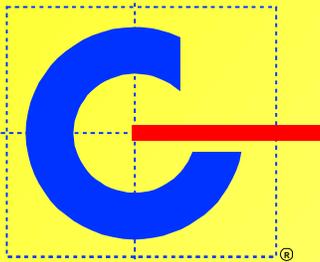


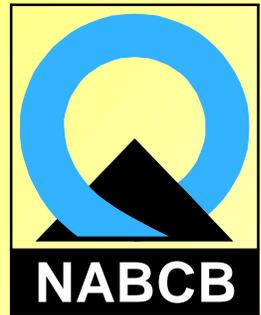


SPECIAL ISSUE ON MANAGEMENT, & MANUFACTURING

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DIGNITY OF LABOUR



Message from :-
Jayashankar (Station Manager)
ICS Bangalore,

God Created the world, and now it is the responsibility of us, human beings to recreate the things of the world by our labour.

People work in different positions and different capacities. All can not be officers, all can not expect to work as minister, some work as teachers, others as drivers, some as road builders, others as bridge constructors. Their labour is of equal importance. We need cars to travel and we also need roads to run the cars. Hence we must have great regard for those people who make our life worth living.

We must remember that labour is the God-given energy creatively transformed to achieve new good things. Dignity of labour makes man realize that every individual must contribute his share of work for the betterment of society. It impels him to develop respect for all types of work, since all forms of labour are essential for humanity. A love for the dignity of labour will enable the nation to march and to progress; as a result people will work with devotion, dedication and with a sense of commitment

God loves those who work hard and blesses their labour. It is through our work that we keep our class rooms and house clean and neat. Let us also show a special concern for those who put in hard labour and earn very little. Let us always show sympathy towards them.

AMBITION

(FROM UNKNOWN SOURCE)

An ambition is a man's aspiration for success in life. It is his ardent desire for advancement in any field. A German proverb says "Every one hopes to become a whale". Ambition is the inner force that drives man onwards to better his state in life. An ambitious person sets high goals for himself, and his inner desire urges him to attain them. Hence we find great explorers, inventors, discoverers and scientists in the world. There are also many literary giants. It is their ambition that made them what they are. Ambition is the spur that makes man struggle with destiny.

Vanity, pride and selfishness usually go with ambition. Ambitious people do not care about the rights of other people, and trample on them. They are concerned only about attaining their set goals. Healthy ambition is free of all these drawbacks. It helps man to rise high.

Weak people have no ambitions, and they become lazy. They lack the power of motivation, and are deprived of basic drives. They become indifferent and are satisfied with their lot, and neither have they wanted to improve themselves.

At times ambition can become unhealthy. People with unhealthy ambition do not tread on the right path. For popularity and property they employ foul means. They become unscrupulous and trample on the character and reputation of others in the pursuit of their goals.

Over-ambitiousness shows excess of ambition. People with over-ambition do not see their limitations. They think that their capacity is immense and they plunge themselves recklessly into work without thinking of the dire consequences. Often they meet with failure and disappointment. History tells us of many dictators, who due to their over-ambitiousness ended their lives disastrously – Hitler, Mussolini are a few examples.

To achieve the maximum and blossom fully we need healthy ambition. Everyone has set goals to attain. Discovery of one's self, knowledge of one's character, aptitudes, potentialities and limitations do help to have a healthy ambition. A certain parent wanted his daughter to go in for Arts subjects in college. The University administered an aptitude test and found out that the girl in question had an aptitude for Science subjects. She was then admitted to the Science faculty and she later became a scientist.

Message from:

Sri N.A. Narasimha Murthy
AGM (MS)

**OUTSTANDING FIRMS ARE RUN ON SMALL -
Acts of Leadership Everyday**

Leadership quality in the information technology space have been gaining prominence in the past few years. Especially so, in countries such as India where there is an abundance of talent and requires harnessing of it.

India's biggest IT leaders Infosys mentor Narayan Murthy and WIPRO Chairman Azim Premji have always had Plenty to say on leadership and their statements have always been bang on.

Azim, Premji while addressing a seminar in Kolkata on 'Leadership in business' recently has said the global recession over the past 15 months has made punishing demands on the world's business leaders. He has said that life for business leaders was tough recent history Europe, the US, Canada and Japa on underwent a simultaneous recession. It was tougher because customers expectations had not changed.

This led to unending punishing demands on business leaders. The last 24 months proved to be the true test of leadership for corporate heads. One of the most important qualities that builds as organization is leadership. The most important ingredient that goes into making a leader successful is powerful is powerful personal credibility. Leaders must deliver on their commitment and must be able to generate collective enthusiasm, according to Azim Premji.

"Great leaders do not play games or indulge in politics. They tell people clearly what they expect from them in terms of performance and values. They give the right amount of guidance at the right time, because low expectation from the leaders transforms to low levels of achievement on part of the employees," he has said.

In a speech he cited the example of a recent at the World Economic Forum in which 99 percent of the leaders attributed success to hard work. Emphasising that the voice of the customer must be heard by the organization, he said the Wipro Corporation encouraged every senior manager to have maximum touch time with the customer.

Wining leaders must keep themselves refreshed and must be constantly learning from their own experience and from those of others. They should share knowledge and must keep comparing their own organization with others in terms of best practices he said.

He also cautioned business leaders against keeping company with cynics, but asked them to keep realizable dreams and set up a system of measurement to gauge progress towards attaining the dream. "Leaders attaining the dream. carefully and correctly stretch themselves to make maximum use of potential," he had said. According to his counterpart at Infosys, Narayana Murthy, "Leadership is all about courage; a courage to dream big, to take tough decisions". It is also the ability to raise the aspirations of people and be open from different countries and cultures across the world, he says.

Murthy once said that the every enterprise must of productivity, meaning that fewer people can produce more and more wealth. With better productivity, the salaries will increase, the worker have more disposable income, and they spend more in the market in the end, by enhancing productivity one is creating more jobs. It is myth here that employing more people and resourcing productivity per worker, one is making the economy better. The right way would be to improve productivity, he said." A leader should be able to motivate his employs to enhance productivity."

A journalist in Australia once asked Murthy a question at a press conference, "You guys are taking all our jobs to India. You should be thrown out." Murthy turned to him and said, "I use an LG refrigerator at home in India, I drink Pepsi and Coke though we had our own Indian drinks, I use a GM car where we had a vibrat automobile Industry, and so forth . I use Cisco routers and Toshiba tablet PC which are imported, so do you think we should throw all these companies out?"

With such leadership at tha helm no wonder Wipro and infosys are where they are at present. Look at what Premji had to say in this context. "Too much attention is paid to individuals as leaders. Leadership is much more than that. It is about every small act of each person in an oraganisation. Every time an individual chooses to act (or not act), he is either acting as a leader or is a passive follower. Outstanding organizations are built on small acts of leadership, day on day," he had said recently.

Managing Your Time - Edwin Bliss Preview

One of the joys and greatest perils of college life relative freedom student enjoy in the management of their lives. For those accustomed to being told what to do and when to do it, the management of discretionary time can be a major challenge. In this essay, Edwin Bliss, an internationally known time management consultant, offers some practical advice on how to use time effectively.

I first became interested in the effective use of time when an assistant to U. S. Senator. Members of Congress are faced with urgent and conflicting demands on their time for committee work, floor votes, speeches, interviews, briefings, correspondence, investigations, constituents problems, and the need to be informed on a wide range of subjects. The more successful congressmen develop techniques for getting maximum benefit from minimum investment of time. If they don't, they don't return.

Realizing that I was not one of those who used time effectively, I began to apply in own life some of the techniques I had observed. Here are seven I found most helpful.

1. **Plan :** You need a game for your day. Otherwise, you'll allocate your time according to whatever happens to land on your desk. And you will find yourself making the final mistake of dealing primarily with problems rather than opportunities. Start each day by making a general schedule, with particular emphasis on the two or three major things you would like to accomplish- including things that will planning a project, the less total time is required for it. Don't let today's busywork crowd planning –time out of your schedule.
2. **Concentrate** of all the principle of time management, none is more basic than concentration. People who have serious time-management problems invariably are trying to do too many things at once. The amount of time spent on a project is not what counts, it's the amount of uninterrupted time. Few problems can resist an all out attack; few can be solved piecemeal.
3. **Take Breaks:** To work for long period without taking a break is not an effective use of time. Energy decrease, boredom sets in, and physical stress and tension accumulate. Switching for a few minutes from a mental task to something physical –isometric experiences, walking around the office, even changing from sitting position for while-can provide relief. Merely resting, however, is often the best course, and you should not think of a “rest” break as poor use of time. Not only will being refreshed increase your efficiency, but relieving tension will benefit your health. Anything that contributes to health is good time management.
4. **Avoid Clutter;** Some people have constant swirl of papers on their desks and assume that somehow the most important matters will float to the top. In most cases, however, clutter hinder concentration and can create tension and frustration- a feeling of being 'snowed under”

Whenever you find your desk becoming chaotic, take time out to reorganize. Go through all your papers (Making generous use of the wastebasket) and divide them into categories. (1) Immediate action, (2) Low priority, (3) Pending, (4) Reading Material. Put the highest priority item from your first pile in the center of your desk, and then put everything else out of sight. Remember, you can think of only one important one. A final point: clearing the desk completely, or at least organizing it, each evening should be standard practice. It gets the next day off to a good start.

5. **Don't be a perfectionist** There is a difference between striving for excellence and striving for perfection. The first is attainable, gratifying and healthy. The second is often unattainable, frustrated and neurotic. It's also terrible waste of time. The stenographer who retypes a lengthy letter because a trivial error, or the boss who demand such retyping, might profit from examining the declaration of missing letters between the lines. If this is acceptable in a letter that will be briefly glanced at en route to someone's file cabinet or wastebasket.

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6. **Don't be Afraid to Say No.** of all time saving techniques ever developed, perhaps the most effective is frequent use of the word "No". Learn to decline, tactfully but firmly, every request that does not contribute to your goals. If you point out that your motivation is not to get out of work, but to save your time to do a better job on the really important things, you will have a good chance of avoiding unproductive tasks. Remember, many people who worry about offending others wind up living according to other people's priorities.

7. **Don't Procrastinate** Procrastination is usually a deeply rooted habit. But we can change our habits provided we use the right system. William James, the father of American Psychology, discussed such a system in his famous Principle of Psychology, published in 1890. It works as follows:

1. Decide to start changing as soon as you finish reading this article, while you are motivated. Taking the first step promptly is important.
2. Don't try to do too much too quickly. Just force yourself right now do to one thing you have been putting off. Then, beginning tomorrow morning, start each day by doing the most unpleasant thing on your schedule. Often it will be a small matter an overdue apology; a confrontation with a begin your usual morning routine. This simple procedure can well set the tone for your day. You will get a feeling of exhilaration from knowing that although the day is only 15 minutes old, you have already accomplished the most unpleasant thing you have to do all day.

There is one caution, however. Do not permit any exceptions. William James compared it to rolling up a ball of string, a single slip can undo more than many turns can wind up. Be tough with yourself, for the first few minutes of each day, for the next two weeks, and I promise you a new habit of priceless value

Yesterday is canceled check.
Tomorrow is promissory note.
Today is ready cash.
Use it!



Message from :-
A. Jayarajan (Ex. JGM -Gear
Cutting Machines)
Hindustan Machine Tools
Bangalore -31

Reconditioning Of Machineries

Reconditioning of any machine or an equipment in the process in which the function and accuracies once thought reach nearest to its original value by the process accurate usage of the machinery is extended further with minimum expenses and purchase of new machinery is post poned leading to more profit in business.

I) Reconditioning Process: The Machinery is completely dismantled completely without any damage to the components. All the components are thoroughly cleaned and checked for its wear out. After the checking / detail inspection component are classified in to two categories as one to be replaced and one to be reworked. After getting the new components and reworked components. But assembly of units done with almost care

with required setting of jaunts and Acts. Then group assembly is done with stage inspection of proper functions. In final assembly complete function and accuracies of machinery are inspected as per the market and customer requirement.

Now a days any products function and occurrences are specified as per standards formulated by engineering standards and Institute of engineering, DIN, ISO, ISA. Day by day these functioned and accuracies of machine wis are becoming more and more stringent depending upon customers requirement & business competitions.

II) **Economics Of Reconditioning** : The Cost total cast of reconditioning should not exceed 40% of new machinery and its life period should intend to specific value. It is wose to scarp the machineries if their cost of reconditioning exceed the above limit. In some of the cases where in technology advancement, it is useless to go for reconditioning in within limit Example it case of mechanical lotus and matches.

III) **Capability of personal doing Reconditioning:** The personnel should have thorough theoretical and practical knowledge of the particular machinery. He must have through knowledge of function and accurateness of each component of the machinery. He must have expertise in assembly, testing and up gradation the particular machine.



Message from:
T. Mohan Dasm

Cause and Defect Diagram :

Professor Ishikawa of Tokyo University created a convenient chart which gives the relation between result and its complicated causes in a clear form. This chart is called 'Ishikawa's diagram' or "Cause and effect chart". Here, an "effect" means the result of work or result it can be the quality of product, reduction of production cost improvement of productivity, Frequency of accidents delayed delivery and so on. "Cause" means an element which may give any influence to the "effect". This influence can be either direct or indirect. To find the root cause of any problem, generally 7 Sectors are used in the industries. 7 Factors are man, machine, material, method, measurement, & Fixture, Transportation.

A "Cause and effect chart" is also called as "Fish bone Chart" because of its shape.

A "Cause and effect chart" is planned to present all possible causes which may have the relationship with the result or effect. It is strongly recommended to have all the people concerned with the problem join the meeting to discover the causes.

How to make a cause & effect diagram

Generally a meeting is arranged to prepare a cause and effect chart. "Brain Storming" is common methods to bring down the idea from the meeting member (Who are involved with the problem)

Step 1: Clarify the problem

The Problem is written to the right of backbone of the "fish bone chart"

In the brain storming meeting, the chosen problem is written down in large letter on board so that everybody can see it easily

Step 2: Gather meeting members

Choose the member, who have enough knowledge and experience about the problem.

Step 3: Brain Storming

Give a few sheets of paper to every member and ask them to write down as many causes as they can think of usually 10 minutes is enough to write all the ideas they have. The Leader asks each member to present his ideas. The ideas presented are written on Aboard.

Step 4: Draw a cause & effect diagram

Classify the cause obtained into several groups which correspond to the big bones. Then take sub-groups of cause. By reporting this procedure, Big Bone groups middle bone groups and small bone groups are made

Step 5: Determine Importance Of Significance of Causes

Determine the importance of significancy of causes. Classify the causes into three groups A, B, C in accordance to significance with respect to the effect

Step 6: Final Step

When you are convinced that the relationship causes and effect is expressed in a reasonable manner, mount the Chart a place so that everybody can see it.

Analyze the causes one by one and come to the conclusion of the actual cause then suitable corrective action can be taken based on the root cause of the problem.

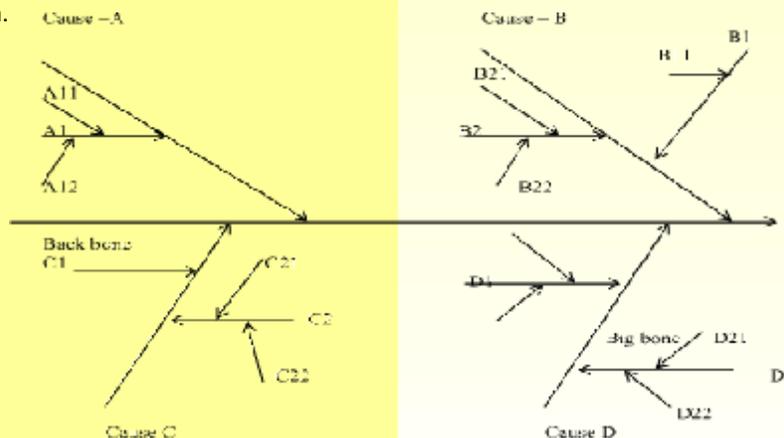


Figure:- an example of a "cause and effect diagram"

QUALITY THOUGHTS

- | A man without face must not open a shop.
- | Quality is like riding a bicycle. Either you keep moving or you fall down.
- | If my doctor told me I had only six months to live, I wouldn't brood, I'd work a little smarter
- | The only way we can attain perfection is to follow the advice we give others.
- | A small leak will sink a great ship.
- | Think twice before you speak, especially if you intend to say what you think.
- | It's easy to be brave from a safe distance.
- | The test of good manners is being able to put up with bad ones.
- | The Defect of equality is that we only desire it with our superiors.
- | When you rest, rust you would.

CORPORATE JOKE

An Elephant can fit in excess of a ton of weight with just its trunk. Still an elephant is conditioned to stay in one place with a weak rope and a stake. Only a small rope tied to its front leg holds an elephant. No chains, no cages. It is obvious that the elephant can, at anytime, break away from its bonds but for some reason, it does not. The reason is that, when the elephant is a baby and much smaller, it is tied to a strong tree. The baby is weak but the chain and tree are strong. The baby is not used to being tied, so it keeps tugging and pulling the chain, in vain. A day comes when it realizes that all the tugging and pulling will not help and it gives up thinking that it cannot break away from the bond. It stops and stands still.

And when the baby elephant becomes the mighty giant elephant, he is tied with a weak rope and a small stake. The elephant could with one tug, walk away free, but it goes nowhere because it has been conditioned to believe that it cannot break away. It believes that the rope can still hold it, so it never tries to break free.

REFLECTION: Like the elephants, we also go through life hanging onto a belief that we can not do something, simply because we failed at it once before. We are also being held back by old beliefs and avoid trying something new because of limiting belief about ourselves. At times, we are also held back by someone else's limiting beliefs about ourselves. Whatever we can conceive and believe, we can achieve.

Horoscope For the Month Of January 2011

ARIES: This is going to be an eventful month for those who are born under this sign. A few good developments in professional front along with hopes arising for overcoming the financial issues are going to keep you happy. But the family life and personal life will be giving you occasions to be worried about. Overall the month will keep you busy in either way.

TAURUS: This will be a month for enjoyment since there will be a happy flow in each and every sector of life. Once you go through the first half then things will be extremely favorable for you. Professionally and financially this will be a good month. Family life and health may suffer but social life and other sectors of life will be extremely happy for you.

GEMINI: The uncertain situations at profession will haunt you throughout this month. You may need to be showing all your patience to stay away from conflicts otherwise many issues are possible at work place. Financially too things will be in a bad shape but things related to family may stay good. Personal and social life will be average but health may stay good.

CANCER: A few reversals occurred in the last few months where causing tensions for you especially in the professional and financial front are all going to get in to the right track now and you will be really glad to get in to that mood. Even family, personal, health and social life all are going to be much positive for you in this month.

LEO: This month is going to be one of the worst from your recent past. There will be many insurmountable problems in your life. The problems may vary from profession to finance and family to health. You need to be in good control to face all these issues otherwise you may have to go through high frustrations in life.

VIRGO: Things will start getting better after a long back. The obstacles and issues you were facing in the professional front will have a halt now. Financially things will start improving. Most importantly the personal and family life will be at its best so you will all the mental happiness and confidence to look in to the future positively.

LIBRA: This is going to be a tough month ahead as the few issues happening at your profession is going to keep you worried about the future. The uncertain situation in profession will have an impact over your finances too. To add fuel in to this there will be many verbal conflicts and enmity arising with family members and your close ones.

SCORPIO: This month will be full of joy, growth and satisfaction. The formation new love or relations will keep you happy. In profession you would have some growth and elevation. Overall in life there will be high amount of satisfaction and happiness. Health wise you may need to be slightly cautious but rest all are going to be fine.

SAGITTARIUS: After a couple of month's time you are back to square one with your issues in the professional front. There will much uneasiness in the professional front. Finances will continue to be in the bad face and that will keep bothering you. The family and personal life will be supportive and that's the only relief you will have in this month.

CAPRICORN: This month is going to be a phase of confusions. There will be many uncertainties in profession which will have its impact upon your finances too. The family and personal life will be good. Overall the confused stage will keep you restless. You may want to get out of this phase for which you will keep putting your best efforts throughout the month.

AQUARIUS: After some time the money flow will be very good now. The professional life will sail through the ups and downs due to many heavy loads of work and issues with someone at the professional front. You will face much disturbance from your family and personal life. Some one close will have an enemy kind of attitude towards you and most of the personal relations will go sour throughout the month.

PISCES: You are going through one of the worst periods in life but the grace of God that's alone is helping you to get going. Professionally and financially the bad phase will keep continue but in your personal life you could expect some positive turnouts which will help you to be there in the middle of the issues.

ICS Celebrates Ganesh Chaturthi 10 Day's



ICS celebrated the Ganesh Puja 10 day's from 11 September to 21 September with every day new games like singing competition, musical chair, drawing competition, passing the parcel, dance competition ect.

New Products & Services Launched:

- † ICS is pleased to announce launching of “**Business Continuity Management System**” (BCMS). in accordance with BS 25999-2:2007.
- † IMS training - combination of any Standard - E.g. ISO 9001, 14001, OHSAS 18001, 22000, 27001 & 25999-2:2007.

Please send us your valuable comments & suggestions on “suggestions@icsasian.com”. To subscribe for a free subscription send us a mail with subject “subscribe for “QUALITY MANTRA”” at suggestions@icsasian.com

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