

WHAT'S AN IDEA WORTH? WHAT'S AN IDEA WORTH? WHAT'S AN IDEA WORTH? WHAT'S AN IDEA WORTH?

**PROFESSIONAL  
&  
SPECIALISED SERVICES  
TO  
TOP MANAGEMENT**

*Edited By*  
**N. H. ATTHREYA**

**SUPPLEMENT TO "MANAGEMENT IDEAS" DATED 10 DECEMBER 1965**

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# CONTENTS

## ACKNOWLEDGEMENTS

### SECTION I

#### EDITORIAL

#### SPECIALISED AND PROFESSIONAL SERVICES — 'WHAT AND WHY'

### SECTION II

1. ABOUT THIS SURVEY
2. THE QUESTIONNAIRES
3. RESULTS OF REPLIES TO QUESTIONNAIRES
4. RESULTS OF FIELD SURVEY, TIPS, GUIDELINES, PITFALLS TO AVOID, PROBLEMS FACED
  - a) General guidelines to Users
  - b) General guidelines to Suppliers
  - c) Guidelines for the special services
    - 1) Accounting and Auditing — Tips, Guidelines and pitfalls to avoid — Problems faced.
    - 2) Advertising — Tips, Guidelines and pitfalls to avoid — Problems faced.
    - 3) Architects — Tips, Guidelines and pitfalls to avoid — Problems faced.
    - 4) Building Contractors — Tips, guidelines and pitfalls to avoid — Problems faced.
    - 5) Executive Recruiting Services — Tips, guidelines and pitfalls to avoid — Problems faced.
    - 6) Labour Relations — Tips, guidelines and pitfalls to avoid — Problems faced.
    - 7) Legal, legal — special Taxation, Company Law etc., — Tips, guidelines and pitfalls to avoid — Problems faced

- 8) Management consulting — Tips, guidelines and pitfalls to avoid—  
Problems faced.
- 9) Training Services — Tips, guidelines and pitfalls to avoid—  
Problems faced.
- d) Other Services
  - 1) Utilizing specialist services
  - 2) Other services
  - 3) Brief Notes on some of the services
  - 4) A Million Job Industry
- e) Government Service — Units A partial list

### SECTION III

#### SELECTED ARTICLES

**Part I AN OVERALL LOOK & A POINT OF VIEW** by R. S. Kantan

**Part II MANAGEMENT COUNSULTANTS**

- a) The Right way to use Advisers  
— Austin Donnelly (in Rydge's Journal—January 1962 p. 45)
- b) When his hiring a consultant advisable?  
— Walter J. Bergman, Chairman of the Board, Lily-Tulip Corporation,  
New York. (In "Top Management's use of Outside Services" — Top  
Management Hand Book C McGrawhill)
- c) Advice at the Top  
— Anne G. Shaw (Reproduced by Management Ideas Supplement,  
December 1965, from Management Perspectives — A survey of  
Current Literature for the Busy Executive — October-December 1964)
- d) Management Consultants—How to know what you're getting and get what  
you pay for  
— Howard L. Green, Ford Motor Company (Reproduced by Mangement  
Ideas Supplement, December, 1965, from Management Review,  
December 1963 with special permission from American Management  
Association Inc.)
- e) How to Choose, Abuse, and Misuse Consultants  
— by R. F. Guder, with drawings by Al Hormel
- f) Get full value from a Management Consultant  
— by Clyde Seney, President, Society of Professional Management  
Consultants (Reproduced by Management Ideas Supplement, December  
1965, from Business Management, March 1963 with special permission)

### Part III EXECUTIVE RECRUITING

- a) Can consultants select better executives?  
— by Graham Bennet (Reproduced by Management Ideas Supplement, December, 1965 from Rydge's August, 1965 with permission)

### Part IV ADVERTISING

- a) Why an Agency?  
— by Paul Sharp, B.Sc. (Econ.) Hons. General Manager, Fairymead Sugar Co., Ltd. (Reproduced by Management Ideas Supplement, December, 1965, from Rydges, 1st October 1962 with special permission)
- b) How I manage my company's advertising  
— Reproduced by Management Ideas Supplement, December 1965, from Business Management, February 1963 with special permission.
- c) How to be a Good Client  
— By David Ogilvy, (Longmans) — Reproduced by Management Ideas Supplement, December 1965 from "Confessions of an Advertising man," with special permission.

### Part V BUILDING

- a) How would you handle these six Building Decisions  
— By Charles E. De. Angelis. Reproduced by Management Ideas Supplement, December 1965 from Business Management, January 1963 with special permission.

### Part VI OTHER SERVICES

Using outside Sources of Office Services, Equipment, and Personnel  
— By Robert K. Friedman — Reproduced by Management Ideas Supplement December 1965 from The Changing Dimensions of Office Management — AMA Management Report Number 41

## SECTION IV

### CODE OF CONDUCT

- 1) Code of Conduct — an Introductory Note
- 2) Chartered Accountants
- 3) Architects
- 4) Management Consultants

## SECTION V

### GENERAL

- 1) Suggested Reading
- 2) In Lighter Vein.

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EDITOR MANAGEMENT IDEAS  
M M C SCHOOL OF MANAGEMENT

If only one could have two lives : the first in which to make one's mistakes, which seem as if they have to be made ; and the second in which to profit by them :

— D. H. Lawrence

## EDITORIAL

For a number of reasons,  
including cost and objectivity,  
Top management chooses to use  
specialised services from outside.

It is essentially a matter of choice-  
there is no statutory requirement.

Since it is mostly of a service nature,  
the returns are more on the intangible side.  
To justify such using to others,  
and even to oneself,  
is by no means easy.  
Since such services tend to be expensive  
in absolute terms,  
obtaining value and thereby  
justifying the expense becomes critical.

The idea of specialised services is new  
and many tend to learn by trial and error.

Since some of the services,  
like that of the architects, say,  
can be once in our life time  
learning the hard way does not quite help.

We will do well, therefore, to learn  
from others' experiences,  
good, bad and indifferent.  
Every single tip will pay off;  
and strangely the tips are not many.

If we take the needed precautions,  
the suppliers of such services  
will welcome the move.  
It means greater satisfaction for them;  
it means better utilisation of their services.

Though primarily slanted for the user,  
the suppliers of the services also  
have been kept in mind;  
and their points of view also  
have been recorded.

As you read these pages,  
you will be tempted to add a point or two  
from your rich experience.

Please do so-

*white space is provided for just that reason-*  
and please share with us:  
we will be glad to compile them  
and have a supplement  
to this publication issued.

N. H. ATTHREYA  
Editor

SECTION I



## SPECIALISED & PROFESSIONAL SERVICES

### WHAT & WHY ?

Specialised and professional services, also described as "Management Services", would mean specialised informational, advisory, and implementing aids available to anyone responsible for the conduct of an enterprise, contracted and paid for.

There are dramatic do-or-die challenges — like dwindling profits or disappearing markets or "going public" or mergers — that lead Managements to avail themselves of specialised professional services, either supplementing or entirely outside the competence of their existing organisations.

"But in addition to this non-or-seldom recurring situations are the more usual 'pinching shoe' kind of problems calling for corrective action: *Are upward-creeping costs eroding profits? Is the sales department plagued with customer rejects and late deliveries? Are their recurring production snags? Nagging personnel problems? Inadequate and late management control reports?* These may well justify management's going to outside specialists to help their regular management teams tighten up operations and introduce new methods.

"In addition to intermittent aids, there are today countless service organisations — not yet in India though there is scope: Editor — which stand ready to take over routine operations in their entirety or for specified peak periods, leaving managements free to

concentrate on turning out the primary goods or services of the business. Thus not for emergency situations, but rather for reasons of convenience or a desire to avoid long-term personnel or money commitments, Management may buy data processing services, job out all of its processing or assembly, contract for peak office or production help rather than increase its own pay roll, farm out its credit and collection problems, contract for its packing and shipping, take advantage of public warehousing, buy employee cafeteria services, and the like.

"As a matter of fact, services are available in many more fields of activity than most managements realize—and this is the saving feature of our increasingly complex world. Many of these informational, advisory, and implementing aids may be had without charge as an extension of services, related to the purchase of specified goods or services. Others are obtained through contractual arrangements, either on a retainer or a build-for-services-rendered basis. In many areas of operations it will definitely pay to go outside for services of this sort — you obtain skills on a temporary basis which you could not afford to (or have need to) hire continuously, and share the expense of their availability with hundreds of other users drawing upon the same pool. (1)

SECTION II  
**Survey Materials**

**a. The Questionnaires and  
The replies of the results to the Questionnaires**

## ABOUT THIS SURVEY..

The survey results are not given in the conventional form for two reasons.

One is that the Reader would prefer them use-oriented.

The other is that only few were willing to supply all the statistical information we sought. (Please see questionnaire attached)

And this is understandable. The idea of using external service is still new to Indian business except in the statutory areas (like auditing services) and conventional areas (like legal services).

Equally new is the idea of sharing data that can be interpreted statistically.

What is gratifying is that those who did answer this questionnaire and those who agreed to be interviewed shared their experiences generously.

If they did generously, the question will arise, why do we not have more quantity. One explanation is this. In areas like this what seems more important is *not how much but what*.

Again, only significant conclusions have been listed out here. The

details that led to these conclusions have been kept out.

The information is presented in the following fashion :

- A short description of the service
- Organised body and publications (if any)
- Tips, guidelines and pitfalls to avoid
- Problems faced (if only occasionally)
- Additional notes

Just a note on the *Additional notes*.

As executives, we strive to capitalise on our experiences and the experiences of others. It was felt by the writer that each Reader would do well to keep this Reference Book upto date.

The Reader may add to what is found here from his personal experience and as and when he comes across additional information.

We appeal to you to share with us your notes in respect of any of the sections. If enough additional material becomes available to us, we will be glad to issue a supplement to this publication.

SURVEY OF PRACTICES, POSSIBILITIES AND PROBLEMS OF OUTSIDE SPECIALISED AND PROFESSIONAL SERVICES

1. (a) Size of organisation :
  - Workers .....
  - Clerical workers .....
  - Managerial staff .....
  - Internal specialists .....
  - Annual business volume exceeds .....
  
- (b) Number of years in business :
  
- (c) Nature of operation :
  - Manufacturing/Distribution/Services/Other (Pl. state)
  
2. Approximate percentage of expenditure on outside specialised and professional services on total annual expenditure :
  
3. (a) Do you have internal specialists who are not directly in charge of production, sales, or accounts?
  - Yes/No
  
- (b) If you have, in what areas?
  - a. Personnel.
  - b. Cost Accounting.
  - c. Training.
  - d. Work Study or Industrial Engineering.
  - e. Organisation & Methods.
  - f. Research and Development.
  - g. Market Research.
  - h. Publicity and Advertising.
  - i. Public Relations.
  - j. Other (Pl. state).
  - k.
  - l.
  - m.
  - n.
  
4. Have you used outside specialists?
  - Yes/No.
  - (Please treat what accompanies as suggestive) :
  - a. Technical problems.
  - b. Organisational problems.
  - c. Legal problems.
  - d. Labour problems.
  - e. Tax problems.
  - f. Advertising and publicity problems.
  - g. Medical problems.
  - h. Industrial engineering.
  - i. Cost accounting.
  - j. Market research.
  - k. Personnel selection.
  - l. Technical collaboration.
  - m. Management training.
  - n. Other (Pl. state)
  - o.
  - p.
  - q.

5. (a) Have you used an outside specialist even when you had an internal specialist?

Yes/No

(b) If yes, what occasioned it?

What was the chief factor to call him in?

- a. Problem of skill.
- b. Problem of know-how.
- c. Problem of time.
- d. Problem of objectivity.
- e. Problem of second opinion.
- f. Problem of cross check.
- g. Factor of temporary use.
- h. Problem of resources.
- i. Other (Pl. state).
- j.
- k.
- l.

6. What are your impressions of an outside specialist regarding:

- a. Quality of work
- b. Time and cost estimates of his work
- c. Benefits or value actually derived vs promised?

7. What are the specialised areas where you find difficulty to get competent outside help?

8. What tips or warnings you will like to share to potential users of such services?

9. What more should be done by specialists - please name the individual specialist like advertising - so that they will be more welcome and more often welcome by using organisations.

10. Any other comments you wish to give to make this survey worthwhile.



SAYING ...

No brain is stronger than its weakest think

— Tom Masso

## RESULTS OF SURVEY

of practices, possibilities & problems  
of outside specialised and  
professional services  
*based on replies to questionnaire*

*Editor's Note: Since the number of returns cannot be said to be statistically significant  
the replies have been summarised in the following form :*

1. a. Size of organisation      Workers :      46 to 9345 (range)
- Clerical & Managerial :      8 to 2334 (range)
- Internal Specialists :      10 to 27
- Business volume :      10 to 2445 lakhs
- b. Number of years in business :      3 to 177
- c. Nature of operation :      Except one, all else manufactur
2. Approximate percentage of expenditure on outside specialised and professional services on total annual expenditure :      0 to 17.4%
3. Do you have internal specialists who are not directly in charge of production, sales or accounts? :      98% have
3. b. In what areas :      ( In the order of frequency of reporting):
- Work study, Industrial Eng  
O & M
  - Personnel
  - Cost accounting
  - Research and Development
  - Market Research
  - Training
  - Publicity
  - Public Relations
  - Architectural



Manufacturing

4. Have you used outside specialists :

- Production Engineering
- Internal Audit
- Project Planning
- SQC
- Operations Research
- Data Processing
- Management Research

● 73% says 'yes'

in what problem spheres (in the order of frequency of reporting)

Agency of

Industrial Engineering,

Equipment

- Legal
- Labour
- Management Training
- Taxation
- Advertising
- Technological
- Organisational
- Medical
- Technical training
- Industrial Engineering
- Technical collaboration
- Market Research
- Public Relations
- Manager Selection
- Cost accounting
- Data processing

5. a. Have you used an outside specialist even when you had an internal one? :

46% says 'yes'.

b. If yes, what occasioned it?  
What was the chief factor?

In the order of frequency of ting :

- Problem of know-how
- Problem of time
- Problem of second opinion
- Problem of diagnostic skill
- Problem of objectivity
- Problem of resources

6. What are your impressions of an outside specialist regarding

a) Quality of work

Typical remarks :

- " Good "
- " Both good and bad "
- " Usually satisfactory "
- " Generally competent "
- " Not upto the mark "

b. Time and cost estimates of work

- " Fair "
- " Much longer than promised "
- " Ample room for improve "
- " Good "

c. Benefits or value actually derived vs promised

- " Difficult to evaluate "
- " Beyond our expectations "
- " Definite value "

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7. What are the specialised areas where you find difficulty to get competent outside help?

8. What tips or warnings you will like to share with potential users of such services?

9. What more should be done by specialists so that they will be more welcome and more often welcome.

"Do not measure upto promises perhaps because these are usually based on generalisations"

"Below expectations"

In the order of frequency of reporting

- Advanced technical problems
- Technological innovations
- Product development
- Work with Government including interpretation of rules (as for example import and customs rules)
- Market Research
- Industrial Engineering
- Incentives

Here are some typical quotes :

- "Enquire adequately about all available services in the market before selecting anyone."
- "Outside specialists should realise that the job is not over with submitting the report. They should follow up and assist in implementation. We should insist, I suppose."
- "The specialists must be of wide experience; otherwise their help is theoretical and not constructive."
- "Many consultants come with preconceived ideas and insist on forcing them on the organisation".

- "We have to make sure they are not the guineapigs"
- "Per hour cost seems very on the higher side."
- "Some take an unduly long time to submit a report and the reports contain too many ifs and buts."
- "There is some padding in the report. The recommendations are not often forthright."
- "There should be more focus on solving problems faced; one often gets the feeling that there is too much going on."
- "Take all the time you can to consult the specialist. Thereafter have confidence in him and let him do his own thing with your confidence."
- "The specialist should make the client feel that he treats the problem as his own. I sometimes find them stand-offish."

10. Any other comments you wish to give to make this survey worthwhile

The information supplied under each heading along with the information obtained at the field interviews is reported in the coming report under alphabetical headings.

**GENERAL:** It may interest the Reader to know that the few governmental organizations that were good enough to report say they have not used outside specialists in any field.

The Reader will be surprised to know that the suppliers of services are seemingly allergic to such postal surveys: the replies are almost nil but they, however, did cooperate with us during the field survey.

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## SECTION II

# Survey Materials

RESULTS OF FIELD SURVEY: TIPS, GUIDELINES, PITFALLS TO AVOID;  
PROBLEMS FACED

- b. **General Guidelines for the Users a  
General Guidelines for the Suppli**

**SAYING...**

I never made a mistake in my life; atleast, not one that I couldn't explain away afterwards.

— Rudyard Kipling

## GENERAL GUIDELINES TO USERS OF SERVICES

- Know what the service consists of—the scope, the range, the special advantages, the limitations, the cost factors, the returns and so on. Have enough of a buyer's knowledge of the field to make sound choices.
- This you can have by talking to one or more who offer any particular service. The sales talk element need not bother you.
- What you should beware is the 'sales talk' by a well-meaning friend who commends a specialist to you.
- Some are more enthusiastic than realistic. You should take time off to check the complimentary statements and assertions.
- Unlike in goods, in services the person matters a good deal. You have to see things for yourself and *not* hire a person impulsively. You can't hire in haste and repeat at leisure.
- Where possible, have a trial test or pilot run. This, incidentally, helps the user and the supplier of a service to know whether they feel happy with each other. Compatibility is important.
- In most professional arrangements, it takes time to know

understand and adapt to each other. Consider retainer arrangements therefore.

- Let it be more than the conventional retainer arrangement by which you go to him when you think you need him badly. Let him also come to you with information etc. when he thinks you need him.
- Many highly skilled people have their idiosyncrasies and you better discount these so long as they do not affect the cost, quality or timeliness of the work. Some men are not as personable as their work.
- "Almost all highly skilled people vary their 'output' in response to environments around them. And the most annoying is the cross-questioning at very short intervals to ensure your getting the worth of every paisa. Any specialist will stand judgment for his *total work* but this will be sort of nagging and discouraging and finally you may get little by thus antagonising."
- "In estimating benefits, be honest with present performance conditions. Lack of records will mean no proof of how things were. So, when new 'measurements' are introduced, it does not

mean you were always so earlier. In presenting before the consultant often drop many so as not to offend, not to create a 'persecution atmosphere.'

- "The surgeon's hour is not same as the janitor's. Emphasise the value you get of the hour and not simply payment he gets for that. You are paying for the accumulated experience and developed skill. Apply *the cost vs yardstick*. As a business executive you know what is an worth?"
- "Enable him to be in business render you service and give value. If you cut his rates, or worse still, take part of the payment, he will be forced to cut out part of the value he assured you: both will be losers."
- "If one whom you support prospers, it is good for you. You are likely to get a better service that prosperity makes possible. Resist the temptation to your own shop. In most cases value does not increase than as government departmental approach has amply demonstrated."

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### SAYING...

Men occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing had happened.

— Winston Churchill

## GENERAL GUIDELINES TO SUPPLIERS OF SERVICES

- Remember that the users and would-be users have a genuine problem. They are used to exchanging tangibles for tangibles. This is exchanging intangibles for tangibles. While it is true intangibles make for tangibles, the appreciation of the fact takes time and effort on both sides.
- Ethics apart, it will be difficult



to get across the ideas on any particular service by each of the practitioners. This is a job for the Association; this is a job for a competent full time person.

- It is not the size of the organised body that matters. It is the idea. Such a body may organise "appreciation seminars" from time to time. At such seminars, what the service is like and how it works can be presented. (Many users would like to hear the architects, for example.) Lack of proper understanding keeps people away. And misunderstanding makes for many mishaps. Also the problem of jargon peculiar to every service industry can be partly solved.
- It is realistic to assume that the users would have incomplete ideas about the service. It is good practice therefore to judiciously explain it all before an assignment is signed. While a legal document is not necessary, a statement of understanding is vital. Assumptions and presumptions prove unhelpful.
- It is also a good practice to list in detail the work you will do, the alternatives (as in the case of materials) you will choose, and the time you will take for the

total work. Where interim inspections are warranted can give the time schedule the stages as well.

- Organise at your end in a way that the time schedule is kept. (Incidentally do not make an unrealistic time schedule necessary, take professional help to develop planning skills.
- Even if you are getting the work done by your men, make personal visits. You are confident that when completed 'it will be a thing of beauty'; the user will not be as confident. Your personal presence may be a help.
- They have come to you because you are a specialist. Adopt a craftsman's approach. Do not accept anything short of that which you are capable of. Do not create a need for a close supervision by the user's representative. Give your best without asking for it. Make no distinction between clients.
- It is possible that you may be asked to do an unreasonably low fee job. If you mean business, make a personal sacrifice; *make not a sacrifice job*. You may keep an account of your expenses. It is better that the client on seeing

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reimburse the difference. His objection can be to your profiteering, not to your making a reasonable margin. The name you make by such a sacrifice may prove an investment. Don't agree to get your personal record soiled. It may prove irrevocable.

- Estimating is a matter of judgment and judgment comes by experience. In our current context, when things are scarce and procurement is unpredictable, the least we can do is to keep the client posted with unavoidable delays and the effort we are making to control them.
- Let not the client pay for your poor judgment. He is often asked to and he agrees to as well. It seems unfair.
- The client can be enthusiastic but you have to be realistic both in terms of time and cost. In the Indian context, being a little more conservative makes sense. Living on hopes is interesting but it does not quite last.
- Meet your client at least once a year to exchange notes with him. Perhaps he does not quite know the range of the service you offer. Perhaps he has been wishing to explore a possibility or two with you. Or perhaps he has a comp-

plaint or two which he does wish to put in writing. Meet him then with no specific business in hand.

- You can gift him with a good book on the subject if you cross across. For example, "Conditions of an Advertising Man" "Persuasion Industry" would be welcomed by users of advertising services.
- Organising, promoting, entertaining and financing are important in a service industry. But *providing service is the most important*. Give it your thought, time and attention. And create a climate within your organisation which will make people give their best to the client. Make it not a sweated industry. Nor make it an industry where "salesmen alone thrive. That way no service industry will last long.
- Be a specialist, not a pseudo specialist. A specialist recognises another specialist, respects him *and uses him*. Commit not to a mistake you accuse the client of.
- Encourage the service industry as such. If someone organises a service industry which is there already, give him a helping hand. That shows your faith in what you do.

SECTION II  
**Survey Materials**

RESULTS OF FIELD SURVEY : TIPS, GUIDELINES, PITFALLS TO AVOID ;  
PROBLEMS FACED

c. **Guidelines for the Special Servi**

## ACCOUNTING SERVICES

We are here concerned with Chartered Accountants who are principals or staff of public accounting or auditing firms.

Auditing is the unique function of the independent public accountant. The annual audit is a normal practice for a well-run business and most organisations are required by law to have independent audits.

The other services they offer are outlined in the publication DO YOU KNOW WHAT A CHARTERED ACCOUNTANT DOES. This has been issued by the Institute of Chartered Accountants of India, Indraprastha Marg New Delhi.

The Institute has regional branches and the addresses are as follows:

Western India Regional Council  
the Institute of Chartered Accountants of India Aayaakar Bhavan  
Room No. 45 Queens Road  
Bombay-1.

Southern India Regional Council  
23, Nungambakkam High Road  
Madras-34.

Eastern India Regional Council  
7, Russell Street, Calcutta-16.

Central India Regional Council  
558, Dr. B. N. Varma Road  
Lucknow.

Northern India Regional Council  
G8, Central Revenue Building  
New Delhi.

PUBLICATION : *The Chartered Accountant* (Monthly)

## ACCOUNTING AND AUDITING TIPS, GUIDELINES AND PITFALLS TO AVOID :

Require the auditors to assist the company in improving the systems, procedures and methods, wherever it is necessary.

Require the auditors to guide the company officials in statutory matters so that conforming to the

requirements will be assured that the company management is going into the details of the procedures.

Insist on the auditors to guide their staff and schedule the audit to suit your company's requirements.

### SAYING...

How is it possible to expect mankind to take advice when they will not so much as take warning?

— Jonathan Swift

## ACCOUNTING AND AUDITING

### PROBLEMS FACED

N.B: ● applies to suppliers and ●● applies to users.

- Things are not kept ready—up-to-date and tidy when the auditors come. The related work starts being looked into *only* after the auditors arrive.
- Suitable sitting and working facilities are not provided the few days they work in the client's premises.
- Accounts people are at times not adequately informed about the company's operations to answer queries satisfactorily.
- Delays are not uncommon and

these reflect badly not merely on the accounting departments in charge and work flow (since books remain unclosed) but on the company Top Management as well.

- Some auditors seem to take more work than their staff can handle with the result that the work they do is delayed, incomplete and gives the client a feeling of indifference and uncertainty.
- Some are unable to quite understand the insider's point of view

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## ADVERTISING

“Advertising agencies are independent businesses not usually owned by advertisers, media, or other suppliers. Their services today are flexible and provide many options. Basically, the agency prepares and arranges for the placement of advertising in the many media available: magazines, newspapers, radio etc. Some agencies also provide direct mail, public relations, and marketing research services, design packages, prepare films, create sales and service literature, and help formulate and execute sales promotion programmes.

### “Mode of operation and costs:

Agency services consist of the following basic ingredients:

1. Study of competitive advantages and formulation of the advertising approach to make

these clear to prospective clients.

2. Analysis of present and potential markets as to local, seasonal fluctuations, economic factors, competition, and distribution and sales methods
3. Recommendations as to the media to reach and in the identified markets, price and distribution channels
4. Physical preparation of advertising and placement in appropriate media.

“Agency remuneration for management of advertising generally consists of fixed percentages of the media purchased. For they collect from the media and for art and other work collect from the advertisers.

Recognised body: Advertising Agencies Association of India of A  
III A Mahatma Gandhi Road Bombay 1

Publication: —

Recognised body of Advertisers: Indian Society of Advertisers  
Army & Navy Building  
Mahatma Gandhi Road, Bombay-

Publication: —

### SAYING ...

Idealism increases in direct proportion to one's distance from the problem.

— John Galsworthy

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## ADVERTISING

### TIPS, GUIDELINES AND PITFALLS TO AVOID

- "Because of the one-product-one-client convention and because of the minimum-advertisement-budget limitation, it is possible you are not able to get *the* agency of your choice."
- If you *are* able to get such an agency, it has been pointed out, you will get all the guidance you need in getting value.
- If you have to choose, choose one who is marketing-oriented, research-oriented; not one who is art-oriented.
- Choose one who has a record (not necessarily a long one) of planning a strategy *and* executing it.
- Let the prospective agency study your business and report while you have time to check with others who have used the services. Check too if possible the team that will work for you.
- When you do check, examine what they do know about the product, what they said and how they said it.
- Spell out the objectives in some detail and clarify the respective roles.
- Examine the statement that 'there is an optimum below which press advertising in particular is futile' and relate it to your situation.
- Though it cannot be exact, agree on an approach to measurement of the effectiveness. While doing, remember we are in a protected economy.



- “Try to get sufficiently specific goals—for example, ‘to persuade an average of 40 homemakers per dealer to visit the dealer in four weeks.’ And relate review to these goals.”
- “This may sound obvious but it is so often ignored. The purpose of planning is not how fast to spend the budget but how best to. Sometimes newspaper advertising is not the best though it is the most convenient way of spending.”
- Meet regularly the accounts executive servicing you and make him part of your marketing team.
- Make a special effort to have the focus on the marketing support the advertising is likely to give. Let this be the main criteria while making related decisions.
- “If you have artist friends or relatives, by all means listen to their views but do not let them decide. You may get a thing of beauty but it may not prove a joy for the average newspaper reader.”
- Review progress by all means but stay away from details “A single ad does not get results; the campaign does.”

## ADVERTISING

### PROBLEMS FACED:

N. B. • applies to suppliers •• to users

- "Few agencies have built a tradition of service and fewer still have kept them up. Some have started well but they have not kept up with growth."
- "Some forget little things are only little so long as they are not ignored."
- Quite a few pointed out that there is not enough attention to details.
- Some prepare a schedule all right but they do not keep up the time part.
- "It is true they know their job. If the understanding is that we choose, not merely approve, they should give us enough to choose from. So often it is a Hobson's choice. They bring it at the last moment. And we sheepishly say: All right. We are anxious that the related marketing programme does not get upset."
- As in many other aspects of life, here too we find the tendency to take the client for granted and to take undue advantage of their understanding.
- "Sometimes one is led to believe that the advertising agent thinks it sufficient only to get the advertisement printed in the newspaper or magazine without bothering to ensure good advertising position. Competitive products appear side by side and what is worse products of opposite utility are also printed side by side - a fat reducing calorie-limited product displayed alongside a nourishing, calorie-stuffed food item for example."
- "Unless you require them, they do not meet you and talk of common problems. If you make a suggestion, they call it a complaint and try to drown it at a luncheon party. Keeping the client pleased seems more important to them *than* getting a good job done. One feels like saying t

the blurb is the most readable part of the book!"

- "The copy in English is fair and the one in the languages tends to be unfair to the language, the product and our-selves. Others have told us the same tale."
- "We wish we had some idea of the working team before we started with the agency."
- "Many can only think of the newspapers and that too 'the national ones'. What is the attraction?"
- ● "They ask the views of their staff and that is considered equivalent of a Gallop Poll; they call us and tell: They all tell your ad is no good."
- ● "They tend to forget that advertising is only part of the game. They do not adequately provide for the other parts - the product itself, availability, packaging, personal selling, promotion, distribution and price."

NB.

With a little more timely co-operation from the Advertising agencies, perhaps further justice could have been done to their points of view.

## ARCHITECTS

“An architect has been defined as ‘the complete man of design ... the master builder in the sense of the master planner.’”

“The design, construction, and supervision of construction are accomplished within a network of contracts which create serious responsibilities that outlive the completion of a project.”

“The architect acts as a professional, unprejudiced advisor to his client, and must exercise an impartial judicial function between client and contractor.”

“An architect cannot be selected on the basis of lump-sum competitive bids like a contractor perform-

ing a clearly defined job. He must be chosen on the basis of talent, professional experience, and taste

“American Institute of Architects recommends:

1. Review of resume, together with photographs of past work.
2. Personal interview with ample time to determine architect and owner-representative compatibility.
3. Investigation of the architect's work to determine versatility and ingenuity in solving particular problems ... (1)

Recognised body : The Indian Institute of Architects  
Prospect Chambers Annexe  
Dr. D. Naoroji Road  
Bombay-1

### SAYING...

There should be some schools called deformation to which people are sent if they are too good to be practical.

— Sam

## ARCHITECTS

### TIPS, GUIDELINES AND PITFALLS TO AVOID

Know your requirements and resources well before you call an architect.

Before you talk over, visit one or more of the architect's buildings with him and talk to owners and to contractors who worked on them to assure yourself that is the style of operation that suits your requirements.

Be frank with the architect about all aspects of the project, especially those relating to the budget.

Complete your negotiations with a written agreement.

Stipulate time schedules for working details etc. after due consideration to possible exigencies.

While at the planning stage pay special attention to little things like colour scheme (which is a matter of taste as well) and phone lines etc. (which have to be provided for in good time).

Once you approve the design, exercise restraint and do not insist on changes. At least in respect of elevation, leave it to the architect. "He looks at the project as a whole and your friend is not a detail man." "He does not work on changes."

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— Samuel Butler

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fee—he wants some “He wants a fee—  
he wants some satisfaction too.”

Keep a clause that he has to pay  
visits on specific dates, and where  
conditions permit, with a penalty  
attached.

Insist on a clerk of works.

Cut down correspondence and  
prefer personal periodical discus-  
sion.

Don't depend entirely on the archi-  
tect for site inspection. Have your  
own engineer do it. Better still,  
clearly define the respective roles of  
the architect and the civil engineer.  
If you don't have a pucca plan, a  
time schedule and job details worked  
out, and prefer to do things as you  
go along, it will cost you consider-  
ably extra by way of time, money  
and bother.

If you have the men to supervise,  
consider paying a lump sum for  
working drawings and per visit  
payment for inspection and consul-  
tations.

Suggest to the Institute of Architects  
that they should arrange from time  
to time appreciation sessions for  
the clients and prospects. “We seem  
to have a problem of ‘language’.”

Also suggest to the Institute that  
they should arrange a delay analy-  
sis study.

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ADDITIONAL NOT

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## ARCHITECTS PROBLEMS FACED:

N. B. ● applies to suppliers and ●● to users

- "Either because they are over-worked or because that is the way they work, there is delay all the way. With the result, schedules go out of gear, costs mount up and blood pressure goes up!"
- "There is often delay in the preparation of estimates and detailed drawings."
- "When supplied, they are incomplete and for 'one small thing' things wait."
- "They do not come to supervise the job particularly when we need them. (For example, when columns and slabs are casted). They say they will come and they do not. When we do not have an engineer of our own, people wait and cost goes up."
- "He does not make an effort to team up with our engineers. They seem to be in competition. Probably it is our fault: we do not support our man properly when he is right."
- "After completion of the design, there is delay in getting the building passed by the municipality. And this is over and above the delay that the municipality makes."
- "There is again delay in the payment of bills of the contractors".
- "Probably they do not employ enough technical personnel."
- "Some give the impression that they look at the job from the contractor's and publicist's point of view."

and not the user's (or functional) angle. Elevations and external designs seem to be all important for them. The financial implications of frills do not seem to appeal to them quite."

- "He does not frequently quite know what he wants. You make a shrewd guess and he agrees. Then he turns round and says: 'This is not what I thought it would be'".
- "The technical men and the financial men do not have a joint sitting with you. They do not indicate the budget. They say: Give a plan and an estimate and we will see".
- On the advice of 'anybody' they change their mind—and how often!"
- "Because we are given a wrong impression of the financial provision, midway we find stuck and we are accused of indifference".
- "You have to say 'exclusive of this and exclusive of that'. Otherwise you will hear 'I thought all that was included.'"
- "He is liberal with lakhs but gets sticky on a few thousands, once again probably due to inadequate financial planning".

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## BUILDING CONTRACTORS

“Construction of a modern industrial building or office structure calls for a technical team. Outside experts - the location specialist, the architect, and the engineer - should always be brought into the planning at an early stage, so that the building will be designed not only for immediate needs, but as a part of an orderly programme of growth.

“Under the most common arrangement, the architect recommends the selection of the Building Contractor on the strength of bids based

on his specifications and on the progress of the work.

“Before issuing specifications for a bid, a preliminary financial credit check should be made to insure that the contractor to bid can purchase materials and carry the payrolls required for the project. Also included should be a check of experience in the type of construction involved. In some cases interviews of the superintendent and key men.” (1)

Recognised Body: Builders Association of India  
United India Building  
Pherozshah Mehta Road  
Bombay 1

Publication: Indian Builder (Monthly)

## BUILDING CONTRACTORS

### TIPS, GUIDELINES & PITFALLS TO AVOID

#### ADDITIONAL NOTES

You can approach the Secretary of the Association and talk over your requirements.

Let your agreement with the contractor be in writing and *in great detail*, particularly in respect of the material to be used.

**Start work only after getting all the details. Remember permission etc. is to be obtained from a number of authorities.**

Ask for and stick to a time schedule but give reasonable time for each stage.

Don't be changing your mind all the time.

Have your engineer at least periodically and *certainly at critical stages* examine and check progress. This is not suspecting the builder's bonafides. This is supporting their powers of judgment.

Pay him his charges and give him a free hand to work-having selected the right man and having agreed on the plan. The lowest tender gets the job to low standards of behaviour and performance''.

s and oversees work.

specifications for financial and should be made to contractor invited materials and required for the should be a in the specific n involved, and ews of proposed id key fore-

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**SAYING...**

It is a funny thing about life: if you refuse anything but the best you very often get

— William Somerset Maugham

**BUILDING CONTRACTORS  
PROBLEMS FACED**

N.B: ● applies to the supplier ●● applies to the user.

●● "Architect does not give details in time. What they give is incomplete in one respect or

another. We are urged to proceed. Clients present are asked to write

architect's office. When we remind for a reply, we are chided. 'When I visit the site, I will tell you.' When he does visit he says, 'As soon as I go to the office, I will write. When we explain the situation, clients mistake us. Also, architects forget the old saying: Even idiots can suggest an improvement. They simply order us about.

- "They do not keep up to the dates already committed. They conveniently take cover under the scarcity conditions in the country. The facts seem to be poor scheduling and over-trading."
- "They pester for frequent advance payments."
- "They do not bring the required technical personnel for the particular job."
- "They tend to blame 'today's worker' instead of their standard of technical supervision when anything goes wrong."
- "Their knowledge of building materials and their information on current building trends can be better: the punishment is on us."

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often get it.

William Somerset Maugham

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## EXECUTIVE RECRUITING SERVICES

“The Executive Recruiting Consultant relieves management of the slow and difficult task of finding top-level talent. After a careful study of the client company and the position to be filled, the consultant draws upon known qualified candidates as well as new ones he develops, and seeks to elicit their interest. He screens top candidates through lengthy inter-

views (arranging for psychometric testing if required), and through exhaustive inquiries among associates, friends and acquaintances. When he is satisfied that he has turned up the best available candidates, he presents them to the hiring management, makes the final selection.....

“ Searches by executive recruiting are usually far more executive

those which a company could make on its own. Because the recruiters are outsiders, they tend to be more objective than members of management with respect to the positions in question - normally, executive recruiters are employed only to find key management personnel and the men considered for them. Moreover, because their searches are made on a completely confidential basis, they can protect a client's identity while interviewing and investigating candidates".

"Accredited executive recruiting firms are paid only by the companies employing them, as distinguished from employment agencies which normally receive all or part of their compensation from the person being placed. The charge is typically 20% to 25% of the first-year's compensation of the executive employed in addition to out-of-pocket expenses. Executive recruiters are usually engaged on a per-search basis, but occasionally operate on an annual retainer. The length of any one search will vary with the nature of the assignment; three months is a normal duration of a search, although many are concluded in less time..." (1)

*Recognised body* : Please see Management Consultants' Association of India ( page... )

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## EXECUTIVE RECRUITING

### TIPS, GUIDELINES AND PITFALLS TO AVOID :

- Get a preliminary survey made and the problem defined - it is possible that getting a new man is not *the* answer to the problem. Let the specialist assess the situation and report.
- Even if he does not insist, you insist on his knowledge of the company, the work and the man that is like in.
- Get in writing what the cost is and will cost *and* cost in writing.

- The project is a common one. Give him all the background information and help him to succeed and not put him to endurance test.
- Do not rush him :it takes time to come out with a short list. If he has it ready with him, he will not delay.
- Do not urge him to divulge confidences. Because he does not and will not, he is in business.
- Give him dates for final interview adequately in advance *and* stick to them: he has to get the candidates from many places.
- Decide early and let him know the decision.
- Make the offer through the consultant. *After* the candidate accepts it, you can issue an order of appointment. Leave the door open for negotiation.
- Take the assistance of the consultant in "inducting" the candidate to the organisation.
- If yours is a growth company, keep the consultant on a retainer basis. One service you can ask of him is to periodically post you with job market trends and the like.

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*and* confirm it



**SAYING...**

Anything one man can imagine, other  
make real.

**EXECUTIVE RECRUITING  
PROBLEMS FACED**

N.B: • applies to suppliers and •• applies to users.

- At times, the consultant does not point out that the client's expectations are unrealistic that the project will be

much effort and expense.

ADDITIONAL NOTES

e, other men can

— Jules Verne

- The consultant does not at times understand the urgency of the client and goes about the job in his conventional way.
- The consultant in a hurry to collect his out of pocket expenses sends the bill to the accounts department and defeats one of the primary purposes — viz. confidential purpose — for which he is hired.
- The client makes an impulsive decision to create a position and after the work has reached an advanced stage, he tells the consultant: "Let us call it off".
- The client wants *the* man yesterday!"
- The client while he is in a great hurry before the search starts, "relaxes completely" once the shortlist is placed before him. Decisions get postponed almost indefinitely.
- The client makes the project so "confidential" that he lets many things for the imagination of the consultant.
- The client looks at the fee in absolute terms instead of in terms of the value of the service.

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## LABOUR RELATIONS

Thanks to recent legislation, labour relations service is sought by more and more organisations. Some avail of the specialists services on an ad hoc basis, though many prefer to take them on a retainer basis. The services are used especially for relations with labour unions.

Employee Relations Hat reports: "The maze of regulations affecting labour practices p... dislike of unions for law... hastening the day when consultants will take the p... the labour attorney in d... with organised labour."

## LABOUR

### TIPS, GUIDELINES AND PITFALLS TO AVOID

- Retain the services of a labour specialist.
- And give the following interpretation to the retainership :
  - He will brief your officers on the fundamental provisions of labour law.
  - He will conduct atleast one refresher session a year.
  - He will meet your full time officer in charge of labour matters atleast once in a quarter and guide him on me and matters.
- Require the specialist to guide your officials so that adequate safeguards can be taken in day to day management and relation with labour. Require him to clearly explain the implication of related law.
- "Make it clear to him that you are anxious to abide by the law and not score a victory over labour."

Handbook  
of regulations  
plus the  
lawyers are  
when labour  
the place of  
in dealings

**SAYING...**

Boys nowadays take advice and then they please.

**LABOUR  
PROBLEMS FACED**

N.B: ● refers to the supplier and ●● refers to the user

●● "So often the specialist is called in after the deed is done—to

repair; not before it is done to prevent."

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## LEGAL

“Legal services, except for very large companies, will not as a rule be required on a continuing basis, but rather as the need arises in connection with the annual meeting, real estate transactions, review of contracts, capital changes or acquisitions and mergers. Thus the

great majority of companies will use outside counsel as required rather than setting up a Legal Department.” (1)

Areas like taxation and company law however, are of continuing interest.

**LEGAL : SPECIAL (TAXATION, COMPANY LAW ETC.)**  
**TIPS, GUIDELINES AND PITFALLS TO AVOID**

Choose a man that answers to your requirements. It takes time for both to get to know each other this understanding is vital

the point of view of the work to be done.

Choose not a beginner or a busy-body. The work calls for both time and experience. He should be able to devote some time to your problem the right way.

Require the specialists retained by you to volunteer to inform you (through periodic handouts say) of changes and trends *and* say how your company is likely to be affected.

In matters of appeal work, require them to work hand in hand with the company officials and not single-handed.

Require them to help the company officials do their day to day job better in the concerned areas.

"You know we are a large company but as a rule in matters legal we believe in a second opinion. Also, we go to one to argue our case. We find this approach worthwhile: We define the problem. We state our tentative solution. We talk it over with the specialist. We *both* listen and talk. We are interested in winning the case and our lawyer understands it. This adaptability some lawyers do not have and we have discontinued our business with them".

(ETC.)

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**LEGAL : SPECIAL  
PROBLEMS FACED :**

ADDITIONAL :

- "They tend to take an ad hoc approach and do not take continuing interest".
- May be they are supermen. They leave you with the feeling they do not have time to concentrate on your problem".
- "Some specialists do not advise; they order. They forget that the company officials are fairly able people and they too have given fair thought to the problem".
- "As hearing proceeds we get the information. Not earlier. In spite of our repeated request: 'Please keep us fully informed, of all related transactions.'"

## MANAGEMENT CONSULTING

“Management Consulting is an organized effort by specially trained and experienced persons to help solve managerial problems and maximize economic opportunities, through systematic analysis of facts and the application of objective judgment. The management consultant counsels on basic economic, managerial, operating, and technical problems. His activity is not confined to solving problems in a purely theoretical abstract, or technical sense. He does these things, it is true; but the problems with which the consultant deals calls for action, and his thinking must be oriented toward improved managerial and economic results.....

“Mode of operation; Reputable consultants will confer, with an organization considering outside help, to explore the nature and scope of assistance that may be given. This discussion usually is undertaken without obligation to the prospective client. A preliminary survey culminates in a letter of proposal. The amount of detail will vary widely from situation to situation. To some extent, how-

ever, it generally covers: definition of the problem; objectives, scope and nature of the engagement; recommended programme for accomplishing the work; general methods to be used; a statement of who is to do the work; estimate of the time necessary to accomplish the work; and an estimate of professional fees.

“Although legal contracts covering an engagement are sometimes unavoidable, particularly in governmental work, professional practices do not require them as far as the consultant is concerned. Most management consultants require only a letter of agreement stating what is to be done and the projected time and fees involved, with the understanding that the client may terminate the assignment at any time he feels it advisable to do so. The consultant also reserves the right to withdraw if circumstances beyond his control interfere with the successful conduct of the engagement.

“No matter what fee arrangement is used by the consultant, in the

final analysis, the cost of a consulting assignment is based on the number of man days to complete it .....Prospective clients, warns ACME, should beware of consul-

tants who attempt to secure contracts by offering free estimates guaranteeing results or saving by proposing a fee contingent upon findings or results of service

Recognised body : Management Consultants Association of India,  
C/o Modern Management Counsel  
Podar Chambers Second Floor  
Parsi Bazaar Street, Bombay-1.

Publication . MCAI publishes bulletins from time to time -- it has published three so far -- and they can be had *gratis*.

Code of Ethics :

**The Members of Management  
Consultants Association of India.**

have solemnly agreed to adhere to the following code of ethics —

We shall be fair in our dealings with clients and accept only those engagements which we are qualified to undertake and upon undertaking them perform them competently and to the interests of the client and the advancement of good Management.

We shall not disclose or permit to be disclosed confidential information acquired during the course of our professional work for clients.

We shall not accept fees, commission or any other valuable consideration from organisations whose equipment, supplies or services we may recommend to our clients.

We shall charge fees or render services appropriate to the character of the work and agreed in advance of the engagement.

We shall negotiate for work with a client where a firm is currently engaged when we are assured there is no reason for conflict between the engagements.

We shall not directly or indirectly injure the professional reputation or prospects or practice of a consultant.

We shall not advertise in a manner which will appear as self-promotion which may appear undignified for the profession.

We shall not do anything which is likely to discredit or do harm to the profession.

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## MANAGEMENT CONSULTING

### TIPS, GUIDELINES AND PITFALLS TO AVOID

- Before choosing a consultant, know whether you want an ultra specialist or an informed generalist.
- Get a preliminary survey made to define the problem and to make a tentative diagnosis.
- If an insider is there who has time and the technique, put the insider to the consultant in general practitioner - specialist relationship.

- As far as possible, get the data collection done by your men and interpretation of data by the outsider.
- Let implementation (if needed over an extended period) be an integral part of any assignment you give a consultant.
- Right at the beginning, let there be a clear idea of the nature and frequency of reporting progress.
- Preferably, let the reporting be in person—listen to him patiently; he has come to give his best; his findings are objective.
- As soon as an assignment is over let the particular consultant go. “Let him not become staff at consultant’s rates!” If you wish to give another assignment, give a gap of at least a few weeks.
- Consider brief consultations as against extended ones, at least in some of the situations.
- Encourage your executives periodically and pick their brains the consultants would not mind it, yes, for a fee.
- Use consultancy like a tonic, not medicine.

## MANAGEMENT CONSULTING

### PROBLEMS FACED:

N. B. • applies to suppliers •• to users

- Some consultants sell their services as salesmen their wares.
- Some consultants manage to suggest one project after another and thereby perpetuate themselves for literally years.
- Some consultants recommend *themselves* to all problems—they are not frank enough to admit the inadequacy in certain areas (say cost accounting). If they wish to gain experience at our cost let them and with our consent

It does not seem fair to charge us for the 'specialist services'.")

- Some consultants seem to think that their job is over once they hand you over their impressive report.
- Some consultants send "third" class men and charge first class fees - "they seem busy selling, not consulting".
- Many consultants do not seem to have had operational experience. "Are consultants born?"
- Some clients seem to think that only "imported" consultants should be hired.
- Some clients do not mean business. "They perhaps wish to join the bandwagon".
- Many clients do not take care to suitably "introduce" the consultant. What should be a cooperative job turns to be a competitive one.
- Some clients do not use consultants for their management research skill - they try to use them for spot fire-fighting.
- Some clients tend to treat the professional on par with the commercial - they higggle-haggle on fees and they take a legalistic attitude to arrangements.

## TRAINING SERVICES

In the past ten years or more, training facilities have been increasingly offered by Management Associations, Productivity Councils, Institutes of Management, Private Consultants etc. etc. in the areas of scientific management and productivity.

1966 has been named the Indian Productivity Year and we can hope to have much more activity in this area of service.

The All India Management Association has published a Directory of Trainers but as yet there is yet no organised body of the bodies that offer the training services.

Training within Industry Centre, Ministry of Labour, Industrial Assurance Building, Churchgate, Bombay-1 publishes a quarterly *Supervisory Development News Letter* (annual subscription Rs. 2.50).



## TRAINING SERVICES

### TIPS, GUIDELINES AND PITFALLS TO AVOID

- If necessary, with specialist help, ascertain the training and developmental needs of your personnel.
- Relate programmes announced to those needs.
- If size warrants, seek such services; you need not wait. You can have tailor-made ones.
- Do not yield to pressure from outside and nominate 'someone' to a programme; "this is not a benefit performance".
- Encourage your men to watch for such facilities and bring to your attention - let the right men, the interested men go and attend programmes. Encourage the system of volunteers instead of nominees.
- Vote for a trainer who demonstrated ability to impart information, skill or enthusiasm rather than for big name or high learning.
- Where possible, send the men in teams of two. When they return, they will be able to teach others better of what they learned.
- Before participating, arrange to brief them. This is particularly essential in the case of residential courses. Professional assistance is indicated, if necessary.
- As soon as they return from a programme, where possible place them on a special project wherein they can use their acquired knowledge, skills and enthusiasm.

- Where it is a matter of technique (say O & M), get the periodical assistance of a specialist to help the participant in the application of the technique to the company situation.
- You can't abruptly break a system, close it down, and start afresh. It calls for judgement and skill to introduce a modern technique to a company. To expect one who has been exposed to a few days course to muster the situation single-handed is found to be unrealistic.
- Assess results after a reasonable period. One way is to require the participant to report to you in person and in writing.
- Often you have to be thankful for 'the little extras'. To expect much is to court disappointment.
- Some who expect much or the wrong thing get disappointed and give vociferous expression to their impressions which are unfair to the facility offered. Do not swallow the snappy impressions of the vocal section.
- Remember that you have to link *how soon it should pay off* to *how much it should pay off*. Immediate pay off and total pay off may not often go together.

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## TRAINING SERVICES

### PROBLEMS FACED:

NB ● applies to supplier and ●● applies to user.

- "So many brochures announcing programmes come on your table that you wonder how you did without them all these years!"
- Some of the programmes are packaged ones—good as a commercial proposition but do not give sufficient value to participants.
- Some "specialists" seem only in name. A reading course

half a dozen books on a subject does not make one a specialist. Many do not have operational experience—they have only books to support them.

- Some trainers before they develop their expertise wish to charge specialist fees.
- Some participants are there because they have been ordered to go—and they are no help to the group or the group leader.
- If some are indifferent, some are over-enthusiastic. When they get back, they introduce changes without plan or skill. When they get consequences, they blame the training services.
- Some think that attending one programme is the end of learning.
- Some generalise on the basis of a single bad experience and become vocal on public platforms.
- Some give support only if the programme is sponsored and supported by big names.
- Some participants are unrealistic in their expectations—and they blame the programme for not measuring to those expectations.

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SECTION II

# Survey Materials

RESULTS OF FIELD SURVEY : TIPS, GUIDELINES, PITFALLS TO AVOID ;  
PROBLEMS FACED

d. Other Service

## UTILISING SPECIALIST SERVICES

- Generally applicable to all the services are the following points:
- If the supplier does not care to tell the story the nature, scope, extent and limitations of the services offered by him, find out. Know enough to be able to ask the right kind of questions.
- Relate such services to your present and future needs.
- Since the needs for such services may not have then the time or the patience to go into detail better do 'window shopping' much earlier.

- When you do avail of any such service for the first time better talk it over at one or more sittings and in good detail. This will save on time and bother.
- At that time, agree on a time-schedule *and* progress report(s).
- Please don't force him to be dishonest. When you agree on the time schedule, do not try the 'I know you can do it by this time' approach. There is a basic minimum for any work. Besides, he should be fair to the other clients too.
- Have too a clear understanding of the charges. Your assumptions may be right or may not be too.
- Wherever possible, encourage a per diem fees for services rendered.
- Agree too on who in your organisation will liaison in respect of a project in question.
- As soon as the project is over, please sit down with the supplier of the service and review the job done and the way it has been done. This is particularly important when you are to avail of such services on a repetitive basis.
- Even if it is a one-time job you can spare the time, do the review with the supplier of the service. That way you will be contributing to the service industry. Remember the supplier will hesitate to take the initiative, lest he be taken.
- If you find a service useful, commend it to your colleagues in the industry. Especially so is important in respect of professional services. You will be doing a good deed simultaneously to two cells of the country's economic system.
- One better perhaps you will do. If you need a special service which is not currently existing, encourage one equipped to render it. Consider the secrets of business and industrial vitality and dynamism in the west is the support given by service industry and professions. Incidentally the service industry holds enormous employment potential for high level talent.
- Exercise caution in service areas where professional affiliations and uniform standards of procedure or defined codes of ethics do not exist.

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## OTHER SERVICES

The following services are available in the country. Since there are no formal associations and since the list of "supplies" cannot be complete, we are unable to give more details. Perhaps your Chamber of Commerce should be able to help you, either on the basis of first hand experience, or through careful investigation.

- Appraisal Services
- Audio visual aids
- Banking services
- Business Brokers
- Business forms and systems
- Commercial finance companies
- Consulting Engineers
- Correspondence Schools
- Contract manufacturing
- Data processing and mechanical accounting
- Duplicating services

- Equipment leasing
- Employment agencies (private)
- Export sales representatives
- Freight forwarding service
- Industrial designers
- Insurance consultants
- Interior designers
- Investigation & Detection Service
- Liaison Services
- Manufacturers Representatives
- Outside Research Services
- Patent Attorneys
- Press clipping services
- Psychologists
- Survey organisations
- Technical Collaboration
- Testing Laboratories
- Trade shows & Exhibits
- Trucking Service
- Travel & Clearing agents.



## BRIEF NOTES ON SOME OF THE SERVICES

- In areas like Research & Testing, integrity and thoroughness are particularly important.
- Work of a creative nature should be looked at and evaluated differently.
- In respect of office equipment the commended practice is this: Define in detail the desired end-results and ask a number of suppliers to indicate the general nature of the system expected to achieve them, with estimates of costs, availability dates etc. Get the assistance of a specialist to evaluate.
- When you use Clipping or Digest service, you cannot expect every line to be useful to you and ready-made for your use.
- Data processing: service to value calls for certain steps in certain climate. One is that should have respect for data should have an atmosphere where data will come up *as is* rather than as what will be liked. The data speed should be related to our other activities. The purpose will be served if our data in 1 *hour* and we read for one *week* or if our data takes 4 days to transmit. Data process *does not* enter into *decision-making*. We still have to do it. But certain benchmark rules can be laid down for *decision-making* at lower levels. For example, no change in schedule if inventory remains at this level.

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## OTHER SERVICES (2) A MILLION JOB INDUSTRY

Those Readers who have lived and worked abroad for a fair period miss some of the services they found there. The following have been reported :

- Advertising measurement services
- Collection Service
- Conferences
- Corporate identification
- Credit insurance
- Credit rating and reporting
- Direct mail services
- Investment reference and advisory service
- Mailing lists
- Maintenance contract services
- Outside research services
- Packaging consultants
- Plant location services
- Printing advisory services
- Public relations services
- Records management and protection
- Safety services
- Sales incentive services
- Temporary help contractors
- Vehicle renting and leasing services
- Warehousing

THESE AND RELATED SERVICE INDUSTRIES CAN MEAN SATISFYING AND PAYING WORK FOR FEW THOUSAND ABLE PEOPLE. IN FACT, SERVICE INDUSTRY CAN BE A MILLION-JOB INDUSTRY FOR OUR COUNTRY, IDEALLY SUITED FOR SMALL BUSINESS, LOW FINANCE, SELF-EMPLOYED ENTREPRENEURS.

SECTION II  
**Survey Materials**

RESULTS OF FIELD SURVEY: TIPS, GUIDELINES, PITFALLS TO AVOID;  
PROBLEMS FACED

e. **Government Service-Uni**

## GOVERNMENT SERVICE UNITS\*\*

\*\* A partial list is provided on the next page

Central and State Governments have organised a number of service facilities in the many areas of testing, research, productivity etc. etc. (In a sense public administration has as one of its prime functions the facilitating of wealth production and resources utilisation). These units are well-equipped; they are well-manned; and the charges are nominal.

Though mostly availed of by the larger organisations today, they are primarily intended for the small and medium-sized units which cannot hope to have such service facilities themselves, badly as they need them.

Because of the governmental organisational setup, there are inherent limitations. If we concede

these limitations and if we know how to work with them, we will find them quite useful and quite inexpensive. As we said, they were started for the benefit of those who need such services and whose funds are too limited to let them use the normal sources.

Obviously governmental units require a different approach. Correspondence and single visits do not enable us get the needed information. We almost got the impression that this can be a study in itself.

This much is certain. These are national resources and potentially worthwhile ones. Utilising them however, will call for an approach other than for commercial or professional sources.

## GOVERNMENT-OWNED OR GOVERNMENT SUPPORTED SERVICE UNITS\*\*

INFORMATIONAL, ADVISORY, RESEARCH ETC.

\* A partial list

- Central Building Research Institute Roorkee
- Central Drug Research Institute Lucknow
- Central Electro-Chemical Research Institute Karaikudi
- Central Labour Institute Safety, Health & Welfare Centre Bombay
- Central Leather Research Institute Madras
- Central Salt & Marine Research Institute Bhavnagar
- Central Training Institute for Instructors Bombay
- Indian Agricultural Research Institute New Delhi
- Indian Institute of Management Ahmedabad
- Indian Institute of Management Calcutta
- National Productivity Council
- Nutrition Research Laboratory Hyderabad
- Productivity Centre Bombay
- SIET Institute Hyderabad
- Small Industries Service Institute (in major cities)
- SQC Unit (in major cities)
- Training-within-industry Bombay
- Vocational Guidance Institute Bombay (for psychological)

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SECTION III

**SAYING...**

It is difficult to see why lace should be so expensive; it is mostly holes

— *Mary Wilson Little*

## **SELECTED ARTICLES**

The accompanying articles should be of interest to alike the user and the supplier of specialised and professional services.

Practically all the articles are of foreign origin for the simple reason that vigorous exchange of experiences obtain abroad more than it does here yet.

Even among the services we find the advertising service and management consulting service more vocal than others. That is how we find more material in those areas.

But what applies to one form of outside service applies in good measure to another form of outside service. And this is particularly true of professional services.

**WHAT'S**

**AN IDEA**

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