The lecture was well received by the audience with active interaction with the speaker. Dr Joy Philip convincingly cleared the queries raised by the audience. He also advised to consult the right physician and not to jump through different branches of medicines like allopathy, ayurveda, homoeopathy, etc. which will only help to complicate the problem.

Chairman presented a memento to the chief guest. Sri M.G.Narayanan Nair, Secretary proposed vote of thanks. The family get together concluded with a dinner.

Dr. Joy Philip delivering the Lecture on” An Infotainment Tour” of “Our Joints”

VAZODARA BRANCH

An Evening Talk held on 4th AUG’18 : An Evening Talk with topic ‘GST in Present Scenario’ was held on 4/8/18 by Mr. DHANANJAY SINGH and attended by around 55 persons i.e.members & students. Mr.Dhananjay Singh is an Asst.Comm. of CGST & Customs belonging to Indian Revenue Service (IRS) in Union Ministry of Finance. He is technically competent & academically oriented Public Servant fired by Professionalism doing doctoral research in Supply Chain Strategy from IIT Kanpur as part-time candidate. His articles have been published in top Indian Journals like Economic & Political Weekly (EPW) & national financial press that include ‘Financial Express’, ‘Business Standard’, ‘Business Today’, ‘Tax India Online’ and research papers published in proceedings of reputed International Conferences &

? Organize your ideas to present them in persuasive manner. ? Tailor your message to audience. ? Tell audience your story to maximum impact. ? Adapt to listener feedback.

The talk gave a bird view on “Communication skills and Assertive skills” especially on verbal, body language & non-verbal communications. The Event glimpses are shown in below photos –

Mr. Tushar Trivedi welcoming Mr. Dhananjay Singh with Bouquet

Mr. Dhananjay Singh during Talk on GST topic addressing the audience

Mr. Dhananjay Singh being felicitated with Memento by Mr. L.P.Patel

An Evening Talk held on 28th SEPT’18 : An Evening Talk with ‘Soft Skills - Communication & Assertive Skills’ topic by Mr. Dipak Rai was held on 28/9/18 which was attended by about 20 persons comprising of members & students. Mr. Dipak Rai has played senior leadership role at Reliance Info Solution Limited, RIL, IPCL & Atic Industries Limited – a joint venture of Atul & ICI UK. He has background in IT for almost 37 years holding senior management position for last 15 years. As chief of IT division at RIL-Vadodara, he handled around 100 various IT infrastructure & System Development projects. He is Reliance certified “Soft Skill Trainer” trained by Dr. Rooshikumar Pandya - Pioneer in the field, through five exhaustive workshops. He is Consultant to RIL for SOFTSKILL to train their fresh engineers and has by now conducted around 30 – six full days’ workshops on Soft Skill and trained around 1000 Reliance Professionals. He has been accredited in “A” Category as an Assessor by Corporate Comprehensive Management Consultant—CCMC, Mumbai & consequently organized Development Centre for Managerial level personnel. The Talk inculcated an industrial culture & mould, bringing people into mainstream of ideal industry style of operations and creating a favorable environment, today’s paramount need being effective “Art of public speaking & Assertive Skills”. Each day, in casual conversation and in group meeting / presentation people fumble many times without thinking about them. One already possesses these communication skills & are most important skills needed for group speaking, public speaking and presentation. The need is to be aware and develop these skills systematically. The steps to develop these skills are –

Mr. M. Sambhudevan Nair sharing Profile of Mr. Dipak Rai

Mr. D.B.Trivedi welcoming Mr. Dipak Rai with Flower Bouquet
Late Shri R.J Sarvaiya Memorial Evening Talk held on 19th OCT’18: An Evening Talk in memory of late Shri R.J. Sarvaiya with ‘Understanding Transactional Analysis (TA) & its use in Managing Inter-personal Relationships’ topic by Mr. AMIT KARANDIKAR was held on 19/10/18 which was attended by about 25 persons comprising of members & students. Mr. Amit Karandikar holds Master Degree in Social Work (MSW) from Faculty of Social Work, M.S.University of Baroda and has done “Accelerated Management Program” from ISB, Hyderabad. He is credited with Certification programs on “Competency Mapping” & “360 DF processes” from TVRSL under guidance of Dr.T.V.Rao. He is HR generalist with 23+ yrs. of experience across Petrochemicals, Telecom, Textiles, Garments, Market Research, Pharmaceuticals, IT products, Chemicals & Agro Industry sectors. He currently works with Netafim India as Gen.Mgr.& Head–HR for India and SAARC operations.

He is passionate learner in areas of Performance Management, Employee Value Creation through Talent Mgmt. Programs, Leadership Identification, Development through 360 DF processes & HR Operations including Industrial Relations. The testimony of his work is reflected in the fact that he has been profiled in the Book “100 Managers in Action” written by Dr.T.V.Rao & published by Tata McGraw Hill publication.

His work on Leadership Development through 360 DF processes has featured in Human Capital Magazine. Recently, his paper on “Macro-Perspective of L&OD in Talent Management” was selected for presentation at International HR Conference organized by Academy of HRD, USA and Indian Institute of Management, Ahmedabad.

He shares his experience as Guest Faculty at leading B-schools like Narsee Monjee Institute of Business Management and IBS-Hyderabad, B K School of Management-Ahmedabad, FMS & FSW at S. P. University, VV Nagar and Faculty of Social Work, MSU, Vadodara. He is an Advisory Board Member of Baroda Management Association for 2017-18 and was Executive Committee member of NHRD – Ahmedabad Chapter & NASSCOM HR Strategy Group for IT & ITES Companies in Gujarat for 2008-09.

The talk on subject covered following aspects -

1. Understanding of TA as Concept in Psychology & its origin.
2. Day-to-Day examples for application of TA in our Life & Work.
3. How it helps in understanding Human action, reaction & response to various situations / persons?
4. Once we understand the concept, how do we apply it while Managing Inter-personal relationships? Personal & Professional
5. Interactive Q&A session at the end.

The Event photos are shown below –
GETRI Training Programme in NOV’18: The training programme of First Batch in 2018-19 for Five Days on ‘MATERIALS, INVENTORY & STORES MGMT.,’ ‘PROCUREMENT & SPARE PARTS MGMT.,’ ‘LEGAL ASPECTS IN PURCHASING’ topics had been organised on 26th, 27th, 28th, 29th & 30th November 2018 at GETRI in Vadodara for participants of DGVCL, MGVCL, PGVCL, UGVCL & GETCO, GSECIL from all over Gujarat by Three Faculties - Mr. L.L. Notani, Mr. H.M. Bhatt & Mr. Avadhoot Sumant. The participants (about 30 Nos.) informed that training programme was appreciable & knowledge enhancing with their queries being resolved by faculties which would be helpful in their job. They intimated that this was best training programme attended by them till now. The moments have been highlighted in photos given below. The Feedback Report from participants about Training Programme & Faculties was Excellent and Satisfactory as Trng. Prog. Contents like Ref. Mtrl., Exercises & Case Studies was given to participants by putting up on GETRI Website for future usage.
The Group Photos of GSECL, GETCO, DGVCL, MGVCL, PGVCL, & UGVCL are given below -

National Convention NATCOM 2018 at Aurangabad:
Our Vadodara br. received following Awards at NATCOM 2018 held on 22rd, 23rd NOV`18 in Aurangabad -

1. BEST BRANCH AWARD (Non-Metro)
2. BEST BRANCH (EDUCATION ACTIVITIES) AWARD (Non-Metro)
3. BEST FACULTY AWARD : Mr. K. B. WALVEKAR
4. INDIVIDUAL MEMBERSHIP GROWTH AWARD : Mr. TUSHAR TRIVEDI
5. INDIVIDUAL MEMBERSHIP GROWTH AWARD : Mr. M. SAMBUHDEVAN NAIR
6. INDIVIDUAL MEMBERSHIP GROWTH AWARD : Mr. MANOJ PATEL
7. INDIVIDUAL MEMBERSHIP GROWTH AWARD : Mr. RAKEY DESAI
8. BEST MSME AWARD (Non-Metro) : KRISHNA ENTERPRISE
9. APPRECIATION AWARD for Special Support to NATCOM 2018

An Evening Talk held on 29th NOV’18 : An Evening Talk with ‘Total Quality Health Management - The Nature Cure System’ topic by Dr. Sankaran Manipuzha was held on 29/11/18 which was attended by about 35 persons comprising of members & their spouse. Dr.Sanakaran Manipuzha is an Arts Graduate, PGDM, Diploma in Naturopathy, Diploma in Orthopathy. He is Hon. President & Chief Consultant of Natural Hygiene Association, Manipuzha Ortho-Natural clinic-Vadodara, Editor & Publisher of TQHM News. He is Founder Member of Indian Natural Hygiene Society-Delhi, Faculty for Diploma in Natural Hygiene of INHS, Life Member of Akhil Gujarat Kudarshi Upchar & Yoga Mahamandal and supported the Morarji Desai Institute of Naturopathy & Yoga Science (BNYS Degree Naturopathy College),Karelibaug as visiting faculty at initial stages. He has authored & published three books on Nature Cure, 1) The Theoretical Nature Cure (2007) 2) Marketing Nature Care (2014) and Preamble to Nature Cure Protocol. He is associated with many other socio-cultural professional institutions & extends his honorary services in various capacities.

The talk on above subject would cover following aspects -

1. Wealth without Health is worthless. A patient needs education, not medication.
2. Making each one his/her own doctor.
3. To provide treatment & awareness / education on the system of Nature Cure. It helps to understand the Scientific & most modern concept of Sustainable Total Quality Management wherein the fear of disease shall get removed & would guide to come out of the vicious circle of medication, life-long suppressive treatments, surgery, etc. and to enable people to achieve & maintain “Normal Health”. The Event highlights are depicted in photos shown below –

Mr.Tushar Trivedi was felicitated with ‘Best Branch-Educational Activities (Non Metro)’ Award
Mr.M.Sambhudevan Nair was felicitated with ‘Appreciation’ Award for Special Support to NATCOM by Aurangabad Br.

Mr. K.C.Joshi welcoming Dr. Sankaran Manipuzha with Flower Bouquet

Dr. Sankaran Manipuzha being felicitated with Memento by Mr. Tushar Trivedi
Enrol in Centre for Research in Materials Management (CRIMM)

IIMM has set up CRIMM in Kolkata jointly with the Techno India University, West Bengal, a leading Private University, with an aim to promote research and consultancy in Materials Management discipline.

Applications are invited from intending candidates across the country to enrol for the research programme leading to certificate of fellowship.

The candidate should possess:

- Graduation in any discipline with minimum 50% marks, and
- GDMM/PGDMM/PGDSCM&L from IIMM with at least 55% marks, or
- Masters degree in any discipline or equivalent post graduate professional qualification with 50% marks.
- Experience in working in Materials Management or allied area in any industry/organization.

In case of highly experienced candidates in the field of Materials Management with graduation in any discipline OR in case of graduates in Engineering, need of the masters degree may be waived with discretion of CRIMM authorities.

There is no age limit for registration.

Successful Research Associates from CRIMM shall have the unique opportunity to pursue PhD in Techno India University, West Bengal with condensed course work.

For enrolment and further details, please contact:
Ms Paramita Sen (M : 9433530975) / Mr. Partha Sen (M : 9674794042) or visit Vice Chancellor’s office at Salt Lake campus of Techno India University, Kolkata.
<table>
<thead>
<tr>
<th>Sl. No.</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>
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<td>12-10-18 to 13-10-18</td>
<td>L S Bisht</td>
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<td>ERP &amp; Impact of ERP Implementation in Supply Chains</td>
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<td>Personality Development &amp; Communication Skills</td>
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<td>14-03-19 to 16-03-19</td>
<td>L S Bisht</td>
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(Details about final Training Schedules & Faculty will be emailed to the participants on receipt of the applications.)

Venue: Conference Hall, IMM National Headquarters, 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 email 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-01161010005741 & IFSC code: BKID000116) or by Demand Draft drawn in favor of “Indian Institute of Materials Management” payable at Mumbai, may be sent to: Mr. Lakshman Singh Bisht, Senior Faculty, (MM), IMM National Head Quarters, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai - 400614. (Email: immortalb@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
EXECUTIVE HEALTH
NOT JUST RESPIRATORY SYSTEM, AIR POLLUTION MAY ALSO SEVERELY AFFECT EYES: DOCTORS

Unlike the nose or mouth, it is very difficult to cover the eyes which makes eyes vulnerable to the effects of air pollution, just like the lungs says the doctor.

It has been observed that air pollution also causes blurring in the eyes and leads to vision trouble.

If you think it is just the lungs or the respiratory system which get affected by polluted air containing high levels of toxic gases and suspended particles — think again. Medical experts say poor air quality can cause several problems for the eyes as well, including corneal damage. “Unlike the nose or mouth, it is very difficult to cover the eyes. This makes eyes vulnerable to the effects of air pollution — just like the lungs,” Dr Rajesh Sinha, Ophthalmologist, All India Institute of Medical Sciences (AIIMS), told IANS.

He added that the ocular surface of the eye is directly in contact with the environment and, therefore, is most exposed to air pollutants. As for problems arising out of air pollution, the indicators can range from minimal or no symptoms to chronic discomfort and irritation such as itching, stinging, the sensation of a foreign body, irritating conjunctivitis, worsening of allergic symptoms or even keratitis, which is an inflammation of the cornea.

“Damage in the cornea happens due to exposure to pollution over a few years, it is not an immediate reaction. The dry eye, if persistent for long, can damage the cornea. And that affects vision in the long run. Rubbing eyes while having irritation may also affect the cornea,” Dr Tinku Bali Razdan, Ophthalmologist at the Sir Ganga Ram Hospital, Delhi, stated.

“Other than these, there are high chances of having dry eye where the quantity and quality of the water deteriorates. This also leads to irritation in the eyes, discomfort and redness,” Dr Razdan added. Apart from PM 2.5 and PM 10 which are known to be the most harmful air pollutants, there is sulphur dioxide, nitrous oxide, carbon monoxide and other chemical gases which can equally cause irritation in the eyes.

“It is called chemical conjunctivitis. It irritates the eye because of the inflammation of the conjunctiva, or the outer layer of the eye,” Dr Razdan explained. The experts pointed out that more than the elderly, it is children or those aged between 20 and 40 who are at greater risk of eye-related problems caused by pollution. While pollution can trouble anyone, health experts noted that there may also be specific situations where the eyes may be adversely affected, especially of those who wear contact lens or who are already prone to eye allergies.

“People who wear contact lens have a greater chance of facing problems because they already have dry eyes. Whenever, the air quality goes down, it increases discomfort, leading to irritation and conjunctivitis. The same goes for those suffering from eye allergies,” Sinha stated. Although the ophthalmologists clarified that pollution-related eye problems are not life-threatening, they, however, may cause severe damage.

“If exposed to air pollution for a long time, these problems could become irreversible. One may have to face damage for a longer time. It has been observed that pollution also causes blurring in the eyes and leads to vision trouble. There also have been cases where people have faced colour contrast problems,” Sinha pointed out. The ophthalmologists also said they had noticed a 10-15 per cent rise in patients visiting OPDs for treatment of pollution-centric allergies in the eyes.

“There is an increase in patients with symptoms of irritation, redness and fluctuating vision. There is also an increase in dry eyes and more infections due to lowered immunity,” Dr Sanjay Dhawan, Director and Head, Eye Department, Max Healthcare, said. While covering the eyes may not always be possible, experts suggested that zero power spectacles be worn to prevent direct exposure to pollution.

“Wash the eyes with normal water once in a day. Frequent washing is not recommended as it causes dryness. If the problem persists, it is advisable to visit an ophthalmologist,” Dr Sinha suggested. Dr Razdan said that rubbing the eyes is a strict no-no if there is irritation — doing so will only aggregate the problem. “Lubricating, steroid-based and anti-allergic eye drops are recommended to bring relief. It is also advisable to avoid wearing contact lens if any irritation exists,” Dr Razdan added.

Source: The Indian Express, 27th November 2018

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## AICTE APPROVED COURSES

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<th>S. No.</th>
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<th>Eligibility</th>
<th>Duration</th>
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<tr>
<td>1</td>
<td>Post Graduate Diploma in Materials Management</td>
<td>AICTE</td>
<td>Graduate in Any discipline from any Recognised Univ.</td>
<td>2 Years</td>
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<tr>
<td>2</td>
<td>Post Graduate Diploma in SCM &amp; Logistics</td>
<td>AICTE</td>
<td>Graduate in Any discipline from any Recognised Univ.</td>
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## IFPSM & WORLD BANK APPROVED COURSES

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<td>IFPSM Accreditation</td>
<td>Graduate or Diploma in Engg./Pharmacy/Hotel/Hospital + 2/3 Yrs Exp.</td>
<td>2 Years</td>
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<tr>
<td>4</td>
<td>Professional Diploma in Public Procurement</td>
<td>World Bank</td>
<td>Graduate in any Discipline or Diploma Holders</td>
<td>6 Months</td>
</tr>
</tbody>
</table>

## INTERNATIONAL COURSES

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Programs</th>
<th>Institute</th>
<th>Eligibility</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<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>TTC - Geneva</td>
<td>3 Year Degree + 2 Years of Relevant Experience</td>
<td>18 Months – Modular Program</td>
</tr>
</tbody>
</table>

## IMM SKILL DEVELOPMENT CERTIFICATE COURSES

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Programs</th>
<th>IMM</th>
<th>Eligibility</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Certificate in Supply Chain Management</td>
<td>IMM</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>IMM</td>
<td>Graduate or Diploma in any Discipline or 10+2 with 3 Years Exp.</td>
<td>3 Months</td>
</tr>
</tbody>
</table>

## IMM PROFESSIONAL COURSES

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Programs</th>
<th>IMM</th>
<th>Eligibility</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Professional Diploma in Stores Management</td>
<td>IMM</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>IMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
</tr>
</tbody>
</table>

### PROJECTS CAN BE HAD FROM FOLLOWING IMM OFFICES

- **ALWAR** 09731245655 / 0787745655
- **AHMEDABAD** 9374012684 / 9009996711
- **AURANGABAD** 0240-2473339 / 9423455983 / 9130901884
- **BANGALORE** 080-25327251/52
- **BHARUCH** 0264-283223
- **BHILAI** 0786-2892948/2222170
- **BOPOL** 08085856437
- **BILASPUR** 07752-24108/75014
- **BOKARO** 06542-240253/280768
- **BURNPUR** 0341-2246523/0943477116
- **CHANDIGARH** 0172-2566446/4654205
- **CHENNAI** 044-22742195/22342750
- **COchin** 0484-2203487/9400261874
- **DEHRADUN** 0135-2765486/8410397734
- **DHANBAD** 0647098238
- **DURGAPUR** 0343-2574303
- **GANDHIDHAM** 0283-231711/231743
- **GOA** 09423007106
- **GREATRE NOIDA** 09818464359
- **HARIDWAR** 09812611116
- **HOSUR** 04344-240448
- **HUBLI** 0836-2264899/09977270336
- **HYDERABAD** 040-65504212/24608952
- **INDORE** 09993102374
- **JAIPUR** 0979299157
- **JAMSHEDPUR** 0657-2224670/2223530
- **JAMNABAR** 0288-2701711 / 9824263896
- **KANPUR** 0512-2412911
- **KOLKATA** 033-22879671/22834963
- **LUCKNOW** 9415752989
- **LUDHIANA** 0161-2122268
- **MUMBAI** 022-22663376/26845628/26855645-46
- **MUNDRAD** 099687660068
- **MYSORE** 0821-4282124
- **MANAGALORE** 0824-2882203
- **NAGPUR** 0712-2229446
- **NALCONAGAR** 09437081126
- **NASIK** 0253-2342026
- **NEW DELHI** 9818664267 / 918103427
- **PUNE** 727060851
- **RAE BARELI** 0945177744
- **RANCHI** 0651-2360719/2360198
- **ROURKELA** 0682701943/ 08995501056
- **SURAT** 0261-292982
- **TRIVANDRUM** 0471-2724952
- **UDAIPUR** 0294-2411999/2421530
- **VADODARA** 0265-2359080
- **VAPO** 09825113363 / 09825113363

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