



Employment News



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LEAN MANAGEMENT

A Way to Enhance Productivity Through Elimination of Wasteful Resources

Raj Kumar Joinwal

I. Origin

The concept of lean management was originally developed by Japanese automotive industry with a view to re-build Japanese economy which had been hit badly particularly after World War II.

II. Meaning

The dictionary meaning of the word "lean" with reference to a person is "a person who is fat free or a person who does not have extra fat in his body". Based on this definition, the meaning of lean management would be "a management that does not have duplication of policies /obligations/ priorities/ efforts/too many layers of communication /multiple channels of direction".

Lean management is characterized by its drive toward achieving profitability and productivity through continuous improvement and resource waste elimination. Thousands of organizations worldwide have achieved tremendous productivity and return on investments by implementing lean practices and techniques.

III. Principles

Lean Management System works on the following five principles:

1. Value - specify what creates value

from the customer's perspective.

2. The value stream - identify all the steps along the process chain.

3. Flow - make the value process flow.

4. Pull - make only what is needed by the customer (short term response to the customer's rate of demand).

5. Perfection - strive for perfection by continually attempting to produce exactly what the customer wants.

IV. Challenges to Lean Management

Lean Management System considers the following seven types of manufacturing wastes:

1. Overproduction - occurs when production should have stopped.

2. Waiting time - periods of inactivity.

3. Transport - unnecessary movement of materials.

4. Extra processing - rework and reprocessing.

5. Inventory - excess inventory not directly required for current orders.

6. Motion - extra steps taken by employees due to inefficient layout

7. Defective goods - don't conform to specifications or expectations.

Since Lean Management concept was developed by the Japanese Automotive Industry the working of a motor-car is often taken as an example to under-

stand the principles.

(i) Effective and better policies

Petrol (fuel) is responsible for running the vehicle. Similarly, management policies are required to run the organisations smoothly. As petrol should be able to run the vehicle pollution free, the better policies should be free from any side-effects/negative impact on the functioning of all stake holders in the organisation. The policies should take into account three aspects i.e global competition should treat employees as important asset, resources need to be used judiciously.

(ii) Clarity of objectives and goals

All employees should have clarity of objectives and goals in their mind when they reach office to perform their duties.

(iii) Coordination and cooperation

This is one of the very important aspects of lean management. We all know that a car runs and moves fast because of coordination among its various parts namely accelerator, clutch, gear, brake, wheel steering and so on. No part can remain in isolation and each part has to complement the action of other part. Going by this concept we

can say that HR should provide continuity and speed to the organisation as accelerator works in a car; finance department should extend support to all other units as clutch in a car does to its fellow part; training department should assess skill gap in employees and provide them directions as steering wheel does in a car; vigilance should keep a check and vigil on the rule and procedural requirements as brake keeps control over the speed of the car. We can continue to specify the functions of other units in the organisation like this. Each unit is an integral part of the management process and has a great responsibility and accountability to maintain harmonious relation with one another.

(iv) Infusion of fresh talent

As we change the engine oil that has outlived its life with fresh engine oil at the time of every servicing of car at regular interval, we should infuse fresh blood/talent from outside from time to time in the organisation to keep it young, vibrant and free from ageing.

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JOB HIGHLIGHTS

DMRC

● Delhi Metro Rail Corporation Ltd. requires 1194 Station Controller/ Train Operator, Customer Relations Assistant, Maintainer etc.

Last Date : 15.04.2014

OEF

● Ordnance Equipment Factory, Kanpur requires 38 T.G.T, Teacher Primary, Multi Tasking Staff etc.

Last Date : 21 days after publication.

ESIC

● Employees' State Insurance Corporation, New Delhi requires 33 Professor, Associate Professor and Assistant Professor.

Last Date : 7.04.2014

CSIR-IIP

● CSIR-Indian Institute of Petroleum, Dehradun requires 20 Scientist, Sr. Scientist, Principal Scientist and Sr. Principal Scientist.

Last Date : 28.04.2014

INDIAN NAVY

● The Indian Navy invites applications from unmarried indian citizens for short service commission as Pilot/ Observer in the executive branch.

Last Date : 11.04.2014

WEB EXCLUSIVES

Following item is available in the Web Exclusives section on www.employmentnews.gov.in :

1. Election Expenditure per Elector up by Twenty Times in 2009 Compared to First General Elections

Animation offers Exciting Careers

Animation is the art of creating a series of images that are slightly different from the previous image and are quickly displayed to create an illusion of movement. This art has evolved from traditional form of drawing on stones and caves to use of technology in the modern day. Walt Disney's popular cartoon characters such as Mickey Mouse, Donald Duck, Goofy and Pluto drew the attention of people worldwide. Experimenting with computation began as early as mid-1950s. However, the use of computer animation in the making of feature films and television is seen since 1970s. Today, animation is the main technique used in films to create illusion of motion.

Animations are of many types. They are mainly Puppet animation, Clay animation, Cel animation, Pixilation, Pin Screen animation, Computer animation. The other types include Classical and digital 2D animation, flipbook, digital 3D animation, stop-motion, cut-out animation, paint-on-glass animation, drawn-on-film animation, and experimental animation.

Animation involves skills of drawing, observing and capturing gradual changes minutely and meticulously. It involves several steps. Storyboarding is a process wherein there is a series of drawings that blends action with dialogue for an animated film. Artists then ensure that the music is timed to match each sequence of action. The entire

background other than the characters is then painted. The cartoon animator draws the characters and creates a series of drawings for each movement made by the character involved in the frame. Each character is then painted with appropriate colours. Unique cameras are used to photograph the backgrounds and characters to create a motion picture.

The work of cartoon animators involves creating animated narrative sequences by combining artistic skills with talent in many areas such as comedy, drama, advertising and computer modelling. Professional cartoon animators usually work in teams where they participate in the storyboard, typesetting and editing process of animation.

Animators create drawings, either by hand or with electronic tools and then use computers to produce the chain of images that shapes the animated film or special effect. They work with a team of professionals to develop films, web pages, promotional spots and computer artwork.

Today, thousands of artists are involved in this art form across the world. Cartoon animators mainly work in the motion picture and advertising industries. To develop as professional animators, one must possess creative skills and a high level of technical know-how. Advanced knowledge in computers and programming are essential to excel in the job. For this,

they must possess a bachelor's degree. Various universities, colleges and art schools offer certificate and degree programmes that combine art with focus on new media. Internship programmes give cartoon animation students a chance to fine-tune their animating skills and prepare a competitive professional portfolio.

Among the other skills required to become a successful cartoon animator collaborating with a team of professionals on storyboards, story development, directing, cinematography and editing is important. However, as creative artists, they must also be able to work alone for long hours at a stretch. This requires focus, concentration and immense patience.

Modern animation requires the use of animation software. Jobs for animators demand that an animator is well-versed in computer programs like Flash, 3D Studio Max, Maya, Lightwave, Softimage and Cinema 4D. As part of the job, an animator needs to work with any or all of these programmes.

The various positions an animator assumes and the role involved are given here.

Modeller - A person having strong knowledge of form, volume and anatomy. He or she makes models for animation.

Background artist - The job is to paint the background of the characters in the project.

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Lean Management : ...
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(v) Effective grievance Redressal system

When an employee develops any grievance by which his motivation/morale gets low, the employee should be handled with care and his grievance should be addressed promptly through effective and quick Grievance Redressal system because it is the employees who propel the organisation to achieve its goals and objectives.

V. Beneficiaries of Lean Management

The concept of lean management revolves around 3 stake holders namely Organisation, Employees and Customers and their individual interests are:

Organisation- They achieve the target of enhanced productivity and profitability through reduction in waste and expenditure.

Employees- They get recognition, reward, better and safe working conditions and motivation through social security measures.

Customers- They get improved services and quality products at economical cost.

VI. Conclusion

The concept of lean management, though developed initially by automotive industry but is being adapted in other services and sectors also. The Government of India and PSU's have also started recognising and following

the concept of lean management some examples are:

(i) Electricity directly at grass root level through Rajiv Gandhi Vidyut Gramin yojana are being provided by the Government of India.

(ii) Efficient, better and economical transport services through running of Metro Rail are being provided by Delhi Government.

(iii) Regular and customer friendly banking services in villages and difficult locations including hill areas are being provided by SBI by opening new branches at minimum cost.

(iv) Hassle free and continuous supply of PNG Gas through pipelines to household in many areas at economical

rates are being provided by the Government of India.

These are few of the best examples of lean management in India where entire emphasis is given on the customer and products/services are manufactured/ provided at truly economical rates by streamlining all involved processes, ensuring better coordination among them, ensuring better participation of employees and thereby reducing and eliminating the wastage of all types of resources in the organisation.

(Raj Kumar Joinwal, Administrative Officer, Institute of Applied Manpower Research, (Under Planning Commission, Govt of India), Email : rajjoin@yahoo.co.in)

Animation offers ...
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Layout artist - He or she decides the lighting and camera angles and sketches the background design for the animation.

Scanner operator - The job involves scanning the clean up artist's drawings.

3-D animator - The artist takes the sculpted, textured and rigged 3-D model and puts life into it. This is done by putting in order the key frames in such a way that they appear to be life-like and in motion.

Rigging artist - He or she takes the modelled, textured 3-D character or object and sets it up with a skeletal system or joints. This helps the 3-D character to talk or move fluidly and correctly.

Texture artist - He or she creates a surface to the 3-D modelled character, object or environment.

2-D Animator - He or she creates a very high volume of separate drawings that define an animated sequence.

Among the top companies that hire animators are:

1. Toonz Animation India
2. Pentamedia Graphics

3. Maya Entertainment
4. UTV Toonz
5. Heart Entertainment
6. Padmalaya Telefilms
7. Nipuna Services Limited
8. Jadoo Works
9. Crest Communications
10. Silvertoon Studio

The field of computer animation is rapidly expanding. The companies dealing with animation such as production studios and animation studios hire computer animators offering them a promising career with a decent salary.

Colleges and Courses:

College : Picasso Animation College, Banjara Hills, Hyderabad

Course : B.Sc in Animation and Multimedia, M.Sc in Multimedia

Eligibility : 10+2 in any stream, Graduation in any stream

Admission : Performance at creative aptitude test and personal interview

Website : www.picasso.co.in

College : International Academy of Computer Graphics, Hyderabad

Course : Bachelor's degree in Animation, M.Sc. (Multimedia)

Eligibility : 10+2, Graduation in any stream

Admission : Performance in entrance test

Website : www.iacg.co.in

College : Annapurna International School of Film and Media, Hyderabad

Course : Bachelor's degree in Animation and VFX

Eligibility : 10+2

Admission : Performance in entrance test

Website : http://www.aisfm.edu.in

College : Jawaharlal Nehru Architecture and Fine Arts University, Hyderabad

Course : BFA with Animation as a specialisation

Eligibility : 10+2

Admission : Performance in entrance test

Website : http://jnafau.ac.in

College : ICAT Design and Media College, Hyderabad

Course : BA (Hons) in

Communication Design with Animation as specialisation, MA in Multimedia

Eligibility : 10+2, Graduation in any stream

Admission : Performance in interview

Website : http://www.icat.ac.in/

College : Anna University, Chennai

Course : ME in Multimedia Technology

Eligibility : BE/ B.Tech in Computer Science/ Information Technology/ Electrical and Electronics/ Electronics and Communication/ Electronics

Admission : Performance in entrance test and interview

Website : www.annauniv.edu

College : BITS, Noida

Course : B.Sc Animation and Multimedia

Eligibility : Minimum 60 per cent marks in 10th standard and 10+2 and minimum 50 per cent marks in all the required subjects at 10+2 level

Admission : Merit, rank and performance at Creativity Aptitude Test

Website : www.bitmesra.ac.in

College : St Joseph College of Communication, Kerala

Course : BA Animation and Graphic Design, MA Animation

Eligibility : 10+2, Graduation

Admission : Performance in entrance test

Website : http://www.sjcc.co.in/

College : AJK Mass Communication Research Centre, New Delhi

Course : MA in Visual Effects and Animation

Eligibility : Graduation in any discipline with at least 50 per cent marks

Admission : Performance in entrance test

Website : http://ajkmrcr.org

[The write up is contributed by TMIE2E Academy Career Centre, Secunderabad.]

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NEWS DIGEST

- The Election Commission has directed content managers of social networking sites to make sure that candidates do not post anything violative of the model code of conduct. In a communication to major social networking sites, the EC has issued detailed guidelines for political advertisements that include obtaining certification for contents before putting them in the public domain. The guidelines will be applicable to a range of Internet-based social media including Twitter, YouTube, Facebook and Wikipedia.
- The Sahitya Akademy Awards for Translation 2013 have been announced. Among the 23 awardees Sh. Balbir Madhopuri, a renowned Punjabi writer has received the award for "Raj Kamal Chaudhary Dian Chonvian Khananiyan". He is presently working as Editor, Yojana (Punjabi), published by the Publications Division.
- Noted writer and journalist Khushwant Singh passed away on 20th March, 2014. He was 99. Singh was best known for his trenchant secularism, his humour, and an abiding love for poetry. Born on February 2, 1915 at Hadali, now in Pakistan, Singh wrote classics like "Train to Pakistan", "I Shall Not Hear the Nightingale" and "Delhi". He was editor of several literary and news magazines, including the Illustrated Weekly of India as well as two newspapers, the Hindustan Times and the National Herald, through the 1970s and 1980s. In 2007, he was awarded with the Padma Vibhushan.
- India and China, on March 18, signed a memorandum of understanding on IT cooperation, which, officials said, was a 'formal recognition' from the Chinese government to promote Indian software companies, which have largely struggled to obtain contracts from Chinese state-run companies. Both countries held their third Strategic Economic Dialogue (SED) here on March 18.
- The Union Health and Family Welfare Ministry has suspended empanelment and issued show-cause notices to five hospitals for disregarding Central Government Health Scheme (CGHS) cards. The hospitals whose empanelment have been suspended for six months are Fortis Escort's Heart Institute, Faridabad; Delhi Heart and Lung Institute, Panchkuin Road, New Delhi; M.S. Ramaiah Memorial hospital, Bangalore (two units) and Fortis hospital, Jaipur.
- Russian President Vladimir Putin on 18th March signed a treaty on Crimea's accession to Russia. The treaty was also signed by the Crimean leaders who attended a special joint session of the Russian Parliament in the Kremlin. Mr. Putin said he was confident the Russian Parliament would ratify the pact. Prime Minister of UK, David Cameron said that he would press for strong measures to be taken against Russia at the European Union summit. The US President Obama has also called for expulsion of Russia from G-8 group of countries.
- Over 900 new words and phrases have been added to the Oxford English dictionary (OED). Words born in the Facebook and Twitter era like bestie (best friend) or bookaholic (a habitual and prolific reader). Tick-tock is another jargon that has entered the OED. Alluding to the characteristic sound of a clock, a tick-tock is a work of journalism which presents a detailed chronology of events.