

WORKSHOP REPORT

SECOND WORKSHOP ON MANAGEMENT OF CONSUMERS COOPERATIVES IN MAHARASHTRA

28th & 29th February, 1992

Aurangabad (INDIA)



**International Cooperative Alliance, New Delhi
&
Directorate of Marketing, Maharashtra State, Pune**

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**International Cooperative Alliance, New Delhi
&
Directorate of Marketing, Maharashtra State, Pune**

WORKSHOP ON MANAGEMENT OF CONSUMER COOPERATIVES HELD AT AURANGABAD

We the Directorate of Marketing, Maharashtra State, Pune and International Cooperative Alliance, New Delhi are very happy to record hereunder the detailed account of II self-finance Workshop on Management of Consumers Cooperatives in Maharashtra held at Aurangabad from 28th to 29th of February, 1992

1. OBJECTIVES

Maharashtra is a progressive State in the area of Cooperative Movement. It's Cooperative Movement occupies second position in terms of Volume 7 sales turnover say Rs. 683 crores in 1990-91. It has an enviable net-work of a few model department stores in Bombay and Western Maharashtra. These stores are the ideal places for others from developing areas like Konkan, Marathwada, Vidarbha. These stores provide a good model for cost effective stores. In the globalisation of our economy and with the move for privatisation and market economy policy, the consumer cooperatives will have to be more efficient to develop their competitive strength. This can be done only by professionalisation of Management alongwith Cooperative Commonwealth. On this back-ground for forging the Cooperative Commonwealth this Workshop contemplated the following objectives.

- A. To equip the Consumer Cooperatives for professionalisation of Management :
- B. To share experience and expertise of the executives and office bearers of Consumer Cooperatives interest for forging ahead;
- C. To inspire the officials and non-officials of developing areas like Marathwada & Vidarbha Regions by associating them closely with their counterparts in successful stores;
- D. To interface the Management of Consumer Cooperatives and the officers of the Cooperative Department so as to ensure the smooth and orderly development of Consumer Cooperatives;

- E. To develop the forum self-learning by participative method under a self-financing system.

2. TARGET GROUP

To achieve these objectives 56 stores and 13 Deputy Registrars and Joint Registrars were invited to participate in the Seminar. About 15 Senior Officers of Cooperative Department of Maharashtra and Government of India and also concerned organisation like National Cooperative Consumers Federation and National Cooperative Development Corporation were invited to grace the Workshop with their valuable experience.

3. WORKSHOP VENUE

With the specific objective of involving and inspiring the officials and non-officials of Vidarbha & Marathwada Regions which are yet to develop in the field of Consumer Cooperation, the Workshop came to be organised at Aurangabad which is the headquarters of the Marathwada Region. The Conference Hall of the Aurangabad District Central Cooperative Bank was selected for the venue of the workshop.

4. AMENITIES

The participants were accommodated in Moderate Hotels at their own cost. The necessary arrangements for transport and accommodation of the participants were made by the District Deputy Registrar. Mr. S. D. Tambe. Food and other logistic arrangements were made by the District Deputy Registrar, Cooperative Societies, Aurangabad with utmost care and caution.

5. PLANNING

On the basis of the experience gained in the 1st Workshop on Consumer Cooperatives Management organised in Vidyanagari Bombay in August 1991 wherein all the participants unanimously appreciated the proceedings and appealed for repeating such kinds of Workshop on a Regional basis to spread the knowhow of Consumer Cooperative Management, the Directorate of Marketing made meticulous planning to organise the 2nd Workshop at Aurangabad for better participation and better result.

An organising Committee under the Chairmanship of Mr. V. S. Gopalkrishnan, Commissioner for Cooperation & Registrar, Cooperative Societies, M.S., Pune was constituted. It has finalised all plans and programmes for the Workshop.

A meeting of this Committee was convened in the Directorate of Marketing at Pune on 4th February 92 inviting the Executives of outstanding stores like Apana Bazar, Bombay; Varana Bazar and also the representative of N.C.C.F. After having detailed discussions with the Executives and the Joint Registrar and Deputy Registrar, Cooperative Societies of Aurangabad the target group, methodology, venue, date & time, Physical facilities, subjects of discussion, etc. were decided. Joint Directors, Mr. G. R. Vasave and Mr. K. J. Sankhe, Deputy Director, Mr. Dilip Naik and Mr. C. R. Joshi, Office Superintendent were assigned the responsibility of coordinating the entire programme. District Deputy Registrar of Aurangabad Mr. Tambe was given responsibility of taking all steps for all logistic support and services at Aurangabad

6. TOPICS OF DISCUSSIONS

Keeping in view the present need of the Consumer Cooperative Movement and the limitation of time, the following topics were identified for discussion in the Workshop and the resource persons were also selected to present their papers on various subjects.

Sr.No.	Topics	Resource persons.
a)	Board Manager Relation	Dr. Mukund Tapkir, B.M.C. College, Pune.
b)	Various Laws applicable to Consumer Cooperatives.	Mr. P.A. Kambli General Manager Apana Bazar, Bombay
c)	Manpower Planning Motivation & Incentive in Consumer Cooperatives.	Mr. S.C. Mishra Consultant, NCCF, Bombay
d)	Minimum inventory with optimum turnover - an experience of Mumbai Grahak Panchayat	Mr. Madhu Mantri, Chairman, Grahak Panchayat Bombay
e)	Professionalisation of Management	Mr. S. A. Somwanshi, Marathwada University, Aurangabad

The resource persons were requested well in advance to prepare papers on the subjects assigned to them. After receiving the various papers from the resource persons, the Directorate of Marketing got them printed and distributed the same at the time of registration of the participants at the beginning of the Workshop. This strategy was developed in compliance with the suggestion made by the participant in the previous Workshop at Bombay. This facilitated the participants to go through the papers and to discuss various subjects according to their need and liking amongst themselves and also with the resource persons.

7 FUNDS

To meet the cost of printing of the papers/articles and cost of working lunch and tea etc. and other relevant minor expenses, each of the participating societies were requested to pay a fees of Rs.600/-. By this process a sum of Rs. 13,200/- was received from 22 societies. The participants were, however, required to pay for their own board and lodging to the Hotels directly. The cooperative organisation like Cooperative Sugar Factory, District Central Cooperative Bank, Aurangabad, Maharashtra State Cooperative Oilseeds Growers' Federation and State Agricultural Marketing Board also directly or indirectly lent financial support for this Workshop. Apna Bazar, Warana Bazar and other Consumers Cooperatives also shared some burden of this workshop.

8. ATTENDANCE

Though as many as 56 Consumers Stores, 8 Joint Registrars and 7 Deputy Registrars were invited to participate in the Workshop, only representatives of 25 Consumers Stores and 15 Joint Registrars and Deputy Registrars attended and participated in the Programme. Detailed list of participants is enclosed. It may not be out of place to mention here that from each Consumer Store, 3 representatives were invited representing the Chairman, Directors and Chief Executive. However, it is very painful to note that though this Workshop was organised at Aurangabad for attracting the concerned from Vidarbha and Marathwada, there was no response from these areas excepting the participation by Central Cooperative Consumers Stores, Akola. The District Deputy Registrars and Divisional Joint Registrars, Cooperative societies concerned were requested to find out reason of such appalling apathy.

9 DATES

The Workshop was originally scheduled to be organised on 27th & 28th February, 1992. It was, however, ultimately decided to be held on 28th and 29th February 1992 in the Conference Hall of the Aurangabad District Central Cooperative Bank Ltd., Aurangabad.

10. METHODOLOGY

An innovative methodology of presentation of paper/lecture, question-answer, discussion and conclusion was adopted to appreciate a few basic concepts of Management and to motivate the Management of Consumers Cooperatives for making them applicable in their respective field of activity to improve operational efficiency of such cooperatives.

Every presentation of paper was followed with question answer and detailed discussions under the Chairmanship of an eminent person. Almost all the participants took active interest in the proceedings of the Workshop and while appreciating the subjects gave their free and frank views. Mutual exchange of ideas and experience came to be the main theme in all the subjects. Audio visual presentation was provided through overhead projector for some topics. Proceedings were tape-recorded for convenience of all the participants.

11. PROCEEDINGS OF THE WORKSHOP

11:1 The 2nd Workshop on Management of Consumer Cooperatives of Maharashtra was inaugurated by Hon'ble MLA Mr. Datta Patil, Chairman of Raigad Bazar, Alibaug at 9.30 a.m. on 28th February 1992. The inaugural function was presided over by Mr. Suresh Patil, Chairman, Aurangabad District Central Cooperative Bank. In his inaugural address, Mr. Datta Patil highlighted the efforts and stages in Institutional Building and role of Social Workers and Cooperators with specific reference to Raigad Bazar and expressed his gratitude to Varana Bazar. He said that Raigad Bazar is practically a replication of Varana Bazar. He urged the participants to draw inspiration from this replication process and to develop similar successful consumer stores. He said that by developing professionalisation of Management and

encouraging and inspiring the employees better results can be achieved. From his own experience, he expressed some of the gestation problems which are faced by new Cooperative Department Stores and said that with dedication and hard work and necessary knowledge, such problems could be overcome. He said that under the Indian legal system there is a punishment for efficiency and hard work. If a consumer store runs in heavy loss, there is a provision for rehabilitation through financial assistance but if a Store earns a profit through its efficiency and hard work, it has to pay Income Tax. When the need of the cooperative movement is expansion, development, service and capital formulation, the Income Tax payment leads to capital erosion. He added that Income Tax should be paid but the exemption limit of Rs,40,000/- which was decided by the Government of India, Some 2 1/2 decades ago has to be updated and the exemption limit should be increased to atleast Rs. five lakhs. Another point he highlighted is the limitation in holding office by the office bearers of a cooperative society. He said that so long, the Members of a Consumer Store elect a particular Director or a Chairman and if there is no allegation against him and he is able to develop the consumer store, there should not be any legal weapon to force him to retire. Such a legislation is discriminatory and against the basic concept of democracy. He urged the participants to consider these two issues alongwith other Management subjects. He ended his speech with an appeal to the participants to take advantage of the Workshop and to learn as much as possible from amongst themselves and also from the resource persons.

11:2. Mr. Suresh Patil who chaired the inauguration function expressed deep concern over poor state of consumer cooperatives in Marathwada Region. In his Presidential address he said that though consumer cooperatives started in early sixties in Marathwada area, unlike Western Maharashtra there is not a single example of success. Consumer Stores in this part of Maharashtra have failed miserably mainly on account of mismanagement, bad purchases and lack of supervision and guidance. He urged the Directorate of Marketing and the leaders of the outstanding stores to help the consumer stores of Marathwada Region that they can develop like the stores of Bombay and Western Maharashtra. He also sought necessary Government support for the development of consumer stores.

11:3 Before the inaugural address Mr. G. R. Vasave, Joint Director of Marketing welcomed the participants, invitees and resource persons and completed his welcome address. In his address he said that though Maharashtra occupies an important place in the cooperative map of India, the development is not balanced. All the goods stores are confined to Western Maharashtra in the district of Kolhapur, Sangli, Satara, Pune, Raigad, Bombay & Thane, Marathwada Region and Vidarbha Region are lagging far behind and there is not a single good working Store in this area. People of the different parts of India have been visiting the good stores of Western Maharashtra and by this process even good stores have come up in States like Tamilnadu, Kerala, Madhya Pradesh, Goa and other States. Even Cooperatives of Srilanka have visited these good stores. If other people can learn from the good stores of Western Maharashtra why not the same process could take place in Marathwada and Vidarbha areas? He appealed to the participants to think of a strategy to develop the consumer cooperatives of Marathwada and Vidarbha areas also. Such an approach assumed greater importance because of the fact that the successful consumer cooperative has been able to sale quality goods at cheaper rates and they are functioning as pioneers in consumer protection. The people of Vidarbha & Marathwada should not be deprived of such benefit.

11:4 After Mr. Vasave's address Mr. Pradit Machima, Consumer Advisor of ICA (International Cooperative Alliance, New Delhi) gave a brief speech discussing the development of consumer cooperatives in South-East Asian countries with special reference to Japan, Thailand, Malasia and Singapore. He said that in a developing country like India, there is a vast scope and also a need for the development of consumer cooperatives to provide distributive justice to the common man who is otherwise exposed to the malpractices of the private trade.

12. SESSIONS

FIRST SESSION

12:1 After the inaugural function. Dr. Mukund Tapkir presented his paper on Board Manager Relation. The session was chaired by Mr. U. C. Chamankar, Chairman, Apana Bazar, Bombay. Dr. Tapkir in his presentation highlighted the various problems of consumer cooperatives and expressed his views as to how most of such problems could

be solved by cordial Board Manager Relations. Mr. S. C. Mishra, Consultant supplemented the discussion and said that in Manual No.3 of C & P Cell there are concrete guidelines for Board Manager Relations. Copies of the same were also distributed amongst the participants for ready reference. He said that often the problem of Board Manager Relations is on account of over enthusiasm, over dedication and seniority of the purpose both by the Executives and Management. He quoted several instances how such problems are created and how such problems can be solved by mutual trust, goodwill and a professional approach. Thereafter, a number of participants expressed their views on the subject amongst which the General Manager of Ahmednagar Mr. U. G. Jambhale presented his paper and he also urged that the Board of Directors should frame the policies and the executives should implement the same. He appealed that the elected Management should not interfere in the day-today administration but should oversee from time to time, that the policies and decisions are being implemented properly. Mr. U. C. Chamankar who was chairing the Session summarised that the non-officials have the faith of the Members and they should not only frame the policies but also take an active interest in the implementation of the same. When a department store is developed with a project cost of Rs.1.0 crores, they cannot leave it in the hands of the executive alone. They have also a duty to see that the project to being properly implemented. He also said that some of the Directors out of their dedicated hard work and long experience often develop adequate experience and expertise in various activities of Consumer Cooperatives, and such people should be associated in the implementation of policies and decisions also in the best interest of consumer cooperatives.

2ND SESSION

12:2 In the 2nd Session Mr. P. A. Kambli, General Manager, Apana Bazar presented his paper indicating important provisions of various legislations which have direct relation with consumer cooperatives. Mr. B. D. Pawar, Director of Marketing was the Chairman of the Session. During the discussions, Mr. Kambli highlighted the importance of taking numerous trade licenses and following various provisions of a number of Acts & Rules. He said that violation of these provisions attracts penalty including imprisonment. This was followed by a number of questions from the participants. Mr. B. D. Pawar concluded the Session with his brief speech advising the

participants to be aware of the various legal provisions and to avoid unnecessary prosecution.

He said that there may be a special Seminar on this aspect alone and a brief note or a booklet should be published and circulated to all the Managers of Consumers Cooperatives so that they can apprise themselves with the technicality of legal provisions relevant to cooperative retailing.

3RD SESSION

12:3 In the absence of Mr. Nandkumar Naik, Director of Varana Bazar Mr. V. S. Kesarkar presented the paper on Purchase Management in Consumer Cooperatives. Among other things, he discussed the purchase practices of Varana Bazar which has been successful in competitive buying. Mr. S. C. Mishra, Consultant on the request of Director of Marketing supplemented the views and said that bad purchase is the cause to the Consumer Cooperatives. He quoted several instances of bad purchase in different stores of India and urged the participants to take utmost care in textile business which is more proven to high stock holding bad purchases, obsolescence and out of fashion. In fact, textile business has proved cancerous in many stores. He discussed the principles, techniques, procedures and norms of purchase and also the techniques to rectify bad purchases. This Session was being chaired by Mr. R. B. Rane, Vice Chairman of Sahakar Bazar, Bombay and Director of Maharashtra State Consumer Cooperative Federation. On his invitation a number of speakers representing almost all the participating consumer cooperatives discussed various problems with reference to purchasing and suggested the ideas for consideration of R.D.C. and joint purchase. While concluding the session, Mr. B. D. Pawar suggested the House for consideration of Joint Purchase idea in respect of just 2 or 3 agricultural commodities by pooling the purchasing power of a few outstanding successful stores and to broaden the idea if the scheme works successfully. This can also be the fore runner of the much talked of RDC which is being discussed for last 2 years. Mr. Rane said that while launching such an ambitious project which may be very useful for the cooperative movement and also the ultimate consumers, godown facilities, storage, transport, Insurance and price fluctuations will have to be taken care of so that mistakes are not repeated.

The discussion evoked so much of response from the participants that the Session continued upto 7.30 p.m. and still they wanted further discussion on the subject.

2ND DAY

1ST SESSION

13:1. The 1st Session of 2nd day began with presentation of paper on Manpower Training - Motivation & Incentives in Consumer Cooperatives by Mr. S. C. Mishra. The Session was chaired by the Director of Marketing Mr. B. D. Pawar. While presenting the paper Shri Mishra gave the guideline and norms in Manpower, Planning and Development of Organisation set up while opening a new super market. Overstaffing which is often a problem can be solved by opening more Branches provided there are other supporting resources. He also explained various monetary incentive schemes which have proved to be very useful in several stores of Delhi and Calcutta. The paper which narrates the package of Monetary Incentive brought out divergent views while some of the participants said that it can help developing sales, service and profitability, others said that it may create legal problems and labour problems. But everybody appreciated the norms in Manpower Training and wanted that the motivation module could be developed. Shri Pawar concluded the Session appreciating the cross view of the participants and said that while the norms of manpower planning should be strictly followed by the Consumer Cooperatives, there is a need for human resource development, training and learning forums. He said that while implementing the incentive scheme, if any, it should be ensured that any provision of Labour Law is not violated. He explained the need for office automation and use of computers in the management of consumer cooperatives. Staffing pattern will have to take into account the need of office automation and computerization.

2ND SESSION

13:2. Mr. Madhu Mantri, Chairman of Mumbai Grahak Panchayat was to present his paper on Minimum Inventory with Optimum Turnover - An experience of Mumbai Grahak Panchayat. But as his train was abnormally delayed on account of the strike in Bombay, in his absence the topic was discussed and presented by the Director of Marketing himself supported by Mr. Suryakant Pathak, General Manager of Grahak Peth, Pune. Mr. Madhu Mantri however, joined late and explained how the Janata Consumer Cooperative Store of Bombay is able to reach a sales turnover of more than 5 crores per annum without any Department Store or retail outlet. The strategy

followed is as under. Encourage good 10 to 15 members, collect their fortnightly requirements and to ensure door delivery of the assorted items of good quality at a cheaper price. More than 13000 members are now patronising the scheme and making their purchases. This has been appreciated not only by the members but also by the various consumer organisations of many developing countries. The pioneers of this society are also the founder fathers of Bombay Grahak Panchayat which is continuously fighting for consumer protection and guiding consumer interest. They have been endeavouring to usher in consumer democracy where the consumer is the King. The speech of Mr. Madhu Mantri evoked a lot of response and many speakers wanted to repeat this experiment. Mr. Shelke, Divisional Joint Registrar, Cooperative Societies, Pune said that in the city like Bombay where there are a lot of Housing societies with a conglomeration of households, this scheme has a lot of potential.

3RD SESSION

13:3 In the 3rd Session of the 2nd day Mr. S. A Somwanshi of Marathwada University, Aurangabad presented his paper on Professional Management & Communication and highlighted important points and professional approach in various aspects of sales management, purchase management, personnel management and financial management of consumer cooperatives. Some of the speakers like Mr. R. S. Desai of Maratha store wanted to know whether it contradicts cooperative principles and ideology. It was clarified that with the growing competition and privatisation of business, the consumer cooperatives have to develop their efficiency with Modern Management Techniques and with increased strength they can take better care of Cooperative Principles. The Session was concluded by Mr. P. A. Kambli, General Manager, Apna Bazar who was chairing the Session. He said that the secret of all the successful stores of Maharashtra is professional approach in Management and other stores should try to replicate the process.

14. WRAP UP

14:1. To conclude the entire deliberations of the Workshop, Mr. B. D. Pawar, Director of Marketing summarised the gist of all the papers and views expressed by various participants with a great accuracy and substance which came as a pleasant surprise for all the participants. He said that Cordial Board Manager Relation, the

concept of Trustee Management and the importance of human relations are the need of the day. He said that consumer cooperatives have to satisfy the aspirations of the Members, consumer and also the employees. Problems, have to be solved with mutual trust and Professional Management. While executive should respect elected Management the elected Management should not step into the shoes of the Executive.

14:2. Coming to purchase management Mr. Pawar said to increase the bargaining power of consumer cooperatives and to develop purchase efficiency, joint purchase has to be made and to begin with leading stores should come forward to make joint purchase of just 2/3 agril. commodities. He said that the Marketing Board of Maharashtra has well developed communication net work with 600 districts and mandies', and the computerised market intelligence may be of yemen service in this direction. Since State Federation has failed and the experience of RDC experiment in Madras is not encouraging alongwith visual failures of all Civil Supplies Corporations, Joint Purchase by the leading stores of a few commodities have to be experimented.

14:3. In Manpower Training, he highlighted the importance of human resource development, training and upgrading the knowledge which can help in developing a professional cadre of Professional Managers. For involvement of the Members and consumers he wished something like an group of Japan Model should be experimented in India. Consumer Forum of Maharashtra has made an honest beginning and the initial result in joint purchasing has been encouraging. He said Income Tax payment which erodes capital formation has to be taken up with appropriate authority.

14:4. So far various labour laws are concerned, the Directorate of Marketing will try to get exemption wherever necessary by approaching the concerned authorities but pending such benefits the consumer cooperatives have to honour all the labour laws.

14:5. The House agreed with the summarisation of Mr. B. D. Pawar and agreed it to be the consensus of the house.

15 VALEDICTORY SESSION

15:1. The valedictory function was presided over by Mr. Ramdas Gaikwad Ex. MLA and Chairman of Akola Central Cooperative Cons. Stores and was graced by Dr. V. B. Ghuge, Vice Chancellor of Marathwada University. Before the speech of the Chief Guest Mr. B. D. Pawar, Director of Marketing apprised him with the gist of deliberations of the Seminar and expressed his anguish for lack of participation by the representatives of consumer cooperative of Marathwada and Vidarbha Regions who should have taken maximum benefit out of this Workshop.

15:2. Mr. Pradit Machinma, Consumer Advisor of ICA gave a brief speech about the constitution, function and endeavour of ICA Regional Office at Delhi. He appreciated the development of a net work of good consumer stores in Western Maharashtra and appreciated the self learning process in this kind of Workshop. He wished that with numerous goods stores, Maharashtra can emerge as a learning centre for cooperators of not only various parts of India but also from neighbouring countries like Bangla Desh, Sri Lanka, Pakistan, Afganistan, Nepal and Bhutan. He said that cooperators of Maharashtra also should visit the outstanding consumer stores of Japan, South Korea, Malasia, Thailand and Singapore. Swedish Cooperative Centre (SCC) was earlier financing various projects of ICA. Now, Japanese Cooperative Movement is providing some financial assistance to ICA. But funds are always constraint. In spite of such problems, however, ICA will try to help Maharashtra to develop itself as a learning centre. He added that now communism has collapsed and Cooperative Movement is the only way against growing capitalism and privatisation. Cooperatives have to show their efficiency and usefulness.

15:3. Dr. Ghuge, in his valedictory address referred cooperation as a golden means in between the vagaries of capitalism and communism. But he expressed his dissatisfaction about the mismanagement and inefficiency reported in cooperatives. He said that cooperatives never feel it is the people who fail here and there. He described the good and bad sides of capitalism and socialism and said that cooperatives have been successful in the midst of both the systems. He quoted Dr. Gadgil, and said that cooperative socialism is a much better system and has the test of time under both the extreme systems. He hastened to add that unless modern management knowhow is

adopted in cooperatives instead of getting the best of both capitalism and socialism. Cooperatives may get the worst of all.

15:4. India has the problem of poverty amidst plenty, huge educated people without employment, low growth rate and per capita income. Cooperatives can solve many of such problems but there is a big But. Unless there is honesty, integrity, dedication and professional Management, success will be elusive. He also added that cooperative has to go to the heart land of India - to the villagers where the bulk of its population lives. It may take time, but we have to succeed.

15:5. Mr. Gaikwad in his presidential address said that Vidarbha and Marathwada Regions are lagging behind Western Maharashtra both in economic development and also in the field of consumer cooperatives. He requested the Director of Marketing, Officers of the Cooperative Department and the representatives of the outstanding consumer stores to help this Region to develop a few cooperative department stores on the models of Apna Bazar, Varana Bazar, Raigad Bazar and Shriram Bazar. There is a need of the people and something has to be done.

15:6. Mr. P. A. Kambli, General Manager, Apna Bazar, Bombay, was felicitated on the occasion for the "Vijayshree Award" conferred on him for being selected the "Best Manager in the Country" by the International Friendship Society, New Delhi and further for being elected the Vice-President to the International Falcon Movement of Belgium.

16. THE GRATITUDE

The valedictory function and the Workshop ended with a vote of thanks by Mr. S. D. Tambe, District Deputy Registrar, Cooperative Societies, Aurangabad. Mr. R. B. Rane also thanked the organisers of behalf of the participants.

17. THE NEXT WORKSHOP

Mr. P. B. Sarnayak, General Manager of Raigad Bazar requested the Director of Marketing to organise the next Workshop at Alibag and on behalf of his Management he promised to make all necessary arrangements. This offer was accepted with a happy note by all the participants.

Second Workshop on Management of Consumers Cooperatives in Maharashtra

ORGANISING COMMITTEE

1. Mr. V. S. Gopalakrishan
Commissioner for Cooperation & Registrar
Cooperative Societies, M.S., Pune.
2. Mr. Pradit Machima.
Consumer Advisor, ICA, New Delhi
3. Mr. B. D. Pawar,
Director of Marketing, M.S., Pune
4. Mr. Govind Vasave,
Joint Director of Marketing, M.S., Pune
5. Mr. K. J. Sankhye,
Joint Director of Marketing, M.S., Pune.
6. Mr. B. L. Jadhav,
Divisional Joint Registrar,
Cooperative Societies, Aurangabad.
7. Mr. Nandkumar Naik,
Managing Director,
Warna Sahakari Shetkari Sakhar Karkhana, Warananagar,.
8. Mr. P. A. Kambli,
General Manager,
Mumbai Kamgar Madhyawarti Grahak Sahakari Mandal
Ltd., Apna Bazar, Bombay.
9. Mr. B. Bapuji,
Regional Director,

National cooperative Development Corporation, Pune

10. Mr. M. N. Shrivastava,
Senior Consultant,
National Cooperative Consumers Federation Ltd.,
11. Mr. Suryakant Pathak,
Managing Director,
Janata Grahak Madhyawarti Sahakari Sangh Ltd., Pune.

FACULTY

1. Dr. Mukund M. Tapkir,
Professor, B.M.C. College, Pune.
2. Mr. P. A. Kambli
General Manager,
Apna Bazar, Bombay.
3. Shri Madhu Mantri
Chairman, Mumbai Grahak
Panchayat, Bombay
4. S. C. Misra,
Consultant, National Cooperative Consumers Federation Ltd.,
New Delhi
5. Mr. Nandkumar Naik,
Managing Director,
Warna Bazar, Warananagar.
6. Mr. S. A. Somawanshi,
Lecturer, Marathwada Vidyapeeth, Aurangabad.

PARTICIPANTS

Sr No.	Name of designation	Name of the Society Institution.
1.	Dr. V. P. Satpute Director	Janata Madhyawarti Sahakari Grahak Bhandar Ltd., Pune (Grahak Peth)
2.	Mr. Suryakant Pathak General Manager.	
3.	Mr. Upendra Chamankar Chairman	Mumbai Kamgar Madhyawarti Sahakari Grahak Mandal Ltd., Bombay
4.	Mr. P. A. Kambli (General Manager)	
5.	Mr. Dashrathro Lad Director	Satara District Central Co-op.-cons. stores Ltd., Satara
6.	Mr. V. B. Shinde, Asstt. Manager	
7.	Mr. Vilasrao G. Patil (Wadharkar) Chairman	Karad Janata Central W/R. Cons. Stores Ltd., (Karad Janata Bazar)
8.	Mr. K. K. Pawar Director	Karad
9.	Mr. S. K. Chalke, Manager	
10.	Mr. Jagannath A. Shinde General Manager	Bharati Madhyawarti Sahakari Grahak Bhandar Ltd., Pune
11.	Mr. S. M. Duduskar Chairman	Tarun Bharat Central Coop. Consumer's Society Ltd., Sangli
12.	Mr. C. D. Nesary General Manager	
13.	Mr. Ulhas G. Jambhle General Manager Ahmednagar.	Ahmednagar Central Coop. Consumers W/R Stroes Ltd.,

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- | | | |
|-----|---|--|
| 14. | Mr. R. B. Rane
Vice-Chairman | North Bombay Central Coop.
W/R. Consumers stores Ltd.,
Bandra (Bombay) |
| 15. | Mr. Pratap Indulkar
Director. | |
| 16. | Mr. Ashok Sawant.
Managing Director | |
| 17. | Mr. Vishwas Kale
Chairman | Samarth Cooperative Consumers
W/R Stores Ltd., Thane |
| 18. | Mr. N. T. Kamble
Director | |
| 19. | Mr. Jayantrao Patil
Director | Shribag Madhyawarti Grahak
Bhandar Ltd. (Raigad Bazar) |
| 20. | Mr. Prataprao Sirnaik
General Manager. | Alibag, Dist Raigad |
| 21. | Mr. Bhanudas G. Amne
Chairman (Purchase Committee) | Karad Urban Consumers
Coop. W/R Stores Ltd., |
| 22. | Mr. Vithalrao Shikhare,
Director. | Karad Dist. Satara |
| 23. | Mr. Yogiraj Bhotkar
General Manager | |
| 24. | Mr. Kondiram C. Pokle,
Chairman | Shriram Shetkari Kamgar
Sahakari Grahak Sanstha Ltd., |
| 25. | Mr. Ibrahim Shaikh
Director. | (Shriram Bazar) Phaltan.
Dist Satara |
| 26. | Mr. Arvind Pawar
General Manager | |
| 27. | Mr. N. A. Patil
Director | Warna Vibhag Sahakari
Grahak Mandal Ltd., |
| 28. | Mr. Vijay S. Kasarkar
General Manager. | (Warna Bazar) Warnanagar. |

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| 29. | Mr. S. G. Kothawala
Dy. General Manager | Colaba Central Coop. Consumers
W/R Stores Ltd., (Sahakari Bhandar) |
| 30. | Mr. V. L. Muvihalo,
Asstt. General Manager. | |
| 31. | Dr. B. P. Vyas
Chairman | Bhiwandi Madhyawarti Sahakari
Grahak W/R. Bhiwandi Ltd.,
Bhiwandi, Dist Thane |
| 32. | Mr. M. W. Deostholi,
Vice-Chairman | |
| 33. | Mr. C. R. Shah
Director | |
| 34. | Mr. R. R. Ghadge,
General Manager | |
| 35. | Mr. Ramdas Gaikwad
Chairman | Janta Central W/R. Coop.
Consumers Stores Ltd, Akola. |
| 36. | Mr. S. H. Ghotikar
Director. | |
| 37. | Mr. Sham Dharmalkar.
General Manager | |
| 38. | Mr. Y. R. Mudvikar
Vice Chairman | Sholapur Zilla Madhyawarti
Sahakari Grahak Bhandar |
| 39. | Mr. A. S. Dodhole
General Manaer | Sholapur |
| 40. | Mr. Prakash Bondre
Chairman | Kolhapur Janata Central Coop.
Consumers Stores Ltd.,
Kolhapur |
| 41. | Mr. Shantaram Chavan
Vice-Chairman | |
| 42. | Mr. P. M. Shetke
Manager | |
| 42. | Mr. R. S. Desai
Managing Director | Maratha Aikwardhak Coop.
Wholesale Stores Ltd.,
Kolaba, Bombay |
| 43. | Mr. M. D. Shirke.
Manager | |

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| 44 | Mr. Upendra Chamankar.
Chairman | Mumbai Kamgar Madhyawarti
Sahakari Grahak Mandal Ltd.,
Naigaon Bombay |
| 45. | Mr. P. A. Kambli
General Manger | |
| 46. | Mr. Shankar Shinde,
Manager. | |
| 47. | Mr. R. H. Sharma
General Manager | Malegaon Madhyawarti Sahakari
Grahak Bhandar Ltd. |
| 48. | Mr. Sawroopchandra Bavand | Malegaon Dist. Nasik. |
| 49. | Mr. S. D. Waghmare
Director | Padmabhushan Vasantdada
Patil Consumers stores. Ltd.,
(Vasant Bazar) Sangli |
| 50. | Mr. C. S. Kakade
General Manager. | |
| 51. | Mr. H. D. Khodke,
Manager | Yeotmal Central Coop. Cons.
Stores Ltd., Yeotmal |
| 52. | Mr. A. S. Deshmukh
Administrator | Aurangabad Central Coop. Cons.
Stores Ltd., Aurangabad |
| 53. | Mr. J. H. Deore
Manager | Dhule Madhyawarti Sahakari
Grahak Sanstha Ltd., Dhule. |
| 54. | Mr. B. B. Jadhav
Divisional Manager | Maharashtra State Agril Marketing
Board. Aurangabad Dn. |
| 55. | Mr. D. D. Deshmukh
Asstt. Manager | Aurangabad. |
| 56. | Mr. G. N. Karalgikar
Executive Officer | |
| 57 | Mr. R. R. Phirke
Production Officer | Maharashtra State oilseal
Growers Federation Ltd.,
Jalgaon |

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| 58 | Mr. A. B. Shinde
Manager | Karad Janata Coop.
Bank Ltd. Karad, Dist Satara |
| 59. | Mr. Suryawanshi
Dnl. Manager. | Maharashtra State Coop.
Consumers Federation Ltd.,
Bombay (Aurangabad Division) |
| 60 | Mr. Mundewaodkar
(Representative) | Land Development Bank
Aurangabad |
| 61. | Mr. S. S. Potare
(Representative) | Agril. Produce Market Committee
Aurangabad |
| 62. | Mr. S. N. Kapoor
Inspector | |

GOVERNMENT OFFICERS

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| 1. | Mr. S. G. Ahire
Joint Director of Marketing | Maharashtr State
Pune |
| 2. | Mr. M. V. Madavi
Joint Director of Marketing | Maharashtra State
Pune |
| 3. | Mr. B. B. Shelke
Dnl. Joint Registrar Coop. Societies | Pune Division |
| 4. | Mr. R. R. Datir
Dnl Joint Repr. Coop. Societies | Amravati Division |
| 5. | Mr. P. B. KoKre
Dist Deputy Repr. Coop. Societies | Pune District |
| 6. | Mr. S. S. Bawiskar
Dist Dy Repr. Coop. Societies | Latur Dsitric |
| 7. | Mr. E. R. Pandav
Dist Dy Repr. Coop. Societies | Jalna District |

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8. Mr. G. R. Dahole
Dist. Dy. Repr. Coop. Societies
Nanded District
9. Mr. D. B. Gosavi
Dist Dy Repr. Coop. Societies
Osmanabad Dist.
10. Mr. B. P. Rathod
Dist Dy Repr. Coop. Societies
Bhir District
11. Mr. V. V. Shaikh
Dist Dy. Repr. Coop. Societies
Satara District
12. Mr. S. L. Ghuge
Dist Dy. Repr. Coop. Societies
Parbhani Distrist
13. Mr. B. L. Jadhav
Asstt. Repr Coop. Societies (Probationary) Aurangabad Dist
14. Mr. R. V. Pardeshi
Asstt. Repr Coop. Societies
Vaijapur Taluka
15. Mr. P. J. Surwade
Asstt. Repr. Coop. Societies
Sillod Taluka

MANAGEMENT STAFF

1. Mr. S. D. Tambe,
District Deputy Registrar,
Cooperative Societies, Aurangabad.
2. Mr. Dilip Naik,
Deputy Director of Marketing,
M.S., Pune.
3. Mr. M. P. Dhakne,
Deputy Registrar, Coopertive Societies,
Aurangabad City, Aurangabad.
4. Mr. C. R. Joshi
Office Superintendent,
Directorate of Marketing, M.S., Pune.