

UNIT – V GETTING JOB READY

JOB MARKETS

SWOT analysis of the Indian Software Industry

1) What is the background and purpose of this study?

A) Job market is the market in which employees search for employees and employees search for the job. The job market is not a physical place. The purpose of job market study is to grow (or) shrink depending on labour market for specific industries for education levels or specific job functions.

2) Explain how a 'SWOT' analysis is done?

A) "SWOT" is acronym of words 'strengths', 'weakness', 'opportunities' and 'threats'. Swot analysis aims is done at defining the interior ability and external environment of the subject investigated.

3) What according to the analysis are the strengths of the Indian software industry?

A) The strengths of Indian software industry are

* Preferential policies: India seems to have comprehensive understanding that software is a treasure in the knowledge economy era.

* New software parks and fund for investment.

* Exploiting overseas software markets successfully.

4) List the factors that are considered to be the weakness of the industry. Do you agree with the analysis?

A) According to statistics from culture Development Report of UN, culture development index of India is up to 0.446 in 1995. The structure of information in Indian industry is irrational to some degree and some hardware manufacturing. It is disadvantageous for long term development of Indian software industry without support of domestic hard ware manufacturers.

5) Why do the writers consider that "India has lots of opportunities" in spite of its inherent weaknesses?

A) Software industry based on hard work of talent requires less funding and capacity for producing, and which provide an opportunity for developing countries will poor industry and economic base to develop quickly. India took the chance and gained \$3 billion by solving the problem of the millennium bug.

6) What are the threats the Indian software industry is likely to encounter?

A) Three types of threats:

- Instability of political environments

- Horizontal competition
- Environment of science and technology

7) Why are the analysts optimistic about china's software industry compared to India?

A) According to Bill Gates there is no limit to the growth of the software development industry. He forecasted that software industry of china would reach India's in 5 years.

8) Has the prediction of analysis come true? This analysis is based on figures from 2001 -02?

A) Yes, According to a survey from 2001 to 02 (Fortune)', the 100 biggest companies in America treat India as their first choice of abroad software. The technological innovations of internet and World Wide Web have expanded the debate of the nature of organisations and the way in which people carry out their work.

9) What would you suggest India should do to retain its supremacy in software industry?

A) The Indian government gave special funds to software evolution bureau of Electronics Ministry for exploiting overseas software markets and utilizing overseas intellectual assistance. The software industry is human power and knowledge concentrated industry.

B. Boeing

Write an essay on 'Boeing'

Boeing is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space and security systems. As America's biggest manufacturing exporter, the company supports airlines and U.S. and allied government customers in more than 150 countries. Boeing products and tailored services include commercial and military aircraft, satellites, weapons, electronic and defense systems, launch systems, advanced information and communication systems, and performance-based logistics and training.

Boeing has a long tradition of aerospace leadership and innovation. The company continues to expand its product line and services to meet emerging customer needs. Its broad range of capabilities includes creating new, more efficient members of its commercial airplane family; designing, building and integrating military platforms and defense systems; creating advanced technology solutions; and arranging innovative customer-financing options.

With corporate offices in Chicago, Boeing employs approximately 160,000 people across the United States and in more than 65 countries. This represents one of the most diverse, talented and

innovative workforces anywhere. Our enterprise also leverages the talents of hundreds of thousands more skilled people working for Boeing suppliers worldwide.

Boeing is organized into two business units: Commercial Airplanes and Defense, Space & Security. Supporting these units are Boeing Capital Corporation, a global provider of financing solutions; Shared Services Group, which provides a broad range of services to Boeing worldwide; and Boeing Engineering, Operations & Technology, which helps develop, acquire, apply and protect innovative technologies and processes.

Commercial Airplanes

Boeing has been the premier manufacturer of commercial jetliners for decades. Today, the company manufactures the 737, 747, 767, 777 and 787 families of airplanes and the Boeing Business Jet range. New product development efforts include the Boeing 787-10 Dream liner, the 737 MAX, and the 777X. More than 10,000 Boeing-built commercial jetliners are in service worldwide, which is almost half the world fleet. The company also offers the most complete family of freighters, and about 90 percent of the world's cargo is carried onboard Boeing planes.

Through its Commercial Aviation Services business, the company provides unsurpassed, around-the-clock services and support to enable airlines and leasing companies to increase operational efficiency. Commercial Aviation Services offers a full range of customer support, aftermarket parts, engineering, modification, logistics and information services to its global customer base, which includes the world's passenger and cargo airlines, as well as maintenance, repair and overhaul facilities. McDonnell Douglas Corporation. – It was the third major manufacturer in the aircraft industry, it had been making commercial airliners since 1920, and it was divided in two areas, one to serve the government requirements and the other to serve commercial necessities. MD was the largest defense contractor in the United States, producing about \$10 billion worth of combat aircraft, helicopters, missiles, and defense electronic systems for the US Armed Forces in 1990. Nevertheless, MD was in financial disarray in 1990, as a consequence of the strong competition and rapidly dropping demand for its products; the strong emergence of Airbus squeezed MD's market share. This was the main reason for which the company in the future decides to make a joint venture with other companies in order to avoid its financial problems.

The Boeing Company's business is conducted by its employees, managers and corporate officers led by the chief executive officer, with oversight from the Board of Directors. The Board's Governance, Organization and Nominating Committee periodically review the Company's corporate governance principles and current practices.

PHRASAL VERBS

A phrasal verb is a combination of a verb and a preposition, a verb and an adverb or a verb with both a preposition and an adverb. A phrasal verb is a compound verb and consists of more than one word. It is also called a multi-word verb. The meaning of the phrasal verb is different from the original verb. Many phrasal verbs have more than one idiomatic meaning. Phrasal verbs are commonly used in everyday communication. One way of learning them is by consciously noting their use in all written and spoken material one comes across.

Look at the following phrasal verbs: note how there is a change in meaning with a change in accompanying prepositions.

I will look into the matter. (Examine)

I will look after him. (Protect)

I will be on the lookout for the culprit. (Watch)

7. Identify the kinds of phrasal verbs used and say what they mean in the following sentences.

a. After the Second World War Boeing set out to challenge the domination of the civilian market by Douglas.

Set out=To start a journey

Ex: After a three-day rest, the travellers set out again.

b. During the late 1980s Airbus brought out a long range A340 to compete directly with the MD-11

Brought out=to produce a new product and start to sell it

Ex: The next year they brought out a low-priced car to compete with Ford.

c. These received an enthusiastic response from airlines, and the company's 10-year-old mid-size 757s also began to catch on

Catch on = to become popular or fashionable.

EX: Sports drinks have caught on as consumers have become more health-conscious.

d. Yet the fact that the twin-engine plane would not be available at least until 1995 was causing some potential customers to turn to alternative products from McDonnell Douglas and Airbus.

turn to something or to use something in an attempt to help yourself when you are having difficulty dealing with a situation

Ex: He turned to drugs after his wife left him.

Additional Phrasal Verbs

Examples: A phrasal verb is formed with a verb + an adverb / a preposition.

Eg :- look in (=pay a short visit) = verb + adverb

look after = verb + preposition

look up to = (respect) = verb + adverb + preposition

To bear with = to tolerate, to endure

Women bear with the atrocities of their in-laws for the sake of their children.

To show off = to display, to exhibit

When Sunil secured admission in an engineering college he tried to show off.

Broke down = to stop working

Our car broke down on the way to Gandipet and we had to wait for relief.

To give in = to yield

After long resistance, the enemy gave in.

To call off = to cancel a plan or an engagement

The workers called off their agitation following an agreement with the management.

To break away from = to cut off connection from a person, set of people on a cause.

The prisoner broke away from his guards.

To bump off = to kill criminally and usually violently.

In Kashmir, the Muslim terrorists bumped off the Hindus.

To put up with = tolerate

I can't put up with his rude behaviour.

To drop off = to fall asleep, to go to sleep

I usually drop off at 10 O' clock.

To fall out (with) = to disagree, to quarrel.

Opposition party always falls out with the ruling party.

C. Arvind Mills

Arvind Limited (formerly Arvind Mills) is a textile manufacturer and the flagship company of the Lalbhai Group. Its headquarters is in Naroda, Ahmedabad, Gujarat, India. It has units at Santej (near Kalol). It manufactures cotton shirting, denim, knits and bottom weights (Khakis) fabrics.

In the year 1930, with the Indians' mass opposing of the fine and superfine fabrics imported from England, which was pioneered by Mahatma Gandhi, the Lalbhai Brothers discovered an opportunity in this area. Thus, the three brothers Kasturbhai, Narottambhai and Chimanbhai decided to put up a mill to produce this superfine fabric. In this regard, state-of-the-art machinery was acquired from England at the most attractive prices. In this way, The Arvind Mills was born in the year 1931, with the pioneering efforts of Lalbhai Brothers. It is one of India's leading composite manufacturers of textiles. Its headquarters is in Ahmedabad, Gujarat, India. It manufactures a range of cotton shirting, denim, knits and bottom weights (Khakis) fabrics.

Arvind Mills was started with a share capital of Rs.2,525,000/- (\$55000). They aimed to manufacture the high-end superfine fabrics, and for this purpose they invested in very sophisticated technology. It was one of the few companies in those days to start with spinning and weaving facilities in addition to full-fledged facilities for dyeing, bleaching, finishing and mercerizing.

In 1987-88 Arvind entered the export market for two sections – denim for leisure and fashion wear and high quality fabric for cotton shirting's and trousers.

In 1997 Arvind set up a state-of-the-art shirting, gabardine and knits facility, the largest of its kind in India, at Santej. With Arvind's concern for environment a most modern affluent treatment facility with zero affluent discharge capability.

Arvind has carved out an aggressive strategy to verticalize its current operations by setting up world-scale garmenting facilities and offering a one-stop shop service, of offering garment packages, to its international and domestic customers.

Today Arvind Mills has become the world's third largest manufacturer of denim.

In the mid 1980s, the textile industry faced a major crisis. The churning out of vast quantities of inexpensive fabric by the power loom, made many large composite mills lose their markets, thereby bringing them on the verge of closure. However, Arvind Mills not only withstood this situation, but was also able to achieve its highest level of profitability. This scenario, made the management rethink the company's strategy. Thus, a new strategy was coined viz. RENOVISION, which simply meant a new way of looking at issues. Renovation also meant to see what was more than obvious and this went on to become the corporate philosophy of Arvind Mills. With this new strategy, there was no more focus on the nationwide operations of the company. This led to a wider growth of Arvind Mills in the domestic markets. Thus, the national focus paved the way for international focus

and Arvind Mills' markets shifted from domestic to global. The international markets was however, far more superior than the national markets. This market expected and accepted only quality goods.

An in-depth analysis of the world textile market proved to be an eye opener for Arvind Mills. It revealed that people the world over were shifting from synthetic to natural fabrics. Cottons were the largest growing segments. The conventional wisdom pointed to popular priced segments. However, Renovation pointed to high quality premium niches. Thus, in 1987-88 Arvind Mills entered the export market for two sections. Denim for leisure and fashion wear. And high quality fabric for cotton shirtings and trousers.

The new product developments include poly urethane-coated denims, customized designer denims, printed denims and structurals. Arvind's seasonal collections are trailblazers in the international market. Arvind brings forth two collections every year, the Spring – Summer and the Autumn – Winter. Arvind Mills is the only company having noticeable presence in all the continents, competing with all local and global players.

Grammar- WRITING A PROFILE

1. Carefully read through the following profile. Note the aspects taken into consideration for profiling the company.

Aspects	Details
a. Founders	The three brothers
b. Place of establishment	Ahmadabad, Gujarat
c. Socio-political situation	Initial days of the company Swadeshi movement, boycott of foreign goods, Indian freedom struggle
d. Differences from other textile companies	
e. Diversification plans	

CONNECTIVES

Connectives are words that connect or join two or more words, phrases, clauses or sentences. They are of different kinds.

Underline the connectives in the following sentences and write down what type they are.

1) The company set up spinning and weaving facilities in addition to full-fledged facilities for dyeing, bleaching, finishing and mercerising which most of its contemporaries were not doing at the time. (adding connectives)

2) Arvind Mills has become one of the premier business groups in India and expanded its business to other fields such as telecom and infrastructure as well. (Illustrating connectives)(Adding connectives)

3) According to financial studies, the company ran into debt in the 1990s amounting to Rs 27 billion in India and overseas, but managed to turn around successfully in 2001 through its financial restructuring plans.(adding connectives)

D. Toyota Production system

Two Marks Questions:

1. What is the philosophy behind Toyota Production System?

A. The philosophy behind its system is to work intelligently and eliminate waste so that only minimal inventory is needed.

2. Explain the significance of waste reduction or elimination in the TPS.

A. The most significant effects on process value delivery are achieved by designing a process capable of delivering the required results smoothly; by designing out "mura" (inconsistency). It is also crucial to ensure that the process is as flexible as necessary without stress or "muri" (overburden) since this generates "muda" (waste). Finally the tactical improvements of waste reduction or the elimination of muda are very valuable.

3. How was the delegation's visit to Piggly Wiggly (a supermarket) important for the evolution of the TPS?

A. Piggly Wiggly was the first true self-service grocery store. It was founded on September 6, 1916, at 79 Jefferson Avenue in Memphis, Tennessee, by Clarence Saunders. A replica of the original store has been constructed in the Memphis Pink Palace Museum and Planetarium, a mansion that Saunders built as his private residence, and was later sold to the city.

A subsequent visit to a Piggly Wiggly, the delegation was inspired by how the supermarket only reordered and restocked goods once they had been bought by customers. Toyota applied the lesson from Piggly Wiggly by reducing the amount of inventory they would hold only to a level that its employees would need for a small period of time, and then subsequently reorder.

4. What is the governing principle of the Toyota way in relation to employees?

A. The underlying principles, called the Toyota way, has been outlined by Toyota as follows:

a. Continuous Improvement:

Challenge -we form a long-term vision, meeting challenges with courage and creativity to realize our dreams.

Kaizen - we improve our business operations continuously, always driving for innovation and evolution.

b. Genchi Genbutsu-Go to the source to find the facts to make correct decisions.

c. Respect for people:

Respect-we respect others, make every effort to understand each other, take effort responsibility and do our best to build mutual trust.

d. Team work : we stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

5. Discuss the significance of the process involved in the Toyota way to get desired results?

- a. Create continuous process flow to bring problems to the surface.
- b. Use the 'pull' system to avoid overproduction.
- c. Level out the workload (heijunka). (Work like the tortoise, not the hare.)
- d. Build a culture of stopping to fix problems to get quality right from the first.
- e. Standardised tasks are the foundation for continuous improvement and employee empowerment.
- f. Use visual control so no problems are hidden
- g. Use only reliable, thoroughly tested technology that serves your people and processes.

6. Why is the Toyota production system compared to 'squeezing water from a dry towel'?

A. The Toyota production system has been compared to squeezing water from a dry towel, because it is a system for thorough waste elimination (Here, waste refers to anything which does not advance the process, everything that does not increase added value).

7. Why are other manufacturing companies unable to follow the TPS?

A. Other manufacturing companies unable to follow the TPS because
It was able to greatly reduce lead time and cost by improving quality.

A Science in the first stage sees correlation between events and can propose some procedures that allow some predictions of the future.

8. How far are you in agreement with the underlying principles of the Toyota way? State your reasons.

A. The TPS organizes manufacturing and logistics for the automobile manufacturer, including interaction with suppliers and customers. Originally called "just-in-time production," it builds on the approach created by the founder of Toyota, Sakichi Toyoda, his son Kiichiro Toyoda, and the engineer Taiichi Ohno. The founders of Toyota drew heavily on the work of W.Edwards Deming and the writings of Henry Ford . When these men came to the United States to observe the assembly line and mass production that had made Ford rich, they were unimpressed. While shopping in a

super market they observed the simple idea of an automatic drink resupplier - when the customer wants a drink, he takes one and another replaces it. The principles underlying the TPS are embodied in The Toyota Way.

Essay question:

Write an essay on 'Toyota Production System'

The Toyota Production System (TPS) is an integrated socio-technical system, developed by Toyota, that comprises its management philosophy and practices. The TPS organizes manufacturing and logistics for the automobile manufacturer, including interaction with suppliers and customers. The main objectives of the TPS are to design out overburden (muri) and inconsistency (mura), and to eliminate waste (muda). ... Finally the tactical improvements of waste reduction or the elimination of muda are very valuable. The Toyota Production System (TPS) was established based on two concepts: The first is called "jidoka" (which can be loosely translated as "automation with a human touch") which means that when a problem occurs, the equipment stops immediately, preventing defective products from being produced; The second is the concept of "Just-in-Time," in which each process produces only what is needed by the next process in a continuous flow. Based on the basic philosophies of jidoka and Just-in-Time, the TPS can efficiently and quickly produce vehicles of sound quality, one at a time, that fully satisfy customer requirements.

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Independent suppliers participate on an equal footing with Toyota operations in the production flow, each fulfilling their own role in that flow.

The only participant in the entire sequence who does not answer to anyone is the customer who selects a vehicle in the marketplace.

Suppliers who participate in the Toyota Production System enjoy the same benefits that Toyota does from the system. Just-in-time manufacturing can dissolve inventories at parts suppliers just as readily and effectively as it does at Toyota's assembly plants. Product quality improves, too. That's because the Toyota Production System includes measures for illuminating defects whenever and wherever they occur.

Suppliers who adopt the Toyota Production System also report improvements in employee-management relations. That is mainly because the system provides for an expanded role for

employees in designing and managing their own work. It brings together employees and management in the joint pursuit of improvements in productivity, quality, and working conditions.