

Rapporteur Report

FOURTH INTERNATIONAL CONFERENCE MANAGEMENT AND TECHNOLOGY: VISION 2020 PRE CONFERENCE WORKSHOPS ON DEVELOPING GLOBAL MANAGERS IN A CROSS-CULTURAL ENVIRONMENT AND QUALITY MANAGEMENT IN EDUCATIONAL INSTITUTIONS THROUGH ISO 9000:2000

January 6-7, 2003

***I*NAUGURAL SESSION**

THE Delhi School of Professional Studies and Research in collaboration with GGS Indraprastha University, Delhi and DOEACC, Ministry of IT, Govt. of India, organized the Fourth International Conference on the broad theme "Management and Technology Vision 2020" on 8-9 January 2003.

In addition to this, two pre-conference workshops were also organized viz., Developing Global Managers in a Cross Cultural Environment on January 6-7, 2003 at India International Center, Lodhi Road, New Delhi and Quality Management in Educational Institutions through ISO 9000:2000 on January 7, 2003 at India International Center, Lodhi Road, New Delhi.

International Workshop on Developing Global Managers in a Cross Cultural Environment

Welcome Address

Prof. B.P. Singh, Chairman, Society for Human Transformation and Research and Delhi School of Professional Studies and Research.

In his address, Prof. Singh welcomed all the dignitaries, delegates, guests and students. He said that this workshop was a forum for discussing the challenges which the managers were facing in today's modern, fast changing geo-political scenario all around the globe. He stressed that there existed the need for searching new investment avenues because of the global movement of capital and technology. Prof. Singh also dwelt upon the problems like illiteracy, malnutrition faced by our country and how this workshop could provide us with solutions to these problems.

Address by the President

Dr. Ajay Kr. Singh, Delhi School of Economics, Faculty of Commerce and Business, University of Delhi; President, GB, Society for Human Transformation and Research and Delhi School of Professional Studies and Research.

While addressing the gathering, Dr. Singh emphasized that in order to maintain the status quo in today's fast changing environment one had to run fast. He mentioned that if one desired to cope up with and stand up to the global standards then he must learn to think globally. He suggested that we should not only understand the various cultures but should also learn to respect and accommodate them in our lives. He rightly summed up the aim of this workshop by reckoning that it would help in filling the gap between the world-class managers and the novices.

Address by the Program Director

Mr. Subhash Jagota, Executive Director- HR, Punj Lloyd Ltd.

In his speech, Mr. Jagota mentioned the various cultures followed by the people around the globe. He highlighted that in order to be successful, we as INDIANS must understand our potentials. In order to feel comfortable at

the international level, we must understand as well as acknowledge the culture and style of others. He cited that even petty things like visiting cards, the way of shaking hands reflect a lot about the culture of the person.

Inaugural Address

Shri D.K. Bakshi, Head HR, Luxor Writing Instrument Ltd., New Delhi.

While delivering his inaugural address, Mr. Bakshi, stressed upon the importance of the cross-cultural impact. He said that without incorporating the domestic as well as the foreign cultures in our day functioning, it would be difficult for us to move globally. Thus, rather than concentrating on a small area or a particular country we must get ourselves exposed to the whole world.

The workshop on “Developing Global Managers in a Cross-Cultural Environment” was specially designed for practising managers, academia and students to help, explore and enhance their knowledge about global markets, cross-cultural business communication and cultural diversities across the globe. It provided a platform to interact with the following top professionals from the corporate world:

Resource Persons

Prof. David Ross, CEO, Indelta Pty. Ltd., Australia.

Prof. Ross addressed the gathering by saying that in order to be successful in an organization, one must possess managerial skills and experience. He opined that one should have the foresight to predict the future trends so that we can move one step ahead of others. He said that to make an organization flourish globally, a thorough know-how of the various cultures is a must. Prof. Ross titled his presentation as ‘Flexible and Blended Learning Strategies in our Corporate University. He further briefed the audience about the various aspects and the objectives of INDELTA.

Dr. Gurinder Singh, Director, Center of International Business, Amity Business School.

Dr. Singh shared his views about the Japanese and American cultures. He started his presentation with a case study wherein he stressed the problem of cultural conflicts. He compared the various features of Japanese style of management with the American style. Dr. Singh highlighted the various scenarios that emerge when people practising two different cultures were brought under the same roof in an organization. He concluded his session with a serious note that there must be a balance among the various cultures. Only then can an organization function smoothly and meet its desired objectives.

Mr. S.Y. Siddiqui, Director - HR, New Holland Tradors.

Mr. Siddiqui shared his experience of working with the Japanese, the Europeans and the British. He stated the various features of the Japanese work culture like the planning process being detailed and time consuming but the implementation being fast and of great quality, superb time management and the employees having a long-term involvement with the organization. He also drew the attention of the audience towards the European style of management. Mr. Siddiqui rightly suggested that Indians should try to incorporate the good features of both the management styles in our day to day functioning.

Prof. P.S. Narula, International Motivator, SYNCATE.

Prof. Narula in his presentation not only talked about the socio-economic and socio-political aspect of the Thailand culture, but also provided the population figures, briefed about the Thai food and listed the main exporting items. He shared with the gathering the fact that the influence of Chinese is enormous though they are a minority in Thailand. He was of the view that the Thai culture was very impressive and almost similar to that of the Indian culture. At the end of his session he concluded that the Thai people were friendly, very punctual, possessed high degree of professionalism and very particular about the dress code.

Prof. K.K. Muthu, Placement Incharge, IIFT.

Prof. Muthu in his presentation shared his views about the USSR, UK and Italian culture. He generalized that in order to be successful managers globally, one must possess cross-cultural competence, managerial skills,

right communication skills and a strong determination to improve further. He talked about globalization and its impact on the organization functioning round the globe. Prof. Muthu stressed the need for leveraging global competition advantages through synergy on a long-term basis.

Dr. Sharan Juneja, Consultant

Dr. Juneja in his presentation talked about the Nigerian culture. He mentioned the various geographic, demographic and socio-economic aspects of Nigeria. He particularly mentioned that the Nigerians were very friendly, if they are treated well. With this statement he brought home the point that this feature of treating everyone well must be extended to all the people following different cultures. Dr. Juneja further talked about New Zealand and its cultural environment.

Prof. David Ross concluded the first day of the workshop. Prof. Ross mentioned in his remarks about the improved educational standards in Nigeria. He not only applauded the Thai economy but also praised the Thai culture. He critically evaluated the Japanese work culture and pointed out that they took lot of time in planning and leave little space for changes. In his opinion to capitalize the market potential, the organizations and its people have to develop synergy.

January 7, 2003

Shri Subhash Jagota, Program Director.

The second day of the workshop started at 9.45 a.m. on 7th January, 2003. It started with the opening remarks by the Program Director Shri Subhash Jagota. He began his talk by expressing his views on various cultures like Japan, China, Germany and Egypt etc. He stressed upon the importance of accommodating the cultures in our day-to-day functioning. Later he mentioned the objectives of the workshop, managing the cross cultural environment, developing global managers, understanding cultural differences, cross cultural communication and negotiations, etc.

Mr. G.P. Rao, GM - HR, Birla VXL.

Dr. Rao highlighted on the requirements of breaking the mental barriers to interact with various people with different cultures. He stressed that while working in an organization a person's knowledge and contributions were more important than his social background, caste or language.

Mr. Rajan Dutta, Head, HR and TQM, Escotel.

The speaker set the ball rolling by talking about globalization, competition, less diversification and more focused business, expectations and said that all these required capability for business to respond to the unforeseen. Mr. Dutta said in the changing scenario of technology, economy and society the risk, fear, anxiety and insecurity increase. At this juncture to encounter the scenario we have to manage human emotions, organizations having focused, fast and flexible policies will survive in the coming time. To become globally competitive manager, we need to understand the culture. Culture, which may be defined in terms of norms, beliefs etc. should not be imposed rather it should come from within to adopt and act accordingly.

While speaking on Hong Kong culture, Mr. Dutta said that it had values like trust, patience, respect and discipline, strong organizational value system, equal employment opportunities, honoring commitments and culture of meritocracy, etc.

Mrs. Aisha Khan, Consultant.

The speaker highlighted the various cultural aspects of UAE and in particular of Saudi Arabia. She said that the society was very conservative particularly at public platforms. She mentioned that Indians were treated better as compared to others. Mrs. Khan added that though security was a major concern for the Arabs but the Indians are trusted and respected by most of them.

Mr. Nitin Raj Seth, Professor, International Business, JIMS.

Mr. Seth in his speech defined culture as a set of values, ideas, beliefs and other meaningful symbols which help individuals to communicate, interpret and evaluate the members of society. He added that values are a set of

interrelated ideas and principles to which individuals, groups and societies attach strong sentiments. He briefed about the French culture, by providing tips related to their dressing preferences, their style of greeting and introduction, their way of non-verbal communication and the business practices they follow.

Professor Zafar U. Ahmed, Professor of Marketing and International Business, Texas A&M University, Texas, USA.

Mr. D.S. Sodhi, Director – MSD, The Technomange Group.

Mr. Sodhi in his presentation talked about the various facets of the German culture. He pointed out that the Germans are very serious, hardworking and cleanliness conscious people. They do not want to be taken for granted and are very particular about timings. He also talked about their attitude saying that they valued privacy, they focussed on perfection and that developing relations with them takes time. The Germans on their part are very sincere and meetings mean only business.

The seminar was successfully concluded by Mr. Subhash Jagota, Dr. Ajay Kr. Singh, Mr. D.K. Bakshi and other dignitaries present there.

Rapporteurs of the Session:

- **Ms. Vaneeta Bansal**
Lecturer, Delhi School of Professional Studies and Research, New Delhi.
- **Mr. Reetesh Kumar**
Senior Lecturer, Sherubtse College, Bhutan
- **Ms. Manisha Wali and Ms. Vaishali Kaura**
Management Trainee, SHTR Career Solutions, Delhi.

PRE-CONFERENCE WORKSHOP ON QUALITY MANAGEMENT IN EDUCATIONAL INSTITUTIONS WITH ISO 9000: 2000

The Chief Guest for this pre-conference workshop was Prof. David Ross, INDELTA Pty. Ltd., Australia. Dr. Ajay Kr. Singh, President - GB, SHTR & DSPSR, gave a very warm welcome address. In his inaugural address, Prof. Ross talked about his involvement and experience in quality management at the University of Southern Queensland, Australia. He informed the august gathering that the concept of Bottom-line, Productivity and Accountability are missing from the present University system. According to the learned speaker these elements will gain importance as soon as the government will withdraw funding from the higher education. He also talked about the quality management system in the educational institutions. The essence of his speech could be cited from The *Bhagvad Gita*: Do thy Duty, Reward is not thy concern.

The whole workshop was divided into four sessions for effective inculcation.

Maj. Gen. S. Rishi (Retd.), Certified faculty for training Lead Auditors for ISO 14000 Sr. Quality Counselor, FICCI, Sr. Consultant HRT Consultants.

He discussed the objective of the workshop and talked about the various concepts of the Quality Management Systems. Maj. Gen. S. Rishi (retd.) started from scratch and highlighted the definition of Quality as given in ISO 9000 as well as the quality concepts. He further covered a wide range of topics like Quality Management System, product characteristics, quality perception, basis of standard, Eight principles of management on which ISO 9000 is based and the like.

Col. B.C. Halan (Retd.) certified head Auditor ISO 9000 systems; certified HACCP consultant; Sr. Quality Counselor, FICCI, Sr. Consultant HRT Consultants.

He discussed about the applicability of Quality Management Systems to Training and Educational Institutions. He not only emphasized the importance of Standards but also talked about ISO 9000 standards and structures

as well as the process approach. He shared his views about the requirements of these processes, the quality policy of the top management, the quality objectives of the educational institutions and how to formulate action plans.

Col. B.C. Halan continued with the third session and moved the discussion ahead. He revisited all the ideas from the practical point of view and told how these ideas could be applied to the educational institutions. The participants were given the real feel as how to fix the quality objectives. He further listed the key aspects, essential features and benefits of quality management system. He also briefed the august gathering about the history of development of ISO series and the quality management system.

In the final session Brig. H.K. Trivedi (retd.) gave an introduction of the QMS standard plans. He went ahead to discuss the road map for QMS establishment, benefits of ISO 9000 and the impact of ISO 9000 implementation.

Maj. Gen. S. Rishi presented a case study of Power Management Institute, NTPC, Noida. He informed the audience about the implementation plan for educational institutes.

The valedictory session was chaired by Prof. Om Prakash, Former Vice Chancellor and Emeritus Fellow, University of Rajasthan, Jaipur. The eminent speaker of this session was Dr. Suneel Maheshwari, Associate Professor, Marshall University Huntington, U.S.A. He discussed the idea of value addition to educational institution and how to assess this value addition. The Chief Guest, Prof. David Ross talked about the changes required in the University system from the point of view of QMS and a change in mindset of the people about distance education. Finally, Prof. Om Prakash in his valedictory address flipped the pages of history and talked about quality management in India during Kautilaya's times.

Rapporteur of the Session:

- **Prof. Mohnish Kumar**
Research Scholar, Dept. of Commerce, Delhi School of Economics, University of Delhi, Delhi

Inaugural Session

January 8, 2003, 9.30 A.M. - 11.30 A.M.

Venue: India International Centre in Main Auditorium

The Delhi School of Professional Studies and Research in collaboration with GGS Indraprastha University, Delhi, and DOEACC, Ministry of IT, Govt. of India, organized the Fourth International Conference on "Management and Technology: Vision 2020" on January 8-9, 2003 at Main Auditorium, India International Centre, 40, Max Mueller Marg, New Delhi, India.

Welcome Address

Dr. B.P. Singh, Chairman, Society for Human Transformation and Research and Delhi School of Professional Studies and Research.

In his address Prof. Singh welcomed all the dignitaries and delegates, guests, students, press and media people.

Introductory Address

Dr. Ajay Kr. Singh, President-GB, Society for Human Transformation and Research and Delhi School of Professional Studies and Research.

In his address Dr. Singh highlighted the theme and various facets of the Fourth International Conference and the International Seminar. He also shared the success of smart cards, which are being used at Delhi School of

Professional Studies and Research and at Scindia School, Gwalior. Dr. Singh mentioned about the launch of On-line Education Portal in cooperation with Indelta, Australia.

Inaugural Keynote

Maharaja Shri Jyotiraditya M. Scindia ji, Honorable Member of Parliament [Lok Sabha], Government of India, New Delhi.

Maharaja Shri Jyotiraditya M. Scindia ji inaugurated the Fourth International Conference by lightening the lamp. While delivering the Inaugural address at the Fourth International Conference on 8th January, 2003, he emphasized that the technology divide between urban and rural areas need to be removed. He added that the issues of health, water harvesting and education required special attention in rural India and could be worked out through technology and its correct management.

Every task in life, he said, has elements of both technology and management. Over the years technology has also become one of the factors of production and there is a need to marshal technology by working out its strengths and weaknesses.

According to Scindia ji, technology has two elements – one is the “discreet” element and the other is the “continuous” one. He further added that the element of “continuous innovation” of technology is very important for the country to progress. He said that technology and its correct management could help iron out some of the major contradictions that exist in India.

Citing an example, he said though India has always been a seat of high learning, it has a very high number of illiterates. Similarly, while the country has witnessed a milk revolution, malnutrition still remains a problem. Technology can change all that, he said. His keynote address was really an enriching and enlightening experience for the entire audience and was appreciated by one and all.

On this occasion, Scindia ji also unfolded the brochure of National Centre for Quality Management and released “Pranjana”, The Journal of Management Awareness.

Presidential Address

Professor K.K. Aggarwal, Vice Chancellor, Guru Gobind Singh Indraprastha University, Delhi [Chairman, DOEACC Society, Ministry of Communications and IT, Government of India, New Delhi].

In his presidential address, Professor K.K. Aggarwal, appreciated the efforts of Delhi School of Professional Studies and Research to hold the Fourth International Conference successfully. He talked about the rate at which technology is changing in today's world. On this occasion, Prof. K.K. Aggarwal also released the Fourth Anniversary issue (Vol. 4, No.1, January-June, 2003) of research based blind peer reviewed half yearly journal Delhi Business Review: An International Journal of Society for Human Transformation and Research.

Guests of Honour

Professor David Ross, CEO, INDELTA Pty. Ltd., Australia.

Prof. Ross talked about the role of technology in education. He stressed the need to interact with other countries in order to understand their culture and hence adapt accordingly. He also mentioned about e - learning which aims at providing access to information by everyone. He also launched the Indelta India Portal of Online Education.

Dr. Jauhari Lal, Director, Personnel, ONGC, New Delhi.

Dr. Lal launched the e-11 Citizen Relationship Management framework solutions, which is customer relationship management software and aims at helping the administration to provide information support to people through computers, developed by SHTR Consulting Group, Delhi.

Dr. B.S. Bedi, Chairman and Executive Director, IAMT, Ghaziabad.

Dr. Bedi talked, about advancements in management and technology. He said that to be successful in life one must learn things from the past and shape the future accordingly. He stressed the need to bring about creativity in the fields of both management and technology. He also mentioned the need to make the Indian environment conducive to professionals so that there were fewer brain drains out of India.

Shri Rajan Dutta, Head - HR and TQM, Escotel Mobile Communications Ltd., New Delhi.

Shri Dutta cited the importance of quality management in today's competitive and globalization era. He said that quality means high efficiency and customer's satisfaction. He added that National Centre for Quality Management, Delhi Centre will help individuals and companies to maximize benefits in an era of privatization and globalization. The purpose of NCQM is to provide quality education, quality auditor services and to help learn and practise quality management.

Vote of Thanks

Professor P.N. Singh, Executive Director, Delhi School of Professional Studies and Research.

Professor P.N. Singh delivered vote of thanks to the dignitaries and the participants and congratulated all the members for their contribution for making the conference a grand success.

Rapporteur of the Session:

- **Ms. Vaneeta Bansal**
Lecturer, Delhi School of Professional Studies and Research, New Delhi.

Workshop on Succeeding through Communication

Program Director

Mr. Subhash Jagota, Executive Director (HR), Punj Lloyd Ltd., New Delhi.

Mr. Jagota stressed the importance of communication in every day life. He talked about the presentation style of the speaker. He also spoke about the importance of non-verbal communication. According to him communication is a good communication if we can achieve the desired results from it.

Key Note Speaker

Mr. G.P. Rao, Vice President – HR, Birla VXL, New Delhi.

Mr. Rao talked about knowledge economy, global operation & virtual working. He said that listening is most important in communication. He stressed upon the importance of body language in his presentation. According to him, better appearance & pleasant voice is always preferred.

Key/Panel Speakers

Shri D.K. Bakshi, General Manager (HR), Luxor Writing Instruments Ltd., New Delhi

Shri. Bakshi stated that if there is no communication everything would come to a standstill. He said that communication is not only the essence of human being, but also a vital property of life. He stressed the need to communicate effectively. According to him, the non-verbal communication like body language plays an important part in effective communication.

Dr. (Mrs.) Anu S. Lather, Reader, School of Management Studies, G.G.S Indraprastha University, Delhi.

Dr. Lather talked about non-verbal communication. She pointed out that even without speaking a word we

speak a lot. Facial expressions of people convey a lot of things. She talked about voice and pitch variations and proper word stressing in the communication.

Ms. Indu Wadhwa, Head-HR, RPG Enterprises, New Delhi.

Ms. Wadhwa gave real life examples to bring out the importance of communication. She brought out the importance of listening in the communication process. She said communication is listening and listening effectively is most essential in the process of communication.

Rapporteur of the Session:

- **Ms. Vaneeta Bansal**
Lecturer, Delhi School of Professional Studies and Research, New Delhi.

TECHNICAL SESSION NO. 1 : DRIVING THE ORGANIZATION: THE HR WAY

On January 8, 2003, 12.00 Noon -1.30 P.M.

Venue: India International Centre in Main Auditorium

Chairperson

Dr. William L. Rhey, Professor of Marketing and Dean, Davis College of Business, U.S.A., chaired the session.

Key Note Speakers

Shri Binay Kumar, Director-Personnel, National Hydroelectric Power Corporation Ltd., Faridabad, Haryana.

Shri Binay Kumar traced the evolution of HRD to the writings of Plato, Jamshedji Tata and other management doyens and thinkers and proposed the conversion of organization into institutions with the active support of human resources. He also highlighted the vacuum for research in labour welfare measures and their impact on productivity and quality. He felt that HRD was not just a discipline on subject of academic interest; it was a way of life in dynamic and vibrant organization. Those who have adopted this philosophy have been amply rewarded in terms of growth and stability in the turbulent and tempestuous market conditions.

Key/Panel Speakers

Shri D.K. Bakshi, General Manager (Human Resources), Luxor Writing Instruments Ltd., New Delhi.

Shri D.K. Bakshi interacted with the audience and highlighted that 'great dreams led to greatness in vision and mission'. He cited the example of Luxor Park where the philosophy of 'Customer is King' is actively pursued with the active involvement of the human resources. He also talked about the importance of regular unlearning, relearning and teamwork to develop learning organizations.

Shri Ashok Bhattacharya, Vice President - Corporate HR, HCL Technologies Limited, Noida (U.P.).

Shri Ashok Bhattacharya talked about new economy organizations and said that the present day changes were more uncertain. Thereby, we need managers who can take these uncertainties and challenges in their stride. This demands motivation and creativity on the part of the managers. He suggested that the emphasis on reward and recognition should not be missed for competitive advantage; he mooted the idea of believing in people for world-class leadership.

Dr. S.K. Singh, Assistant Vice President (HRD and WCM), Grasim Industries Limited, Chemical Division, Nagda, (M.P.).

Dr. S.K. Singh came up with a real life case study on Role of HR in the growth of Grasim Industry particularly Grasim Chemical Division. He traced the history of Grasim in pre globalization era and how the HR Dept. converted a company in its high profit earning company in the and after 1940's and how HR interventions invoke

the desire of excellence among workers. He cited various programs that HR department is doing for total transformation in Grasim Industry. These include mass communication, morning prayer, in-house journal, participation management, role modeling, yoga classes, computer education, Bal Sanskar Kendra etc.

Dr. Pervaiz Talib, Reader, Department of Business Administration, Aligarh Muslim University, Aligarh.

Dr. Talib lightened the mood of the audience by a slogan along with a verse from the *Bhagwad Gita* and discussed the requirement of vision and bias for action for wealth, prosperity and victory which drives a competitive advantage in economy. He pointed out the difference in old economy and new economy industries and importance of brain in the new economy. He discussed how the present day's uncertainty becomes a challenge and presented a picture from Akshandan Temple about how a man is creator of himself and its own development. He suggested that human development is the 'self responsibility' and this should form a guiding principle of any program of HRD.

Best Speaker

Shri Ashok Bhattacharya was adjudged as the Best Speaker.

Honorary Judges of the Session:

- **Prof. Om Prakash**
Former Vice-Chancellor and Emeritus Fellow, University of Rajasthan, Jaipur.
- **Dr. S.C. Panda**
Reader, Satyawati College, University of Delhi, Delhi.
- **Mr. Raj Aggarwal**
Senior Faculty of Economics and International Business, AIMA – CME, New Delhi.
- **Dr. (Mrs.) Anu S. Lather**
Reader, School of Management Studies, G.G.S Indraprastha University, Delhi.

Rapporteurs of the Session:

- **Dr. R.L. Gupta**
Reader, Shyam Lal College (Eve.), University of Delhi, Delhi.
- **Mr. Mohnish Kumar**
Research Scholar, Department of Commerce, University of Delhi, Delhi.
- **Ms. Priyanka Srivastava**
Visiting Faculty, Delhi School of Professional Studies and Research, Delhi
- **Ms. Vaneeta Bansal**
Lecturer, Delhi School of Professional Studies and Research, New Delhi.

TECHNICAL SESSION NO. 2 : CREATING CORPORATE ADVANTAGE IN THE GLOBAL ECONOMY

On January 8, 2003, 2.30 P.M. - 4.00 P.M.

Venue: India International Centre in Hall No. 2

Chairperson

Prof. David Ross, CEO, INDELTA Pty. Ltd., Australia effectively chaired the session.

Key Note Speaker

Dr. B.B.L. Madhulkar, Director, MMTC Ltd., New Delhi.

Dr. Madhulkar mooted the idea of global village, collapse of Enron and its impact all over the world. He questioned

the position of social responsibility and ethics in strategic planning and its importance. He discussed the integration of business with society, customers preferences and expectations.

Key/Panel Speakers

Shri Rajan Dutta, Head – HR and TQM, Escotel Mobile Communications Ltd., New Delhi.

Shri Dutta identified that business should create values for every stakeholder. He floated the idea of rapid change in the world and its counter-action by improvement in capability. He questioned an organization's competitiveness, flexible and fluid structures and methods for creating corporation advantage and pointed out the inter-relationship between uncertainty, expectations and joy of life.

Dr. K. Subramanian, DDG (NIC) and IT Advisor to CAG, Office of CAG, New Delhi.

Dr. Subramanian presented his view on corporate challenge in global economy. He emphasized the need for reinvention and rethinking and how the world had changed in the new era. He also pointed out the difference between industrial and digital age, requirements of competitiveness in global arena, five rules of change, need for Business process re-engineering, Government reform and ten commandments for competition advantage.

Dr. Raj Agarwal, Senior Faculty of Economics and International. Business, All India Management Association – Centre for Management Education, New Delhi, “Globalization and Building Sustainable Competitive Strength”.

Dr. Agarwal traced the history of globalization and performance of Indian economy in pre and post globalization era. He started his discussion with a null hypothesis and pointed out the problem of Indian companies and suggested areas of change for Indian company. He emphasized the need of knowledge management for achieving a higher level of growth and discussed the elements of value drivers.

Paper Presentations

Prof. Kishore Peshori, Lecturer, Department of Accountancy, Smt. Chandibai Himathmal Mansukhani College, Ulhasnagar, Maharashtra, “Creating Corporate Advantage in the Global Economy”. Prof. Peshori gave 21 mantra for creativity.

Shri. B. Senthilarasu, Faculty, Department of Management Studies, MEPCO Schelnk Engineering College, Sivakasi, Tamil Nadu, “Creating Corporate Advantage in the Global Economy”.

Shri. Senthilarasu traced the path of history that India traversed to reach its present position as the 5th largest economy in the world. He suggested that for sustained competitive advantage, change is required in the government role, development of institution, building up of great educational institutions and creation of good investment climate. He ended his presentation with a sharp note that for sustained competitive advantage, people should be the focus.

Best Speaker/Best Paper Presenter

Shri. Rajan Dutta was adjudged as the Best Speaker.

Prof. Kishore Peshori was adjudged as the Best Paper Presenter.

Honorary Judges of the Session:

- **Dr. L.S. Singh**
Professor, Head and Dean, Dept. of Economics, University of Magadh, Bihar.
- **Dr. D. Taneja**
Registrar, G.G.S. Indraprastha University, Delhi.

Rapporteur of the Session:

Prof. Mohnish Kumar

Research Scholar, Department of Commerce, University of Delhi, Delhi.

TECHNICAL SESSION NO. 3 : LEGAL, ACCOUNTING AND FINANCIAL ISSUES IN THE CYBER AGE

On January 8, 2003, 2.30 P.M. - 4.00 P.M.

Venue: India International Centre in Hall No. 3

Chairperson

Professor Om Prakash, Former VC and Emeritus fellow, University of Rajasthan, Jaipur chaired the session.

Key Note Speaker

Dr. Suneel K. Maheshwari, Associate Professor, Division of Accountancy, Lewis College of Business, Marshall University, U.S.A, “Revamping of accounting standards”.

Dr. Maheshwari talked on the topic “Revamping of Accounting Standards” in the light of the recent debate of Enron and bankruptcy of WorldCom. He explained how the investors and employees lost trillions of dollars of their savings and investments. As a result the investors wanted the companies to restate their earnings and make the balance sheet more transparent. He detailed about the simplifications made to the GAAP structure and the importance of standardizing the accounting standards across the globe.

Key/Panel Speaker

Dr. Javaid Akhtar, Reader, Department of Business Administration, Aligarh Muslim University, Aligarh.

Dr. Akhtar expressed his views about the concerns that the accounting community had in general, the present form of reporting in the background of cyber age and the challenges being faced by an accountant in the cyber age. He stressed the need of more disclosure, transparency and accountability of the accounts books.

Dr. Suneel K. Maheshwari, Associate Professor, Marshall University, West Virginia, Huntington, U.S.A, “Comparison of U.S. Accounting Standards with International, Canadian and U.K. Standards for Intangible Assets”.

Dr. Maheshwari explained the difficulties involved in valuing intangible assets and the challenges coming in the path of harmonization of accounting standards. He stated that the intangible assets accounted for about 80% of the market value of all public companies. Dr. Maheshwari remarked that in the era of globalization there was an urgent need for the countries to adopt similar accounting standards and guidelines. He bestowed the audience with valuable information as to how to bridge the gap among various international accounting standards.

Paper Presentations

Ms. Reshu Agarwal, Research Scholar, Department of Commerce, Aligarh Muslim University, Aligarh. “Human Resource Accounting : A study of its Practice in IITL”.

Ms. Aggarwal in her paper stated that Human Resource is the most important asset of any organization but it is not accounted for. She stressed the need for HR accounting as the success of an organization depends on the character, quality and attitude of its human resource. She explained that it was difficult to quantify the human resource, hence different organizations have developed different parameters to evaluate it. She opined that HR accounting was yet to take its roots in India.

Best Speaker/Best Paper Presenter

Dr. Suneel K. Maheshwari was adjudged as the best speaker.

Honorary Judges of the Session:

- **Prof. Jawahar Lal**
Professor, Department of Commerce, Delhi School of Economics, University of Delhi, Delhi.
- **Prof. T.C. Aggarwal**
Principal, Govt. College, Guhana, Harayana.

Rapporteur of the Session:

- **Mr. Anurag Singh**
Visiting Faculty, Delhi School of Professional Studies and Research.

RESEARCH PAPER PRESENTATION – I

On January 8, 2003, 4.00 P.M. - 5.00 P.M.

Venue: India International Centre in Hall No. 2

Chairperson

Professor David Ross, CEO, Indelta India Pty. Ltd., Australia chaired the session.

Paper Presentations

Dr. Anu Singh Lather, Reader and Ms. Shilpa Goyal, Research Scholar, School of Management Studies, GGS Indraprastha University, Delhi, “An Analytical Study of Job Satisfaction in Relation to Personality and Psychopathology of Corporates”.

The presentation focussed upon the study conducted on managers and engineers from Bellis India Ltd., an associate company of the Rolls Royce, to test their level of job satisfaction. The study revealed that satisfied customer had better health and lived longer. People having disturbed psychological pathology do not enjoy healthy attitudes and job satisfaction.

Mr. M. Scalem, Research Scholar and President, The Consulting Club, IIM Calcutta. “mGov in India: A practice Research Proposition Utilization – the Technological and Management Aspects”.

In his presentation, he proposed the concept of Mobile Governance (mGov) as an extension to the management of technology in Indian context. He emphasized that the mGov might be worked upon by effectively using the in house technological advances and the already existing electronic governance (eGov) infrastructure, which would help bring a mobile revolution in India.

Mrs. Sheeba Hamid, Lecturer, Master of Tourism Administration, Faculty of Commerce, Aligarh Muslim University, Aligarh, “HR Manager – A Catalyst of Change with Special Reference to Hotel Industry in North India”.

She presented the study conducted by her to examine the role of HR Manager in creating an appropriate work-culture and environment which would provide inputs for achievement. She also emphasized upon the power of HR Manager as a catalyst of change in an organization. She concluded her presentation by suggesting the need for a properly channelised education and training program for the HR, Manager for not only employee development but organizational development as a whole.

Best Paper Presentation

Mrs. Sheeba Hamid was adjudged as the best paper presenter.

Rapporteur of the Session:

- **Mr. Parag Pateria**
Lecturer, Delhi School of Professional Studies and Research, Delhi.

RESEARCH PAPER PRESENTATION – II

On January 8, 2003, 4.00 P.M. - 6.00 P.M.

Venue: India International Centre in Hall No. 3

Chairperson

Professor Mohammad Saeed, Deputy Director, Institute for International Business, Minot State University, U.S.A. chaired the session.

Paper Presentations

Professor K.B. Saji, Assistant Professor (Marketing and Strategy), Amrita Institute of Management, Tamil Nadu, “A Framework to Analyze Patents for Technology Business Planning”.

He raised the issue regarding customer-orientation marketing and attempted to offer a framework to analyse patterns for technology Business Planning.

Shri Sumit Kumar Bhardwaj, BHEL, District Hardwar, U.P., “HR Management: A view from Vedic to Modern”.

He highlighted the importance and role of HR manager by emphasizing upon the stress management, which played a crucial role in militating the problems of the present society.

Dr. K.C. Gupta, Reader and Dr. Tej Singh Nagar, Dept. of Commerce, M. D. University, Haryana, “HRD Practices in Punjab Nationalised Bank”.

He analysed different HRD competencies and practices followed by the Punjab National Bank for developing and communicating HRD efforts in shaping organizational policies.

Dr. Parimal H. Vyas, Reader in Marketing, PG Department of Business Studies, Sardar Patel University, Gujarat, “Customized e-Experience - A Key to Electronic-Marketing”.

His paper advocated that customization was a key driver of successful e-marketing. Initially, it brought out conceptual customization and e-marketing. He further argued that better customization could result into increased profitability and further upon delivering effective customized e-experience to customer. He also presented brief case study of the e-Bay experience that sparked successful e-market revolution in the world.

Dr. Sanjay Srivastava, Professor and Head, HR, Amity Business School, Noida, “Organisational Culture and Work Related Values: A Perspective to Ethnographic Study”.

He discussed work value leading to organizational effectiveness and organizational competence. He made an attempt to examine organizations like Escorts Limited, Pepsi Food Limited etc.

Dr. V.K. Singh, Sr. Lecturer, FMS, Gurukula Kangri Vishwavidyalaya, Hardwar, “Resolving Prisoner of Work (POW) Stress in Executives: The Vedantic Perspective”.

He highlighted the important role of Meditation and also emphasized ‘Chariot Model’ evaluating the Karma approach for maintaining self control.

Dr. P.K. Jha, Reader in Post Graduate Dept. of Commerce and Business Management, R.S.P. College, Jharia, Dhanbad V. B. University, Jharkhand, “Vision 2020 of Global Economy and Challenges before Corporate Sector in India”.

He suggested different measures which must be adopted in the Indian context by visualizing the position of corporate sector by 2020.

Shri Nitin Gupta, Research Scholar, Dept. of Banking and Business Economics, College of Commerce

and Management Studies, M.L. Sukhadia University, Udaipur, “Financial Services Revolution and Challenge to Management”.

He evaluated the concept of Bank marketing in the field of marketing research.

Dr. Vijay Pithadia, Lecturer of Management, Faculty of Management Sciences, Sri Ram Murti Smarak College of Engineering and Technology, Bareilly, presented paper on “The E-Business Economy: Challenges for India”.

Dr. A.K. Srivastva, Dept. of Commerce, D.D.U. Ghorakhpur University, Gorakhpur (U.P.) “Impact of Internet Advertisement on Marketing Men”.

Dr. Srivastava analyzed the internet advertisement trends related to Marketing Men.

Sri K. Vivekanandan, Assistant Professor, Dept. of Computer Science and Engineering, Pondicherry Engineering College, Pondicherry, presented a paper on the topic, “A framework for Software Project Managers to Qualify the Cost Effectiveness of Extreme Programming Practices”, and he evaluated the programming practices developed to regulate the operational aspect dealt by the software managers.

Mr. Harshita Arora, Lecture, Dept. of Commerce, Govt. S.P.M.R. College of Commerce, Jammu presented the paper on the topic “E-Commerce: The New Virtual Business Mantara” by dwelling upon the greatest technological revolution and thereby enhancing the virtual business manatra E-Commerce. Information explosion is the most pronounced phenomenon of the present era and this explosion is triggering a “global knowledge revolution.” This paper was a joint effort of Dr. Amrik Singh & Mr. Kasturi Lal of Dept. of Commerce, University of Jammu.

Best Paper

Dr. Sanjay Srivastava, Professor and Head, HR, Amity Business School, Noida, was adjudged as the best paper presenter.

Honorary Judges

- **Prof. Jawahar Lal**
Professor, Dept. of Commerce, Delhi School of Economics, University of Delhi.
- **Prof T.C. Aggarwal**
Principal, Govt. College, Guhana, Hayrana.

Rapporteur of the Session:

- **Ms. Arpana Patel**
Research Scholars, P.G., Dept. of Business Studies.

RESEARCH PAPER PRESENTATIONS - III

On January 8, 2003, 4.00 P.M. - 6.00 P.M.

Venue: India International Centre in Hall No. 4

It was chaired by Dr. William L. Rhey, Professor of Marketing and Dean, Davis College of Business, U.S.A. and Prof. B.P. Singh, Chairman, Society For Human Transformation And Research and Delhi School of Professional Studies and Research. It was co-chaired by Mrs. Rohini Gupta Suri, Coordinator, Commerce Courses, Directorate of Distance Education, University of Jammu, Jammu and Dr. Amrik Singh, PG Department of Commerce, University of Jammu, Jammu.

Paper Presentations

Dr. Suneel K. Maheshwari, Associate Professor, Marshall University, Virginia, U.S.A., “Determinants of Idiosyncratic Risk for REITS Investors”.

In his paper he discussed idiosyncratic risk of individual firms. He also gave a model for idiosyncratic risk.

Dr. Aftab Alam, Associate Professor (Marketing), Integrated Academy of Management and Technology, Ghaziabad. “Building Brand Through Multi-Media in the Global Economy”.

He discussed the brand idea and its relationship with emotions of customers and dealers. He also laid stress on customer satisfaction and market position of a brand.

Lt. Col. Dharmendra Singh, Doctorate Scholar, HQ CIF (Uniform), C/o 56 APO, “Driving Indian Army Personnel - HR Way”.

His paper focused upon HRM in the Army and his paper also discussed operational environment for Army Personnel.

Shri Alok Kumar, Lecturer, School of Management Sciences, Varanasi, U. P., “Driving the Organisation: The HR Way”.

He discussed the effectiveness of HR function. He also discussed the resource crunch our economy is facing and he talked about job loyalties and other related factors of Indians in the global context.

Ms. P. Anuvalenteena, Ph.D. Scholar, Avinashilingam University, Coimbatore, “Impact of Computers on People in Non-IT Industries”.

She discussed the impact of computers on people in non-IT industries. She also classified people into three categories namely radical believers and laggards and gave their characteristics as to how they could be identified. In terms of usage, computer would affect people only after about 8-10 yrs.

Dr. Vijay Kumar Shrotryia, Reader in Dept. of Commerce, North Eastern Hill University (NEHU), Shillong, Meghalaya, “Human Factor in the Future - A Challenge of the Change”.

He discussed the expectations of employees from their employers. He also discussed that to develop one should change as a factor of development and also talked about technology as one of the most important factors of change.

Ms. Anu Chadha, Research Scholar, PG Department of Commerce, University of Jammu, Jammu, “E-Commerce: Emerging Dimensions”.

Her paper sought to discuss the development of electronic commerce and networking based activities. Her paper was co-authored by Dr. Amrik Singh and Shri Kasturi Lal of University of Jammu.

Dr. Alka Gupta, Senior Lecturer, Department of Commerce, University of Jammu, Jammu, “Role of Multinational Corporations in Global Economy”.

She talked about the role of Multinational corporations in changing environment and the new role of MNC's in the global economy, innovative R&D, optimal efficiency and linkage between prosperity of developed and poverty of developing countries to reduce tensions. These are important factors for improving the quality of life.

Dr. (Ms). Nafees Khan, Lecturer, Dept. of Commerce, Aligarh Muslim University, Aligarh, (U.P.). “Human Resource Development and Organizational Effectiveness”.

Dr. Shiv Kumar Singh, Sr. Lecturer, Institute of Commerce and Management, Jiwaji University, Gwalior, M.P., “Competence in Construction Industry – HR Ways”.

He talked about construction as a major activity in both developed and developing countries. HR has an important role to play in a people intensive industry.

Best Paper

Dr. Suneel K. Maheshwari was adjudged as the best paper presenter.

Rapporteurs of the Session:

- **Dr. Alka Gupta**
Sr. Lecturer, P.G. Dept. of Commerce, University of Jammu, Jammu.

INTERNATIONAL SEMINAR “ONLINE EDUCATION AND TRAINING: CHALLENGES AND QUALITY PERSPECTIVES”

On January 9, 2003, 9.00 A.M. – 11.30 A.M.

Venue: India International Centre in Main Auditorium

Chairperson

Professor S.C. Garg, Pro-Vice Chancellor, School of Sciences, Indira Gandhi National Open University, New Delhi.

Prof. S.C. Garg chaired the session. He emphasized upon the word “Online” and said that there was a need for perceptible and visible change in the methodology of Online Learning. He explained the significance of motivation for both E-Learning and Distance Learning. He indicated the effectiveness of the dependence of the delivery of On-Line Education on the interconnectivity and availability of computers, based on the recent researches.

Key Note Speakers

Professor David Ross, CEO, INDELTA Pty Ltd., Australia.

He explained how distance learning empower the learner to choose “How, When, Where, at an affordable cost”. He also mentioned about the features of the delivery of the distance learning program. He shared the case of INDELTA Pty Ltd., in E-Learning, E-Training and business learning. He gave an indepth knowledge about the underlying philosophies of business learning, their self and collaboratively directed models and their support to emails and discussion groups.

Professor Mohammad Saeed, Deputy Director, Institute for International Business, Minot State University, U.S.A.

He shared his experiences about the success of Online Structure in Malaysia’s International Islamic University (IIU). IIU adopted Online Education which aimed at the fulfilling of the needs of the students, who lacked access to basic necessities of life, which was succesful and other Universities also followed the philosophy of Online Education. He emphasized upon the factors that determined the quality of Online Education viz. the quality of Instructor, the comprehensive system of evaluation, authentication of students enrolled, the course structure and the course goals.

Key/Panel Speakers

Dr. Ajay Kr. Singh, Coordinator – International Institutional Linkages, Dept. of Commerce, Delhi School of Economics, University of Delhi, Delhi. (President – GB, SHTR, DSPSR).

He emphasized upon the need to adopt the concept of Online Education in India, which has also become a global requirement. He said that Online Education would provide a scenario where the education system would become student centric instead of teacher centric as was happening in other industries. Education system will not be an exception to the movement towards customer-centric. The student would get the choice to study from the best faculty available globally in the chosen area online without having the botheration to travel. That means that the world class expertise would be available at the click of the mouse. He presented the findings of a research study to understand the perceptions of Indian students which was conducted on 7173 students and the results of the study were taken into account before finalising the details of the launch.

Dr. R.K. Suri, Head, Development Services Division, Educational Consultants India Ltd., Noida (UP).

He discussed constraints for Online Education in India. He said that the next generation networking, achieveing widespread integration of technology in teaching and learning would be the challenges in the way of the successful implementation of e-learning in India. He also introduced the concept of Virtual Universities and its growing importance for the next generation students. He also stressed the requirement of a strong Information Policy in this networked environment, which entailed responsible user behaviour, management of resources, replacing administrative systems, support for distributed computing and job structuring.

Paper Presentations

Dr. (Ms.) Siran Mukherji, Assistant Regional Director and Shri Purnendu Tripathi, IGNOU Regional Centre, Govt. SPMR College of Commerce, Jammu, “Management and Development of Educationist: The IGNOU Way”.

The paper traced the current HRD practices and norms being adopted by IGNOU in the field of distance learning with categorical suggestions for improvement in various areas such as Training and Development, Promotion and Career Planning, Performance and Potential Appraisal of academic as well as non-academic staff. The paper recommended periodic job analysis, job rotation and job enrichment as the means for enhancing employee motivation and job satisfaction while inculcating a sense of belongingness among the employees.

Shri Purnendu Tripathi, IGNOU Regional Centre, Govt. SPMR College of Commerce, Jammu. “E-Distance Education Management: A Transformed Perspective”.

Shri Tripathi suggested that the management of distance education had to be based on a careful understanding of three key variables, namely, the learner, the learning environment and the learning package. He presented a lucid SWOT (Strength, Weakness, Opportunity and Threat) profile in the three key areas of e-distance education, namely, Information Management, Service Management and Academic Management. He concluded with the idea that e-distance education must develop in such a manner so as to provide enormous opportunities for an overall intellectual growth and development of education without geographical barriers.

Dr. M.K. Singh, Head and Reader, Faculty of Commerce and Dr. M.K. Mahan, Professor and Head, Faculty of Physics, Sindri College, Sindri (V.B. University, Hazaribagh), Sindri, “Online Education and Training: Challenges and Qualitative Perspectives”.

While discussing the concept of ‘On-line Education’, the speaker pointed out the challenges of taking this concept to the masses. The challenges comprise not only the enormous requirements in terms of vast infrastructure but also of the impeccable high standard of the quality of education to be maintained at the same time. Dr. Singh concluded by saying that the concept of Online Education, which is still in its infancy in India, needed to be understood in a better perspective and it could definitely supplement the conventional face to face classroom teaching. A combination of the two approaches to education is the need of the hour.

Dr. R. Varadarajan, Professor, Department of Commerce, Directorate of Distance Education, Madurai Kamaraj University, Tamil Nadu, “Perspectives on Teaching and Learning Online in Open Distance Education in Madurai Kamaraj University, India”.

Dr. R. Varadarajan pointed out that the concept of Online Education was fast catching up in India as well as abroad. This new concept of education being available to anybody, anytime and anywhere is posing challenges in building institutions and infrastructure among the planners, policy makers and academicians alike. He elaborated specifically on the implementation of e-learning programme followed by the Madurai Kamraj University. He recommended that online learning must be oriented towards the cultivation of creativity among the learners and efficiency as well as competence among the facilitators. It must also ensure intellectual obsolescence prevention.

Best Paper Presentation

Dr. R. Varadrajagan was adjudged as the Best Paper presenter.

Honorary Judges of the Session:

- **Mr. Pankaj Gupta**
Director (Administration), Integrated Academy of Management and Technology, Ghaziabad.
- **Prof. B.S. Bedi**
Chairman and Executive Director, Integrated Academy of Management and Technology, Ghaziabad.

Rapporteurs of the Session:

- **Dr. (Mrs.) Vibha Batra**
Reader, Department of Commerce, Sri Aurobindo College (Eve.), University of Delhi, Delhi.
- **Dr. Rakesh Batra**
Reader, Department of Commerce, Sri Aurobindo College (Eve.), University of Delhi, New Delhi.

TECHNICAL SESSION NO. 4 : NETWORK MARKETING AND E-COMMERCE: EMERGING DIMENSIONS

January 9, 2003. 12:00 Noon – 1:30 P. M.

Venue: India International Center, Main Auditorium

Chairperson

Professor Mohammed Saeed, Deputy Director, Institute for International Business, Minot State University, U.S.A., chaired the session.

Key Note Speaker

Shri Sushil Pachnanda, CEO, Focus 21, New Delhi.

In his key note address Mr. Pachnanda emphasized the point that networking is education and technology driven and it is the integration of 'Hi-Tech' and 'Hi-Touch'. In India, it is an industry of almost 2000 crores and it has the potential to reach 10 billion dollars i.e. 50,000 crores in the next decade. The concept of e-franchising involves an integration of internet and e-commerce, business networking, discount stores and e-franchising wherein partners stores, combined with the training and support systems evolve into sound commercial ventures. It will help to create a new breed of entrepreneurs who will be self-driven. There will also be numerous opportunities for individuals to become advisors and consultants in e-franchising.

Panel Speaker

Dr. Ashwani Malhotra, Swastic Medical Centre, New Delhi.

Dr. Malhotra discussed a new revolution called the wellness Revolution. He emphasized that the wellness Revolution would affect the lives of all of us and create an industry of three trillion dollars. He remarked that a person spends half his life earning wealth at the cost of his health and the other half is spent on regaining health by spending wealth. This approach is reactive rather than proactive and emphasized upon healthy life, better looks and checking the affects of ageing. This provides the rationale for the growth of industries concerned with nutrients, vitamins, fitness aids and other products and services. This growth potential has thrown open a new spectrum of opportunities using franchising and e-commerce model as a tool for enhancing the well-being of the people.

Rapporteurs of the Session:

- **Dr. R.L.Gupta**
Reader, Deen Dayal Upadhyay University of Delhi, Delhi.
- **Dr. T.N.Chabbra**
Reader, Deen Dayal Upadhyay, University of Delhi, Delhi.
- **Ms. Sandeepa Malhotra**
Faculty, Jiwaji University, Gwalior

TECHNICAL SESSION NO. 5 : MANAGING INNOVATIVE TECHNOLOGY

January 9, 2003. 2:30 P.M. – 3:30 P.M.

Venue: India International Center, Main Auditorium

Chairperson

Prof. Yogesh Singh, Dean, School of Information Technology, Guru Gobind Singh Indraprastha University, Delhi, chaired the session.

Co-Chairperson

Prof. P.K.Yadav, Head and Dean, Department of Business Administration, M.J.P., Rohilkhand University, Bareilly co-chaired the session.

Key Note Speaker

Dr. William L. Rhey, Professor of Marketing and Dean, Davis College of Business, U.S.A., “The use of visual discrimination technology in cross cultural research for business”.

Dr. Rhey emphasized that marketing research was essential and attempted to remove the misconception that all quantitative research was practical whereas all qualitative research was theoretical. He described in detailed the visual discrimination methodology and how it could be used for imaging or branding products. This technology can also help in choosing appropriate colour schemes and images which can help in popularizing a product across various cultures. The presentation induced lots of interest among the audience.

Paper Presentations

Dr. R.K. Gupta, Director, Integrated Academy of Management and Technology, Ghaziabad, “Information system for synergic development in global economy”.

In his paper Dr. Gupta compared the old and the new world of business for synergy between technology and behavioral aspects. He said that in today’s dynamic world the customer was well informed and hence the stress should be on customer profitability and satisfaction. He emphasized not just on doing the right things but also doing things in a right way. Dr. Gupta remarked that knowledge management is essential for defining problems and also for generating solutions.

Dr. Suneel K. Maheshwari, Associate Professor, Marshall University West Virginia, U.S.A., “Indirect costs Estimation in Information Technology projects”.

In his presentation, Dr. Maheshwari cited the reasons as to why many IT projects failed. He said that because of cost overruns and poor prior estimates of direct as well as indirect cost led to the failure. To avoid this he suggested that the structured case methods approach that would be focussed, flexible and dynamic should be adopted. This approach included the tasks of arranging interviews, initial research, collecting data and developing performance measures.

Best Paper Presentation

Dr. Suneel K. Maheshwari was adjudged as the best paper presenter.

Honorary Judges of the Session:

- **Dr. Anu S. Lather**
Reader, School of Management Studies, G.G.S Indraprastha University, Delhi
- **Mr. K.S.K. Swamy**
Chartered Accountant, Delhi

- **Smt. G. Krishnamurthy**
Management Consultant, Delhi
- **Dr. K.M. Upadhyay**
Professor and Head, Jamia Millia Islamia, New Delhi

Rapporteurs of the Session:

- **Ms. Anupam Sharma**
Program Director, DAV Institute of Management, Faridabad
- **Dr. Anuradha Anand**
Reader in Economics, JDM College, University of Delhi

Valedictory Session

January 9, 2003, 3:30 P.M. – 5:00 P.M.

Venue: India International Center, Main Auditorium

Chief Guest

Dr. Narendra Nath, Chairman, Trans – Yamuna Area Development Board and Former Minister of Education, Industry and Power, Govt. of NCT of Delhi.

Dr. Nath while delivering his Valedictory Address focussed upon the various aspects of the relationship between Technology and Management. He stated that it had now become essential to train and develop Human Resource to cope with changing Technology.

Chairperson

Mrs. Krishna Singh, I.A.S., Member Secretary, Govt. of India, National Commission on Population, New Delhi.

Mrs. Singh stated in her presidential address the need for population control and family welfare, as an important aspect of Human Resource Management in India. According to her, the basic exercise of manpower planning is vital for Human Resource and Technology Management.

Prof. B.P. Singh, Chairman of the organizing committee, expressed his gratitude for the active participation of the academicians and business executives coming from different parts of the world.

Dr. Ajay Kr. Singh, President – GB, Delhi School of Professional Studies and Research, the key architect of whole show briefed the proceedings of the three days' deliberations of the Conference and threw ample light on the perspective plan for the Fifth International Conference.

Dr. P.N. Singh, Executive Director, Delhi School of Professional Studies and Research, proposed the vote of thanks.

Guest of Honour

Shri Ajit Kumar Singh, Chairman, National Agriculture Cooperative, Marketing Federation of India Ltd., New Delhi.

While addressing the participants, Shri Singh talked about the role of Technology and Human Factor in the growth of Indian Economy. He asserted that Management of Uncertainties had become a challenge before today's managers, which should be faced to survive in today's competitive world.

Prof. David Ross, CEO, Indelta Pty. Ltd., Australia.

Prof. Ross lauded the efforts of Delhi School of Professional Studies and Research for organizing such an International Conference to deliberate on current topical issues. He congratulated the organizers for maintaining a very high level of discussion on the main theme "Management and Technology: Vision 2020." He assured all his support such to Conferences in future also.