

Management Ideas



FOR STILL BETTER

RESULTS

RELATIONS

REPUTATION

a monthly newsletter to key executive-leaders
on practices, possibilities and ideas generally
for stepped up performance

edited by

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on problem-solving and creative ideas.

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HOW TO ANSWER A FOUNDED COMPLAINT

Writes reader David Kemp: "Here's a refreshingly straightforward response, by the CEO, no less!"

COMMAND AIRWAYS
DUTCHESS COUNTY AIRPORT
WAPPINGERS FALLS, NEW YORK 12590 (914) 462-6100

Dear Mr. Kemp:

Clearly we screwed up. Please accept our apologies. Attached is a check for \$168.00, which represents a full refund.

Sincerely,
Kingsley G. Morse
Kingsley G. Morse,
President

Source: Forbes

3042 A MULTIPLIER MODEL: There are needy people; and there are people who are willing to share the riches they have. One problem the later have is there are not many credible agencies who can assure the donors that the funds will be properly put to work. Others elsewhere had a similar opportunity-problem; and they conceived and developed an organisation. UNITED WAY is the name. An "Advertisement" copy of theirs appears on page 2. There is a big place for such organisation in India. We need to mobilise funds from the willing; we also need to manage the funds in the most fulfilling way.

Where there's a need, there's a way. The United Way.

Your United Way is different from all other organizations. That's because it not only responds to the unmet needs of the community, but it also gets involved in health and human care situations *before* problems arise.

So when the people in your community need it, it's there—to help prevent a nightmare before it happens. Or to help turn a nightmare back into a dream.

Your United Way gift does more things for more people who really need help than any other single gift you can give. And thanks to you, it works for all of us.



3043 COOPERATIVE EDUCATION: LEARN - AND - EARN COLLEGE PROGRAMMES

a nationwide programme called co-operative education (that is benefiting near 2,20,000 students in U.S.A.) is worth considering for adoption in India. It will benefit our nation no end. Here is a brief extract from a recent article in *BETTER HOMES AND GARDENS*.

"Students in cooperative education alternate semesters of study with semesters of work in their major fields. There are two basic arrangements: in parallel programmes, students work one term and study the next. Jobs in alternating programmes aren't limited to local companies, so your child may need to move to distant cities for work terms.

"At the job site, company supervisors direct students. Some colleges combine supervisors' evaluations with students' final projects to determine grades."

"Representative organisations that participate in this programme include General Motors, Dow chemicals and New York Times. Respected 'schools' that participate in this programme include: American University; Holyoke Community College; Indiana State University at Terre Haute; University of Iowa; La Guardia Community College; Lane Community College; Montclair State University; Northeastern University; St. Peter's College; Truman College; Waukesha County Technical Institute; Wilberforce University."

Should a Reader like to take a lead for a similar project in India, he can write to The National Commission for Cooperative Education, P.O. Box 999, Boston MA 02115, U.S.A.

3044 OUTLOOK '88: Last month we gave a few extracts from the FUTURIST. (Ref: April "Management Ideas, Item No.3035) In this, we give a few more - on Computers and Automation, on Business: and on world affairs.

COMPUTERS AND AUTOMATION

- * Orchestral music may make a comeback as computers and synthesizers provide an inexpensive substitute for hiring a full orchestra.
- * Factory automation may lead to labour shortages of trained workers in the automobile industry, contrary to the assumption that automation necessarily leads to higher unemployment rates. Building a more complicated product with advanced electronic systems will require more workers with better education and training.
- * Local emergency managers will have access to expert systems and databases all over the world. Computers will instantly identify the extent of damage after an emergency, calculate financial losses, and predict how much assistance will be needed.
- * Laser-driven transistors may lead to the development of optical computers that would solve problems at the speed of light -- two hundred times faster than a conventional computer.
- * The new medium of interactive electronic journalism may become more common. Electronic journalists' will send reports to computer network subscribers and in turn receive queries for further reporting. Large news organizations may create adjunct computer conferencing channels.
- * Computer networks may increasingly be used for self-help group meetings, providing electronic links among people trying to quit smoking, drinking, or overeating.

- * More-powerful supercomputers and wider use of interactive computer workstations may soon make possible weather forecasts accurate for more than three months or less than a few hours. Better forecasts will save atleast \$ 5 billion per year in weather-related damage.
- * The next generation of supercomputers will execute a billion calculations per second. Computers are doubling in power about every five years.
- * Computers may eventually do as much as 80% of all translation work, though human translators will still have much to do in an era of expanding mass communications.
- * Artificial intelligence may endow computers with emotions and the ability to imagine. Human emotions and creativity are important in problem solving; a machine would need to be programmed with the same types of rules that govern emotions - if/then statements based on different situations that make us happy, frightened, etc. 'Imagination' programmes would allow a computer to make guesses about sequences of events that lead to 'satisfying' results.
- * Mind-reading computers may be possible by the turn of the century. These telepathic machines would pick up human thoughts, edit and enhance them, and place them on a screen in front of the thinker, all in a matter of seconds.

BUSINESS

- * Marketers of consumer goods will increasingly target distinct groups among the growing population of elderly. For example, the 'young old' are better educated than the 'old - old' and enjoy substantially higher incomes.
- * Unrestricted 'free trade' will lead to falling living standards in developed countries as desirable industries and jobs shift from high-wage nations to low-wage nations. The decline in living standards may in turn foster political extremism and disorder.
- * Big businesses will increasingly contract out to smaller firms for service rather than creating new jobs.
- * Bartering may account for 50% of world trade by 1990, up from 20% today.
- * Consumer products and services that will perform well in the 1990s include healthier foods, bottled water, products geared toward persons over age 55 and toward minorities, and services providing increased leisure time and convenience.
- * Mid-sized U.S. cities will draw a large share of business and tourist travellers away from increasingly costly big cities such as New York and Washington. Smaller cities that are sprucing themselves up for the travel and hospitality industry include Charlotte, North Carolina; Lexington, Kentucky; Columbus, Ohio; and Kansas City, Missouri.
- * Hotels and resorts will increasingly market to older travellers by offering a "Club Medic" approach, with special menus, nursing care, and physicians on staff. Some hotels may expand into retirement communities.

3045 WAITING SKILL: Learning how to pass time in airports is a modern-day skill that every traveller needs. Without it, the hours can cost a great deal of money, raise blood pressure, and even cause you to miss the flight when it finally takes off.

A wait of an hour or so is easy to pass. A few phone calls, a cup of coffee, and walking to and from gates will do it.

For three or four hours, you need strategy. Delayed travellers have been known to spend far more money than they want to or ultimately miss the call for their flight because they don't hear it.

"Leisurely browser" is a good role to assume. If there are a number of shops, the browser can wander slowly from one to another, looking over all merchandise, but never stopping long enough to look like a buyer. If you have not made a conscious decision to browse, you could buy any number of high-priced items.

The "partial reader" is also a good role. In this game, the reader avoids buying high-priced magazines by reading part of a story at one magazine rack, then proceeding to another, and another to finally finish. It takes a lot of time, but that's exactly what you have.

In order to read or browse successfully, you must not be encumbered with baggage. A rental locker is inexpensive, saves muscle power, and prevents leaving your carry-on bag in one of the shops (or having it stolen while you're reading).

Stopping at a cafe is a natural way to pass the time, but if it's a busy time, don't make one cup of coffee last for half an hour. Instead take the coffee and your newspaper to lounge to read.

Whatever you choose to do, make sure you are in the gate area well in advance of when the flight should take off. In some airports you can't hear your flight being called anywhere but in that area.

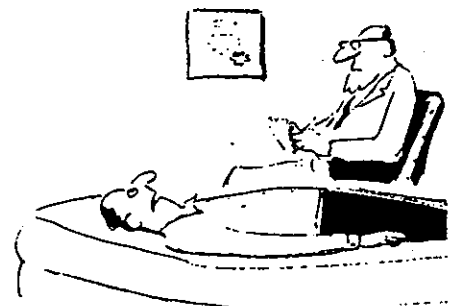
And if you are into an exciting novel, don't become so engrossed that you don't hear announcements. "Who done it" readers have been known to look up from their novels to find fellow passengers - and their flight - left about 20 pages back.

3046 WORLDS GREAT NEED:

A little more kindness and a little less creed;
A little more giving and a little less greed;
A little more smile and a little less frown;
A little less kicking a man when he's down;
A little more "we" and a little less "I";
A little more laughs and a little less cry;
A little more flowers on the pathway of life;
And fewer on graves at the end of the strife.

3047 LAUGHING MATTER?

A minister told his flock that he had a "call" to go to another church. One of the deacons asked how much more he was offered. "Three hundred dollars a month," was the reply. "Well I don't blame you for going," remarked the deacon. "But next time, get your bets straight, that wasn't a call, it was a raise,".



"My big problem is that I lack the initiative to punch you in the nose!"

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