

Assets or Liabilities?

Sometimes in early nineties, after writing the case study Scooters India Limited, I was conducting an exercise on creativity in the class of MCT course. Scooter India was focussing on 2 wheeler at that time. To generate ideas, I took the example of Vikram 3-wheeler, which I had suggested as a means of turnaround. The same plant and machinery could be used for manufacture of both the vehicles. The question asked was what is Vikram? It was an autoriksha, which could easily accommodate 8 persons and a fuel efficiency of 32 kms per litre of diesel, making it most economical passenger transport vehicle.

When prompted, students could think of converting it into an air conditioned passenger car (not so much in use those days due to cost considerations). Further prompting lead to idea of cargo low cost carrier also (with change of attachment), for city to village. With change in attachments it could carry milk, vegetable/ food grains from village to city, and grocery from items to village. A question on wheels lead to idea of a static “static” vehicle which could be used as village entertainment, mobile library, mobile toilets, water lifting pump for irrigation, thrasher and so on. All were surprised how a wonderful design imported from abroad could be converted into a roaring business, if only we had capability to improvise. Dr. Sahay focussed on three wheeler to turnaround Scooters India Ltd.

It is not availability of technological resources that are assets. It includes the managerial ability to use it that converts it into assets. Perhaps our managerial understanding of asset needs to be changed. Instead of using accounting concept of asset (valued at the cost the resource was acquired). The managerial concept of asset would include the ability to utilise it. **Resources possessed or acquired are not asset, without ability to utilise them for developing and providing some useful / desirable public good or service, else it could be a liability.** It holds true for all assets, be it financial, physical, human, organisational or network resources. Without this ability an organisation or country may not be able to develop, prosper and remain independent, despite abundance of resources. If resources are not utilised, they can be a big liability. **If mis-utilised, it could be a disaster.**

India thus faces a major challenge in terms of **convert “brain” and “heart” resource** given by the god in the form of burgeoning population, into **Asset, rather than using its physical organs only** (as labour) and measuring it in terms of numbers (like counting donkeys or cows). The government, instead of thinking of giving employment only (which country has been trying all along) has to **start looking at youth as Asset.**

<u>ASSETS</u>	
	
Indian Economic Policy Maker’s View of an Indian (Factor of production)	God’s Gift to All Human Beings



Dr. Vikram Sarabhai

Inspiration should be taken from Indian men not donkeys

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P.S. Senior Citizens like me (KK at 71+) are 3-wheeler Vikram without wheels, who can still deliver something, but if you expect them deliver as 3-wheeler passenger vehicle, they can't deliver and become a great liability.

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