



NERIMian

Students' Thoughts

Deptt. of Business Administration

APRIL: 2008



NERIM

NORTH EASTERN REGIONAL INSTITUTE OF MANAGEMENT

Padma Nath Sarmah Bhawan, Tripura Road, Joyanagar
Khanapara, Guwahati-781022

Ph: 99541-90758 (M), (0361) 2234999, Telefax : (0361) 2234900
email : nerimindia@yahoo.com , Website : nerimmba.org

NERIM AT A GLANCE

Status

**Post Graduate College of
Management and Computer Education**

**Year of Establishment
1992**

Affiliation & Approval

**Affiliated to Dibrugarh University
and approved by AICTE**

Founder

**NERIM EDUCATIONAL SOCIETY
(Registered under S.R. Act XXI / 1860)**

Communication

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Climate

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Summer and minimum of 10° C in winter.**

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How Tata Motors Managed The Nano

Ankur Pratim Saikia

On 10th of January 2007, Ratan Tata unveiled the cheapest car of the world-TATA NANO. The cost was Rs100000 or \$2500, excluding the VAT and the carrying charge from the base plant Singur in Bengal to its destination. Nano was a topic of conversation among people everywhere. From Delhi to Bangalore and from Mumbai to Guwahati people were very much excited for the car. People from outside India also made sure to give a visit to the Delhi auto expo to have a look at the little Nano. Visitors thronged the Delhi auto expo like anything, the popularity of Nano was clearly seen by the amount of the people who logged on to net to get information about the car. It is not the first time a new car has been launched but still people want to know about Nano clearly defines how Tata's have managed to steer the Nano through the crowd.

Regarding the technical specifications of Nano, its length is 3.1mtr, width 1.5 mtr and height 1.6mtr. The engine is of 2 cylinders, all aluminum and rear wheel drive powered by a 33 bhp engine. It hopes to deliver a mileage of around 20 kmpl. It is about 7.05% less than Maruti 800 in length but has 21% more interior space than Maruti because of its rear booted engine. It follows the Bharat stage III emission norms, equivalent to Euro IV norms.

The main thing we have to discuss is how Ratan Tata was able to manage to make a car with almost a practically impossible price tag, that's less than even an auto rickshaw. Maruti 800 was taken as the benchmark. The main thing that made this possible was the goal of Ratan Tata to make a people's car.

For this various objectives were fulfilled by Tata Motors to achieve their goal and it is a clear example of an excellent management by them. The first thing that was done was in the cost reduction by adopting various technical innovations. Around 1500 crores was spent in developing this car, that was almost equal to the amount spent during the development of Indica ten years back. The actual credit goes to the leader of the strong workforce of 500 engineers, Mr. Girish Wagh. When he was asked about how he succeeded, he only said two words "team work". He described it as a combination of innovation in design and development, component engineering and the skillful management of vendors who supplied components for Nano. All the engineers along with the vendors who supplied the components wholeheartedly worked to achieve this goal irrespective of their individual lives. Their innovativeness can be seen by Tata motors filing 34 patents on various design innovations that went into building the car.

With its launch Nano also posed threats to the declining market of the two wheelers especially the high end bikes, it may also lead to reduce in the second hand car market and also lead to high traffic congestion, but it is the part and parcel of the game. Somebody's loss is somebody's gain. The Nano is supposed to be available by October 2008. It will be made in the Singur plant in West Bengal that is under full construction.

Nano is an excellent example of management and we have to see how Tata's are able to live up to the expectations of the crores of Indians.

Crisis Management and Business Environment in Assam

Mustafa Moosaddeque (MBA 1st Sem)
Kishore Kumar Das (MBA 1st Sem)

Crisis Management And Business Environment In Assam

Peter Drucker in his book "Managing in Troubled Times" which he had written about twenty years ago couldn't have foreseen business being managed in crisis ridden places in today's turbulent and ever changing times. But gives us enough hope and knowledge on how to deal with unknown.

Many business journals list the challenges ahead in the 21st century. While not much have been written about crisis management of business in conflict prone areas of the world like Togo, Congo or Swaziland, some interesting works are available on businesses survived in Peru and Colombia during times of insurgency. So for the Assamese management fraternity, there is much reading and learning to do apart from holding annual function and fairs.

Businesses are there to stay profitable in all forms of environment. In a monetized economy, business will never cease to exist. Only the method in which it is conducted will be different.

Frequent disruption of the supply chain means investment in inventories. Managing longer credit period and the profitability of smaller businesses going bust will be a challenge, as squeezing vendor credit becomes the name of the game. Technology oriented banks and travel companies will have to learn to function without communication links. IT related business will be hit the hardest during these times due to

connectivity problems and not being able commute to work. So there are companies trying to get into the call center and other business process outsourcing trade, the environment is not conducive for the growth and development of these industries.

Assam's small manufacturing base will further erode if the supply chain and disruption as well as labour security related issue continue. New opportunities in trading will emerge as security spending increases. With government as a major procurement entity, new vistas will open up. The need to understand the corridors of power and its linkage will be even more important than before.

Spending on recreation will increase as the cash rich youth try to escape the depressing reality as is being seen in opening of new pubs, discos and amusement parks. The movement of rural population to urban areas and the urban migration will keep manpower agencies busy. The migration of our students to Bangalore and Delhi is a point worth noting. Companies will have to find out new market, in place where the threat perception is less than in their own homeland. The uncertainty in taxation regime will make profits unpredictable as security taxes of all kinds increases.

Crisis champions in companies will emerge and change managerial hierarchies. These go-getting well-connected individual will drive companies to growth while the conventional

managers will either have to change themselves to the changing time of selling product or transporting them or make ways for crisis champion. The firms that understand their consumer best will rule as the consumer psychograph will change rapidly and shift in perceptions continue. Any product or scheme associated with hope do well, like insurance and entertainment.

The biggest problem of state will be

managing its image. Apart from the success of the conservation of the rhinoceros in Kaziranga, Assam is yet to be associated with good news. Parachute journalist will continue to justify their daily allowances by churning out stories and residents will continue to export stories of gore and violence flavored with rumours and speculation. The greatest challenge will be to disassociate Assam as a brand associated with problems.

Basic Knowledge Of Any Corporate Organisation

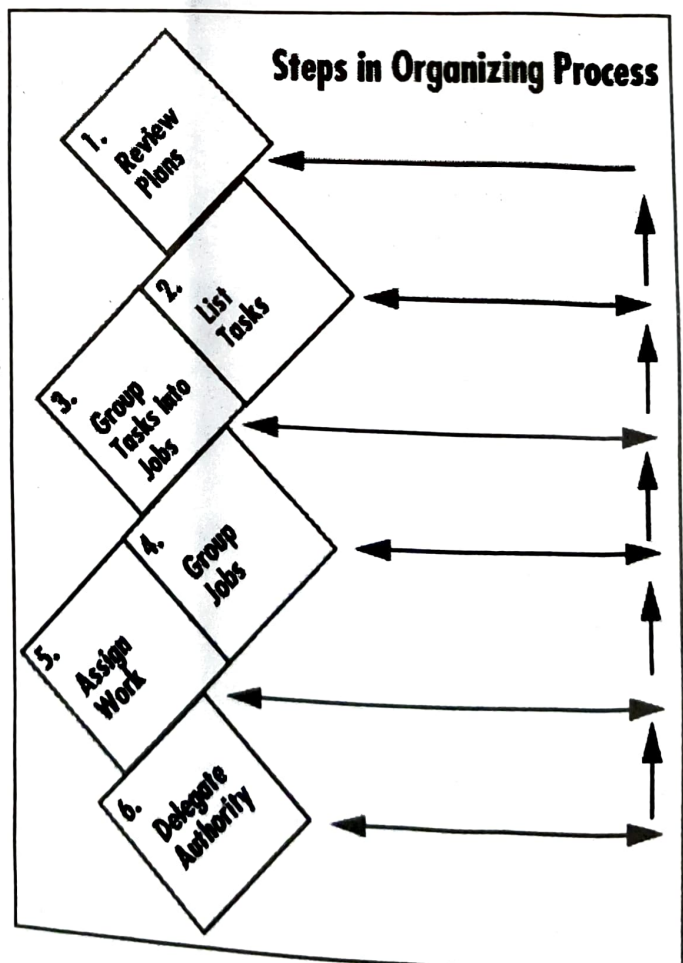
**Pinak Choudhury &
Sumitra Choudhury**

A key issue in accomplishing the goals identified in the planning process is structuring the work of the organization. Organizations are groups of people, with ideas and resources, working toward common goals. The purpose of the organizing function is to make the best use of the organization's resources to achieve organizational goals. Organizational structure is the formal decision-making framework by which job tasks are divided, grouped, and coordinated. Formalization is an

important aspect of structure. It is the extent to which the units of the organization are explicitly defined and its policies, procedures, and goals are clearly stated. It is the official organizational structure conceived and built by top management. The formal organization can be seen and represented in chart form. An organization chart displays the organizational structure and shows job titles, lines of authority, and relationships between departments.

The informal organization is the network, unrelated to the firm's formal authority structure, of social interactions among its employees. It is the personal and social relationships that arise spontaneously as people associate with one another in the work environment. The supervisor must realize that the informal organization affects the formal organization. The informal organization can pressure group members to conform to the expectations of the informal group that conflict with those of the formal organization. This can result in the generation

of false information or rumors and resistance to change desired by management. The supervisor should recognize the existence of information groups, identify the roles member play within these groups, and use knowledge of the groups to work effectively with them. The informal organization can make the formal organization more effective by providing support to management, stability to the environment, and useful communication channels.



Organizational Structure

Even though the differences among organizations are enormous, there are many similarities that enable them to be classified. One widely used classification is the twofold system (mechanistic versus organic forms of organizational structure) developed by Tom Burns and G. M. Stalker in their study of electronics firms in the United Kingdom. (See Burns, Tom and G. M. Stalker, *Management of Innovation*, London: Tavistock Publications, 1961, p. 19.)

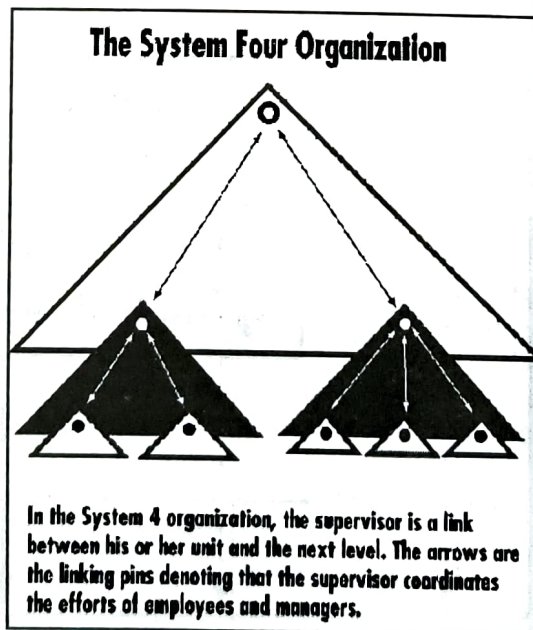
The **mechanistic structure** is the traditional or classical design, common in many medium- and large-size organizations. Mechanistic organizations are somewhat rigid in that they consist of very clearly delineated jobs, have a well-defined hierarchical structure, and rely heavily on the formal chain of command for control. Bureaucratic organizations, with their emphasis on formalization, are the primary form of mechanistic structures. According to Max Weber, bureaucracy is a form of organization characterized by a rational, goal-directed hierarchy, impersonal decision making, formal controls, and subdivision into managerial positions and specialization of labor. Bureaucratic organizations are tall consisting of hierarchies with many levels of management. In a **tall structure**, people become relatively confined to their own area of specialization. Bureaucracies

are driven by a top-down or command and control approach in which managers provide considerable direction and have considerable control over others. Other features of the bureaucratic organization include functional division of labor and work specialization.

On the other hand, the organic structure is more flexible, more adaptable to a participative form of management, and less concerned with a clearly defined structure. The organic organization is open to the environment in order to capitalize upon new opportunities.

Organic organizations have a flat structure with only one or two levels of management. **Flat organizations** emphasize a decentralized approach to management that encourage high employee involvement in decisions. The purpose of this structure is to create independent small businesses or enterprises that can rapidly respond to customers' needs or changes in the business environment. The supervisor tends to have a more personal relationship with his or her employees. Rensis Likert has conducted extensive research on a non-bureaucratic organization design referred to as System 4 (participative-democratic). Management and employees interact in a friendly environment characterized by mutual confidence and trust. (See Likert, Rensis, , New York: McGraw-Hill, 1967, pp. 4-10). Watch the videos.

Contingency organization means that the most appropriate organization structure for each situation depends upon technology, organizational size, goals and strategy, environmental stability, and characteristics of the employees. Mechanistic organizations are best suited to repetitive operations and stable environments, while organic organizations are



best suited to an uncertain task and a changing environment.

Organization Design

Designing an organization involves choosing an organizational structure that will enable the company to most effectively achieve its goals. Organization design is the creation of an organization's structure, traditionally functional, divisional, and/or matrix.

Functions or divisions arrange traditional organizations. In a **functional organization**, authority is determined by the relationships between group functions and activities. Functional structures group similar or related occupational specialties or processes together under the familiar headings of finance, manufacturing, marketing, accounts receivable, research, surgery, and photo finishing. Economy is achieved through specialization. However, the organization risks losing sight of its overall interests as different departments pursue their own goals.

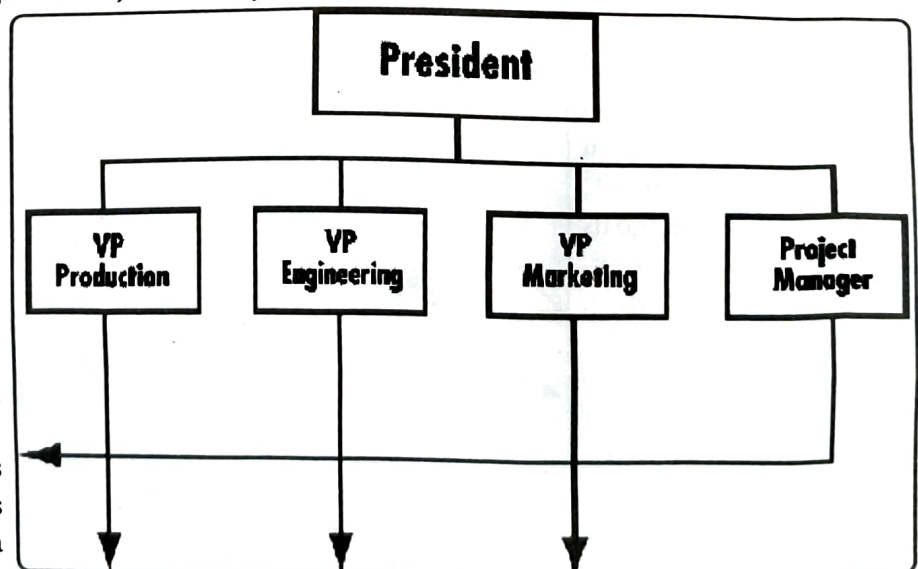
In a **divisional organization**, corporate divisions operate as relatively autonomous businesses under the larger corporate umbrella. In a conglomerate organization, divisions may be unrelated. Divisional structures are made up of self-contained strategic business units that each produces a single product. For example, General Motors' divisions include Chevrolet, Oldsmobile, Pontiac, and Cadillac. A central headquarters, focusing on results, coordinates and controls the activities, and provides support services between divisions. Functional departments accomplish division goals. A weakness however, is the tendency to duplicate activities among divisions.

In a matrix organization, teams are formed and team members report to two or more managers. **Matrix structures** utilize functional and divisional chains of command simultaneously in the same part of the organization, commonly

for one-of-a-kind projects. It is used to develop a new product, to ensure the continuing success of a product to which several departments directly contribute, and to solve a difficult problem. By superimposing a project structure upon the functional structure, a matrix organization is formed that allows the organization to take advantage of new opportunities. This structure assigns specialists from different functional departments to work on one or more projects being led by project managers. The matrix concept facilitates working on concurrent projects by creating a dual chain of command, the project (program, systems, or product) manager and the functional manager. Project managers have authority over activities geared toward achieving organizational goals while functional managers have authority over promotion decisions and performance reviews. An example is an aerospace firm with a contract from NASA.

Matrix organizations are particularly appealing to firms that want to speed up the decision-making process. However, the matrix organization may not allow long-term working relationships to develop. Furthermore, using multiple managers for one employee may result in confusion as to manager evaluation and accountability. Thus, the matrix system may elevate the conflict between product and functional interests.

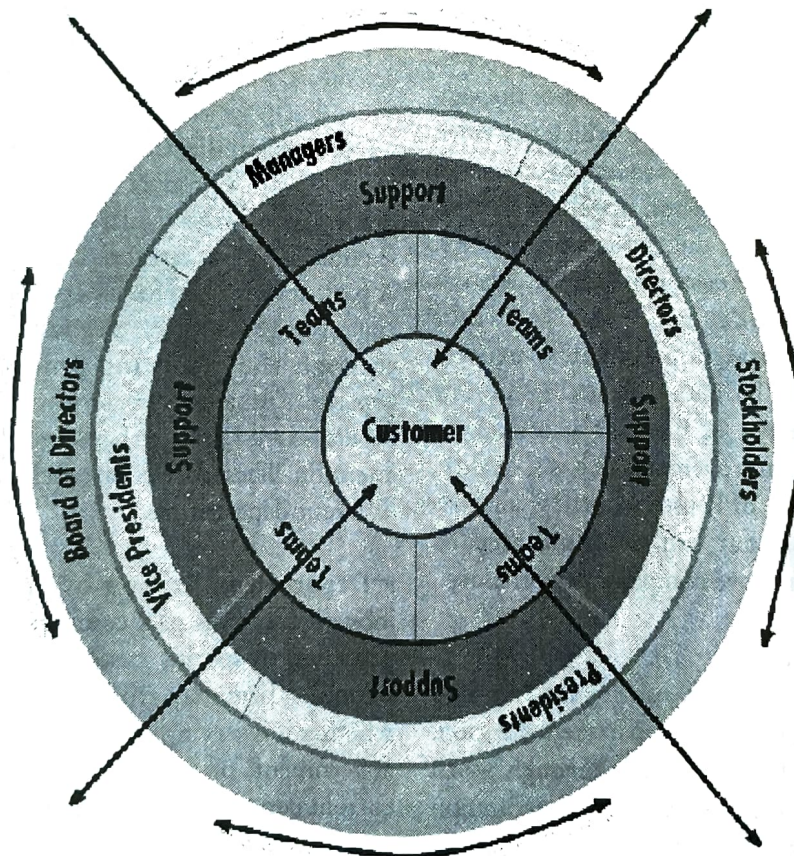
Boundaryless organizations are not defined or limited by horizontal, vertical, or external boundaries imposed by a predetermined structure. They share many of the characteristics of flat organizations, with a strong emphasis on teams. Cross-functional teams dissolve horizontal barriers and enable the organization



to respond quickly to environmental changes and to spearhead innovation. Boundaryless organizations can form relationships (joint ventures, intellectual property, distribution channels, or financial resources) with customers, suppliers, and/or competitors. Telecommuting, strategic alliances and customer-organization linkages break down external barriers, streamlining work activities. Jack Welch, former CEO of General Electric, to facilitate interactions with customers and suppliers, first used this un-structure.

A boundaryless environment is required by learning organizations to facilitate team collaboration and the sharing of information.

When an organization develops the continuous capacity to adapt and survive in an increasingly competitive environment because all members take an active role in identifying and resolving work-related issues, it has developed a learning culture. A **learning organization** is one that is able to adapt and respond to change. This design empowers employees because they acquire and share knowledge and apply this learning to decision-making. They are pooling collective intelligence and stimulating creative thought to improve performance. Supervisors facilitate learning by sharing and aligning the organization's vision for the future and sustaining a sense of community and strong culture.



Organizing Function

The organizing function deals with all those activities that result in the formal assignment of tasks and authority and a coordination of effort. The supervisor staffs the work unit, trains employees, secures resources, and empowers the

work group into a productive team. The steps in the organizing process include (1) review plans, (2) list all tasks to be accomplished, (3) divide tasks into groups one person can accomplish - a job, (4) group related jobs together in a logical and efficient manner, (5) assign work to individuals,

(6) delegate authority to establish relationships between jobs and groups of jobs.

The nature and scope of the work needed to accomplish the organization's objectives is needed to determine work classification and work unit design. **Division of labor**, or work specialization, is the degree to which tasks in an organization are divided into separate jobs. Work process requirements and employee skill level determine the degree of specialization. Placing capable people in each job ties directly with productivity improvement. In order to maximize productivity, supervisors match employee skill level with task requirements.

Supervisors should perform workflow analysis to examine how work creates or adds value to the ongoing processes in an organization. **Workflow analysis** looks at how work moves from the customer or the demand source through the organization to the point at which the work leaves the organization as a product or service to meet customer demand. Thus, workflow analysis can be used to tighten the connection between employees' work and customers' needs. Also, it can help to make major performance breakthroughs throughout **business process reengineering (BPR)**, a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in costs, quality, service, and speed. BPR uses workflow analysis to identify jobs that can be eliminated or recombined to improve company performance.

Departmentalization

After reviewing the plans, usually the first step in the organizing process is departmentalization. Once jobs have been classified through work specialization, they are grouped so those common tasks can be coordinated. **Departmentalization** is the basis on which work or individuals are grouped into manageable units. There are five traditional methods for grouping work activities.

- **Departmentalization by function** organizes by the functions to be performed. The functions reflect the nature of the business. The advantage

of this type of grouping is obtaining efficiencies from consolidating similar specialties and people with common skills, knowledge and orientations together in common units.

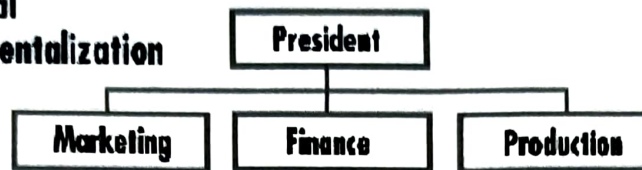
- **Departmentalization by product** assembles all functions needed to make and market a particular product are placed under one executive. For instance, major department stores are structured around product groups such as home accessories, appliances, women's clothing, men's clothing, and children's clothing.

- **Departmentalization by geographical regions** groups jobs on the basis of territory or geography. For example, Merck, a major pharmaceutical company, has its domestic sales departmentalized by regions such as Northeast, Southeast, Midwest, Southwest, and Northwest.

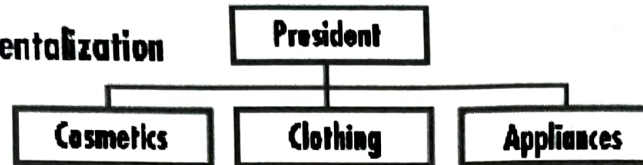
- **Departmentalization by process** groups jobs on the basis of product or customer flow. Each process requires particular skills and offers a basis for homogeneous categorizing of work activities. A patient preparing for an operation would first engage in preliminary diagnostic tests, then go through the admitting process, undergo a procedure in surgery, receive post operative care, be discharged and perhaps receive out-patient attention. These services are each administered by different departments.

- **Departmentalization by customer** groups jobs on the basis of a common set of needs or problems of specific customers. For instance, a plumbing firm may group its work according to whether it is serving private sector, public sector, government, or not-for-profit organizations. A current departmentalization trend is to structure work according to customer, using **cross-functional teams**. This group is chosen from different functions to work together across various departments to interdependently create new products or services. For example, a cross-functional team consisting of managers from accounting, finance, and marketing is created to prepare a technology plan.

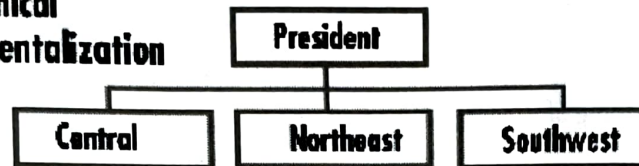
**Functional
Departmentalization**



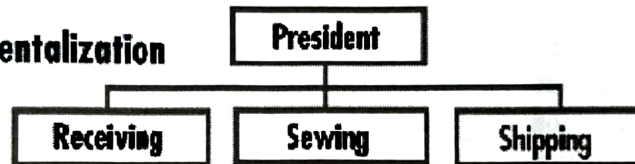
**Product
Departmentalization**



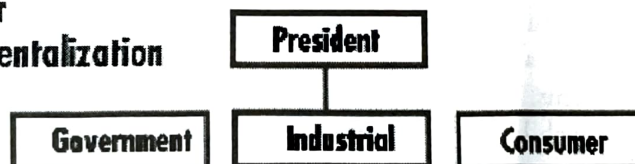
**Geographical
Departmentalization**



**Process
Departmentalization**



**Customer
Departmentalization**



Stress Management

Kangkan Jyoti Bharali

Roll No. 24, MBA 1st SEM

Priyanka Bharali

Roll No. 45, MBA 1st SEM

Introduction:

The dictionary meaning of the word Stress means pressure; tension; strain. The 'wear and tear' is the stress that our body experiences, and we try to adjust ourselves to the continually changing environment, creating both physical and emotional effects thus resulting in positive and negative feelings. As a positive influence, stress can help us to compel action which can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger and depression thus leading to health problems. With the death of a loved one, the birth of a child, job promotion or a new relationship, we experience stress and we try to readjust our lives. However, it depends on us how we react to different kinds of stress, which may be either positive or negative.

What is optimal stress for us?

There is no single level of stress that is optimal for all people. We are all individual creatures with unique requirements. As such what is distressing to one may be a joy to another.

The amount of energy that our body requires to tolerate any stress before we become distress changes with our ages. So if we are experiencing some stress symptoms that has gone beyond the optimal stress level; first we must reduce it and improve our ability to manage it.

Managing stress in a better way.

Thus being aware of the effect of unrelieved stress

is not sufficient for reducing its harmful effect. It is only possible by managing stress in a better way. The way we accept and react to stress is important. We must always be prepared both physically and emotionally to overcome stress.

Some of the ways to overcome stress

1. Becoming aware of our stressors and also our emotional and physical reactions.

We must first try to notice our distress. We must not try to ignore it nor gloss over our problem. Hence we must see how our body response to the stress and then try to determine what events distress us exactly.

2. Recognizing what we can change?

Is it possible for us to avoid or to eliminate stress completely? Can we reduce its intensity? Whichever is possible, we should go for it. Also by shortening our exposure to stress (i.e. by taking a break) or by devoting the time and energy necessary to make a change.

3. By reducing the intensity of our emotional reactions to stress.

The stress reaction is triggered by our perception of danger..... Physical danger and/emotional danger. We must try to work by adopting moderate views and try to see the stress as something that we can cope with rather than something that

over powers us. By tempering our excess emotions by putting the situation in perspective. Do not try to labor on the negative aspects and the "what if's"

pursue realistic goals which are meaningful to us. Also except some frustrations, failures and sorrows. "Failure is the pillar of success".

4. **Learn to moderate our physical reactions to stress.**

Slow, deep breathing will bring our heart rate and respiration back to normal. Relaxation techniques can reduce muscle tension, heart rate and blood pressure. Medication is for short term for moderating our physical reaction, always try to moderate these reactions as if will preferably help in our near future.

5. **By maintaining our emotional reserves.**

Always try to develop some mutually supportive friendship/relationships;

Conclusion.

As we have seen, positive stress adds anticipation and excitement to life and we all thrive under a certain amount of stress. Deadlines, competitions, confrontations and even our frustrations and sorrows add depth and enrichment to our lives. Our goal is not to eliminate stress but to learn how to manage it and how to use it so that it help us. Insufficient may act as depressant and will leave us with a filling of bored or dejection. On the other hand, excessive stress may leave us with a feeling of "tied up in knots". Thus we have to find the optimal (best) level of stress which will motivate us individually but not overwhelm us.

Perspective on Event Management in Today's World

Mayuri Lahkar
MBA-1st SEM

Human being is social animal. Ever since people began forming groups to accomplish aims they could not achieve as individuals, meaning has been essential to ensure the coordination of individual's effort. As society has come to rely increasingly on group effort and as many organized groups has become large the task of being in a group has been raised. One of the most important human activities is managing while working in a group so we can say management is a process designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. Management we can say is a part of both arts and science. It is a part of arts because management is one of the inborn qualities of man and is called science because it is organized knowledge underlying the practice.

While talking about management it is essential in each and every sphere of our life. Management is a part of our life in social aspects, economic aspects, traditional aspects, etc. management as a whole has many division like financial management, human resource management, organizational management and recently some of the divisions that are included like time management, stress management, event management, mind management, which are getting popular now-a - days.

One of the recent trends in professional management i.e. getting popular is event management. Every time when we saw a programme like 'Film fare' awards or those pop

concerts and beauty pageants like that of Miss India, Miss World or Miss Universe we would have wondered how people managed to set up such brilliant shows. Every little detail from once entering the venue to going out is a result of rigorous planning. Well..... that's event management that we are going to discuss for you. One of the fastest and most glamorous upcoming professional today, it means rubbing shoulders with who's who of the crème-de-la crème of the society. It does bring big money, but it also involves lots of discipline and meticulous planning to be in this profession. Planning an event is an event in itself. Peoples come to an event manager with a vague idea in mind. Events could be anything from concerts, product launches, conferences, promotions, jubilee celebrations, fashion shows, wedding or parties...it could be just anything.

In a nut shell...an event manager has to first design the basic framework, after which he prepares the marketing plans, hunts for sponsors, locates the sites, contacts the vendors, hires performers, prints invitation cards, creates menus, books the artists, arranges transport for different people and plans and organizes every aspect of the event. An event manager usually starts working months before the event.

Remuneration An excellent field to make money...in fact ones a person start getting the feel of the field. Even a freelancer can earn Rs.30000 or above everyday. It is very lucrative job. Money will again depend on the kind of event a manager

handle.

Joining an event management company: A person who enters into the field has to first join as a trainee. This person becomes the promotion coordinator. Event management companies nowadays hire lots of young people for this job. The next job in this field is of event co ordination.

Skills needed: In terms of educational qualification a graduation should be ideal but preference is given to professional event managers. There are a host of other qualities, which are essential for a person to well equip here. There includes

- Analytical/ critical thinking and problem solving.
- Customer service orientation.
- Good negotiation skill.
- Ability to work under pressure and meet deadlines.
- Teamwork, facilitation and co-operation.
- Planning, co-ordination and organization.
- Good networking skills.

SMART DRAW

The world's most popular business graphics software gives 10 event planning tips

PLAN AHEAD

If you are planning on renting a special venue be sure that money should be given on advance.

BUDGET ACCORDINGLY

Set a strict working budget, plus have some extra money in case something unexpected comes up

MAKING COPIES

Maintain all your plans, contracts and agreements in advance.

THEMES

Should know when to use them but not abuse them.

MUSIC

Make sure the music should be appropriate for the event

EQUIPMENT

A list of equipment is needy

PLAN FOR EMERGENGIES

SPECIAL PROVISIONS

FOOD AND DRINK

EVENT MARKETING COMPANY

Corporate events can be anything from a retirement party ,a trade show ,a sales meeting ,a roast of the CEO, a sales meeting ,a hospitality management event for client ,or anything to enjoy. Whatever be the corporate events, it involves huge people participation includes everyone from a company or office. So to make a corporate event an ultimate success planning is a must or it is the key to the success. Planning corporate parties is not a simple task to play .When one organizes corporate parties is not a simple task to play .When one organizes a corporate party he has to be very effective in managing the complete event to make it a successful one. An event marketing company provides a person with many ideas for a successful party.

CONCLUSION

After studying all the prospects of event management now we can come to the conclusion that it is definitely a great career to chosen for. Now in India also youngsters are finding their interest in this interesting branch of management. So, definitely it can be a attracting career for Indian youths in global prospective. As India is also becoming a part of the international scenario in business and management so definitely opting for this type profession will be a nice idea.

Human Resource and Personality

Wahengbam Neharanjan

MBA 1st semester

The world is made up of six major resources- land, water, air, plant, animal and human. All these resources have been evolved and developed through great period of time and they have evolved in such a fashion that they have left their own status of existence in this world. The status that they are leaving may be in some special features which are specific or observable. These various resources are complementary to each other and also at the same time they can exist of their own.

Of all the resources that are there the last one- Human resource is the most powerful as because the resource of human is very much developed than that of the others.

For us, human beings, success and effectiveness are the two terms that are associated with our activities. Success can be defined, as the achievement of some set points of goals. And these successes are visible to all of us and it can be marked out but while effectiveness cannot be defined though some of the great social scholars have tried and given the definition of it as the ability of doing right things. But with regards to some scholars an understanding of effectiveness becomes more difficult specifically because of the fact that the effectiveness of two individuals who otherwise are similar in their background of growth process, personal living, people and materials associated and situations available may change or differ drastically.

This difference levels of effectiveness has made the world conscious of the several variables that constitute effectiveness

Personal Effectiveness

Actually personal effectiveness is a matter of individual concern where there is a desire to function successfully. And any person that has developed personal effectiveness is an asset for the company or organization. Each person has his or her own personality or mark of his or her individuality. It could be expressed more precisely that the personality of the person could be described by personal effectiveness as it decides the quality of personality.

The personal effectiveness will differ from individual to individual. The development of personal effectiveness is a natural process. And as far as the success of human is concerned the impact of situational, circumstantial and environmental influence on the personal effectiveness is one of the deciding factors.

Apart from the personal effectiveness the individual also carries leadership effectiveness, leadership effectiveness is the quality of the person to lead people by influencing them. It has been said that all humans relate not only to the rest of the humans but also to the natural resources around.

There is no doubt that leadership effectiveness is a complement to the personal effectiveness. It may not be wrong to say that leadership effectiveness is progression from personal effectiveness. The effectiveness of leading others is dependent on the quality of the influence exerted on the others. So, we can say that each individual has both personal effectiveness and leadership effectiveness.

Resourcefulness

Every person has variety of resourcefulness and it mainly determines the personal effectiveness and leadership effectiveness, and this resourcefulness may vary from person to person.

There are many factors that affect this resourcefulness and they may natural which occurs naturally and the other factors may be the one which is being developed over a period of time because of the situations, the circumstances and the environment in which the individual lives and progresses.

Hence we can say that personal effectiveness and leadership effectiveness are the direct products of the direct product of the resourcefulness of an individual. So it is important to know what is resource effectiveness.

The resourcefulness of an individual is not static always, so when the individual grows there is always some process with which there is some contribution to the growth of the totality of the resourcefulness. When different types of resource are developed and are able to work in such manner that the development results in the successful functioning of the individual, one may call it resource effectiveness. Hence we can say that the three factors i.e., the personal effectiveness, leadership effectiveness and the resourcefulness are the factors that contribute to the successful of a person.

To be precise, the personality of an individual is very much dependent on different areas of human resource.

The making of a personality:

This leads to the question of human resource development towards the making of a personality.

One's personality is the result of the various areas of human resource, some of which are natural and others developed. It is worth while to look at the list of these.

- | | |
|---------------|------------------|
| 1. Traits | 8. Imaginations |
| 2. Values | 9. Experience |
| 3. Interests | 10. Body systems |
| 4. Skills | 11. Will power |
| 5. Situations | 12. Conscience |
| 6. Cognition | |
| 7. Feelings | |

A Modern Definition

The modern definition of personality could be given in content and expression of natural and developed areas of human resource. The term personality is derived from the Latin word 'persona' meaning the mask which actors wore on the Greek and Roman stage to mark each role separately. Personality has been defined as something of a unity that shows one member of a group different from any member of the same group. It has also been defined as an organised human role which acts towards the fulfilment of purpose. Yet another definition is that, personality is the sum total of all the tendencies that an individual has inherited and of those that has been acquired by experience, also some has given emphasis on the fact that it is the mutual effect of the three raw principle namely physique, intelligence and temperament. It is said that the outlines of personality are given at the birth which thereafter are filled in through growth and development.

Quality in Management Education

Utpal Kalita (58) &
Jyoti Prakash Kalita (22)

In recent years there has been a proliferation of vocational education institute in our country. We have seen an unprecedented number of technical and management institutions being set up since early 1990's mostly through private capital. The students now have a vast choice regarding the institutions in which they want to study. In the field of management education India now has more than 1200 institutions providing undergraduates & post-graduate level courses. Since the management graduates and post-graduates produced by these institutions are primarily absorbed by the industry. It very important for the industry to properly assess the quality of education imparted to the student of the various institutions for proper decision - making regarding selection & recruitment. Thus there is need of measuring quality of education provided by these private organizations. To meet these needs several magazines, such as business India, business today etc. have instituted annual/ biannual surveys for quality of management education.

1. Introduction:-

In India , management education started in the 1950's & IISWBM is the first institution that was set up for imparting the formal management education . Quickly thereafter, in the early 1960's, two IIMs were set up, one at Kolkata & another at Ahmadabad at the initiative of the Indian govt. To meet the increasing demand for professional managers, a few more management

institutes were set up mostly at govt. initiative. From the middle of 1980's Indian govt started to allow and encourage the participation of private sectors in education, particularly in management education. By this it is found that this management sector has enough potentiality to give job with great salary package & prestige in the society. Quite naturally students started opting for MBA. This attracts the private sector to invest in educational ventures in this field. Soon thereafter the scenario started to change dramatically & a large number of B-schools were set up over a relatively short period of time. Thus ,starting from a handful of institutes in the middle 1980's we now have more than 1209 B-schools all over the country of which more than 800 are approved by AICTE.

2. Quality and the law of supply demand:-

In recent years quality has become an integral part of business strategy in many organization across the world. Implementation of total quality management (TQM) is the ultimate goal in many such organizations. Most of them have implemented a quality system in accordance with a standard such as ISO 9001. The term quality refers to the ability of quality service to meet the need of customer, at an affordable price, with low cost of production, over a long period of time, and to offer the customer something better in future. Thus quality includes customer satisfaction, affordable price, frugal use of resources, reliability and continuous improvement.

It is well known that the perception of quality is relative and is dependent on the low of supply and demand. In times of scarcity, quality is of secondary importance to mere availability. As supply becomes more plentiful, for a short period of time price becomes the arbiter and it gives rise to competition based on price alone between the various suppliers. Since the price wars are very costly to support, price stabilization takes place in the market quickly. From then onward, quality becomes the primary determinant of business success.

In the context of management education till the middle of 1980's there were only a few institutions imparting management education. Hence there was acute scarcity of seats and to get an opportunity to study at one of these institutions required one to go through stringent tests. Most of the students passing out of these institutions got jobs with high pay. Thus the study of management at one of these institutions becomes a craze among the students. With the opening of the education sector in the private players, it was thus only quite natural that they would be attracted to management education, as investment in this sector would ensure good returns. As a result, in the last decade and a half a large number of institutions has been set up for the purpose of imparting management education. With so many institutions offering management education, the problem of getting a seat has been largely solved. But it is seen that a degree in business administration like MBA is not a sufficient criteria for getting jobs with desired pay packets. The institution from where a person has obtained his degree plays a significant role. There is large amount of variation in job opportunities and the pay and perks offered to graduates of different B-schools. The corporate houses seem to prefer some B-schools to other because of 'superior quality' of the business education offered. As a natural consequence the students are drawn to these select B-schools and many seats in the other management institutes remain vacant. Thus it appears that the competition between B-schools is based on 'quality of management

education' offered by them.

3. Determinants of quality of management education.

In order to discuss about the relative quality of management education offered by the various B-schools. We need to define how the quality of management education will be measured. While it is expected that there will be no complete unanimity in this regard, some of the determinants of quality of management education can be easily identified. They are

- a) Academic Environment measured in terms of number of library books, journals, audio-video aids, computer facilities, CD's etc.
- b) Intellectual capital measured in terms of number of faculty, books and paper published, seminars and conference attended, etc.
- c) Physical infrastructure measured in terms of number of classrooms and laboratories campus and hostel facilities.
- d) Industry interface measured in terms of number of management development programmers and in-company programs organised, consultancy projects handled, number of industry representatives and professionals visiting the institute etc.
- e) Placement measured in terms of percentage of student required through campus recruitment, average salary offered, etc.
- f) Stakeholder satisfaction and perception measured in terms of faculty satisfaction, recruiter's perception and satisfaction, etc.
- g) Innovation measured in terms of number of courses modified and updated, new and innovative courses introduced etc.

4. Recent B-school surveys:-

With so many institutes providing management education there is an acute need among the students, parents, and the corporate houses for information regarding the relative quality of management education being provided by these institutes.

The B-school surveys studied for the purpose of this paper are BT-Cosmode surveys of the year 2000 [1], Outlook-MDRA survey[2], Business India AIMA survey[3], BT-Cosmode survey of year 2002[4], and Business India-MaRs survey[6]. The no. institutes participating in these surveys are listed below—

Survey	no of institutions	Survey	no of institutions
BT-cosmode,2000	140	BT-cosmode2002	115
OUTLOOK-MDRA	Not given	Outlook-Cfore	238
AIMA	272	Business India-MaRs	178

In all of the above surveys participation was voluntary. The data provided by the institutions are not subjected to any detailed scrutiny. In some of the surveys, teams were sent to a few select institutions for partial verification of the provided by them but no systematic data validation exercise was carried out. In each of the surveys a set of parameters were chosen and a subjective weight is assigned to each of the parameters. Based on the provided by a participating institution a score is given for each parameter. The total score is used as a basis for ranking and/ or categorization

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Retail Management

Utpal Rajbongshi &
Sanjiv Kalita

INTRODUCTION:

Retail management is one of the most happening sectors in India today. The bullish Indian economy has predicted Indian retail market to be second largest in the world in terms of growth potential. Retailing is a form of organized trade where gain is significant, with liberalization of market.

RETAIL MANAGEMENT ENVIRONMENT:

The recent years have witnessed rapid transformation and vigorous profits in Indian retail stores across various categories. This can be contemplated as a result of the changing attitude of Indian consumers and their overwhelming acceptance to modern retail format. India has entered a stage of positive economy development which requires liberalization of the retail market to gain a significant enhancement.

The domestic assumption market in India is estimated to grow approximately 7-8% with retail accounting for 60% of the overall segment. Of this 60%, organized retailing is just 5% which is comparatively lesser than other countries with emerging economics. Despite that, Indian textile industry has grown noticeably in organized retailing of textile products. It is expected that organized retailing would grow 25-30% annually.

E wings are seeking entry into the Indian retail market. The market is growing at a steady rate of 11-12% and accounts for around 10% of the country's GDP. As a result, investments are likely to sky rocket with an estimate of Rs.20-30 billion in the next 2/3 years.

WHY RETAIL MANAGEMENT?

The vast majority of Indian young population favors branded garments. With the influence of visual media, urban consumer trends have spread across the rural areas also. The shopping spree of the young Indians for clothing, favorable income demographics, increasing population of young people joining the work with considerably higher income has unleashed a new possibility for retail growth even in rural areas. Thus, 85% of the retail boom which has focused only in metros has started to **infiltrate** towards cities and towns. Tier (??) cities and towns to total organized retail sales are expected to **grow** 20-25%.

THE CHALLENGES:

Despite of rosy hopes, some facts have to be considered to positively initiate the retail management and insure its sustained growth. The major constraint of the organized retail market in India is the competition from the unorganized sector. Traditional retailing has been deep rooted in India for the past few centuries and enjoy the benefits of low cost structure, mostly owner oriented, there is resulting in less labour cost and little or no taxes to pay. Consumer familiarity with the traditional formats for generations is the greatest advantage to the unorganized sector. On the contrary, organized sector have big expenses like higher labour cost, social security to employee, bigger premises and taxes to meet.

Availability and cost of retail space is again one major area where government intervention is necessary. Liberating policy guidelines for

F.D.I. needs focus well. Proper training facilities for meeting the increasing requirement of workers in the sector would need the attention of both government and the industry. The process of avoiding middle man and providing increased income to farmers through direct procurement by retail chains do needs the attention of policy makers.

India is now on the global radar of retailers. Accelerated development of the retailing industry in the country and building brand of domestic products is essential not only for marketing consumer products but also developing the retailing industry.

JOB PROSPECTS IN RETAIL INDUSTRY OF INDIA:

The retail sector is on a hiring space and it is estimated that two million jobs will be created by 2010 in this sector. For example, the tie up of Bharti Enterprise with Wal-Mart is going to roll out a retail revolution of around \$600 billion by 2015. This would be a tremendous generations of employment with the growth of organized retail both directly by development of the support industries and functions. Two million jobs would be created by 2010.

Time Management

**Dorothy Phukan &
Gorangi Phukan**

In the modern scenario all over the world "MANAGEMENT" as a stream of education and training has acquired new dimensions. Management can be christened as an art of conducting and directing the modern day organisational business and other related activities. The field of management is a constantly changing hotbed of activities. So to exist in this corporate world, one must know to manage time perfectly and smoothly. Managing time is a key role to be successful. KRISTINE GEIMURE says that "To achieve maximum success and productivity in the work place it is essential that we understand how we use our time at work like many things in life we take time for granted and give little thought to it until we no longer we have enough of it. We all have the same amount of time each day but it is how effectively reuse it that is important.

Perhaps the greatest single problem that people have today is "time poverty". Working people have too much to do and too little time for their personal lives. Most people feel overwhelmed with responsibilities and activities and the harder they work, the further behind they feel. This sense of being on a never-ending treadmill can cause us to fall into the reactive/responsive mode of living. There are certain TIME MANAGEMENT tips which might help us to overcome from life stresses. They are cited below-

- Keep prioritized "to do" lists.
- Schedule breaks.
- Learn to delegate.
- Get organized.

- Learn to say NO to your boss.

What can one do when a boss gives you more work than you can complete on time? It's better to turn down an assignment than to fail to complete it.

Time management is a set of principles, practice, skills, etc working together to help to get more value out of the aim of improving the quality of your life. Time is something that we need in order to do our work, accomplish our goals, spent times with our loved ones and love everything that life has to offer. BENJAMIN FRANKLIN say "do you love life? Then do not squander, that's the stuff that life is made of. BRIAN TRACY claim-Success is not possible without excellent time management.

Before going to public affairs we should learn to manage our is personal time i.e. to improve our personal time management. Personal time management is about controlling the use of our most valuable and under valued resource. The absence of time management is characterized by last minute rushes to meet deadlines, meetings, which are either double booked or achieved nothing. Personal time management is often a symptom of overconfidence. It has many facts. Most managers recognize a few but few recognize them all.

Personal time management is a set of tools which allow us to:

- Eliminate wastage.
- Be prepared for meetings.
- Refuse excessive workloads.

- Monitor project progress.

Time in the organisation is constant and irreversible. Nothing can be substituted for time. Worse, once wasted, it can never be regained. Leaders have numerous demands on their limited time. Time keeps getting away and they have trouble controlling it. No matter what their position, they cannot stop time, they cannot slow it down, nor can they speed it up. Yet, time needs to be effectively managed to be effective.

On the other hand, we can become such a time fanatic, convert by, building time management, spreadsheets, creating priority, folders and lists, colour coding tasks, and separating paperwork into priority piles, that we are then waste more time by trying to manage it.

What most people need to analyze how they spend their time and implement a few time savings methods that will gain them the most time. The following are the examples of time savers-

- Managing the decision-making process, not the decisions.
- Establishing personal deadlines and once for the organisation.
- Not wasting other people's time.
- Getting rid of busy work.
- Keeping things simple.

The struggle of time management is not simply a case of cutting back or acquiring new skills because the exhaustion and fatigue we feel has impact on so many areas of life -our relationships, dispositions, availability, etc.. The pressures of deadlines and requirements hit us in different ways. Some of us will withdraw from people and attempt to accomplish everything, while others see that they perform better when they put limits on the amount of time devoted to work with a healthy balance of leisure & distraction. Time management is a discipline that is something accompanied by many failures. But as we begin to take it seriously, we shall find that the reward is worth the effort. The Great European leader WINSTON CHURCHILL said in his shortest, yet most famous speech "Never give up! Never never never give up!"

Indian Management Gurus And Their Contributions

Ayaskanta Roy (Roll No:-8)

&

Shubhashis Chakraborty (Rollno:-52)

INTRODUCTION

“GURU”, a term originated in Sanskrit, is a combination of two words – ‘GU’, i.e., ‘DARKNESS’ and ‘RU’ i.e. “LIGHT”. So, in totality, GURU is one who shows the light of knowledge eliminating all the darkness of ignorance. And management GURUs are those who enlighten us or guide us by sharing their experience and knowledge, in the field of management. So, here during the research we have tried to focus over their personal achievements as well as contribution towards management.

Following are some of the great management GURUs (of Indian origin) with their contribution at a glimpse:

1) C.K. PRAHLAD

If we wish to refer to one of the greatest Indian business thinkers, C.K. Prahalad should be on the top of our list. He needs no introduction; every management student in India and abroad knows the name of C.K. Prahalad. He is known not only for his prolific works also for his management perceptions and strategies.

CK Prahalad is a professor, researcher, speaker, author and prominent consultant. *Business Week* has called him “a brilliant teacher at the University of Michigan” and also described him as “maybe the most influential thinker on business strategy today.”

In 1994 he co-authored the bestseller, *Competing for the Future*, with Gary Hamel. It

was translated into 14 languages, it was named the Best Selling Business Book of the Year in 1994. Prahalad is particularly well known for the work he has conducted with fellow strategy expert Gary Hamel. This includes the articles *The Core Competence of the Corporation* (*Harvard Business Review*, May-June, 1990), *Competing in the New Economy: Managing Out of Bounds* (*Strategic Management Journal*, Vol. 17, No. 3, March, 1996) as well as the bestselling book *Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow* (1994).

He has won numerous awards. The most recent include the McKinsey Prize three times, the SMR-PWC award, and the ANBAR Electronic Citation of Excellence. .

His latest book, ‘*The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*’, proves that the future will develop from serving the poor, because the innovations that are developed are superior—top quality, low price, high volume and world-scale. Only the best innovations will work for both sides of the equation, those in poverty and those in the “developed” countries.

Books by C.K. Prahalad

- *The fortune at the bottom of the Pyramid* (August 25, 2004)
- *Competing for the future* (Co-authored with Gary Hamel)

- *The Future of Competition: Co-Creating Unique Value with Customers* (2004 - co-authored with Venkat Ramaswamy)
- *In search of excellence*
- *Multinational Mission: Balancing Local Demands and Global Vision* (1987)

(2) SHIV KHERA

In this dog-eat-dog business world, if you are not self motivated, self confident and unique, you will be trampled over. At such times look into the works of the distinguished management guru and motivator, Shiv Khera.

His gospel:- "Winners don't do different things, they do things differently". Shiv Khera is the founder of Qualified Learning Systems Inc. An educator, business consultant, a much sought after speaker and a successful entrepreneur. He has taken his dynamic personal message around the world. Shiv has been recognized as a "Louis Marchesi Fellow" by the Round Table Foundation. He has authored three bestsellers, amongst other books. His first book "You Can Win", which came out in 1998, has sold over a million copies worldwide. His second book "Living With Honour" hit the stands in August 2003, becoming an instant bestseller. Then within a span of six months in February 2004, his third book "Freedom Is Not Free" was released, also to become a bestseller.

His first two books are on an individualistic level, where he defines the winning edge as achieving excellence rather than perfection, as excellence paves the way for progress. He also conveys that it is better to be honourable than to be honoured. His work offers direction for living with pride in a cluttered environment. His latest book concentrates on society. Here he firmly believes that a progressive society is the basis for individual progress of its people.

Transforming his years of experience as a motivator into a practical tool, he has developed a core program/workshop known as the Blueprint for Success (BPS). This program motivates people to recognize their true potential and gain success - personally and professionally.

Books by Shiv Khera

- *You Can Win* (1998)
- *Living With Honour* (August 2003)
- *Freedom Is Not Free* (February 2004)
- *Attitude Determines Altitude*
- *Attitude - the key to success*
- *Discipline your way to freedom*
- *Ethics of Values*
- *Winner's Edge*
- *Winning Strategies*

(3) ARINDAM CHAUDHURI

Speaking of contemporary business thinkers, another fine entrepreneur, educator, author and enterprising personality is Arindham Chaudhuri. Professor Chaudhuri is the Dean, Centre for Economic Research & Advanced Studies at IIPM (The Indian Institute of Planning & Management, New Delhi). In the year 1996 he founded Plan man Consulting which is now one of the fastest growing Indian Management Consulting Firms. After being associated with the production and marketing of two Bengali movies, in the year 2001 he formally launched Plan man Life: A fully dedicated production and communications venture.

His latest book 'Count Your Chickens Before They Hatch' for which he got an unprecedented seven figure record advance has created a new benchmark in India by selling more than 80,000 copies in just 8 months! It has been in all national best seller lists from the first week of inception, till date.

As a management consultant he specializes in the areas of Strategic Vision, Leadership, Social Sector Consulting, Comparative Management Techniques and Global Opportunities & Threat Analysis.

His contribution to the field of management studies in India can be found in the iconoclastic "Theory 'i' Management" which he has developed for India Inc. "Theory 'i' Management" is about India centric management ideas. For the last few years he has been conducting workshops on Leadership and

Strategic Vision exclusively for CEOs, MDs, Directors and Presidents from the corporate sector. From the Managing Director of Hero Motors to the President of Tata Chemicals, from the Executive President of A.V. Birla Group to the CEO of Ernst & Young... have all taken leadership training workshops from him. As a celebrated speaker he is regularly invited to speak at various annual conferences and national conventions. He also happens to be highest paid speaker in the country.

An economist by passion and education, during Bill Clinton's historic visit to India he launched his Great Indian Dream -: India can beat America, a series of seminars for every Indian. Held in all the metros of India, these seminars had thousands of people pouring in from all walks of life. In these seminar's he not only highlights the inherent strengths of the Indian culture but also talks about an alternative resource mobilization and allocation package for an Indian turnaround. To facilitate social activities based on this he has started the Great Indian Dream Foundation in memory of his brother Aurobindo Chaudhuri.

He was recently rated as one of the 50 leading thinkers in South Asia by Wilton Park (an organization supported by the European Commission and British foreign office).

Further, he was awarded the Academic Gold Medal while completing the Post Graduate Diploma in Planning and Management from IIPM. Prof. Chaudhuri was awarded "Management Guru 2000 Award" by Chennai based Om Venkatesa Society which annually honours management experts.

Books by Arindham Chaudhuri

- *Count your chickens before they hatch*
- *The Great Indian Dream*

(4)GITA PIRAMAL

More often than not, a journalist's viewpoint is considered to be critical, biased and dynamic. But a journalist with a PhD in business history is a potentially intense combination. This profile describes, Gita Piramal an author who has written for many years on the corporate sector for leading Indian and international publications such as the Financial Times and the Economic Times, and is a consulting editor of the World Executive's Digest. She also has been involved in the making of television programmes on Indian business for the BBC and Plus Channel. She divides her time between London and Mumbai.

Through her works, she describes the Indian corporate sector with Indian historical and political references as the foundation. How earlier systems have an influence on contemporary operations and radical changes or 'Business Mantras' required to keep abreast in this dynamic environment.

Gita Piramal is one of India's foremost business writers. She is now the managing editor of *The Smart Manager*, India's first world-class management magazine.

Books by Gita Piramal

- *World Class in India: A Casebook of Companies in Transformation*(4/15/2002)
- *Business Legends*(4/1/1999)
- *Business Mantras*
- *Business Maharajas*

CONCLUSIONS

Management GURUs with their ocean of experience and innovative thinking can often provide or guide the young generation, so that they can accept the day change in their respective business field with a positive frame of mind, for which books publishes by them will be the stairs to success.

Source-internet.

Disaster Management

Its Importance & Prospects

Mridul Kumar Sarma
MBA 1st Semester

Natural disasters cause tremendous loss of human life and property every year around the world. According to a UN estimate, nearly three million lives have been lost because of natural disasters and about 800 million significantly affected by them in the last twenty years! Even in India, cyclones and earthquakes have occurred with alarming regularity in this period. And since natural calamities are to a large extent unavoidable and unpredictable, precaution and prevention is our best bet against them. However, awareness about Disaster Management is still far from satisfactory and even the young and educated section of our population thinks that disaster management is the preserve of governments and non-governmental organizations (NGOs). This is not the case. All of us have a vested interest in propagating awareness. What can be better in this regard than choosing a career in this field? It's challenging and very satisfying as we get to work directly with the needy and people in distress.

What is Disaster Management? :-

Disaster Management involves scientific planning to prevent, control and respond to disasters of any kind. Disasters can be natural—in the form of earthquakes, volcanoes, drought etc. or man made in the form of riots or terrorist attacks. The Disaster Management Act, 2005, defines a 'disaster' as a catastrophe, mishap, calamity or grave occurrence affecting any area, arising from natural or man made causes, or by accident or negligence, which results in substantial loss of life or human suffering or damage to, and destruction

of property or damage to, or degradation of environment, and is of such a nature or magnitude as to be beyond the coping capacity of the community of the affected area. Natural hazards are inevitable and can be prevented from turning into a disaster. This can be done through effective Disaster Management. The term 'Disaster Management' does not mean in a narrow sense, action taken after disaster but is understood in a broader sense, whereby we can also take up research and studies in Disaster Management. The specialized fields in Disaster Management include Disaster Response and Disaster Preparedness. In Disaster Response, rescue operations, fire-fighting, engineering, relief, planning and medical aid are put together. Disaster Preparedness involves preparing various government bodies and the community to handle emergency situations.

In fact, disaster management requires an integrated approach on three plans - mitigation of damage through the streamlining of relief and rescue operations, reduction of vulnerability of buildings and other structures by laying down site-specific construction recommendation and regulations, and the installation of early warning systems to predict disasters.

Scientific management of disasters is a step-by-step approach, which may take a long time to be completed. The steps can be termed as the four R's of Disaster Management: Rescue, Relief, Rehabilitation and Recovery. Rescue operations form the most important part of Disaster Management. Rescue teams drawn from NGOs and voluntary organizations are involved in it.

Relief, the next stage involves providing food, water, shelters and means of communication to people. This stage may last for many months. Rehabilitation involves reconstruction and revival of business and farming activities, which may take years to be completed. Recovery, the final stage, is about bringing the battered economy of the region back into shape. The people needed in this regard are those who can handle such situations effectively and with expertise.

Importance: -

Disaster Management is a value-adding course for any professional who is needed at the time of disasters. Therefore, if doctors, scientists and meteorologists undergo training in Disaster Management, they would be of great help in emergencies.

Disaster Management training is useful for NGOs, social workers and volunteers providing support and rehabilitation measures during calamities.

Disaster Management is also useful for the personnel of para-military forces, who are called in for relief and rescue operations. Scientists need to be trained in Disaster Management in order to be able to design better houses, which are disaster resistant.

Meteorologists need to be given a course on Disaster Management in order that they are able to predict natural disasters well in advance. This will help people to take precautionary measures in the event of a disaster.

Environmentalists should be trained in a course of Disaster Management, since they have to guide others in protecting the environment in order to avoid natural disasters.

Commercial organizations need to have people trained in Disaster Management, since if they are hit by natural disasters, the nation's economy suffers. Their staff needs to be educated on how to minimize losses in case a disaster strikes. Commercial buildings and offices should be constructed under strict norms to keep damages to the minimum.

Disaster Management is also useful for people working with NGOs and international agencies engaged in rural development. They have

to train and educate people about the calamitous nature of disasters.

Prospects: -

Disaster Management is an emerging branch of study and many options have opened up for candidates who have acquired a degree or diploma in Disaster Management, particularly after the Govt. of India set up the National Disaster Management Authority.

The National Disaster Management Authority aims to set up a National Disaster Response Force comprising 8,000 people. The force would be positioned at eight locations in different parts of the country and would comprise eight battalions from the Central Reserve Police Force, Central Industrial Security Force, Indo-Tibetan Border Police and Border Security Force. Also, the Disaster Management Act, 2005, provides for the setting up of the national, state and district level Disaster Management Authorities with the Prime Minister, Chief Minister and the District Collector as the respective Chairpersons. Thus, we can see a whole bureaucratic structure has come up, and opportunities are plenty for youngsters to make a mark in this field.

The United Nations Development Programme (UNDP) also has a five-year (2002-2007) Disaster Risk Management Programme with the Govt. of India. So, prospects of getting a job as a Disaster Manager are not rare.

The need for technically qualified persons in Disaster Management will also be felt in the near future since the prediction of natural disasters would involve powerful supercomputers for data analysis and Global Positioning System and Satellite imaging techniques.

Disaster Management would also involve a variety of issues relating to disasters and may break up into various disciplines like emergency medical help, search and institutional networking and gender-based management. So, Disaster Management is a prospective field in the near future.

Hospital Management

Swmdwn Basumatary
MBA 1st semester

Hospital management is a new emerging field in management. Management is the term which has to be acquainted with if we have to understand hospital management. Management is a part of every human activity; management is all about working in and through human relationship. From this we know management is part and parcel of life involving personal, social and organisational. So management on a planned and scientific basis is necessary for the smooth functioning of every institution or organisation, hospital is not an exception. It would not be wrong to say hospital needs management more than any other institution, when it comes to hospital it involves human lives, mismanagement is not an option. In order to function efficiently, hospitals must be organised and managed in a scientific manner. This demand for well trained staff to maintain the smooth uninterrupted flow of work and duties to be performed.

As the days are progressing hospitals are becoming larger in size and more in crowd, which called for a greater efficiency on the part of the hospital management to manage its staffing in an effective way, as their work load has increased manifold. Hospital has become more crowded, but the resources and finances available to them have not increase in the same pace. This has called for greater efficiency and effectiveness for the optimum use of the available resources by the administration with better management. Management is a need for hospital administration today as there is greater division of work. It has given way to recruitment of trained professional

in hospital administration and has rise the trait of hospital management studies in recent years.

Industry and business houses are far ahead of hospitals in the development of management polices in their administrative functions. Till today many hospitals follows an 'ad hoc' arrangement with a medical professional heading the administration rather than a management expert on the job, though there are exceptions in big private medical institution in India. Overall there is no proper planning of chain of supply, cost accounting, administration etc. Decisions are taken without proper view of plan to reach the objective.

The organisational relationship within the hospitals has undergone a sea change in past decade with the change in socio-economic condition with the increase in complexity and the numbers of operations. With the increase in the consumerism culture all around the globe, the consumer satisfaction has become an important concern even in the hospital management. It is no longer the convenience and the needs of the trustees, administrators and the medical staff but those of the consumers are taken in account because increased competition in health care industry. This has lead to hospital becoming more people friendly with more interaction between the patient and trained staff, who look after satisfaction to the patient. This makes more explicit organisational divisions of work and more efficient and responsible management.

The main goal of the hospital and its staff is to provide the best possible care to the patients

and cooperating with their near once who have to interact with the system. So proper training should be given to every staff of dealing with the patient and their family in the most polite manner. May it be the administration, medical staff, paramedical staff or general employees should never lost sight of the goal though they may not be in direct contact with patients. The policy of hospital is to have proper trained staff to give ultimate quality care to its patient.

The growth in awareness about the health amongst the masses, created a tremendous pressure on the hospitals around the globe to improve their services and management. Another factor which has multiplied this pressure is the

increasing competition among hospitals to attract more patients with higher benchmark in care and satisfaction. This has increased the importance of good management, which reflects in the better coordination among the different department of the hospital along with increased number of departments, and has increased the efficiency of the staff by training and motivation improving the performance of the hospital. It is the right time that top management realise the necessity of employing trained and dynamic hospital managers and consider then as an investment to meet their objectives. The relevance of hospital management is going to increase in days to come.

Introduction to Knowledge Management System

Diprojyoti Bordoloi.
Priyambada Hazarika.
M.B.A. 1st SEMESTER

INTRODUCTION TO KNOWLEDGE MANAGEMENT

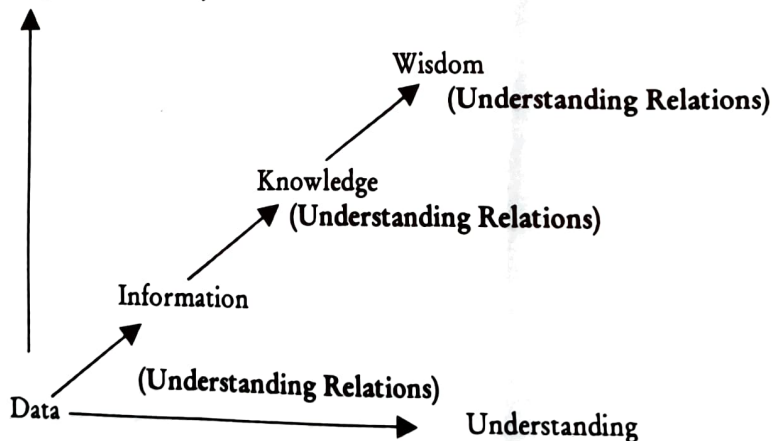
Managing knowledge means delivering the information and data people need to be effective on their jobs. Knowledge is different from information in that information can be measured in pounds per square inch, millions of instructions per second, terabytes. Knowledge is managing the information to become effective. Information is meaningless unless it can be organized and retrieved in a timely manner and fashion.

Yes, knowledge management is the hottest subject of the day. The question is : what is this activity called knowledge management, and why is it so important to each and every one of us?

The following writings, articles, and links offer some emerging perspectives in response to these questions. As you read on, you can determine whether it all makes any sense or not.

DEVELOPING A CONTEXT

Before attempting to address the question of knowledge management, it's probably appropriate to develop some perspective regarding this stuff called knowledge, which there seems to be such a desire to manage, really is. Consider this observation made by Neil Fleming (as a basis for thought relating to the following diagram)



- ❖ A collection of data is not information.
- ❖ A collection of information is not knowledge.
- ❖ A collection of knowledge is not wisdom.
- ❖ A collection of wisdom is not truth.

The idea is that information, knowledge, and wisdom are more than simply collections. Rather, the whole represents more than the sum of its parts and has a synergy of its own.

Information relates to description, definition, or perspective (what, who, when, where).

Knowledge comprises strategy, practice, method, or approach (how).

Wisdom embodies principle, insight, moral, or archetype (why).

TYPES OF K.M.

To understand KM in a more prescribed way we can broadly classified KM in to two types :

1. PERSONAL KM
2. PROFESSIONAL KM

PERSONAL KM: Focusing knowledge-management initiatives on the individual should not be a groundbreaking move within an organization. However, few companies have taken the time to equip employees with the appropriate tools and techniques to support their personal-knowledge and information-management needs. Even fewer have identified and built on their employees competencies, or ensured they are motivated to deliver the best of their work and share knowledge. *Sandra Higgison* finds out why personal knowledge management has been ignored by organizations and traditional KM initiatives for so long. Definitions of PKM revolve around a set of core issues: managing and supporting personal knowledge and information so that it is accessible, meaningful and valuable to the individual; maintaining networks, contacts and communities; making life easier and more enjoyable; and exploiting personal capital. "Employers do not own personal knowledge, they merely tap into that part that employees are willing to share, " says Skyrme. Indeed, individuals must be able to exploit their knowledge, which Mick Cape, managing director at WizOz, calls personal capital. "It consists of two primary factors — explicit and tacit knowledge — and gas affective, cognitive and behavioral dimensions, "he says. On an information-management level, PKM involves filtering and making sense of information, organizing paper and digital archives, e-mails and

bookmark collections.

PROFESSIONAL KM: Professional knowledge management is the process through organization generates value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves codifying what employees, partners and customers know, and sharing that information among employees, departments and even with other companies in an effort to devise best practices. It's important to note that the definition says nothing about technology; while KM is often facilitated by IT, technology by itself is not KM Professional knowledge management has assumed greater urgency in Professional world over the past few years. As in America millions of baby boomers prepare to retire over the coming decade. Tens of millions of baby boomers turned to 60 in 2005, so those of them who aren't already retired are certainly planning to do so soon. An when they punch out for the last time, the knowledge they gleaned about their jobs, companies and industries over the course of their long careers walks out with them—unless companies take measures to retain their insights. In addition to an immanent mass retirement, the outsourcing trend has forced CIOs who have entered into outsourcing agreements address the thorny issue of transferring the knowledge of their full time staff members, who are losing their jobs because of an outsourcing deal, to the outsourcer's employees in order to smooth the transition to the newly restructured IT organization.

ASSETS OF K.M.

What constitutes intellectual or knowledge-base assets ?

Not all information is valuable. Therefore, it's up to individual companies to determine what information qualifies as intellectual and knowledge based assets. In general, however, intellectual and knowledge based assets fall into one of two categories: explicit or tacit. Included among the former are assets such as patents, trademarks, business plans, marketing research

and customer lists. As a general rule of thumb, explicit knowledge consists of anything that can be documented, archived and codified, often with the help of IT.

Much harder to grasp is the concept of tacit knowledge, or the know-how contained in people's heads. The challenge inherent with tacit knowledge is figuring out how to recognize, generate, share and managing it. While IT in the form of e-mail, groupware, instant messaging and related technologies can help facilitate the dissemination of tacit knowledge, identifying tacit knowledge in the first place is a major hurdle for most organization.

Benefits of KM:

What benefit can companies expect from KM?

Some benefits of KM correlated directly to bottom-line savings, while others are more difficult to quantify. In today's information-driven economy, companies uncover the most opportunities - and ultimately derive the most value - from intellectual rather than physical assets. To get the most value from a company's intellectual assets, KM practitioners maintain that knowledge must be shared and serve as the foundation for collaboration. Yet better collaboration is not an end in itself; without an overarching business context, KM is meaningless at best and harmful at worst. Consequently, an effective KM program should help a company do one or more of the following: Foster innovation by encouraging the free flow of ideas
Improve customer service by streamlining response time.

- Boost revenues by getting products and services to market faster.
- Enhance employee relation rates by recognizing the value of employee's knowledge and rewarding them for it.
- Streamline operations and reduce cost by eliminating redundant or unnecessary processes.

CONCLUSION

Now that knowledge management is widely known and practiced in many large organizations, it might be useful to look back a bit and try to give some perspective on how old but new subject developed and, in particular, what some of the specific antecedents of today's knowledge management movement are.

Some skeptics may argue that consultants developed knowledge management to replace declining revenues from the warning re-engineering movement. Others may feel that knowledge management is just "re-badging" of earlier information and data management methods. Perhaps the majority of skeptics take the position—not an unnatural one—that every so-called new approach is, in reality, either old or wrong. We would say to them that knowledge management, like any system of thought that has value, is both old and new, and its combination of new ideas with ideas that "everyone has known all along" should reassure practitioners rather than unnerve them. And while the idea of consultants looking for a profitable new subject to replace an expiring one has some credibility, the fact is that knowledge management is not just a consultants' invention but a practitioner-based, substantive response to real social and economic trends.

Marketing Management

Miss Priyanka Sarma
M.B.A. 1st Semester

Marketing Management is a business discipline focused on the practical application of marketing techniques and the management of a firm's management resources and activities. Marketing managers are often responsible for influencing the level, timing, and composition of customer demand in a manner that will achieve the company's objective.

The role of a manager can vary significantly based on a business's size, corporate culture, and industry context. For example, in a large consumer products company, the marketing manager may act as the overall general manager of his or her assigned product category or brand with full profit & loss responsibility. In contrast, a small law firm may have no marketing personnel at all, requiring the firm's partners to make marketing management decisions on a largely ad-hoc basis.

Philip Kotler and Kevin Lane Keller define marketing management as "the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value."

Marketing research and analysis

Traditionally, marketing analysis was structured into three areas: customer analysis, company analysis and competitor analysis [so called "3cs" analysis]. More recently, it has become fashionable in some marketing circles to divide these further into certain five "cs". Customer analysis, collaborate analysis, competitor analysis and analysis of the industry context.

Marketing management uses various tools from economics a competitive strategy to analyse the industry context in which the firm operate. This include PORTER'S five force marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. As such, they often conduct market research to obtain this he information. Marketers employ a variety of techniques to conduct market research but some of the more common include

- Qualitative marketing research such as groups
- Quantitative marketing research such as statistical surveys
- Experimental techniques such as test markets
- Observational techniques such as ethnographic observation

Marketing strategy

Once the company has obtained an adequate understanding of the customer base and its own competitive position in the industry, marketing managers are able to make key strategic decisions and develop a marketing strategy designed to maximise the revenues and profits of the firm.

To achieve the desired objectives, marketers typically identify one or more target customer segments which they intend to pursue. Customer segments are often selected as targets they score highly on two more dimensions:

1. The segment is attractive to serve because it is large, growing, makes frequent purchases, is not price sensitive or other factors and

2. The company has the resources and capabilities to compete for the segment's business, can meet their needs better than the competition, and can do profitably.

Ideally, a firm's positioning can be maintained over a long period of time because the company possesses, or can develop, some form of sustainable competitive advantage. The positioning should also be sufficiently relevant to the target segment such that it will drive the purchasing behaviour of target customer

Implementation Planning

Traditionally, the choice for the best implementation of the chosen strategy has involve implementation planning across the "4ps" of marketing: Product management, pricing, place [sales and distribution channels], and promotion. In many cases, marketing management will develop a marketing plan to specify how the company will execute the strategy and achieve the business's objectives. The content of marketing plans varies from firm to firm, but commonly includes:

1. Situation analysis to summarise facts and insights gained from market research and marketing analysis.
2. The company's mission statement or long-term strategic vision.
3. A statement of the company's key objectives, often subdivided into marketing objectives and financial objectives.
4. Implementation choices for each element of the marketing mix [the 4ps]
5. Financial analysis, projections and forecasted results
6. A timeline or high-level project plan.

Project, Process and Vendor management

Marketing executives may manage any number of specific projects, such as sales force management initiatives, product development efforts, channels marketing programs and the executive of public relations and advertising campaigns. Marketers use a variety of project management techniques to ensure projects achieve their objectives while keeping to established schedules and budgets.

Effective executive may require management of both internal resources and a variety of external vendors and service providers such as the firm's advertising agency. Marketers may therefore coordinate with the company's purchasing department on the procurement of these services.

Organisational management and leadership

Marketing management usually requires leadership of a department or group of professional engaged in marketing activities. This may require extensive interaction with the human resources department on issues such as recruiting, training, leadership development, performance appraisals, compensation, and other topics.

In large organisations, especially those with multiple business units, top marketing manager may need to coordinate across several marketing department departments may need to coordinate across several marketing departments and also resources from finance, H&R, engineering, operations, other functional areas to implement the marketing executives may need to spend much of their time focused on political issues and inter-departmental negotiations.

The effectiveness of a marketing manager may therefore depend on his or her ability to make the internal "sale" of various marketing programs equally as much as external customer's reaction to such programs.

Reporting, Management, Feedback and control systems

Marketing management often makes use of various organisational control systems, such as sales forecasts, sales force and reseller incentive programs and sales force management systems. And customer relationship management tools. Recently, some software vendor have begun using the term "marketing operations management" or "marketing resource management" to describe systems that facilitate an integrated approach for controlling marketing resources. In some cases, these efforts may be linked to various supply chain management systems, such as enterprise resource planning, material requirement planning efficient consumer response and inventory management systems.

Vedic Economy

Mr. Navin Kumar Agarwala, M.B.A. 1st Semester

INTRODUCTION:

At present, we are witnessing a massive growth and development of the whole economic system. The changes and prevailing outcome in the present economy are mainly due to the globalization, generalization and liberalization in the field of production, marketing, monetary system, banking sector, commerce and industry etc. Even the most primitive sector of economy i.e. the agricultural sector has become an integral part of the modern economy as a result of new scientific innovations and change in outlook of the people. As we are now experiencing and witnessing the most advanced, civilized, systematic and scientific society, where we have exposure and arrangement to taste and enjoy the life to the fullest, we consider ourselves as the most fortunate ever to live in the present age. But, if we turn the pages of the ancient scriptures and other historical books, we can visualize many eye-catching views of the most opulent empires, cities and villages with proper trade policies, pricing system, production and distribution channels, taxation policies, etc. There was hardly any scarcity of food, and starvation was a rare case. Ancient books like Arthashastra, Manu-smriti etc. provide a clear picture of the economic system of that time.

Looking back into the Vedic history we can trace that the economy was well balanced. It was simple, based on the doctrine of 'simple living high thinking'. Intricacies were absent. In Vedic time there was intensive farming and the main

economic activity was agriculture and pastoral caring.

MANU-SMRITI:

Manu-smriti (the Laws of Manu) consists of 2685 verses on topics as apparently varied as the social obligations and duties of the various orders of life and of individuals in different stages of life, the proper way for a righteous king to rule, and to punish in his kingdom, taxes etc.

THE ARTHASHASTRA:

The Arthashastra by Chanakya Pandit is a work on statecraft and economy written more than two thousand years ago. From a number of quotations and references in later works, we know that there were at least four distinct schools and thirteen individual teachers of Arthashastra before Chanakya Pandit. The study of economics is thus very old.

Some of the important topics under the light of Vedic economy are discussed below:

Principles of economic administration: The main guiding principles of the administration of the economy were that the state should run a diversified economy actively, efficiently, prudently and profitably. The king was advised to be ever active in the management of the economy, because the root of wealth was economic activity. The king was advised to maintain a diversified economy, within the limits of the technology, keep in good repair existing productive forest reservoirs or mines, factories,

cattle herds, promote trade & commerce by setting up market towns, ports and trade routes etc. Efficient management was encouraged. The coinage in circulation was gold, silver and copper coins.

The public and private sector: The economy was divided into two sectors viz. public and private sectors. Land, the most important natural resource, was primarily in the public sector. All virgin land, forest and water resources were in state holding. Land was granted either in perpetuity or for a limited period on a tax paying basis. As with arable land, animals like cows, sheep and goats were also in both sectors. Sale, purchase and manufacture of gold, silver or precious stones were strictly controlled by the state. The state and private merchants, both local and foreign, were involved in trade.

Tax policy: The Tax policy distinguished between those who had to pay a tax and those exempt from it. Exemption from tax could be granted to brahmanas. Another kind of exemption was used as an incentive to increase production by granting it to those who brought dry land under cultivation and those who renovated or built irrigation works. Farmers paid an agricultural tax, in kind, of one-sixth the produce. All livestock owners were obliged to pay a special levy in times of financial stringency. According to Manu-smriti the king should make merchants pay taxes, taking into consideration the purchase and sale (prices), the journey, and the (expenses for) food and supplies and security measures (7.127). The king should always establish the tax in his kingdom after due consideration, in such a way that both the king and the man who does the work are rewarded (7.128).

Different types of economic activities: In the Vedic economy, the people were supposed to be predominantly agriculturist, artisans and craftsmen, devoted to work, honest, loyal and intelligent. Agriculture was the most important economic activity. The king had to ensure that agriculture was protected from harassment by not levying onerous taxes or fines or by not making undue demands for free labour. Private farmers

were under the obligation to cultivate their fields and were required to sell the produce in the market. Selling the produce at the point of production attracted a heavy penalty. The wealth of the state was the totality of the surplus stored in the king's treasury, warehouse, granary and the ordnance depots. The accumulation of wealth by the state was made possible by the fact that the king was the principal and residual owner of the property. All land and water not specifically owned by an individual were state property. Other kind of economic activities were; building forts (i.e.; defense preparedness) so as to ensure a haven for the king and the people in times of trouble; water works and reservoirs as the source of crops; trade routes as the means of outmaneuvering the enemy; mines as the source of war material; productive forests for providing material for building forts, carriages and chariots; elephant forests for capturing elephants; and animal herds for providing cattle, horses, donkeys and camels. Cattle-rearing for milk, ghee, cheese, wool etc. was the second most important economic activity. Mining of different metals like gold, silver, copper, lead, tin, iron etc. was prevalent. Alloys of copper such as brass, bronze and bell metal were also used. Diamond and precious stones, quartz and mica, as well as marine products like conches, pearls and coral were also considered as part of the mining industry. Manufacturing industries were divided into four categories-state monopolies such as making weapons, state controlled industries such as textiles, salt and jewellery, state regulated small industries of craftsmen such as goldsmiths, blacksmiths, weavers and dyers and craftsmen like potters, basket makers etc.

Trade: The Arthashastra treats in detail every aspect of trade, the third most important constituent of the economy. A large part of trading was done directly by the state, and private trade was strictly controlled. Augmenting the revenues of the state was an essential objective. Apart from promoting trade by improving the infrastructure, the state was required to keep trade routes free of harassment by courtiers, state

officials, thieves and frontier guards. To promote imports, tax exemptions were given to importers. Export of weapons and valuable material was prohibited. The law on dealings between private merchants included: selling on an agency basis, revocation of contracts between traders, and traders traveling together pooling their goods.

Principles of fair trading:

1. Both locally produced and imported goods shall be sold for the benefit of the public.
2. When there is an excess supply of a commodity, a buffer stock shall be built up by paying a price higher than the prevailing market price. When the market price reaches the support level, the buying price shall be changed according to the situation.
3. Surplus stocks unaccounted for in the hands of merchants shall be sold for the benefit of the public.
4. Even a large profit shall be forgone if it is likely to cause harm to the public.
5. No artificial scarcity shall be created by accumulation of commodities constantly in demand.

Labour and employment: The total labour force was classified, in increasing degree of freedom, as follows, slaves, bonded labour, unpaid labour (those who worked in lieu of paying a tax or a fine), casual labour, working for wages, piece-rate workers, those working for a regular wage and self employed (weavers, washer man, tailors, goldsmiths). State employed workers on regular wage or salary in the civil service, the secret service and the army. It is interesting to note that

Chanakya fixed the ceiling on expenditure on salaries of state servants at one-quarter of the revenue.

CONCLUSION: The Vedic economy was well balanced and every aspect of economy ranging from agriculture, transport, taxation policies, production, manufacturing, distribution, import and export etc. were very well and clearly defined. There was a simple way of life-a natural discipline pervaded all spheres. Barter system was practiced, and cow was an important part of this barter system. Transport used animal energy. Coins like Krishnal, Nishka were used. Domestic needs and domestic supply paired well. Under Vedic economy, air, water, land, virgin forests were clean, healthy and unpolluted. Today the whole world is going through colossal changes. Many new terms like 'Resource studies', 'Brown Revolution' etc. have emerged. Industrial economy is dominating agriculture, which has become secondary. Vigorous mining, industrialization, energy exploration, fast and intricate transport network, communication network have led not only to internal problems and but also to international trade and commerce. In all modern economy has become too intricate and not in harmony with the nature. More intricate economy is feeding pollution, jealousy, hatred, selfishness, terrorism, battles-world wars, etc. To have a balance in the whole world in all spheres, Vedic economic system can be reviewed. The Vedic economy can provide potential solutions to many modern day economic problems.

Chemical Management in Haas Tcm Services

Nilakhi Phukan
& Alorita Mukherjee
MBA 1st sem

CHEMICAL MANAGEMENT IN HAAS TCM SERVICES.

What is Chemical Management Services?

Chemical Management Services (CMS) is a business model in which a customer engages with a service provider in a strategic, long-term contract to supply and manage the customer's chemicals and related services.

Under Chemical Management, a single first-tier supplier provides all chemicals, chemical services, analytical, inventory control, chemical process and information management services through supplier's on site personnel. It is a team approach that decreases the supplier base, provides increased supplier involvement, defines accountability and immediately reduces costs.

Mission Statement

Haas TCM is a global chemical management services company. We streamline and manage the chemical life cycle for each of our customers with superior and innovative supply chain, process, and information management systems. We create sustaining value for our customers and shareholders and provide challenging and rewarding careers for our employees.

Haas TCM Inc. (formerly Haas Corporation) is an independent Chemical Management Services (CMS) provider and serves over 200 facilities around the globe in aerospace/defense, automotive, electronics, food/beverage,

utilities and other industries. The company was started in the mid 1970s as a specialty chemical manufacturer. In the mid 1990s, Haas moved from volume chemical sales to managed programs and transitioned to a multinational Chemical Management Services Company. It has grown rapidly since then. Today, Haas TCM is the largest CMS provider that derives 100% of its revenue from these services.

Their focus is innovation in Chemical Management. We will find that our approach is unique, very cost effective and based on a successful track record. Haas TCM is always on the look out for Tier II suppliers that understand the Haas TCM Chemical Management philosophy.

The Haas TCM Inc. Mission Statement is to provide our customers with superior on-site service, product technology, application expertise, process knowledge, chemical monitoring techniques, and overall process cost reduction.

As a Chemical Manager, Haas TCM Inc. offers different service levels to suit the needs of every customer and each of their facilities, regardless of size and location.

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Haas TCM to Provide Chemical Management Services to Pacific Gas and Electric (PG&E) Corporation — Haas TCM has recently signed a three year agreement with two, one-year options to provide Chemical Management Services (CMS) to PG&E...

Chemical Management vs. Traditional Practices

Traditional:

- Large supplier base.
- Large number of chemicals used.
- Large chemical inventories - cost of materials in inventory as high as five times the cost of materials in use.
- Lack of supplier responsibility and accountability.
- Supplier profit based on volume of chemicals used.
- Resistance to change.
- Environmental compliance problems.
- Employee health and safety problems.

- Ineffective use of technology.
- High transaction cost contribution to product (i.e. paperwork processing costs for high volume of transactions).

Chemical Management:

- Single indirect chemicals supplier for a plant. Customer purchases chemical service not chemicals. Chemical Manager provides materials, management, analytical, inventory control and management information systems and services through the tcmIS™, HAASTRAC® and HAASTEC® proprietary software systems.
- Customer maintains control since its employees coordinate overall management.
- Chemical Manager becomes a key team player in the plant production system.
- "Just-In-Time" inventory of chemicals.
- More effective use of technology.
- Chemical Manager is paid on a parts produced basis and profits are based on service.

Chemical Management Process Model

Customer Requirements

- quality cost effective chemicals
- effective process control services
- inventory management
- reduced chemical and systems cost
- improved productivity and quality
- positive environmental effect

People

- capable on-site chemical management team
- supplier staff supporting on-site management team
- co-operative plant organization

Material and Equipment

- leading edge, cost effective
- designed to application, not only specification
- environmentally friendly
- specific chemicals defined in plant footprint

- on-site laboratory
- containerization
- dispensing systems
- computer systems

Methods and Systems

- inventory control system container management
- process control systems
- lubrication predictive maintenance
- second tier procurement systems

Environmental

- meet safety/health requirements
- hazardous materials committee approved
- waste treatment
- favorable to in-plant environment

Measurements and Feedback

- process improvement reports
- plant-supplier monthly and quarterly reviews
- ongoing contract cost reduction
- benchmarking reports from comparative industries
- common program procedure and specifications
- common tracking and feedback systems

Benefits of Chemical Management

- Immediate substantial cost savings,

including chemicals, maintenance and paperwork costs, water and energy reduction.

- Enhanced pollution prevention through reduction in number of suppliers, chemical consumption, types of chemicals and waste generation.
- Quantifiable reduction of regulatory reporting needs and environmental exposure.
- Improved information management for compliance with environmental regulations.
- Reduction of health and safety risks and liability.
- Standardization of specifications, systems and procedures.
- Beneficial impact on all environmental systems including waste treatment.
- Improved coordination between production, material selection and waste treatment.
- Technological improvements and integration of chemical suppliers into plant manufacturing teams.
- Joint customer and supplier implementation of synchronous manufacturing strategies and material flow.
- Cost reductions by developing a supplier base focused on providing cost effective services verses volume sales.
- Chemical Management will strengthen the corporate basics, not the corporate bureaucracy.

Outsourcing of Accounting Services

Ratnajyoti Bhattacharjee
MBA 1st Sem.

The concept of outsourcing is as old as the world economy and it has been used since time in one form or other. The rapid growth in the IT sector over the past few years has led to tremendous growth of outsourcing industries world wide. Business Process Outsourcing has arisen out of the business necessity and US company have perfected over it over the year. Companies across the globe have emulated the cost cutting practice of outsourcing. In the wake of enormous pressure that the businesses are facing today, outsourcing would remain a preferred option to deal with this present scenario.

The philosophy behind BPO is specific; do what you can do best and leave everything else to the business process outsourcers. BPO saves precious management time and resource and allows focus on competencies of individual business houses. The list of functions being outsourced is greater longer day- by- day. Amongst all areas, FINANCE and ACCOUNTING services are probably the largest and the fastest growing in the data processing segment of BPO. There are multitudes of accounting services that can be outsourced.

Firstly, transaction processing, which include repetitive and routine activities like reconciliation, invoice processing, remittance processing etc.

Secondly, accounting services like ledger posting, revenue accounting, expenses accounting, and month- end accounting and so on.

Finally, Value Added Services, which provides report to the senior management. These include preparation of financial statements, balance sheets, review reports, ageing analysis, pricing etc.

Apart from this some of the processes that can be outsourced to practicing Chartered Accountants are – preparation and filing of personal income and value added tax returns, internal auditing, finalization of accounts, investigation, audit etc.

With the emerging global accounting standards the potential for outsourcing of accounting services is expected to go up. While this will call for refreshing of technical knowledge on accounting and internal control for chartered accounting, opportunities are increasing for high end analytical activities. Given this global environment it is high time for the accounting profession to take a leap into BPO industries.

The growing demand for outsourcing of accounting services can be estimated from the reports of some global surveys. McKinsey has projected the size of finance and accounting industry for India to be \$2.5-3.0 billion by 2008. This is of special importance to the large pool of chartered accountants available within India.

BPO, being a sunrise sector is projected to grow about 8 times its present size in the next 5 years. The chartered accountants with expertise knowledge and expertise in audit and taxation work hold a distinct edge in cashing on the professional opportunities that may emerge from

this sector of the economy. Some of the Indian BPO company that specialize in finance and accounting service are BRIGADE CONVERGES, CRESCENTIYS, CROSS DOMAIN, FUNDS CORPORATION, INFLOWAYZ, WIPRO, SPECTRAMIND etc.

Today, India enjoys very strong equity in major market because of excellent skill in this sector and low cost. Another encouraging fact is that India has very few competitors who can boost

of strong skills in accounting. In terms of cost , Philippines and Malaysia are competitive with India. However the global leaders are India and Ireland in terms of employments , no of companies outsourcing such services etc.

With India positioning itself strongly in the global BPO market, it becomes important for the accounting professionals in India to fully comprehend the potential offered by this industry to the profession in the coming decades.

Solid Waste Management

Shikha Gogoi & Kakali Boruah

MBA- 1st semester

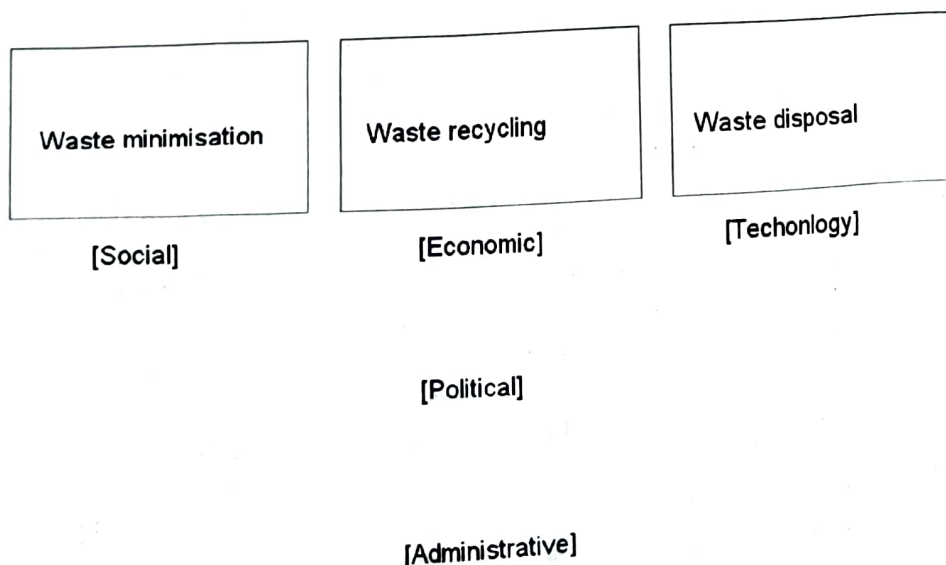
In today's context, solid waste management is an isolated phenomenon that can be easily compartmentalised and solved with innovative technology or engineering. It is particularly an urban issue that is closely related, directly or indirectly to a number of issues such as urban lifestyles, resource consumption patterns, jobs and income levels and other socio-economic and cultural issues. Most local governments and urban agencies have, time and again, identified solid waste as one most know waste management concept.

In simple words solid waste can be defined as material that no longer has any value to the person who is responsible for it, and is not intended to be discharged through a pipe. It is generated by domestic, commercial, industrial, health-care, agricultural and mineral extraction activities and accumulates in streets and public places. And solid waste management includes all

activities that seek to minimize the health, environmental & aesthetic impacts of solid waste. Many people feel that solid waste management is a simple affair———simply putting waste into which and unloading it at a dump. If this were true then why do so many towns suffers from uncollected “ refuse” blocking streets and drains, harbouring flies and rates and degrading urban environment?

Successfully solid waste management is rarely achieved without thought, effect and much learning from mistakes.

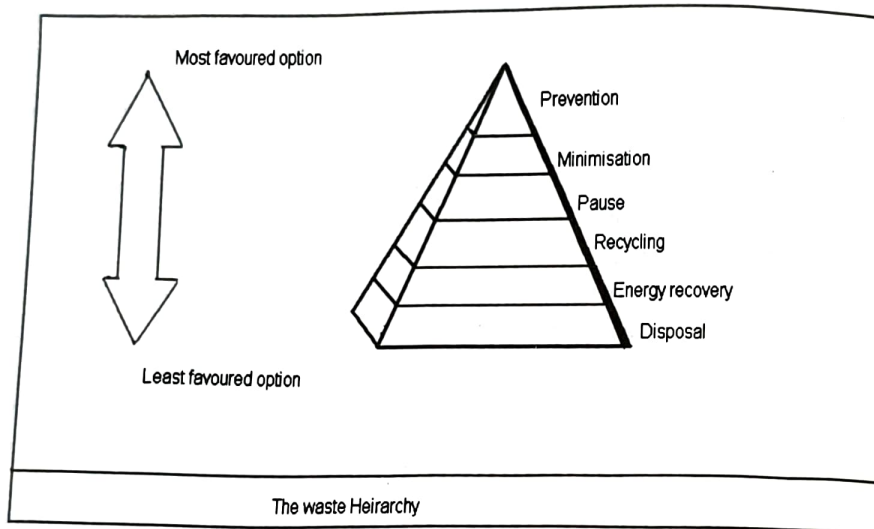
It is critical to approach in developing a working framework for solid waste management. This covers the social, economic, political and administrative dimensions; the economic dimensions involve waste disposal; and the political and administrative dimensions cuts across all the three issues of minimisation, recycling and disposal.



Waste Management Concept: There are a number of concepts about waste management which vary in their usage between countries or regions. This section presents some of the most general, widely used concepts.

Waste Hierarchy: The waste hierarchy refers to the '3' Rs i.e. reduce, reuse and recycle,

which classify waste management strategies according to their durability in terms of waste minimisation. The waste hierarchy remains the cornerstone of most waste minimisation strategies. The aim of waste hierarchy is to extract the maximum practical benefits from products and to generate the maximum amount of waste.



There are some strategies that must be taken into consideration in the process of waste management there includes.

- **Reuse**-being used for the same purpose again (Such as refilling a soft drinks bottle).
- **Recovery** -Processing material so that it can be used again s the same material, such as the processing of waste paper to make pulp and then new paper.
- **Conversion**: Processing the material to make something different (such as producing padding for clothing and sleeping bags from plastic bottles, as producing compost from food waste).
- **Energy Recovery**: Usually referring to the burning of waste so that the heat can be used (for example, for heating swimming pools). Another method of energy is it as a fuel or generate electricity.
- **Composting**: Another excellent method of recycling biodegradable waste from an ecological point of view is composting. It is essential as in any production process to pay

careful attention to the marketing and the quality of the product.

There are various methods of waste management which will lead to up gradation of environment. The methods are discussed below:-

Avoidance & Reduction (waste minimisation)

The important method of waste management concept is the prevention of waste material being created. Method of avoidance include, reuse of second hand product, repairing of broken items instead of buying new, designing products to be refillable or reusable such as cotton instead of plastic shopping bags, encouraging customer to avoid using disposal products such as disposal cutlery, and designing products that use less material to achieve the same purpose.

Recycling:

The process of extracting resources or value from waste is generally referred as recycling meaning to recover or reuse the material. There are number of different method by which waste material is

recycled. New methods of recycling are being developed continuously, and are described below;

Physical process:

The popular meaning of 'recycling' in most developed countries refers to the wide spread collection and reuse of everyday waste material such as empty beverage containers. These are collected and stored into common types so that raw materials from which the items are made can be reprocessed into new products. Materials for recycling may be collected separately from general waste using dedicated bins and collection vehicles or sorted directly from mixed waste stream. The recycling of complex products such as computers and electronic equipment is more difficult due to the additional dismantling and separation required.

Biological processing:

Waste materials that are organic in nature- such as plant materials; food scraps and paper products can be recycle using biological composting and digestion processes to decompose the organic matter. The resulting organic material is then recycled as much or composed (manure) for agricultural or landscaping purpose. In addition waste gas from the process (such as methane) can be captured and use for generating electricity. The intention of biological processing in waste management is to control and accelerate the natural process of decomposition of organic matter.

Disposal:

In most of the low and medium income countries

very little progress has been made in upgrading waste disposal operations. Open dumps, where the waste is unloaded in piles, make very uneconomical use of the available space, allow free access to waste pickers, animal and flies and often produce unpleasant hazardous smoke from slow burning flies.

In some major cities loans or grants have been use to construct sanitary land field on site that have been carefully chosen, but unusually little attention is paid to the training of site manager and to the provision of sufficient financial and physical resources to allow a reasonable standard of operation.

In reality, Solid waste Management is not as isolated, municipal problem that has to be 'done' by local government. There are number of critical actions that should be taken at each level of households, neighbourhood and city. Solid waste management place the responsibility not only on house hold, but also in manufacture and retail business. Greater awareness at the local and community level has forced business and industry to take a more environmentally friendly approach to their activities, including better management of the wastes that they produce using a more holistic life-cycle assessment i.e. compiling and examining the inputs and outputs of materials. As consequences, it calls for a more comprehensive partnership between the community and local governments where each actor has a role to play towards waste minimization, waste recycling and waste disposal.