

Make In India (An Uneasy Task with Hurdles)

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ABSTRACT :-

“ Make In India “ is an ambitious campaign launched by Government of India. The plan is drafted articulately and meticulously with an objective / aim to take our country at a spectacular height. Several minute and micro events are envisaged in it. Mr. Sinha Finance Minister – state ; has illustrated; one wing there of. (News paper Maharashtra Times Dt. 14th December 2015) ; captioned as ‘ Start Up India ‘ drive – push. This ambitious crusade covers : Make In India program , attracting Foreign Direct Investment , Support for micro and small scale industries This is in fact a thrust for stable ; all inclusive economic development . In the right perspective; it is the broad endeavor of four projects viz. increase in the productivity ; optimizing natural resources ; stimulating e- commerce ; implementing policies and programs ; creating a hub for manufacturing. An attempt is made here to study how this ambitious program is visualized by people from different walks of the life. Methodology : Literature / opinion based study. Geographical Jurisdiction for opinion survey : Pune (Pimpri Chinchwad Industrial Belt

Key Words:- Innovation , Technology ; World Leader ; Perspective ; Reforms ; Change Management ; Smart programs ; Gender Diversity, All inclusive .

The salient features of make in India plan and policy are reproduced here below :

Target top companies across sectors in identified countries. select domestic companies having leadership in innovation and new technology for turning them into global champions Business entities will be extended a red carpet welcome. Identified 25 key sectors in which India has the potential of becoming a world leader. Automobiles, chemicals, IT, pharmaceuticals, textiles, ports, aviation, leather, tourism and hospitality, wellness, railways growth drivers, investment opportunities, sector specific FDI and other policies and related agencies. "Make in India" capaign:to making them simple and reducing the burden of compliance on investors.

A dedicated cell has been created to answer queries from business entities through a newly created web portal (www.makeinindia.com). The back-end support team of the cell would be answering specific queries within 72 hours. The government has identified 25 key sectors in which India has the potential of becoming a world leader. PM Modi will be releasing separate brochures for these sectors along with a general brochure.

The brochures covering sectors like automobiles, chemicals, IT, pharmaceuticals, textiles, ports, aviation, leather, tourism and hospitality, wellness, railways among others will provide details of growth drivers, investment opportunities, sector specific FDI and other policies and related agencies. Transform economy from the services-driven growth model to labour-intensive manufacturing-driven growth. This will help in creating jobs for over 10 million people, who join the workforce every year.

policy. Here are 10 things to know about the "Make in India" campaign:What are pros and cons 'make in India' campaign from an HR perspective?

Pros:-

- 1) Lot of MNC's coming up, demand for HR would increase.
- 2) Demand will lead to hike in salaries of HR.
- 3) you can get to have some good working environment company in India.
- 4) Work atmosphere should improve.
- 5) Some really good, knowledgeable bosses coming from abroad.
- 6)Change in labor laws 7) Manufacturing sector will see a great uptime and so will HR's in mfg. Sector.

Cons:-

- 1) If all these condition grow, people in BPO's could resign. (by BPO i mean each and every organization which has high employee turnover rate).
- 2) High attrition in workplaces with people doing jobs below their capabilities.
- 3) high attrition in poor work enviornment bearing places.
- 4) Change in workplace laws could further increase an HR's role and responsibility.
- 5) High pay scales would make tough to get employees for small budget organisations.
- 6) Mfg. Sector usually go with labor, and many organizations with labor intensive go for male HR's and avoid Female HR.

what the policy needs to address:

1. Smart Controls: Trading or imports of goods for mass consumption especially in the food, consumer goods, electrical products and light engineering goods needs to be controlled. Control cannot be physical barriers but smart barriers.
Chinese chocolates and candies flood Indian markets since importers presently do not have to take FDA permission.
2. Smart cities need to be combined with manufacturing clusters in a manner that creates livable places It needs an ecosystem of labor markets, livable spaces, and access to markets. The trouble with the government policy on Special Economic Zones was that it allowed builders and developers to create these islands which did not have all the components of an ecosystem.

Make in India is a good initiative but it depends a lot on which state we are looking at. Certain states in India such as Gujarat, Madhya Pradesh and Chhattisgarh have made greater strides Anirudh Dhoot, director, Videocon. adds, "From an electronics industry point of view, the campaign is a strategic initiative. Some companies depend too much on imports for parts, which can be minimized. we required 50 to 60 permissions before going ahead with anything. Now the number has dropped to ten or twelve." There are a few obstacles that stand like inadequate infrastructure and manpower. Pankaj Kulkarni, Director, JSW Cement adds, "In the last decade, the country's growth was mainly driven by the service sector This has resulted in engineers from the best engineering colleges and managers from the best management institutes joining the service sector and not manufacturing. The country on one hand stopped producing skilled technicians, How can the industry and the government contribute to actualizing the Make in India campaign? Debi Prasad Das, senior VP – HR, CEAT Limited answers, "The typical roadblocks would be difficulty in setting up business, unfavorable policies like retrospective tax, delay in project set up, litigations related to land, poor infrastructure, a lack of available skills and corruption. The industry should invest in developing skills and research on technology, set-up plants in rural belts, work with local government to improve infrastructure, adapt villages, schools and colleges as part of their CSR to impart quality education in rural areas." He lists a few measures that we, need to take:

Bring in the required reforms like labor reforms, make good infrastructure available, reduce red tape for clearances; Build the required skills in the workforce and offer strong vocational training and skill-building; Invest in R&D; create world-class quality, achieve mastery in technological advancements and develop research-oriented curriculums.

But can India really usurp China's economy's position? "A 2013 study from Deloitte's global index for 38 nations indicates that India is the fourth most competitive manufacturing nation, so the ground is ripe to make India into a manufacturing hub," opines Rajiv Rajvanshi, sr VP - corporate strategy, Jindal Stainless Limited. "The infrastructure sector will have to prepare the ground for other industries to follow suit. But the focus of the government policy should also be to priorities and ensure full domestic capacity utilisation,

especially in all the core sectors, only then can we truly have a successful Make in India campaign,” he avers.

An academic perspective

An emphasis on the retail sector spawned a renewed interest in MBAs and other courses with a specialisation in retail. And according to Partha Priya Dutta, chairman of the PGPEX-VLM (Post Graduate Programme for Executives for Visionary Leadership in Manufacturing) offered at IIM Calcutta, the total number of applicants for the programme this year is 140 compared to 110 last year. Dutta lists a few ways through which institutions can help in making the Make in India campaign a success:

Setting up industry-led research centres, which will complement the academic practices with implementation/execution experience. Also, such centres can serve as knowledge bases for disseminating best practices across the world to the industry;

The government can fund Centers of Excellence in IIM and IITs for creating value-adding processes from business strategy to technology management, thus focusing on the full-range of manufacturing research bringing world-leading industries, academia together in India. This is essential to build a competitive advantage in Indian manufacturing.

It will certainly be refreshing to see the ‘made in India’ label on every product on the shelf, for the consumers and professionals in the manufacturing industry.

Recent policy measures and projects to open up India’s manufacturing sector:

100 per cent FDI allowed in the telecom sector;

100 per cent FDI in single-brand retail;

Validity of industrial license extended to three years;

For all non-risk, non-hazardous businesses, a system of self-certification to be introduced;

Process of obtaining environmental clearances made online;

The Government of India is developing the Delhi-Mumbai Industrial Corridor (DMIC) as a global manufacturing and an investment destination utilising the 1,483 km-long, high-capacity western Dedicated Railway Freight Corridor (DFC) as the backbone. Rakeshji Jain featured in Business In India has expressed that

“Over recent years, the culture of hard working has been pushed down the cliff in favor of smart working and smartness is now associated more with design and style elements rather than inherent cognitive function. Smartness has now become a more feminine attribute. It’s the dressing, lifestyle, looks, gadgets and accessories which has redefined the word smart. A smart workplace is defined due to its smart employees and an employee working for IT or service epitomizes the smartness. Attraction of job profile involving overseas travels, jet hopping, meeting rooms, fancy presentations, weekend parties have lured most of the best talent to IT & services sector. Manufacturing jobs are considered so drab in comparison that people working in manufacturing are viewed as labour. Why would an IIT/IIM graduate prefer to work on manufacturing shop floor than an IT cabin?

Lack of gender diversity at manufacturing jobs may have made it a less attractive career option for youth of both sexes. Modern youth studies at co-ed schools and colleges. Interaction and intermingling of opposite sexes has become so ingrained into modern lifestyle and youth psyche that they prefer to work in a similar environment. Modern multimedia has created a surge in hormonal led carnal and romantic desires. The modern youth desires to live and work in the company of opposite sex. Would a manufacturing workplace with no female colleague attract a male candidate?

Let us accept the fact that evolution and growth of IT & service sector in India has pushed the manufacturing to be the one of the least glamorous career option. If a youth finds that he/she can make more money by Sales or Services why would he/she slog to Make? To revive Make in India, the government will have to do extra efforts to make manufacturing career option an ‘In thing’. Government will have to make requisite legal, social, economical and cultural changes to reinvent manufacturing in India.

Make in India does not have to compete with Made in China, rather it has to first compete with its own services and IT sector to attract requisite talent to be able to truly Make in India. On Friday, 27th March 2015,

National Institute of Personnel Management – Mumbai, organized a National Summit – “Make in India – The People Perspective”. report of key points discussed in the summit are as below.

Mr. K. N. Vaidyanathan, Chief Risk Officer – Mahindra and Mahindra, stated the following remedial measures: to set minimum standards for the organized as well as unorganized sector. To state an example, Germany has uniform standards for both.

Better products will lead to better profits, which in turn, will lead to better social security benefits. Labour cost is hardly any cost in the total sales. need to see how HR fits in with the new technological wave.

With digitization in the world of work, believes Mr. Jayesh Pandey, MD, Talent and Organization Practice – Accenture, there is a major transformation in the way a talent is structured, led and managed. Mr. Pramod Joshi, People and Change Managing Consultant – KPMG, Gen Y is not asking what one can do for them. They are asking what else can be done for them. Gen Y is very clear about the aspirations they have. They want to pursue their passions. Today is the era of ‘instant gratification’.

Gender Diversity and inclusivity was also a part of the discourse. Mr. Sumit Sen, GM Employee Relations – Hindustan Unilever, believed that Gender diversity is vital to any workplace. Not just because it’s a praiseworthy goal; it simply makes bottom-line business sense. This can be seen in the recent Gallup survey, which finds organizations with inclusive cultures can do better on several scores than those who aren’t inclusive:-

39% higher customer satisfaction / 27% higher profitability / 22% less employee turnover According to Mr. Parameshwaran Balakrishnan, the role of HR is 4 fold Intellectual: feelings of growth. Spiritual : organizational values and those of people. Emotional: sensitivity in relationships and concern. Material: quality of life and fair compensation.

On Gender diversity, Sagorika Kantharia, Chief People Officer, Radio City, discussed that according to a recent research, women are better leaders than men due to their efficiency at communication, initiative and EQ. Ms. Shibani Belwalkar, LRN, held that is in the cultural domain that concept of gender has been constructed. She compelled the audience to rethink about their mental conception about definition of gender and sexuality and how culture creates a thin line between the Male and Female powers.

Mr. Adil Malia, Group President – HR at Essar Group, discussed the Role of HR in the new era. He believes that HR has to develop analytical skills to understand the environmental signals for an effective change development process. HR has to identify what are the values that an organization nurtures, how stakeholder values need to be created and satisfied, and lastly, how the value chain can be more efficient, to build a learning organization.

Proposed Investment & Employment in approved & notified SEZs	-----→	Investment in crores [Rs]	Proposed Employment in Lakhs	Source Econo. Survey of Mahara-shtra 20 10 – 11 [google]
Approved	41	45033	10.68	
Notified	20	34639	5.47	

Every day some new changes are taking place. crash of oil prices. Geo political shift. Government – business – economists have serious concern about this phenomena. Added to this there is a slow down phase of China’s economy. There is a worry that global balance of power will shift. Let us take an example of LED bulbs. Improved heating and cooling system. It is increasing fuel efficiency in automobiles. Another phase in energy sector. Clean energy !!! Solar energy and wind power energy. Solar installation rates are doubling. Photovoltaic modules cost is reducing. Take news. Foxconn announced it will replace one million workers with robots. In implementing ; it faced constraints China is taking the lead in replacing the human beings by robots. An organization is constructing ; world’s “ZERO LABOR FACTOR /SECTOR” In China ; the robots are working 24 X 7 .without complaining and joining union. Though ; it will take some time for

western countries to learn robotic manufacturing , build structural factories , train workers and deal with logistic challenges in supply chain management. Technology is moving at an accelerated velocity. Make In India , Start Up India Are very ambitious programs. Attainment of the same is though not impossible but rather difficult. For realization of this dream; let us put our soul – heart and efforts in the endeavor of success of this goal.

In respect of the topic in the aforesaid perspective i.e. depicting volumes and spatial relationships on a flat surface an open – informal discussion is made with the informal group with those connected to industry [manufacturing] in Pimpri Chinchwad [Pune } industrial belt. The sample subjects were from the heterogeneous walks of life. The individual opinions expressed; are gathered here below : “ Undoubtedly, as the concept of “Make In India” is excellent but The Make In India ‘ program encircles several other sub programs such as support to Small Scale Industries so as to overcome the barriers – remove the barricades in their path of progress, attracting FDI in our country, hassle free easy – low interest loan for manufacturing / business, Make In India strategy , start up India, digital India, smart cities / smart industrial zones , skill development schemes , employment generation , increasing employability etc. However each element of this ambitious program requires several hundreds of cores. We may get the advances but after all it is a repayable loan. To enhance the skill ; training – coaching – mentoring is considered. Our country is a country of merchants and during last couple of years we have got a new kind of merchandise, called MOTIVATION. Market place is flooded with traders who have fixed the label of ‘On Sale’ on motivation Programs are conducted but no one considers [opens the mouth] about its’ worth – suitability. One ‘Y’ generation person stated – he was graduate in mechanical engineer with first class. On account of fierce slow down , he did not get the job . Seniors advised him to persue Masters Degree in Mechanical Engineering He acquired with flying colours. Days changed. Technology was developed. Contemporary level of need that exists for particular services altered . Niw they want the educational back ground of ‘ mach – tonics’ Loss of ones valuable life and money of parent. So far knowledge workers are concerned ; where IIT’s were recruited – now diploma holders are preferred and easily available in surplus quantity. Company’s are using ROBOTS. Who is able to do the work of 10 – 12 people. In other words manpower requirement is reduced considerably. Labor laws are reformed. “ Principle of natural justice “ is now removed from the screen. Special Economic Zones are turning as Special Exploitation Zones. .. added one Senior Union Leader. As the business cycle has shrieked in it’s pace ; when the demand will be picked up; is uncertain. The various divisions requisition the manpower. Their desire is that HR Department should instantaneously man the requirement; spontaneously. However a series of actions are required to be taken for head hunting. The present generation is professional. The moment they get an opportunity; they are ready to switch over the job. Employers are therefore employing the poaching tactics. The indicator of ‘ success ‘ is gauged by the money earned and the material life; style. ‘Trust’ – ‘Promise’ – Relation’ – ‘Heart’ [emotions] has no meaning in front of riches; wealth. Wants are increasing at a very high speed. Even the hazy line of distinction in between ‘want’ and ‘ need is gradually diminishing. Life of female gender employees is more insecure and unsafe. Villages are having scant population. The density of inhabitants in cities ; rising ; growing other social challenges. Adding further insecurity – safety. In auto sector ; there is a purchasers’ market. Lot of manufacturers. Countless varieties. New trends. Incentive schemes adopted by the seller. Easy availability of loan at reduced interest rates. The manufacturer produces as per requirement generated. Hence blue collared employees are recruited on the ‘contractual basis ‘ coupled with ‘ last in – first out ‘ stipulation. As the frequency of ‘break ‘ is alarming – people do not come back when called. They prefer to do petty works (sabji vendor , waste and scrap merchandizing etc.). Make in India is a good initiative but it depends a lot on which state we are looking at.

Mr. Narendra Modi P.M. delivered a land mark campaign ‘ Make In India”. It is an uneasy and a task with hurdles. The citizens of India should be unafraid of testing new ideas and taking risk with boldness. In ‘ASCENT’ supplement of “Times of India” Dt. 6th January 2016 ; it is commented that the focus should be on heterogeneous talent pool rather than a single skill set. ‘The present work force is becoming more global ; diverse and multi faceted Employee retention depended on how well HR attune itself to the needs of this

dynamic group. The role of HR seems to be poised for greater partnership with business and other facets of the organization. ... - ... mobile applications have established themselves as a more powerful alternative. talent acquisition management is set to favour flexi – staffing and reflecting the need to favour work – life balance, work place flexibility, ... there will be more partnership across the companies. the nature of bench marking will change

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