

## MANAGEMENT GUIDELINES

# Opportunities and Problems - II

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### A Point to Ponder

We have made many decisions in order to become what we are ... At the beginning of our period we decided for **freedom**. It was a right decision; it created something new and great in history ... And now, in the old age of our period, the quest to sacrifice freedom for security splits every nation and the whole world with really daemonic power. We have decided for **means** to control nature and society. We have created them, and we have brought about something new and great in the history of all mankind. But we have excluded ends. We have never been ready to answer the question, "For what?" And now, when we approach old age, the means claim to be the ends; our tools have become our masters, and the most powerful of them have become a threat to our very existence.

**Paul Tillich**  
**The Shaking of the Foundations**

### Business is Business

If we just give away, it is charity. If we only take, it is plunder. Business is give and take. We will consider only opportunities in business, not in plunder nor in charity. *While so doing we will take one*

opportunity area after another. **Since social responsibility area is the demanding area let us give it the needed thought.**

### When We Started

When we started our business, somebody gave us a hand. If everyone has told us, "You are new", we would have ended as we have started. Someone trusted us: someone took a chance with us: and we bless him to this day.

### We do extend support

So long as it is a business deal, so long as the goods are what we want, and so long as the prices are comparable, even today we are giving support to the new comer, to the small man.

The thought is that instead of doing it in a token fashion, can we do it in a more systematic, in a more aggressive fashion.

It is true this means our going a little out of the way. This means our spending a little extra time on this subject.

If we see in it an opportunity to meet our social responsibility objective, a crucial objective, we may not mind taking this little extra effort, this little extra time.

## Can we make it a lot more ?

We will be helping ourselves in the process. The new comer will be anxious to please us with his extra thoughtful and helpful service. The man who has arrived may take us for granted. In other words, what we will be doing is very much a business proposition.

More than in the goods area, in the services area, we can find more opportunities. The effort is simple. "From whom are we buying what? From whom else we can buy, if only part of the goods and services? Of those people, who have just

started? Why not give them market and moral support? And why not give such support the personal touch?" These questions are not difficult to ask or answer.

Just one caution... If we are not a little thoughtful and helpful, these men will go out of business. More specifically, if some of our assistants misuse the current economic weakness of these new comers, the purpose will be defeated. Still more specifically, let us not cut them on prices; let us not kill them by asking for extended credit. If we cannot afford this gesture today, we may not afford the business system tomorrow. The voter may count us out.