

me, with my thought but I am very sincere about what I think I again thank Dr. Roy and Mr. Mazumdar for giving me all these points.

SRI V.N. VARMA, MANAGING DIRECTOR, BALMER LAWRIE

Today, West Bengal has to market itself. It is in competition. The Govt. of India's industrial policy during the last three years has undergone, if I may be permitted to say so, a sea change and under the circumstances there is a tremendous amount of opportunities emerging for new business, business outside India and on Global scale exports. India has today attracted entrepreneurs from all over the world. China had occupied this position during the last fifteen years, but today the entrepreneurs all over the world are looking towards India as perhaps the most suited country. Notwithstanding the fact that they had not yet upgraded the graded rating of India, India is attracting multinational players, India is attracting high technology. India has recently attracted financial Institution, foreign institution and is looking at the capital market. Under these circumstances, every state of the country is vying with each other to attract such entrepreneurs and we are pitted against Maharashtra, Gujrat, Karnataka, Haryana to name a few. Some of the recent statistics is eye opener. During the last two and half years, Gujrat today has 69000 crores of rupees worth of projects under implementation. In Maharashtra, 101000 crore-rupee projects are under implementation.

In the entire eastern region, if we take all the seven north eastern states inclusive of Bihar, Orissa, West Bengal we will not reach 1,000 crore rupees. In a recent survey which was presented in the Bengal Chamber of Commerce, 39% of the investments have gone in the Western region, 31% of the investment have gone in the northern region, 19.% in the southern region and only 11.% in the entire eastern region of which West Bengal's contribution is 2.5%. This is the reality and the fact of life and how do you deal with

the situation ? Why should an entrepreneur come and invest in West Bengal ? What West Bengal is offering ? My previous speakers have talked about Industrial relationship situation and the speaker representing the trade union has confirmed that situation is far improved in terms of industrial relationships and I agree with him. Industrial relationship situation has improved a great deal in the state of W. B. and Eastern region. The power situation in W. B. has improved a great deal and is comparable to any state in the country to-day. Communication system has undergone a seachange. Things have improved a great deal and you can with one dial, get into any corner of the world and communication has improved a great deal. But, I think one thing which strikes everybody is the work culture and infrastructure. It starts off with the landing at the Dum Dum Airport. When we land at the Sahara Airport in Bombay or Indira Gandhi International Airport in Delhi or for that matter Madras airport and you land in Calcutta Airport you can see the difference. The slow movement for clearance of your baggage and when you drive down the city you feel a kind of congestion. Govt. of W. B. is now trying to form an infrastructure committee to adopt a model Industrial park, to look at various locations and find out which part of W. B. can be identified and taken as a place where the industries can be invited. The industries and the Govt. join hands all out to suggest and provide the infrastructure to set up new industries and to invest. The expert committee came back to say that Falta was probably the best equipped. It has plenty of land, plenty of water, plenty of power, and everything is there. But to reach Falta from Calcutta if you start at 6 O 'Clock in the morning you can reach there in one hour's time. But if you start at 9-30 in the morning it would take you more than two and half hours. The intervening road is so congested, particularly when you are leaving Calcutta. Now, this does not require any massive outlay. It requires the will power, the political will of the Government that it means business and it will clear up the whole place.

A very wide road has been built up but three quarters of it have been occupied by parked vehicles, the carts and goods and so on. The Chief Secretary, the Industries Secretary, the Chief Minister, the Industries Minister, the Commerce Minister, they are all absolutely seized with the situation. But down the line people are not. I attended another meeting the other day in Uluberia Industrial Estate ; one entrepreneur was literally crying : He spent three crores of rupees in setting up his unit, but a distance of 1 hour between the main road and the industrial state has not been yet connected. It is Kachha road, This entrepreneur can not be expected to make or build a road, but nobody is willing to listen to him. It has taken him several months to get a telephone connection in that place and the telephone department behaves as if it was doing a favour by giving him a telephone connection.

In this connection, I would just like to narrate one of my personal experiences of a Plant we were setting up in Nasik for manufacture of Cryogenic containers. We went to Industrial Development Corpn. Office of that state and said that we were from so and so company and we wanted to set up a plant there in their industrial development state. There was a middle level officer, but he behaved as if he was a Private Salesman trying to sell his ware. He immediately called us. He brought the blue print and told us, "These are the plots available in Sector I and these are the plots available in Sector III; these are the advantages of Sector I, these are the advantages of Sector III and then he called his own jeep. He said, 'Leave your car here' and with his man he himself sat and drove half an hour/forty minutes to the Industrial Estate to show us. Then we came back in one hour's time. Along the blue print he marked with a red pencil the plot that we had selected and took out his register and gave us a number and said, "This is your plot number and it is allotted to you. Please deposit seventy five rupees, fill up the form and there is the counter where you can pay up the money in cash now and you will get the registration certificate of allotment of land" and while we were

filling up the form he said, "Will you need a telephone at site?" and we were shocked. He said, "yes Yes, fill up this form." Nasik was the only construction site where in the tenth day we had a telephone connection, when the foundation was being done. Then he said. "Will you need the entire 1500 kW of power to begin with?" We said, "Well, why you are asking?" He said, "If you want 500 kW I can allocate from this office. For 1500 kW, the application has to go to Bombay. It will take you 2 months. But if you want 500kW, I can give you to-day" and we said, "Yes, we in the first place may not need 1500kW". He said, "please fill up one form for 500 kW and one for expansion giving 1500 kW." You know, we could not believe that we were working in India. Why this man was doing it? We didn't pay a single rupee as speed money. We had gone to see the plot and we came back with allotment, telephone connection. FAX, telex etc. came up by the time the first office was built. We are pitted against that kind of attitude and work culture. Here every one thinks that they are doing you a favour if they give you a telephone connection or a power connection. Ofcourse, now the infrastructure committee has formed a core committee and task force saying that they will try and clear everything in one window. They will tell you within 4 weeks whether they are giving you or not and so on.

I think some of the projects have to come up in West Bengal in a big way. We have built such a beautiful Vidya Sagar Sethu, but we are stuck because, down stream connection is not made and I took a drive couple of months ago and there is no way you can create a wide outlet. There are so many houses and there are so many structures. It hasn't been possible to give them compensation, demolish the obstructions and widen the road and therefore the only answer is to have a flyover running 20ft. or 25ft. above ground. There is a proposal to build a six lane highway between Siliguri and Calcutta. It is a very ambitious and prestigious project of W.B. which they have decided to take and the best thing is that they are deciding to get it constructed by private sector. It will

collect toll duty for highway and I am of firm belief that this highway construction is bound to generate tremendous amount of economic activities in this area. Thousands of people are going to be employed in this construction. Thousands of people are going to be employed in servicing. I think the infrastructure in W.B. has to improve, has to be expedited and then we can attract the new entrepreneurs.

Hundreds of thousand crores of rupees have been invested in PSUs and return is only few thousand crores per year. Individual *entrepreneur* will not accept that situation. He wants return on his investment and can W. B. provide that kind of a guarantee? I.R. situation is a prerequisite. If we are not going to change our attitude, the question doesn't arise. Why have the industries fled from here from the mid sixties and seventies? I was just talking in the tea time that W. B. is no different from Maharashtra, Madras, Cochin, Delhi. Everywhere there is dispute between Management and workers. We are the same people who are there or here. There the workmen have the same attitude, the unions have the same attitude. But there is a Law and Order machinery which intervenes when you cross the limits. When your life is threatened, you can rest assured. In Cochin, we had a problem recently; we rang up, the police came. When the police came, they looked into the merit of the case. Are you being unreasonable or are the workers unreasonable and they protect your life and property. We have seen this in W.B. in earlier times when it was not possible to guarantee your property, your life.

Safety is another. Safety of your investment. Safety of your property and life, something which W.B. has to guarantee.

Things are happening, there is a Japanese village coming near Haryana. Three Golf courses are being built there. We can say this is a richman's game and so on but nothing doing. These three Golf parks employed thousands of people, Hundreds of people, agriculture workers are employed, are putting grass and green bushes and creating asset there and with that there will be few Japanese families to come. They are going to live

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there. They are not going to bring their bread from Japan. The bread is going to be supplied by an Indian. The milk is to be supplied by an Indian, so the butter, the vegetable, the meat, the food. Their children need education.

So when you have an investment, around it you must have a lot of infrastructure and something has to happen. No major project is happening in W.B. which is a matter of serious concern; something has to happen. A friend of mine came from Poona and he said, "Mr. Verma, you cannot imagine what is happening in that part of the country, 12,000 crores of rupees worth of railway project is going on. They have built 70 tunnels through the mountains before time. The same PWD engineers are working with a PERT chart on and what day by day they are cutting what was their schedule and have they achieved.

If something has to come infrastructure is the first thing which has to come and then once we have a good communication, good transit, good work culture, I think entrepreneurs will come and set up Industries here.

**DR. S. K. GHOSH, GENERAL MANAGER, HRD,
COAL INDIA LTD.**

My earlier speakers have extensively dealt with the infrastructure and industrial relation and all other aspects. I would like to deal with input, which is the major input to my mind. It is the human being. As for my discipline which is management I always feel as a student of management that excellence lies in how human potential is harnessed.

Technology is only an extension of human potential. It all depends on the human being, how he uses the technology. If we look at the global scenario today, the global community, which is not confined to the boundaries of the nation, it projects a different kind of challenge to confound and compete.

Now the fact remains, science and technology is available to all those who have come to upto that position to utilise it and access to information. Wide spread technical skill is available in all corners of the world. As India is concerned, if we see the technology spectrum, we are in the other side compared to the developed nations.

The reason for talking about global scenario and then coming to West Bengal is very simple, because the 'MANAGEMENT GURUS' are dividing the world into fast and slow. Within the fast and slow, naturally we belong to the slow world. As other speakers have talked, West Bengal is perhaps in the slower world compared to other states, as per as development is concerned.

Whether we like it or not the competition between India and other developed countries is the competition of unequals. When you are thinking of development of industry in this state and other states, this is also a competition of unequals. The fact remains, as highlighted by other speakers and also as highlighted in the writings of Peter Druck in post capitalistic society that there is India with enormous intact potential. So, we have also intact potential in West Bengal region. Thus there have to be diagnostic criteria. Irrespective of whether it is private, public or government sector or service sector—conflict and confrontation are only self destructive. Only thing the entrepreneurs would like to see what is the profitability. No body is likely to operate, even the public sectors can not operate, if it is not profitable. It can go on for some time only.

So, only power which can attract the entrepreneur is the power through excellence ; the people can act, people can perform and that has to be perceptable.

A ruthless strategy has to be taken for those who have the job and do not perform. Also, a strategy has to be taken for development for those who are out of job and are deprived of well being. To my mind, I am thinking and contemplating, it is preparing

people. And preparing people is the only task to begin with before we think of technology.

Education, training and development—three different things are to be seen in three different ways. Education will be person related, training will be job related and development will be organisation related. All have to be integrated... This integration is necessary. Continuing education for that you have to have, as it has happened in many developed countries. Even six years back I could not see a computer assisted lathe machine which can be seen by the people studying in polytechnics or working in some of the industries. Why not? How much does it cost? What I am saying is that skilled centers must be developed with all kinds of latest technology, also the resource centers, where interactive kind of thing should be available, where the people are with the time. Why I am saying so? Today's competition demands all over the world few things which I am trying to read out: knowledge, skill, accuracy, speed, attitude and commitment.

SRI S. P. BHATTACHARYA, HRD CHIEF, FLAKT INDIA LTD.

From the point of view of my own experience as an industrial manager, I have seen accepting changes, everybody as told about, through technological upgradation and product diversifications. Yes, atleast once in three to five years there should be this sort of investment. That is why Bengal is sliding down. When the entire nation went for modernisation, automation, computerisation—we have been only fighting for it. And by that, two decades have passed away. And in a competitive world, if you are two decades away, you are absolutely away. And it is very difficult to catch. That is one thing which really has to be looked into.

Obviously, human resource development has been touched upon by previous speakers. Through training, education, skill, attitude