

# Consulting ..... Ahead...

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# Structural Grade Concrete using Mineral Admixtures

Nagesh R. Iyer, B. H. Bhararhkumar & T. S. Krishnamoorthy

*Construction activities account for a major component of the budget in developing countries including India. Portland cement concrete is the most extensively used material for the construction of large infrastructural facilities world-wide. Significant distress or deterioration is being observed in reinforced concrete structures, such as bridges and multi-storeyed buildings, particularly in coastal regions even well within their expected life span. Ensuring durability of concrete is one of the important issues to be addressed in evolving strategies to bring about sustainable development. Research carried out world-wide has well established that suitable addition of pozzolanic materials in concrete mixtures can lead to improvements in the durability of concrete. With the provisions made in the IS 456-2000 on the use of mineral admixtures to manufacture structural grade concretes up to M80 grade, use of mineral admixtures, especially fly ash and GGBS, in concrete mixtures, either as an additive/admixture while mixing the concrete or in the form of blended cements has to be increased. The R&D studies on the use of fly ash, and GGBS, in structural grade concretes carried out at SERC, Chennai in the past one decade is briefly presented in this paper.*

**Key words:** *Structural Grade Concrete, Fly ash, GGBS, Flexural behaviour, High volume fly ash, Reinforced concrete.*

## **Bamboo Based Composites - a Material of the Future**

*India has the largest resource of bamboo in the world, only next to China, in terms of diversity and growth. It has about 136 of the total 1250 bamboo species and 9.60 million ha. of bamboo forests which is approximately equal to 12.8 per cent of the total forest cover. The total growing stock in the forest is 130 million tons at the rate of 10 tons per ha. and annual harvest is 13.5 million tons/annum. Besides this, 1.75 million ha. of land outside the forest is under bamboo cultivation. Bamboo has been the base for the livelihood of hundreds of thousands of people particularly belonging to socially and economically weaker sections. Research and Development efforts made at Indian Plywood Industries Research and Training Institute (IPIRTI) has given birth to the development of a number of bamboo based structural products like Bamboo Mat Board (BMB), Bamboo Mat Veneer Composite (BMVC) as alternative to plywood, Bamboo Mat Corrugated Sheet (BMCS) as alternative to corrugated roofing sheets based on metal, asbestos cement, Bamboo Mat Compreg, Bamboo Wood (BW), Bamboo Flooring Tiles, High Density Shuttering grade panels, Bamboo Mat Ridge Cap (BMRC), Bamboo Mat Moulded Skin Board (BMMSB) and Bamboo Particle Boards. The process parameters for the production of these products from bamboo has been standardized and made ready for commercialization. The physical and mechanical properties of each product have been studied in detail and national standards for most of these products have been formulated. Many of these products are now commercially produced in India and utilized by the consumers as substitute to wood.*



**C.N. Pandey**

## Green Computing: Step towards Climate Change Control

*Today entire world is mesmerized with green. It's not green with envy, but green as in "becoming more environments friendly and eco-friendly.*

*The recently concluded United Nations Climate Change Conference at Copenhagen, Denmark (COP15) has brought the entire's world's attention to Climate Change, Global Warming and resultant consequences. Whereas the world leaders have made efforts and commitments of varying degrees, with or without success, the resulting hue and cry has certainly caught the attention of the citizens of all countries both: small and big; developing and developed. It is expected that in due course of time all nations and economies will do their bit towards climate control. When talking about Climate Change, people only think of big industries and industrial pollution. But, there is something which all of us in the capacity of small and medium enterprises, self-employed and individuals can easily do. That is the practice of Green Computing.*

*This paper tries to explain the basics of Green Computing and how small little steps can lead to energy conservation, carbon emissions and ultimately become a step towards climate change control.*

**Key Words:** *Green Computing, Climate Change, eco-friendly, energy star, environmental protection, electronic waste.*



**D. Vasudevan**

## **Incredible India and Consultancy Services - a Dynamic Synergy**

*The paper puts forward the insight in to the requirement of consultancy in India. It presents fresh interpretation of the application of consultancy in the Indian context. Various operational parameters have been discussed, wherein the need of the consultant is identified along with the methodology. Based on the research conducted, new areas of consultancy have been identified and needs of existing areas are redefined.*

**Key Words :** *Consultants, Consultancy, Development*

**Vision Statement :** *Consultancy services are the articulate gateways for an achiever.*



**Ravindra Kaur**

## Consulting the Management for Man2Metamorphosis

*An organic activity always supports itself with outside help. The present work uses SETs of men to graduate them as Assets for an organization. The group of operators deployed by the organization forms one set.*

*When the individual competencies of men are augmented, the total-competency of a SET at a gross level is better encashable; but it is a function of rigour of designing of the SETs. To what extent the ingenuity is exploited, depends upon the manager's management process. The success of assessment process to identify individual competencies is thus vital. How should the man be deployed as a 'manger' is the suggested tool to metamorphism, undertaken by slow training and by SETting up organizational tasks effectively.*

*This work statistically exemplifies how the assessment may be conducted at various levels, and verified for validity embracing an all-around agreement on the level of 10 most coveted imperatives. The argument as to why an indulgence of a third party consultation is deemed necessary is also attempted as a parallel feature. The set up is expected to lead the practitioner a long way enroute to Improve organizational efficiencies.*

**Key Words:** *Strategic Alignment, role of HR, synergy of people in teams. Man as an asset, SET formation.*



**Priyavrat Thareja**



**Mannu Thareja**

## **Quality Culture in Indian Higher Education: Applicability of the European University Association Model**

*This paper attempts to understand quality issues in the Indian higher education by placing them against the back drop of quality culture model adopted by European Universities Association (EUA). The paper provides a summary of Quality Culture report of EUA, the Indian higher education system and its quality assurance agency NAAC (National Assessment and Accreditation Council). The quality culture adopted by European Universities is discussed in order to determine its applicability to Indian higher education system. Towards this attempt has been made to inspect the culture, values and education practices of higher education institutions and their stakeholders in India. The paper attempts to inquire the given values and practices on which quality culture is situated in the context of higher education in India, to what extent the concept of quality culture of EUA can be applied, and what will be the first step for its acceptance in higher education in Indian context. The analysis has been made primarily on the basis of literature review, data available through net, and draws on personal experience.*



**Vijita Aggarwal**

**Accelerate Excellence - How to sustain excellence for a lifetime**



**Dan Coughlin**

# **Conceptual Design of Structures in the Developing Countries of Asia, Africa, the Near Pacific and Indian Oceans for responding to the Principal Drivers of Innovation**



**C.R. Alimchandani**

Title : Selecting & Getting Best out of Consultant  
 Author : Dr Sunil Abrol, Director General, CDC  
 Publisher : Institute for Consultancy & Productivity Research  
 Reviewer : Mr R.C. Kehar, Formerly CMD, NBCC & EPIL and DG, CDC



Development of Consultancy in India is comparatively a recent activity. It is about 30 to 40 years old. Post Independence India embarked upon development of Multi-purpose river valley projects, power projects, Industrial projects to build the country which had undergone deprivation for a long time. The design and engineering of these entities was carried out by the agencies or the Government department involved in setting up these projects. Quite often the design was given by the supplier of the machinery and equipment for the project. Later design and engineering developed as a separate stand alone activity which was carried out by private consultant.

A dearth of proper guidelines in selection of consultant has been a problem faced by the client wishing to appoint a suitable consultant for design, engineering and project management. There are of course guidelines enunciated by the multi lateral funding bank for selection and procurement of consultants. A question which very often arises is on the selection of consultant, should it be on Quality, or Cost.

The book under review goes through a wide array of issues involved in selection and getting the best out of a consultant is a timely intervention to help both client and consultant to suitably address the various issues involved i.e. services provided criteria for selection, determining fee, monitoring output, and implementation and so on. The book deals with entire gamut of consulting activity both for the technical and management consultant. The book will be specifically useful to budding consultant entering the profession and also to client who would like to appoint a consultant, though it may not be a regular practice with them. The author has put various nuances in a easy and understandable manner for all to make use. In chapter 13 the "Selection Process" gives in detail the need, scope of work, evaluation process, contract, implementation, completion and closure. The case studies bring out the practical aspect which is of immense use to the stakeholders.

All in the entire book is a useful publication for application in guiding activities of consultant in our present environment.

—★★★

Title	:	Designing and Managing a Research Project: A Business Student's Guide
Author	:	Michael Jay Polonsky & David S. Waller
Publisher	:	SAGE Publications
Reviewer	:	Pallavi Singh, Research Fellow, Jawaharlal Nehru University



"Designing and Managing a Research Project: A Business Student's Guide" written by Michael Jay Polonsky and David S. Waller, is a concise, easy to read text designed to guide business students through the various aspects of designing and managing research projects. The focus is on research projects that have a solid academic basis, although some implications for more applied projects are also highlighted.

The authors have done an excellent job of addressing many of the "real world" issues in conducting a business research project. They have given care to address some of the issues that often represent the major stumbling blocks for students engaged in business research projects.

This practical, step-by-step guide shows business students how to successfully conduct a research project, from choosing the topic to presenting the results. The book is divided into sections on preparing and planning the project, undertaking the research, and communicating the results. Unique to this book is the inclusion of chapters on topics such as supervision, group work and ethics, and both qualitative and quantitative data analysis.

The key features of this book are: Students are asked to work through a hypothetical project (a case study on establishing a new campus restaurant) to help them identify the issues that they will need to consider in their own research. And the end-of-chapter questions assist students in considering the advantages and disadvantages of a particular approach to their project.

The book is divided into three main parts that present a logical flow for the research project. The

first part, "The Foundations," includes five chapters that give an overview of the basic issues involved in the management of the research process. Chapter 1, "Introduction," introduces the book and explains what research and research projects are. Chapter 2, "Choosing a Topic," discusses how students might define a topic to be examined in the project. Chapter 3, "The Role of the Supervisor," is designed to discuss a range of issues relating to supervision that students might face while undertaking a substantial piece of research. Chapter 4, "Group Dynamics and the Role of Conflict," discusses the important issues relating to group conflict, the difficulties students might face during the project, and ways to deal with these issues. Chapter 5, "Ethical Considerations," outlines some of the issues involved in research ethics related to a student project.

The second part of the book focuses on the activities involved in "Undertaking the Research." Chapter 6, "Planning the Research Project," covers many of the basic issues that need to be considered when planning a student project. Many of the topics introduced here are discussed later in other chapters. Chapter 7, "Literature Review," is next, as it is important for researchers to have an understanding of the literature to assist them in the research process. Chapter 8, "Data Gathering," examines the basic issues associated with collecting data. Chapter 9, "Qualitative Data Analysis," discusses the reasons why a researcher can undertake qualitative research and how this fits into the broader research process. Chapter 10, "Quantitative Data Analysis," discusses how various quantitative techniques can be used to examine the data. The chapter is not designed to explain how to use techniques, but

rather to explain why researchers would use a given technique to address a research question. Chapter 11, "Establishing Recommendations," looks at how students can draw conclusions from their research.

The third part of the book focuses on "Communicating the Results." A core part of the research process is to communicate the findings, although many students do not see it this way. Chapter 12, "Presenting the Results," focuses on how researchers can ensure that what they have found is communicated effectively to the intended audience. Chapter 13, "Writing the Report," discusses the complexities associated with writing up the results for the various target audiences. Chapter 14, "Oral Presentations," examines a range of issues associated with oral presentations, including a checklist that students can use to improve oral presentations. Chapter 15, "Concluding Remarks," ties the book together and seeks to give the students some final hints to assist them in completing their research projects.

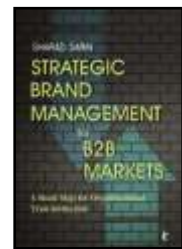
Concluding Remarks: An excellent text! It is concise, very readable and addresses many of the

issues. The strongest asset of the book is the attention it gives to maximize the student's learning outcome, a quality that recurs consistently in each chapter. The final outcome is a user-friendly and widely accessible book that not only serves as a guide, but convinces the reader about the benefits of undertaking a research projects as an exercise to develop soft skills that will prove beneficial 'educationally and developmentally' given the competitive job environment that many students have to face today.

This student-friendly guide will be ideal for supporting undergraduate research projects in business and management, (including industrial psychology), and marketing, as well as MBA assignments and other graduate classes in applied fields such as public administration and health care administration. It tries to address issues that students regularly have to deal with when undertaking research projects in their various business subjects, including major projects, minor theses, and to some extent even business consulting reports.

—★★★

Title	:	Strategic Brand Management for B2B Markets
Author	:	Sharad Sarin
Publisher	:	SAGE Publications Ltd
Reviewer	:	Dr (Ms) Vijita S. Aggarwal, Associate Professor, GGS Indraprastha University, Delhi



This book is an attempt to unleash the power of B2 B Branding which is a relatively untapped area. The concept of brand management for B2B marketers is the need of the hour in an emerging market like India. This book creates intellectual capital in Indian context from the point of view of Indian markets and economic conditions the book is well enumerated with Indian examples. It is an authoritative book in the fields of B2B brand management.

This book roughly focuses on five aspects of B2B brand management. The first three chapters provokes the reader to think about the brands it exposes the branding issues in B2B marketing as it is well enumerated with examples it provides a good knowledge and exposure of the brand and branding issues for B2B marketers.

Next three chapters deal with "corporate brand" which is the most strategic asset of any organization.

In this section brands like Tata, Larsen & Turbo (L&T), and Infosys are discussed in detail these three excellent stories of corporate India are inspirational.

The third part deals with the "brand communications" and "issues in the brand building" which are critical in brand management. Efficient management of expenditure on the communication elements goes long way in contributing to the creation of a strong brand. A separate chapter has been dedicated to effective management of websites, due the growing importance of internet and websites nowadays.

The fourth focus is on holistic management that will help in creating and sustaining strong brands. In this part six cases of B2B brands have been included: Sintex, MKI of L&T, Tata Steel's, L&T Eutectic, OTIS Elevators in India and Elgi Equipment. These cases will help the readers to grasp the point that brand is much more than having just communication programmes.

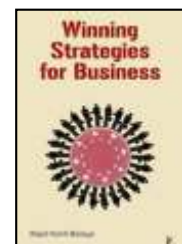
The fifth part discusses future challenges of B2B brands. In this the creation of global brands as a very important challenge for the future Indian B2B

markets has been identified. One of the chapters in this part serves as a key passion of urging lesser known B2B marketers to dream and become big brands and great companies. The last chapter of this part is a reflection of a brand mystique, and is followed by closing suggestions.

Academic but lucid style of writing of this book is refreshing and gives different perspective to students. Indian in context coupled with Indigenous examples this book is very insightful for readers. The Indian cases trace the evolution and give insight into building of the iconic Indian Brands. This book is prescribed for Managers from both developed and developing economies. Entrepreneurs belonging to small and medium enterprises will also benefit from this as this book will force them for introspection of their business. Students opting for specialized course in B2B markets both in India and abroad and students of brand management wanting to expand their horizon to know and understand the challenges of creating B2B brands in contrast to Business-to-Consumer (B2C) markets are the key audience of this book.

—★★★

Title	:	Winning Strategies for Business
Author	:	Rajat K. Baisya, IIT Delhi
Publisher	:	SAGE Publications
Reviewer	:	Soumya Makkar, CDC



This book is a comprehensive strategic management toolkit bringing together all the business tools that managers need for surviving business and succeeding in the modern day's dynamic economic environment. It provides the reader a holistic understanding of strategic management by encompassing areas like strategy development, new economic policy, strategies for survival, competitive advantage, growth, mergers,

globalization, innovation and portfolio management.

The first chapter defines the concept of strategy and its purpose giving reasons for the need of strategy to run a modern day business while taking into consideration the business environment, emerging trends and future trends governing the business. The various frameworks such as SWOT, PESTEL etc.

are discussed to scan the environment to understand the forces of change as well as to understand the organization's own capabilities and limitations in order to take appropriate action plan for growth and survival. It then also discusses the various approaches to the strategic development process giving rise to an organization-specific strategy.

The second chapter deals with the new challenges of the 21st century. It discusses about the impact the new economic policy created on business by means of liberalization and globalization combined with technological forces affecting the business through various examples. The forces of globalization and liberalization have been later discussed in detail in the seventh chapter. This chapter also discusses the role of strategic alliances needed by organizations for their survival in the ever changing marketplace along with the numerous new strategic initiatives that they formulate to stay ahead in the competition.

Chapters 3 to 5 throw light upon various kinds of strategies which may be generic strategies, offensive & defensive strategies and corporate growth strategies. The third chapter deals with the generic strategies, namely cost, differentiation and focus. However, as generic strategies can be easily imitated, organizations have to undergo constant upgradation in their value chain through quality improvement and cost reduction. In addition, product pricing may also be seen as an important strategic consideration in order to derive competitive advantage. The fourth chapter discusses the defensive and offensive strategies and the scenarios where the same can be undertaken by an organization to protect its own market share or even attack leaders in order to take away their market share. It also discusses the importance of time management for creation of competitive advantage by significantly reducing the time of new product development. The fifth chapter discusses major acquisition, diversification, mergers and other forms of growth strategies. It provides the basic rules for acquisition in order to make those

decisions really meaningful rather than going for a non-related diversification or acquisition. Other key growth strategies have also been discussed which include the critical decisions related to supply chain management and the manufacturing strategies that would bring efficiency into the system and further reduce the cost of product for the organization.

The sixth chapter discusses the significance of portfolio management in today's scenario where resources are not only limited but also scarce. Thus, putting these resources to productive use becomes a very important aspect for running any business. This chapter deals with the various methods of portfolio analysis such as BCG Matrix and GE-Mc Kinsey etc. It then discusses the various modes of entry such as joint ventures and strategic alliances while giving insights on the issues / challenges arising out of these ventures and the art of resolving these conflicts in order to ensure success of these joint ventures and alliances. It later discusses the issues of managing the brand premium and how one can effectively fight to retain the brand share.

The seventh chapter discusses about the forces of globalization and liberalization that have made the organizations think differently. The manifestation of a new economic regime has forced the organizations to restructure, make them lean & mean and more performance oriented. It discusses the various imperatives of globalization and performance measurement systems in organizations and the concept of benchmarking in order to understand the areas of improvement. In addition to this, the signals of organizational decay and failure have also been discussed. Finally, this chapter deals with the organization structure that organizations would need to evolve in future to be able to cope up with the constantly changing business environment.

The eighth chapter deals with the factors responsible for the competitiveness of the firm and the industry. It compares the competitiveness index of various countries and how competitiveness is managed at

the firm level and industry level. The key dimensions which can be managed within the organization to improve the firm's competitiveness index with respect to international competitiveness have also been discussed. It also discusses the issues of geographic expansion and what it takes to create a global enterprise.

The next two chapters (i.e. Chapters 9 and 10) are about management of innovation & creativity and corporate excellence. The ninth chapter deals with the innovation and creativity management within the enterprise while taking into consideration the organizational and management issues which are required to be managed to become more innovative. The tenth chapter covers the corporate governance issue. It firstly starts with the issue of risk management followed by the creation and management of new entrepreneurial ventures

requiring special skills and abilities. Finally, it throws light upon Corporate Social Responsibility (CSR) and management of various issues related to it to be able to create a sustainable business unit over a longer run.

The last chapter of this book presents the case studies on five different kinds of companies namely Infosys, Amul, Reliance, Biocon and Rasna Ltd. to explain how these organizations have faced and dealt with the business and economic challenges presented to them.

This book is highly recommended for all budding management professionals who aspire to become leaders and entrepreneurs in the long run since it explains all essential aspects of strategic management (supported with practical examples and case studies) that allows a manager to develop a winning plan for his / her company.

—★★★

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## Author Profile

**Dr Nagesh R. Iyer** is a Master of Engineering & Doctor of Philosophy from the Indian Institute of Science, Bangalore. Over 30 years of experience in the analysis and design of complex and large structures at SERC which includes computer-aided analysis & design and software development. Has published over 100 papers in National & International Journals; number of these are cited; and over 150 technical reports; reviewer of papers of natl & intl journals; has obtained Copyrights for software developed [FINEART; LIFE++; GRANDEX; SERSHELL.

**Dr B.H. Bharathkumar** is working as Scientist with Structural Engineering Research Centre, a R&D Unit under Council of Scientific & Industrial Research, Government of India.

**Dr T S Krishnamoorthy** is working as Scientist with Structural Engineering Research Centre, a R&D Unit under Council of Scientific & Industrial Research, Government of India.

**Dr C.N. Pandey** is working as the Director of Indian Plywood Industries Research & Training Institute (IPIRTI), Bangalore.

**D. Vasudevan** has the unique combination of both a Civil Engineering Degree and Information technology Masters. He has held various positions as an Engineer in Central Public Works Department, International Airports Authority of India from 1979 to 1993. As an Engineer in Airports Authority of India, he was involved in the planning, Feasibility Study, Design and Execution of several Airport development projects in India. Currently Mr. Vasudevan is a practicing freelance consultant working for various clients notable among them being the European Commission delegation in India, Ministry of Environment and Forests, Tokyo Engineering Consultants, Japan and off course his previous employer ICT.

**Dr (Mrs) Ravindra Kaur** holds a Ph.D in biological sciences and a post graduate diploma in Environment and Ecology. She is currently working as Scientist in School of Environmental Sciences, JNU, New Delhi. She has experience in a wide range of industrial trouble shooting projects relating to leather, paper and SME'S. Her keen interest of research areas are energy management and alternate energy resources, waste management, degradation of natural resources, maintenance of national heritage, enhancement of agriculture and organic farming, promotion of eco-tourism. The author has predominant interest in projects relating to upliftment of women of underprivileged strata through S&T interventions.

**Priyavrat Thareja** is at present heading the Metallurgical Department at PEC University of Technology, Chandigarh. His interests include management training, new technology, Lean Six sigma Black Belt and Innovation. Mr Thareja has published papers in various international journals and spoken at various national and international conferences.

**Mannu Thareja** is a Metallurgical Engineer by profession and is presently with Wipro Consulting Services, Netherlands. His industry experience comprises of over 6 years in areas of Software Development and Quality Management. Guest Faculty in Punjab Engineering College (Chandigarh, India) for two semesters and have taught TQM (Total Quality Management) as one of the subjects.

***Dr Vijita S. Aggarwal*** is an Associate Professor at University School of Management Studies, Guru Gobind Singh Indraprastha University, Delhi. She has extensive background in multi-national business and her research interests are in the areas of brand management and management for enhancing systemic efficiency and effectiveness. She has published papers in various journals and spoken at various national and international conferences. Her industry experience of about 8 years facilitates integration of concepts with applications. She is also the President of the Erasmus Mundus Alumni Association, India.

***Dr Dan Coughlin*** is a student and teacher of practical processes that improve business performance. His purpose is to work with executives and managers so they achieve great performances. He defines a great management performance as significantly improving an organization's most important desired outcomes in a sustainable way. For more than a decade, he has invested over 3,000 hours on-site observing and advising executives and managers in a wide variety of business functions and in more than thirty industries. As a business thought leader, Dan Coughlin is the author of three books on generating great management performances and articles that have been published in more than 100 publications.

***C.R. Alimchandani*** is the Chairman & Managing Director in Stup Consultants Limited, New Delhi. Keynote and invited speaker at innumerable National and International Conferences and published articles in many technical journals and seminar documents. He has received innumerable Indian Awards. Published and edited the FIP National Reports from 1974 to 1986 and 4 National Reports for the FIP since the last 16 years and wrote the lead articles in them. He has been working with STUP Consultants Pvt. Ltd., Mumbai since its inception in 1963 and in 1975 became its Chairman and Managing Director.

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## Author Guidelines

### Perspective

Consulting Ahead is devoted to the publication of articles advancing knowledge through research and cases in all sectors and disciplines of consulting. The objective of "Consulting Ahead" is to become a source of innovative thoughts, knowledge and information of concern for consultants and their clients and other stake holders namely policy makers, academicians and professionals from various disciplines. Our endeavor is to position this journal as a world-class journal on consulting.

### Paper Submission

#### Articles

- Authors should submit the typescript of minimum 1500 words and maximum 5000 words (preferably) electronically in MS Word (in British English), formatted with double-line space with 1- inch margin on all sides on A-4 size paper using Times new Roman font of size 12. Email address for submissions is **consultingahead@cdc.org.in**.
- For the purpose of blind review, name(s) along with complete contact details of all authors should be mentioned on separate page and the author(s) should not be identified anywhere in the script.
- An abstract of not more than 200 words and a brief resume along with a passport size photograph of the author(s) should also be forwarded along with the article. Keywords (if any) should not exceed 10 words or phrases.
- Tables/charts/graphs with self-explanatory titles should be prepared on separate sheets and numbered consecutively.

#### Book Reviews

- Reviews not exceeding 1200 words about recently published books across the sectors of consulting may be forwarded for inclusion in the section, along with one copy of the book.
- Reviewer should mention the name of title/ sub-title of the book, name(s) of author(s), name of publisher, place & year of publication, in addition to the name and contact details of the reviewer(s).

#### References

- *From an Academic Journal paper:*  
Author of article, month & year of journal, title of article in inverted commas, title of journal underlined or in italics, Volume of journal, Issue number, Page number of the journal that the article begins on, or pages it starts and finishes on. For example : Fage, J.D. 1989 "African Societies and the Atlantic Slave Trade" *Past and Present* no. 125, November 1989 pp 97-115.
- *From a newspaper article or non-academic Journal paper :* Author of article, month & year of newspaper or journal, title of article in inverted commas, title of newspaper or journal underlined or in italics, page number, column number. For example: Swanton, O. 14.4.1998 "Trouble in Paradise? As a top US university develops a cyber campus Oliver Swanton explores its aims." *The Guardian* Higher Education Supplement p.vi cols 1-5.
- *From a paper in Edited Volume:*  
Author of article, month & year of publication, title of paper in inverted commas, name(s) of editors in italics, title of publication, place of publication, name of publishers and page number. For example, Karp RM., 2002, Reducibility among combinatorial problems, *In: Miller RE, Thatcher JW, Complexity of computer computations*. New York, Plenum Press, pp. 85-103.
- *From a book :*  
Author of the book, year of publication, title of the book, name of publisher and place of publication. For example, Chase R.B., Aquilano N.J., and Jacobs F.R., 2002, Operations Management for competitive advantage, Tata McGraw-Hill Publishing Company Ltd, New Delhi, India.
- *From unpublished thesis, working paper etc.*  
Author of the paper, month & year, title of paper, description of paper and place. For example, Magazine M. 2002, Optimal policies for queueing systems with periodic review. Unpublished Ph.D thesis, University of Florida, USA.
- *From a website :*  
Author name, Year, 'Article title', *Journal Title*, volume, issue, viewed Day Month Year, <URL>. For example: Griffith, AI 1995, 'Coordinating family and school: mothering for schooling', *Education Policy Analysis Archives*, vol. 3, no. 1, viewed 12 February 1997, <<http://olam.ed.asu.edu/epaa/>>.

#### Review Process

- a) Firstly, on receipt of the articles/ book reviews, authors should receive an acknowledgement, normally within 10 days.
- b) The Editor/ Executive Editor will then scrutinize the articles/ book reviews for their appropriateness to the scope of the journal.
- c) Articles/ book reviews found appropriate for the Journal would then be sent out for blind review. The blind review normally assesses the quality of the paper according to the criteria that includes the relevance, clarity and originality, extent of knowledge advancement, understanding and their likely contribution towards the development of consulting profession.
- d) Based on the recommendations of reviewers, the Editorial Team then decides whether the paper should be accepted as it stands, accepted subject to minor revisions, resubmitted for review after major revisions, or rejected. The authors will receive feedback on the decision.

## Declaration by Author(s)

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### Title of Article(s) :

(1)

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*To*

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## CDC Announces

### THREE DAY WORKSHOP

on

### *Development of Technology Commercialisation and Transfer Specialists*

**Consultancy Development Centre (CDC)**, Department of Scientific and Industrial Research, Ministry of Science & Technology, Government of India invites participation from Scientists/Engineers/Experts/Business Development Managers/Consultants seeking a role in technology commercialization and transfer activity within their own organization or as a new career opportunity or as a free lance technology transfer specialists/consultant.

#### **Key Benefits:**

- Appreciating the need for augmenting the organisation structure with a cross functional empowered team to take care of the missing links necessary for successful commercialization of the technologies
- Familiarizing with the importance of marketing, contents of a licensing agreement and the methodology for assessing the technology for commercial viability of a product
- Learning about information which is to be compiled in order to effectively transfer the know-how of the product to the recipient of the technology
- Learning about the Technology Transfer Package/documentation
- Learning about the life cycle of technology development and commercialization as well as the steps needed to take technology from lab to commercial scale.
- Understand bottlenecks and gaps in the process of technology commercialization and the ways to avoid them.

#### **Dates & Venue:**

S.No.	Dates	Location
1	20-22 Jan 2011	Hyderabad
2	27-29 Jan 2011	Bangalore
3	3 - 5 Feb 2011	Mumbai
4	10-12 Feb 2011	Kolkata
5	17-19 Feb 2011	Pune
6	24-26 Feb 2011	Chennai
7	3 - 5 Mar 2011	Nagpur
8	10-12 Mar 2011	Hyderabad
9	17-19 Mar 2011	Bangalore
10	24-26 Mar 2011	Delhi

#### **Participation Fee:**

Rs. 3000/- per participant is payable in advance by Demand Draft/Delhi Local Cheque in favour of Consultancy Development Centre, New Delhi along with the nomination form. Participation is FREE for nominees from Central/ State Government Departments/ Laboratories.

#### **Faculty:**

- **Dr Y.K.Pandey**, Former CMD, Indian Telephone Industries (Core Faculty)
- **Mr N.K.Sharma**, Former MD, National Research Development Corporation

#### **Registration Process:**

Registration can be done in Nomination Form given in the brochure available at CDC website [www.cdc.org.in](http://www.cdc.org.in) and sending the same along with fee to:

#### **CONSULTANCY DEVELOPMENT CENTRE**

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Tel: +91-11-24602601, 24601533, 24602915; Fax: +91-11-2460 2602;

Email: [surya@cdc.org.in](mailto:surya@cdc.org.in), [surya23jun@gmail.com](mailto:surya23jun@gmail.com)

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## Consultancy Development Centre (CDC)

An Autonomous Institution of DSIR, Ministry of Science & Technology, Govt. of India

### *Roles and Responsibilities*

#### CDC

- Provide one set of reading material
- Approval of faculty
- Setting question paper for examination
- Evaluation of answer sheets
- Issue of Certificates to qualified participants

#### FRANCHISED INSTITUTION

- Drafting of brochure indicating decision on fee and mode of delivery of the programme
- Marketing of the Programme
- Admissions
- Multiply reading material for distribution to participants
- Delivery of the programme including faculty, venue and related logistics
- Conduct of examinations

### *Duration*

20 hours of contact classes (The mode of delivery may be Weekend / Regular / Evening)

### *Certification*

CDC will issue certificates to qualified participants.

### *Signing up amount*

One time signing up amount will be Rs. 1 Lakh only for each Course to be paid by the franchised institute at the time of signing of MoU with CDC.

### *Process*

- Submission of expression of interest
- Evaluation of expression of interest
- Signing up of MoU between CDC and the selected Franchised institution
- Programme Delivery
- Examination
- Issue of Certificate by CDC
- Payment of Certification fee by Institution to CDC

### *How to Apply*

The scheme of Invitation for Delivery of CDC courses in consulting indicating the various details about the proposed modes of delivery of these programmes, roles and responsibilities of CDC and Franchised Institute, Programme Details etc. along with the Format for submission of interest is available on our website [www.cdc.org.in](http://www.cdc.org.in) (Under the Announcement section). This is an on-going Scheme having no closing dates.

Interested institutions may apply for franchising by submitting the filled format (for submission of interest) available on CDC website.

### *Expression of Interests may be addressed to: -*

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# Are you a Consultant or Consulting Firm?



## CDC connects Consultants and Clients through Accreditation of Consultants / Consulting Firms

Clients seeking consultancy services are looking for consultants Accredited by a reputed body.

**Consultancy Development Centre (CDC)** - an Autonomous institution of Department of Scientific & Industrial Research (DSIR), Ministry of Science and Technology set up for promotion and development of consultancy has initiated a scheme for Accreditation of Consultants to facilitate clients to access database of Accredited Consultants to meet their requirements.

### BENEFITS FOR CONSULTANTS

- Create credibility and competence
- Increased business opportunities
- Better compensation / fee
- Establish footprints across the globe

### BENEFITS FOR CLIENTS

- Access to database of competent and experienced consultants
- Selecting the right consultant for specific needs
- Avail quality service to get value for money

### PROCESS

- Application
- Documents evaluation
- Verification
- Accreditation
- Renewal every 2 years

### HOW TO APPLY

The scheme of Accreditation indicating various details about eligibility criteria, evaluation criteria, processing fee, verification process etc. along with the Application Form is available on the CDC website: [www.cdc.org.in](http://www.cdc.org.in) (Under the Announcement section).

Interested Consultants / Consulting firms meeting the eligibility criteria may apply for Accreditation on the Application Form available on CDC website.

### *Time Lines*

Last date for submission of applications for Accreditation shall be upto 31<sup>st</sup> Jan. 2011.

***Applications for Accreditation may be addressed to: -***

### **CONSULTANCY DEVELOPMENT CENTRE**

Core 4B, 2<sup>nd</sup> Floor, India Habitat Centre,  
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# Consultancy Development Centre

An Autonomous Institution promoted by DSIR, Ministry of Science & Technology, Govt. of India

## DOCUMENTATION OF CASE STUDIES IN CONSULTING

Consultancy Development Centre (CDC), an Autonomous Institution of the Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, Govt. of India set up for promoting and strengthening of consultancy skills and capabilities including exports and promote cooperation with other countries.

### Objectives

- To recognize delivery models including consulting practices, tools and processes used in execution of consulting assignments.
- To develop a repository of knowledge in the areas of consulting.
- To serve as reference material for consultants and clients.
- To supplement students of an educational programmes and participants of short term training programmes in learning specific concept(s) and/or issues involved in practice of consulting profession.

### Eligibility Criteria

- Practicing Consultants
- Consultant working for a consulting firm.
- Domain experts/Academicians having delivered a consulting assignment.
- Scientists/Engineers having project experience.
- Government officials/PSU's Engineers/ Officers having project experience.

### Evaluation Procedure

- Proposals received will be evaluated for relevance and short-listed applicants will be required to submit the case study in accordance with the guidelines of the schemes available on CDC website.
- Case studies submitted will be evaluated by the evaluation committee and on acceptance will be published by CDC and authors will be paid honorarium as per the norms laid in the scheme.

### Honorarium

- To recognize the contribution of author(s) an honorarium of Rs. 10,000/- will be paid for the accepted case study.

### Application Process

- Proposal covering title/theme, sector/industry, project/assignment, time of submission along with resume of the applicant should be submitted in the prescribed format (can be downloaded from [www.cdc.org.in](http://www.cdc.org.in) under Announcement section)

### Proposals may be addressed to:

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