

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.

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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

development is of paramount importance. That also is neglected to some extent. It has been taken as a ritual, rather than a strong instrument : as a philosophy it has not been accepted by Government. And this is also an area to be looked into with a religious faith.

Going to the next topics—productivity, and profitability which previous speakers have hinted upon, But one thing we must remember, that if we really go for profitability, which is the crux for every thing in today's context because globalisation, there is no question of going back. It has to be a forward Journey. For that, there will be temporary service for most of the people. There will not be any permanent service for many people and most of the people. That has to be looked into as an accepted norm now and redundancy and closure of some of the sections and type of business will be inevitable. And for that one has to be geared up through diversification, technological upgradation and all.

In our college days ITC was a tobacco company. Today, their main business is no more tobacco. That's way they survive and come on top. All industries may have to think that way.

Punctuality has to be really followed by top-most people everywhere. Responsibility and accountability have to be taken as a philosophy, which people might have lost sight of.