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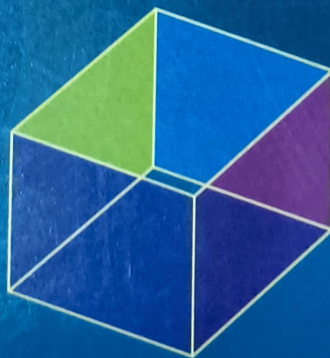
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Students' Thoughts

DEPTT. OF BUSINESS ADMINISTRATION

JULY 2010

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NORTH EASTERN REGIONAL INSTITUTE OF MANAGEMENT

Padma Nath Sarmah Bhawan
Joya Nagar, Khanapara, Guwahati-781022



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Your Academic Home

OUR VISION...

To emerge as a centre of excellence in imparting Management and Computer Education to the younger generation in the North Eastern Region of the country.

OUR MISSION...

- To impart quality professional education to the students in the field of Business Management and Computer Application.
- To impart youths through professional education and prepare them to meet the challenges of the competitive world by instilling confidence.
- To make students socially and ethically responsible professionals, and to prepare them to act as change agents in the progress of the country.

We feel proud to have them with us.... always

Some of our Guest Lecturers	Designation
Prof. Leena Chatterjee	Professor, IIM, Kolkata
Prof. Lila Krishnan	Professor, IIT, Kanpur
Prof. Nachiketa Tripathi	Professor, IIT, Guwahati
Prof. P. Mishra	Professor, IIM, Kolkata
Dr. Amiga Sharma	Economist and DGM, NEDFI, Guwahati
Prof. Biswajit Patnaik	Director, IBAT Business School of KIT, Bhubaneswar, Ex. Director, NEIBM Ex. Faculty Member, IIM, Indore
Dr. H. R. Laskar	Ex. Director, LIC of India, Mumbai
Mr. George Chacho	Chief Commercial Manager, Vinay Cements Ltd
Dr. P. K. Choudhury	Rtd. General Manager, HMT, Guwahati
Mr. A. K. Nigam	Chief Personal Officer, Southern Railways
Prof. N. K. Sharma	Professor, IIT, Kanpur

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July,2010



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REMINISCENCE

Nostalgic moments of the past
Are quite difficult to forget,
They keep coming back to me,
They never ever fade...

Those sweet beautiful moments,
Were integral parts of my life
They inspire me to live in,
They are a force to reckon.

Beautiful was that moment,
Precious was that time,
We all were so happy,
Life was like a rhyme.

Childhood that is lost,
Will never ever return,
Teenage promises us a lot,
And we dream big to earn.

This is the age,
When we yearn to be free,
This is the period which decides,
What our future might be.

When teenage dreams are over,
We're back to the practical world.
We have lots of burden to carry,
It's the time to be social and marry.

Old age brings in the warning,
It's time to reminiscence the past,
There's a bit of social searching to do,
We get free from hunger and lust.

I am history now,
Far from the mortal world,
From the reality called life,
To death I've been called...



BUSINESS ETHICS - AN OXYMORON?

KHUSHBOO BARDIA
MBA 3rd SEM

Ethics is concerned with "*doing the right thing*" but moral standards differ between individuals depending upon their upbringing, traditions, religion, social and economic situations. Hence, the existence of gray areas, therefore, state the "moral" problem in a simple manner and review feedback so that an acceptable decision can be made with minimal overall harm or loss to the society. Here we are talking about "Pareto optimality," which is related to the net balance of the benefits over harm for the society as a whole.

Economic theory is concerned with the efficient utilization of resources to satisfy consumer wants and to maximize profit and satisfaction. Pareto's optimality exists at the point where it is impossible to make one individual better off without harming another individual. Although most of the businessmen believe that profits and turnovers are very important, however in the recent times, there has been a move towards the recognition of social responsibility of the Business Houses.

The blind pursuit of profits has resulted in bribes, environmental problems, injured workers, unsafe products, closed plants, and many such unethical issues. Now, many business schools have included business ethics in their curriculum but the emphasis is more on the philosophical grounds rather than on the practical aspects. The need for a practical approach to the solution of ethical problems is much felt. Ethical leadership calls for morals, fairness, caring and sharing, giving no false promises or unreasonable demands on others. Is "Ethical Leadership" an oxymoron?

I believe that "Ethics" should be a part of all management courses. Yes, I also accept that there are grey areas that depend on different perspectives, but then there are also areas of "black" and "white", which can be explained very well through such courses. There is more to ethics than just drafting and implementing the "Codes

of Ethics" for others to observe as is being done by most of the Associations and organizations today. Leaders should lead by example and refrain from adopting an approach which conflicts with the ethical interests. Therefore, leaders should respect and care for all stakeholders like owners, employees, customers, suppliers and the community and not only the stockholders.

Making false promises and unreasonable demands on employees and other people, preventing participative management, talking about the "green" approach as a public relations exercise rather than practicing it, is unacceptable. Ethics is conscience-based, knowledge-based and attitude-based, which may not be suited to some individuals, who, by their very nature, have consistently demonstrated selfishness and greed.

Can any ethics training program prevent Bernie Madoff, Vincent Lacroix and Conrad Black from being themselves?

No, but a well-designed & implemented program can definitely do so by-

- (a) Helping the good people do the right things consistently
- (b) Making it more difficult for the wrong-doers to succeed
- (c) Raising people's ethical Intelligence Quotients (IQs)

Business ethics is concerned with dealing with dilemmas that sometimes do not have a clear indication as to what is right or wrong. Potential conflicts of interest, wrongful use of resources, mismanagement of contracts, false promises and exaggerated demands on resources including the personnel are some of such dilemmas.

In simple words, right and wrong is like black and white. Though our ethical behaviour is a function of several factors, including our cultural background, upbringing, education, ego, environment, circumstances and the related stress that develops the gray areas where

explicit rules or guidance is not available but definitely there exists shades of black and white, just like in the paint shop that you go to buy paints or in a clothing store where you go to buy a black or a white suit. If you find that your ethical standards are higher than those of most people, then you should follow your own standards.

It is possible to improve ourselves from an ethical point of view. As we mature as adults, we develop an ego and try to use our communication skills to justify our behaviour, while focusing on our own goals. With this ego-based approach, our innate selfishness and the influences of friends and environment, comes out many gray areas. One's image will depend on one's operation

within these black, white and the gray areas. One should always bear this in mind.

As mentioned earlier, many business schools do provide courses in business ethics. But this is needed to be rectified in the light of experience in the real world. Research confirms that the focus on Ethics deters people from straying, although it is difficult to alter the basic nature of some people. Constant communication and open discussions on ethics foster a bond between individuals who are keen on being ethical and help promote teamwork built on good spirit. It is found that emotionally intelligent people are often more ethical than others. ♦

(Confirmed by Research from the Assoc. of Certified Fraud Examiners, The Ethics Resource Center, and other firms.)

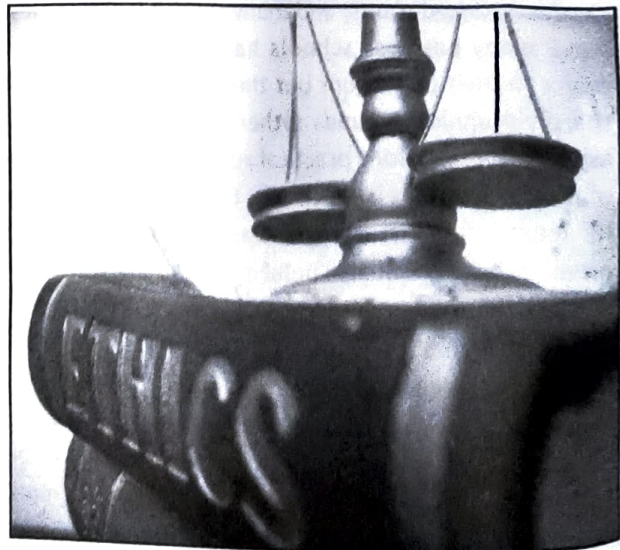


"Management Quotes"

- Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them.
- All time management begins with planning.
- A good manager is a man who isn't worried about his own career but rather the careers of those who work for him.

"Management Quotes"

- The conventional definition of management is getting work done through people, but real management is developing people through work.
- Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.
- Management is doing things right; leadership is doing the right things.





HOW TO MAKE A BUSINESS RECESSION PROOF

ABHINAV SARMA
MBA 3rd SEM

The definition of recession goes – “When the gross domestic product (GDP) of a country declines for two or more consecutive quarters of a year, the condition is known as recession.”

Normally, even before recession is declared officially, the economy goes through slow down for several quarters. So what's the reason behind recession? The answer lies in the fundamentals of economics which says that, whenever an economy goes through several months and years of economic growth, the slow down is inevitable. Growth period normally lasts for 6-10 years whereas recession is for a period of 6 months to 2 years.

Why Business suffers due to recession :

Recession is a tricky time for business and businessman. It's really tough to escape the vicious effects of recession. Several high-flying companies have come back to earth, battered and bruised. Big shots in financial world have gone bankrupt or acquired by other companies or nationalized. The housing bubble has sent many private equity investors into tailspin. Thus, when the economy takes a downturn, business suffers badly because of several factors. Of these, the most important factors are:-

- Demand gets very low.
- Sales numbers are badly affected.
- Resources become scarce.

Steps for recession- proof Business :

There are many occurrences of big organizations falling wayside during economic turmoil. But not everything is that gloomy. History proves that organizations who have managed to bring needed changes during the time of recession have not only survived but also emerged as winners in the long run. Flexibility is the key word in business. There are several jobs and industries which are not affected by recession but that's more so because of nature of the business. A recession proof business needs to take few crucial decisions to survive the recessionary onslaught. They are –

1. Proactive approach by cutting costs :

During the times of recession, a business must take the proactive approach of cutting costs. Cost-cutting begins at home, so organizations must look at every opportunity to reduce their unnecessary costs. It always pays to focus more on the core competency of the business.

2. To maintain prices and not to reduce them :

One strategy many businesses adopt during the times of recession is cutting the product prices. This is a risky approach because by reducing the prices, companies are compromising on profit margins amidst falling sales numbers. So, it will rob companies of the revenues as well as brand equity. The more prudent approach would be to maintain prices. Also, companies shouldn't indulge in price war. That will affect the business adversely. Compromising with the brand value is never ever a right decision during economic turmoil or otherwise.

3. Diversify customer base :

Companies should also focus on diversifying their customer base that can be done by going all hog for acquiring new customers or looking for opportunities to grab other's falling business. Many companies are not able to weather recession storm so it will be quite advisable to make an attempt of picking up their business. This will help in expanding the business as well as customer base.

4. Focus upon good customer service :

To make business recession proof companies should also focus upon good customer service. This is one particular area, which will increase customer loyalty and will also bring free word-of-the-mouth publicity.

5. Focus upon its best employees :

Business can also benefit itself by focusing upon its best employees. Also, if there are more than needed employees, then job cuts are need of the hour.

Thus these are few steps to make one's business recession proof. If one takes the right decisions during the crucial period of recession, then one can have positive chances to win over the adverse effects of recession. ♦



THE SIX SIGMA BELTS - Trainings & Certifications

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Definition: Six sigma is a process or set of principles for the over all development of an organization to achieve maximum efficiency, productivity, profitability and customer satisfaction. It also measures how far a given process deviates from perfection. The central idea behind Six Sigma is that if you can measure how many "defects" you have in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible. To achieve Six Sigma Quality, a process must produce not more than 3.4 defects per million opportunities. An "opportunity" is defined as a chance for nonconformance, or not meeting the required specifications. This means we need to be nearly flawless in executing our key processes. Six Sigma is a disciplined,

of parts are made using the same process repeatedly. Eventually Six Sigma evolved and was applied to other non manufacturing processes. Today you can apply Six Sigma to most of the fields such as Services, Medical and Insurance Procedures and Call Centers.

Six Sigma Process Measurements:

Six sigma measurement processes is classified as — 1sigma, 2sigma, 3sigma, 4sigma, 5sigma, 6sigma.

What is a Belt?

According to six sigma, the word 'belt' refers to the level or the position of a person in an organization at the time of performing a work or at the time of implementation of a project. Several professionals take part at the time of the implementation of a work, so as to meet and make sure that the project is launched with zero defects and is able to meet customer satisfaction. Hence results in sustaining quality and profit of the company or the organization.

In every company there are business leaders who lead the six sigma methodology at the time of sponsoring projects. These business leaders are known as the "Champions". It is their responsibility to select the projects and then to find out the goals obtained out of the project. For the attainment of these goals, the champions select and mentor six sigma project leaders, who are known as the "Belt".

There are 3 major levels of belts. Along with the training, these participants are provided with certifications. The six sigma certification differs from other certifications. Six sigma certification does not qualify a person's different capability; instead it gives importance to the specific ability which is needed for the defect free production of the company. The 3 major levels of belts and its certifications are:

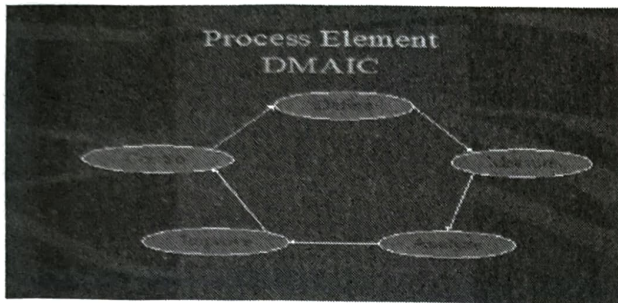
SIGMA	DPMO	CAPABILITY
6 sigma	3.4	World Class
5 sigma	230	
4 sigma	6200	Industry average
3 sigma	67,000	
2 sigma	310,000	Noncompetitive
1 sigma	700,000	

DPMO- Defects per Million Opportunity

data-driven approach and methodology for eliminating defects (driving towards six standard deviations between the mean and the nearest specification limit) in any process- from manufacturing to transactional and from product to service. It was initially implemented in Motorola, in its manufacturing division, where millions

SIX SIGMA BELTS

1. **Green belt certification.**
2. **Black belt certification.**
3. **Master Black belt certification.**



The five step process the Black Belts follow when using a Six Sigma approach is DMAIC. Define, Measure, Analyze, Improve and Control

1. Green Belt Certification:-

The six sigma green belt operators are trained to operate in the support or under the supervision of a six sigma black belt. Through this certification, the person concerned is trained to analyze and solve quality related problems resulting in the quality improvement projects

2. Black Belt Certification:-

The Black Belt certified professionals are capable of explaining the philosophies and principles of six sigma. His knowledge also includes that on the supporting systems and the tools used. This certification also deals with training and developing the professional in demonstrating team leadership, understanding team dynamics and assigning team members roles and responsibilities. A six sigma black belt is well versed with all the aspects of the DMAIC model in accordance with the six sigma principles. These professionals have basic knowledge of lean enterprise concepts. They are capable in identifying non-value added elements and activities and usage of specific tools. Thus the candidate using the DMAIC model as a tool for improvement will be able to systematically define the elements, measure and analyze, and discover means of improvement. In the final step he will be able to find ways of controlling the improvements achieved.

3. Master Black Belt Certification:

The master black belt certified professionals are considered as six sigma quality experts and they are responsible for the strategic implementations within an organization. The training includes training and mentoring of black belts and the green belts and improving their responsibilities as a master black belt. Moreover the responsibilities or the duties of a master black belt extend to the range of helping both the belts in prioritizing, selecting and charting high impact projects.

Maintaining the integrity of the six sigma measurements, improvements and developing, revising six sigma training materials, qualifying or teaching the

other six sigma facilitators about the methodologies, tools and applications in all functional areas of a company are some of the other responsibilities of a person who has completed master black belt certification.

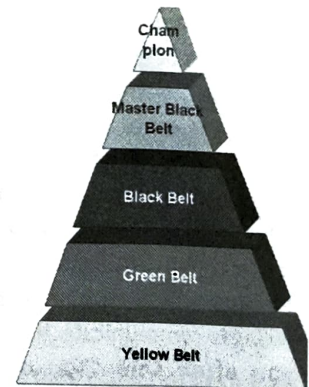
Apart from the above certification there are yellow belt certification and lean belt certification

Yellow Belt Certification:-

Six Sigma Yellow Belt certification provides the professionals an overall insight to the usage of the six sigma techniques. The training is also given in the field of six sigma metrics and the basic improvement methodologies. It is essential for six sigma yellow belts to learn how to integrate lean and six sigma methodologies to get the high level of production and transactional systems. This is to meet the customer's expectations and the objectives of the organization from the bottom to its best. The certification helps the trainees to receive an idea about the introduction to the process management and the basic tools of six sigma. Strong understanding of the processes enabling each individual to provide meaningful assistance, is the other characteristic of six sigma yellow belt certification. The aim of this certification is the achievement of the organization's overall objectives.

Lean Certification:-

Lean six sigma certification provides the professionals with both techniques of service and manufacturing in industries. Along with this, lean certification makes an individual to attain the following requirements-



- Focus on how to move fast in order to accomplish the objectives within the industry.
- Involve in business enterprise, identify and eliminate the activities which do not provide values to the product or to the service given to the customer.
- Awareness of the lean and six sigma methodology to help the business enterprise in attaining a stable improvement.
- The improvement will start from the bottom level and will be having a fast accomplishment
- Identify the potential areas, decide the improvements, meet the customer expectations and the business results.
- Chase the variations and waste out of the system, so as to make sure that the improvements are sustained. ♦

(Source: web, Wikipedia)

EFFECTIVE COMMUNICATION - THAT'S JUST WHAT I MEAN!

BITUPAN GOGOI
MBA 2nd Semester

Most of the problems arise because people cannot sustain effective communication. Cultivating the art of listening helps to build bridges and enhance relationships.

"All happy families resemble one another, each unhappy family is unhappy in its own way."

Thus begins Leo Tolstoy's epic *Anna Karenina*. What he meant, perhaps, is that communication is complete when the mind is happy and uninhibited, and distortion creeps in when the mood is sullen and sad. Most problems in an organization, family or group are the result of people failing to communicate. Haven't you often said "You don't understand what I say" or words to that effect? Communication is the exchange or flow of information and ideas between one person and another. Technically, it involves a sender passing on an idea to a receiver. Effective communication occurs when the receiver comprehends the information or idea that the sender intends to convey.

What does a communication process involve? You have an idea that you need to communicate, and a message is sent to the receiver, either verbally or non-verbally. The receiver then translates the words or nonverbal gestures into a concept

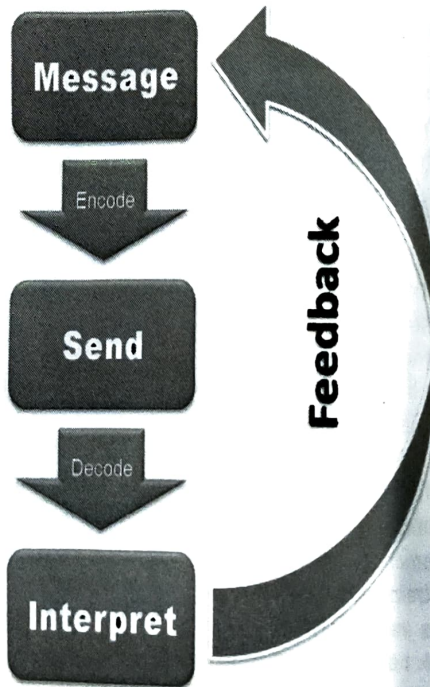
or information. Let's take, for example, this message: "You are very intelligent." Would this message carry the same meaning to the receiver every time you voice these words?

The success of the transmission depends on two factors—content and context. Content is the actual words or symbols that constitutes a part of the message, known as language. It could be either spoken or written. We all

interpret words in our own ways, so much so that even simple messages could be understood differently.

Context is the way the message is delivered—the tone, expression in the sender's eyes, body language, hand gestures, and state of emotion (anger, fear, uncertainty, confidence and so on). As we believe what we see more than what we hear, we trust the accuracy of nonverbal behavior more than verbal behavior. So when we communicate, the other person notices two things: What we say and how we say it.

Normally we think communication is complete once we have conveyed the message: "I don't know why it was not done. I had asked him to do it." Chances are that the message was not perceived properly. A message hasn't been communicated successfully unless the receiver understands it completely. This happens due to many



communication barriers. Active listening also helps to make our communication more effective. Again, How do you know it has been properly received? Only when you there is a two-way communication or feedback received from the responder.

SOME OF THE COMMUNICATION BARRIERS

Focusing on Ourselves:

More focus on self, rather than the other person can lead to confusion and conflict. Often, we are thinking about our response, rather than focusing on what the other person is saying. Some other factors that cause this are defensiveness (we feel someone is attacking us), superiority (we feel we know more than the other), and ego (we feel we are the centre of the activity).

Perception: If we feel the person is talking too fast, not fluently or does not articulate clearly, we may dismiss the person. Our preconceived attitudes affect our ability to listen. We listen uncritically to persons of high status and dismiss those of low status.

Mental state: People don't see things the same way when under stress. What we see and believe at a given moment is influenced by our psychological frames of references-beliefs, values, knowledge, experiences and goals.

These barriers are filters that we use to decide what is useful for us. No one can completely avoid these filters. If you start taking every information and message you get seriously, you would be overloaded with information. But if you are not consciously aware of this filtering process, you may lose a lot of valuable information. A way to overcome these filters when you want is through active listening and feedback.

ACTIVE LISTENING- what is it?

All of us can hear, but all of us cannot listen. Hearing and listening are not the same thing. Hearing is involuntary and listening involves the reception and interpretation of what is heard. It decodes the sound heard into meaning. Does a knock on the door sound the same all the time? What if you are alone and you hear a knock at late night? What happens when you hear a knock while you are expecting someone whom you like?

People generally speak at 100 to 175 words per minute but we can listen intelligently at 600 to 800 words per minute. This means most of the time only a part of our mind is paying attention, it is easy for the attention to drift. This happens to all of us. The cure: active listening. This involves listening with a purpose. It may be to gain information, obtain directions, understand others, solve problems, share interests, see how the other person feels, even show support. This type of listening takes the same amount of or more energy than speaking. This requires

the listener to hear various messages, understand the meaning and then verify the meaning by offering feedback. Here are some of the traits of an active listener:

- Does not finish the sentence of others.
- Does not answer questions with questions.
- Is aware of biases. We all have them We need to control them.
- Never daydreams or becomes preoccupied with one's own thoughts when others talk.
- Lets others talk.
- Does not dominate the conversation.
- Plans responses after the other persons have finished speaking, not while they are speaking.
- Provides feedback, but does not interrupt incessantly.
- Analyses by looking at all the relevant factors and asking open-ended questions.
- Keeps the conversation on what the speaker says...not on what interests them.
- Takes brief notes. This forces one to concentrate on what is being said.

RECEIVING FEEDBACK

This is done by restating the other person's message in your own words. It helps to make sure that you understood the message correctly. How much better daily communication would be if listeners tried to understand before they tried to evaluate what someone is saying!

Let's now do a test of your listening ability. Get a paper and pen. You have two minutes to do this. If you take more time, you need to improve your listening skills. Read all the instructions below before doing anything-

1. Write your name in the top right corner of the paper
2. Draw five small squares in the top left corner
3. Put a circle around each square
4. Put an X on the lower left-hand corner
5. Draw a triangle around the X you just made
6. Sign your name at the bottom of the page
7. On the back of your page multiply 70 x 30
8. Write the answer to the above problem adjacent to your signature
9. Check whether you have done all the above correctly

BUILDING EFFECTIVE COMMUNICATION SKILLS

We are all aware of the importance of communication in our daily as well professional endeavors. Having effective communication skills is considered to be one of the keys for leading a successful life. Generally, people learn how to communicate during their early years and that learning gradually builds up with time and life experiences. However, effective communication in particular is not something that people

necessarily learn during the course of their lives. Some do and some don't, but this does not mean that those who don't can never learn how to communicate effectively. Just as other skills can be learned and improved gradually with the right training, determination and practice, effective communication skills can also be learned and improved over the course of time with the aid of proper training and continuous practice.

It is generally observed that people, who have good oral and written communication skills, tend to easily tackle challenges that life throws at them. Those people normally tend to do better at work, get early promotions, get along well with others and lead satisfactory lives. Hence it's imperative to continuously learn and build up your oral and written communication skills. Consider the following five important elements that are necessary to build effective communication skills.

Improve language skills

The more knowledge you have about the language that you use for communication, the better. Improve your vocabulary and practice newly learned words by using them in your daily language. During communication, try to avoid saying long sentences. Try to make your sentences short and to the point. This may be difficult to do initially but with practice you'll get better.

Listen with concentration

If you are having a conversation with someone, listen to the other person with concentration. This will ensure that you have a good understanding of the other person's point of view before you speak. Generally, people tend to concentrate more on what they are going to say instead of listening to the other person with full attention. Therefore, both fail to understand each other and the conversation does not go anywhere. Effective listening will allow you to reflect back on what the other person said and your response will be more relevant and to the point. It will also make the other person feel good and s/he will be more responsive to what you say.

Learn to handle objections

Never enforce your point of view on others and never think or assume that whatever you are saying is absolutely right and unobjectionable. Always be mentally ready to face objection on whatever you say and don't become defensive right off the bat. Open your mind to other possibilities. If an objection is thrown at you, look at it without prejudice and know that you could be wrong and always be willing to accept it.

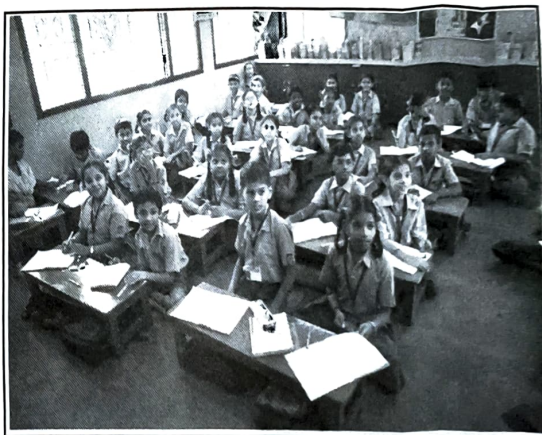
Learn to control your emotions

You should try to be in control of your emotions when you communicate, especially negative emotions.

During a conversation, if something is not said according to your liking or in line with your point of view, don't get angry. Keep anger at a mile's length and always keep reminding yourself that you have the right to control your reaction. In case of a conflict, try to reach a compromise by finding a solution that makes both people happy. If you get defensive and angry at any point, it is more than likely that the other person will do the same.

Learn to master your body language

People are more visual and they generally tend to make an opinion about what you say by observing how you say it. During a conversation, your tone, your volume, face expressions, hand gestures and other body movements make the most impact on the other person, even more than your words. So mastering your body language and synchronizing your gestures with your speech will help you achieve your objective to become an effective communicator. ♦



"Management Quotes"

- In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognize a good idea unless it is presented to them by a good salesman.
- Lots of folks confuse bad management with destiny.
- The secret of successful managing is to keep the five guys who hate you away from the four guys who haven't made up their minds.

Job Search and Career Networking

12 Ways to Use LinkedIn.Com

KALYAN BORA
MBA 2nd Semester

LinkedIn is a Business-Oriented Social Networking site. Founded in December 2002 and launched in May 2003, it is mainly used for professional networking. LinkedIn had more than 70 million registered users, spanning more than 200 countries and territories worldwide. In addition to this huge database of information, LinkedIn provides an awesome search tool to allow you to pinpoint the person you are looking for, depending on a number of very specific factors.

What exactly is LinkedIn?

An online network of people all over the world. Technically, it is just one of the many social networking sites on web, but the best known and most widely used business networking site. Additionally, it also features many similarities to some of the well-known social networking sites such as MySpace. However, certain fundamental differences make it much more useful for business purposes.

LinkedIn's mission is ***"to help you be more effective in your daily work and open doors to opportunities using the professional relationships you already have."***

Even if you are not conducting a current job search, for ongoing career management and personal branding efforts, any tool that can help you network more effectively and efficiently should be of great interest. LinkedIn standardizes information entered by users into predefined profiles, headlines, summary, education, company and other such categories. As mentioned by LinkedIn,

"When you join, you create a profile that summarizes your professional accomplishments. Your profile helps you find and be found by former colleagues, clients, and partners. You can add more connections by inviting trusted

contacts to join LinkedIn and connect to you. Your network consists of your connections, your connections' connections, and the people they know, linking you to thousands of qualified professionals."

Why LinkedIn?

Most people use LinkedIn to ***"get to someone"*** in order to make a sale or form a partnership or get a job. It works well for this because of its huge database of professionals worldwide.

Through LinkedIn, you can search jobs, easily make personal "inside" connections, promote your personal brand and qualifications and be found and pursued for job opportunities. You can also form relationships that are critical to your career success and progression.

You can even help out those in your own network, answering questions, providing relevant leads and helping them make connections.

However, while there are huge numbers of people creating LinkedIn accounts and building their networks, there are relatively few who are getting the optimal benefit for their efforts. It is a tool that is under-utilized, so I've tried to bring together **top- 12 ways** to use linkedIn.com for deriving the maximum benefit out of it.

Use linkedin.com to-

- 1) **Get in Touch (Finding & Being Found)**- LinkedIn is a way to reconnect with people you've lost track of, and also to meet new ones. Making connections is what it is all about. By joining groups and finding those that are focused on your particular area you will not only make connections, you'll also be up on what's going on in your industry. Professional

Networking is not complete without it. Because of the search functionality that LinkedIn has, you will experience a difference with other sites. People that might be missed by other sites are easier to find through linkedin.com.

- 2) **Acquire & Share Expertise-** LinkedIn has over 300,000 LinkedIn Groups that you can join. Each group has its own Discussions Board, News Board, and Jobs postings. Furthermore, the LinkedIn Answers Boards has more than 2,000,000 answers to a variety of questions for you to peruse. The subject matter in both Groups and Answers covers a wide enough of topics that there is value for everyone participating.
- 3) **Career Management-** Companies are entities whose needs change and who can never guarantee you a job even in the next month. That is why you need to be on LinkedIn so that you can find both potential companies and recruiters as well as be found by them. Even if you are happy with your job, it will not hurt to have a minimal profile and receive contacts from recruiters in your industry or specialty who may be able to help you out in the future, can it? LinkedIn is free career insurance! So, BUY INTO IT!
- 4) **Increase your visibility-** Recruiters search LinkedIn all the time for candidates when they have a job to fill. Make sure they find you fast. By adding connections, you increase the likelihood that people will see your profile first when they're searching for someone to hire or do business with. In addition to appearing at the top of search results, people would much rather work with people who their friends know and trust. LinkedIn is a way to get your name out there. Your LinkedIn profile is an online resume for you, and it's a way for you to get your resume in front of people without actually sending it. That means, that the quality of your LinkedIn profile is critical. Make sure it's professional and easy to skim to get what's important about you—a bullet-point presentation is just great!
- 5) **Improve your connectability-** Most new users put only their current company in their profile. By doing so, they severely limit their ability to connect with people. You should fill out your profile like it's your CV, so include past companies, education,

affiliations, and activities. You can also include a link to your profile as part of an email signature. The added benefit is that the link enables people to see all your credentials as an attachment.

- 6) **Improve your Google Page Rank (Enhance your search engine results)-** LinkedIn allows you to make your profile information available for search engines to index. Since LinkedIn profiles receive a fairly high Page Rank in Google, this is a good way to influence what people see when they search for you.
To do this, create a public profile and select "Full View." Also, instead of using the default URL, customize your public profile's URL to be your actual name. Use this link in various places on the web for strengthening it's visibility in various pages- for example, when you comment in a blog, include a link to your profile in your signature. In addition to your name, you can also promote your blog or website to search engines like Google and Yahoo! Your LinkedIn profile allows you to publicize websites. There are a few pre-selected categories like "My Website," "My Company," etc. If you select "Other" you can modify the name of the link. If you're linking to your personal blog, include your name or descriptive terms in the link! Instant search-engine optimization for your site. To make this work, be sure your public profile setting is set to "Full View."
- 7) **Increase the relevancy of your job search-** Find people with educational and work experience like yours to see where they work. For example, a programmer would use search keywords such as "Ruby on Rails," "C++," "Python," "Java," and "evangelist" to find out where other programmers with these skills work.
- 8) **Make your interview go smoother-** Find out about people whom you will be meeting. Knowing that you went to the same school, play hockey, or share certain acquaintances is a lot better than an awkward silence after, "I'm doing fine, thank you."
- 9) **Gauge the health of a company and industry that you're interested in-** Companies often maintain LinkedIn pages that are more informative than their official corporate pages. Executives of these companies have pages too. Perform an advanced search for the company name and uncheck the

"Current Companies Only" box. This will enable you to scrutinize the rate of turnover and whether key people are abandoning the ship. Former employees usually give more candid opinions about a company's prospects than someone who's still on board. If you're thinking of investing or working in a sector, use LinkedIn to find people who worked for competitors—or even better, companies who failed. For example, suppose you wanted to build a next generation online pet store, you'd probably learn a lot from speaking with former Pets.com employees.

- 10) **Ask for advice-** LinkedIn's newest product, LinkedIn Answers aims to enable this online. The product allows you to broadcast your business-related questions to both your network and the greater LinkedIn network. The premise is that you will get high-value responses from the people in your network than more open forums. For example, here are some questions an entrepreneur might ask when the associates of a venture capital firm come up blank:
- o **Will Facebook Launch their own Search Engine like Google and outshine Google in the near future?**
 - o **Is the Demo worth it?**
 - o **How much traffic does a TechCrunch plug generate?**

- 11) **Get Recommendations-** Getting recommended is vital in finding work through LinkedIn. It is equivalent of getting a referral client. Having someone else recommend a service – in this case, you – goes a long way making it feel more trustworthy and reliable. ***So how do you get a recommendation? Simple, ask for one!***

Find people who have worked with you in some capacity in the past and who are on LinkedIn (or you can even ask them to join). Use the **"Ask for an Endorsement"** feature to send out a quick mail saying "Hi, I'm looking for some recommendations, I would be grateful if you wouldn't mind writing one" and you should get a few takers. I have personally made three recommendations as a result of people sending me LinkedIn messages asking if I would mind (which I didn't at all!) writing a few words.

- 12) **Contact hiring managers directly about jobs you're interested in-** Career Confidential's LinkedIn Ninja tricks to bypass the HR and get the job. It has specific strategies that you can use to contact the hiring managers.



So, happy networking!

"Management Quotes"

- The smaller the function, the greater the management.
- Men are going to have to learn to be managers in a world where the organization will come close to consisting of all chiefs and one Indian. The Indian, of course, is the computer.
- That management is best which manages least, and in the end, when workers are ready for it, that management is best which manages not at all.
- The world is so dreadfully managed, one hardly knows to whom to complain.

N. R NARAYANA MURTHY

JAHNOVI DUTTA
MBA 2nd SEM.

Mr. Narayana Murthy, Chairman & Chief Mentor Officer of Infosys Technologies Limited was born on August 20th in the year 1946 in Kolar District, Karnataka. He is known not just for building the biggest IT empire in India but also for his simplicity. He graduated in Electrical Engineering from the University of Mysore in 1967 after attending Government School and obtained a Master's Degree in Technology from the Indian Institute of Technology (IIT), Kanpur in 1969.

After completion of his Master's Degree, Mr. Murthy joined IIM Ahmedabad as Chief System Programmer, where he worked on *Time Sharing System* and designed and implemented a BASIC Interpreter for ECIL (Electronic Corporation of India Limited) that helped him to grab the first position. After IIM Ahmedabad, he joined *Patni Computer System* in Pune.

The Infosys legend began in 1981, when Mr. Narayana Murthy dreamt of forming his own company along with six other software professionals.

For 21 years he served as the Founder CEO of Infosys. He is the Chairman of the Governing Body of the International Institute of Information Technology (Bangalore) and also the Indian Institute of Management (Ahmedabad). He is a member of Board of Director of INSEAD, Board of Overseers of the University of Pennsylvania's Wharton School, Board Of Trustees of Cornell University, Business Advisory Council of Great Lakes Institute of Management (Chennai), Board of Trustees of Singapore Management University, Board of Advisors for the William F. Ahtmeier Center for Global Leadership at the Tuck School of Business. Mr. Murthy also sits on the Board of Governors of the Asian Institute



of Management (AIM), a Graduate School of Business located in the Philippines and is also the Chairman of the Board of Members of School of Management, Asian Institute of Technology and Asian Business Council.

Besides, he is also a member of the Advisory Board and Councils of various well-known Universities such as the Stanford Graduate School of Business, the Corporate Governance initiative at the Harvard Business School, Vale University and the University of Tokyo's President's Council. Mr. Murthy serves as an independent Director on the Board of DBS bank of Singapore, Director of Central Board of Reserve Bank of India, Co-Chairman of the Indo-British Partnership, Member of the Prime Minister's Council on Trade and industry, Advisory Member of the Asia Advisory board of British Telecommunication plc and as a member of the Board of NDTV (India). He is also an Independent Director on the board of HSBC and European FMCG Giant, Unilever and as an IT Advisor to several Asian countries, an Independent Director

Mr. Murthy's corporate and social vision has been appreciated globally and his belief to bring India on World's IT map has come true. He also aimed to provide jobs to thousands in the IT sector. Mr. Murthy for his outstanding contributions has received several honors and awards including the Padma Vibhushan – India's second highest civilian award. Because of his hard work and dedication, today Infosys is acknowledged by customers, investors, employees and the general public as a highly reputed, dynamic and innovative company. In March 1999 Infosys Technologies became the first Indian registered company to be listed on an American stock Exchange (NASDAQ: INFY). ♦

A REVOLUTIONARY APPROACH TOWARDS SUCCESSFUL STRATEGIC MANAGEMENT

– BALANCE SCORE CARD

MOU MAZUMDAR
MBA 3RD SEM

“Perform or perish” is the situation for many Indian Companies. For this, Companies are identifying number of good Strategies but unfortunately are failing to get the best out of these Strategies because of failures in “Strategy Deployment” and “Alignment of Processes and People with Strategies”.

Balanced Score Card is the best tool to overcome this. It will help in validating your Strategies in a structured framework through “Strategy Map” by establishing Cause and Effect relation in BSC Perspectives (Financial, Customer, Internal Processes and Learning & Growth). And deployment through “Balanced Score Cards” and Individual Score Cards (KPA/KRAs as known in PMS).

Balanced Scorecard Basics

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Dr. Robert Kaplan (Harvard Business School) and Dr. David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more ‘balanced’ view of organizational performance. While the phrase balanced scorecard was coined in the early 1990s, the roots of this type of approach are deep, and include the pioneering work of General Electric on performance measurement reporting in the 1950’s and the work of French process engineers (who created the *Tableau de Bord* – literally, a “dashboard”

of performance measures) in the early part of the 20th century.

The balanced scorecard has evolved from its early use as a simple performance measurement framework to a full strategic planning and management system. The “new” balanced scorecard transforms an organization’s strategic plan from an attractive but passive document into the “marching orders” for the organization on a daily basis. It provides a framework that not only provides performance measurements, but helps planners identify what should be done and measured. It enables executives to truly execute their strategies.

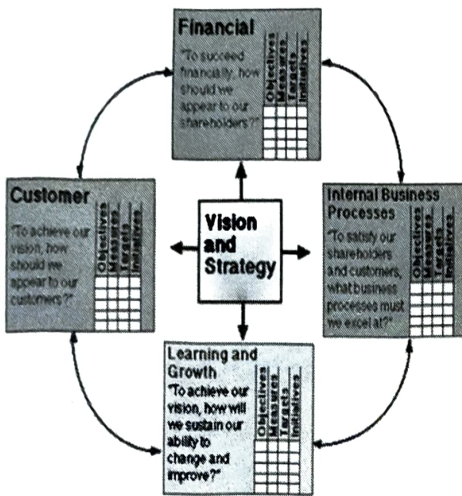
This new approach to strategic management was first detailed in a series of articles and books by Dr. Kaplan and Dr. Norton. Recognizing some of the weaknesses and vagueness of previous management approaches, the balanced scorecard approach provides a clear prescription as to what companies should measure in order to ‘balance’ the financial perspective. The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise.

Kaplan and Norton describe the innovation of the balanced scorecard as follows:

“The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which

investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation."

THE PERSPECTIVES OF BSC



The balanced scorecard suggests that we view the organization from four perspectives, and develop metrics, collect data and analyze it relative to each of these perspectives:

1) Learning & Growth Perspective : This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people — the only repository of knowledge — are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Metrics can be put into place to guide managers in focusing training funds where they can help the most. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organization.

Kaplan and Norton emphasize that 'learning' is more than 'training'; it also includes things like mentors and tutors within the organization, as well as that ease of communication among workers that allows them to readily get help on a problem when it is needed. It also includes technological tools; what the Baldrige criteria call "high performance work systems."

2) Business Process : This perspective refers to internal business processes. Metrics based on this perspective

allow the managers to know how well their business is running, and whether its products and services conform to customer requirements (the mission). These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions these are not something that can be developed by outside consultants.

3) Customer : Recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. These are leading indicators: if customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good.

In developing metrics for satisfaction, customers should be analyzed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

4) Financial : Kaplan and Norton do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. In fact, often there is more than enough handling and processing of financial data. With the implementation of a corporate database, it is hoped that more of the processing can be centralized and automated. But the point is that the current emphasis on financials leads to the "unbalanced" situation with regard to other perspectives. There is perhaps a need to include additional financial-related data, such as risk assessment and cost-benefit data, in this category.

STRATEGY MAPPING

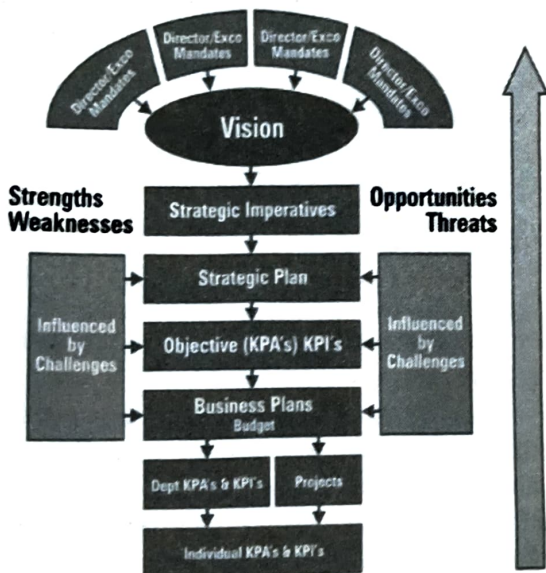
Strategy maps are communication tools used to tell a story of how value is created for the organization. They show a logical, step-by-step connection between strategic objectives (shown as ovals on the map) in the form of a cause-and-effect chain. Generally speaking, improving performance in the objectives found in the Learning & Growth perspective (the bottom row) enables the organization to improve its Internal Process perspective Objectives (the next row up), which in turn enables the organization to create desirable results in the Customer and Financial perspectives (the top two rows).

SOFTWARE FOR BSC

The balanced scorecard is not a piece of software. Unfortunately, many people believe that implementing software amounts to implementing a balanced scorecard. Once a scorecard has been developed and implemented, however, performance management software can be used to get the right performance

information to the right people at the right time. Automation adds structure and discipline to implementing the Balanced Scorecard system, helps transform disparate corporate data into information and knowledge, and helps communicate performance information. The Balanced Scorecard Institute formally recommends the QuickScore Performance Information System™ developed by Spider Strategies and co-marketed by the Institute. Other software include PerforMAX is more than just people management software - its unique focus on integration and a high degree of process alignment offers significant benefits for organisations seeking sustained competitiveness through their people.

THE STRATEGIC ALIGNMENT PROCESS



© The Balanced Scorecard Institute of South Africa

Strategic alignment is the process whereby every person in the organisation "see" his or her contribution in terms of the strategic objectives of the business.

How many companies use the Balanced Scorecard?

About half of major companies in the US, Europe and Asia are using Balanced Scorecard approaches. The official figures vary slightly but the Gartner Group suggests that over 50% of large US firms have adopted the BSC. A study by Bain & Co finds that about 44% of organisations in North America use the BSC and a study in Germany, Switzerland, and Austria finds that 26% of firms use BSCs. The widest use of the BSC approach can be found in the US, the UK, Northern Europe and Japan.

THE KEY BENEFITS

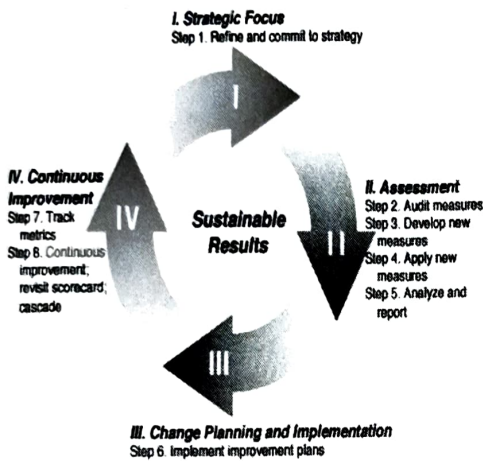
Research has shown that organisations that use a Balanced Scorecard approach tend to outperform organisations without a formal approach to strategic

performance management. The key benefits of using a BSC include:

1. **Better Strategic Planning** – The Balanced Scorecard provides a powerful framework for building and communicating strategy. The business model is visualised in a Strategy Map which forces managers to think about cause-and-effect relationships. The process of creating a Strategy Map ensures that consensus is reached over a set of interrelated strategic objectives. It means that performance outcomes as well as key enablers or drivers of future performance (such as the intangibles) are identified to create a complete picture of the strategy.
2. **Improved Strategy Communication & Execution** – The fact that the strategy with all its interrelated objectives is mapped on one piece of paper allows companies to easily communicate strategy internally and externally. We have known for a long time that a picture is worth a thousand words. This 'plan on a page' facilitates the understanding of the strategy and helps to engage staff and external stakeholders in the delivery and review of strategy. In the end it is impossible to execute a strategy that is not understood by everybody.
3. **Better Management Information** – The Balanced Scorecard approach forces organisations to design key performance indicators for their various strategic objectives. This ensures that companies are measuring what actually matters. Research shows that companies with a BSC approach tend to report higher quality management information and gain increasing benefits from the way this information is used to guide management and decision making.
4. **Improved Performance Reporting** – companies using a Balanced Scorecard approach tend to produce better performance reports than organisations without such a structured approach to performance management. Increasing needs and requirements for transparency can be met if companies create meaningful management reports and dashboards to communicate performance both internally and externally.
5. **Better Strategic Alignment** – organisations with a Balanced Scorecard are able to better align their organisation with the strategic objectives. In order to execute a plan well, organisations need to ensure that all business and support units are working towards the same goals. Cascading the Balanced

Scorecard into those units will help to achieve that and link strategy to operations.

6. **Better Organisational Alignment** – well implemented Balanced Scorecards also help to align organisational processes such as budgeting, risk management and analytics with the strategic priorities. This will help to create a truly strategy focused organisation.



These are compelling benefits; however, they won't be realised if the Balanced Scorecard is implemented half-heartedly or if too many short cuts are taken during the implementation.

THE CAUSE - AND - EFFECT LOGIC

A Strategy Map highlights that delivering the right performance in the one perspective (e.g. financial success) can only be achieved by delivering the objectives in the other perspectives (e.g. delivering what customers want). You basically create a map of interlinked objectives.

For example:

- The objectives in the Learning and Growth Perspective (e.g. developing the right competencies) underpin the objectives in the Internal Process Perspective (e.g. delivering high quality business processes).
- The objectives in the Internal Process Perspective (e.g. delivering high quality business processes) underpin the objectives in the Customer Perspectives (e.g. gaining market share and repeat business).
- Delivering the customer objectives should then lead to the achievement of the financial objectives in the Financial Perspective.

Strategy maps therefore outline what an organisations wants to accomplish (financial and customer objectives) and how it plans to accomplish it (internal process and learning and growth objectives). This cause-and-effect logic is one of the most important elements of best-practice Balanced Scorecards. It allows companies to create a truly integrated set of strategic objectives.

The danger with the initial four-box model was that companies can easily create a number of objectives and measures for each perspective without ever linking them. This can lead to silo activities as well as a strategy that is not cohesive or integrated.

THE PROCESS OF BUILDING A BALANCED SCORECARD:

While there are many ways to develop a balanced scorecard, Kaplan & Norton defined a 4 step process that has been used across a wide range of organisation

1. Define the measurement architecture
2. Specify strategic objective
3. Choose strategic measures
4. Develop the implementation plan

POTENTIAL PITFALLS :

The following are the pitfalls that should be avoided by while implementing the balanced scorecard:

1. Lack of well defined strategy :

The balanced scorecard relies on a well defined strategy and an understanding of linkages between strategic objectives and metrics. Without this foundation, the implementation of the balanced scorecard is unlikely to be successful.

2. Using only lagging measures:

Many managers believe that they will reap the benefits of balanced scorecard by using a wide range of non financial measures. However care should be taken to identify not only lagging measures that describes past performance, but also leading measures that can be used to plan for future performance

3. Use of generic metrics:

It usually is not sufficient simply to adopt the metrics used by other successful firm. Each firm should put forth the effort to identify measure that are appropriate for its own strategy and competitive form.

However, this approach is recommended for professionals involved in planning, strategy, budgeting in all working areas such as operations, marketing, human resources, production, R&D, and IT. ♦

NEW DIMENSIONS IN MANAGEMENT EDUCATION

RANDEEP DUTTA
P.G.D.M 2nd MODULE

Hospital Management:

With the advent of Hospital Management courses, healthcare management has fast acquired importance throughout the country in providing health care to poor people. In providing health care to both rural and urban people, The Government of India has taken special steps for it. It has appointed special professional administrators in the Hospitals in quite numbers as their duty is very different from other sectors. Hospital duty is 24 hours a day for helping the sick who come there for treatment and providing quality service at low costs. The nature of work and the type of efficiency that is seen in the hospitals have created an urgent need throughout the world to study this subject. Through this Hospital Management course, a student can furnish two main goals in his life- firstly, serving mankind and secondly, earning a handsome salary for his living in this competitive world.

Hospital Management courses can be categorized as.

1. Full Time MBA course in Hospital Administration offered by some reputed colleges.
2. Certificate and Diploma courses in Hospital Management.

Short term distance learning courses are also offered by certain colleges/ Institutions-

- a. The Indian Society of Health Administrators (ISHA) offers one year distance learning in Hospital and Nursing Administration.
- b. The Tamil Nadu Open University offers two year distance learning in MBA (Hospital Administration)

Eligibility Criteria for the course differs according to colleges and institutes. However, students from non –

medical background can also apply for this course along with those with a medical background.

Scope or the importance of Hospital Management is such that due to its demand, an increasing number of institutions are now offering this course. As a result there are a large number of professional Hospital Administrators who come out every year to serve mankind.

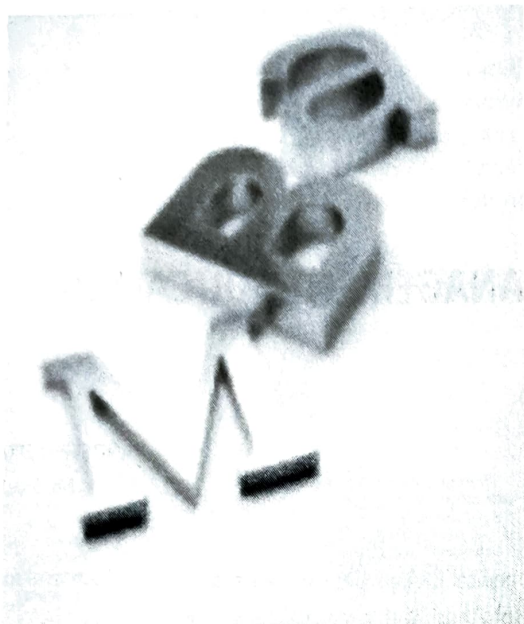
Pharmaceutical Management:

This course, which is mainly in the line of General Management, deals with the pharmaceutical marketing strategy, distribution, promotion, pricing, product mix. It also includes International Marketing, Managing Multinational and Innovation Management. For this course, students have to undergo numerous field work and readings. This course is only for Science and Pharmacology Graduates excluding the Biotechnology, Biochemist and other veterans who will not find it much useful. The distinct feature of this course is that the students get the change to meet various Doctors, Retailers and Stockiest through their field work along with some work in the Pharmacological Companies.

Banking Management:

The Banking Sector represents a highly competitive and rapidly changing sector in a modern economy.

The main priority of banks and other sectors have changed from growth and size to profitability, performance and shareholders contentment. This rising importance has made it a must for everyone from bankers to financial advisors to have a clean view of the theories and practices of banking and finance. Anyone who does an MBA in banking develops the required skills in



managing finance people along with acquiring knowledge on how to manage this sector. Through this course, one equips the skills in managerial knowledge and to respond successfully to the growing changes in technology, customer requirement and regulations, so that he can take smart decisions about operations and strategies which affects decision making in the global banking sector. The main importance of this course is to fulfill certain goals by-

- a. Providing broad base knowledge in case managerial skills
- b. Developing commitment in banking sector in international employability.
- c. Giving a holistic approach to students to their problems along with solutions .
- d. Introducing the key aspects of international banking operations .
- e. Making students aware of recent developments in banking sector.
- f. Allowing students to take up careers in banking
- g. Making students aware of the IT developments that affects banking sector.
- h. Giving a complete view on the management of a banking corporation .
- i. Making a creative mind through the use of personal skills. ♦

What they Say.....we need to follow

- The art of choosing men is not nearly as difficult as the art of enabling those one has chosen to attain their full worth.

– Napoleon Bonaparte

- The quality of a man's life is in direct proportion to his commitment to excellence, regardless of his chosen field of endeavor.

– Vince Lombardi

- What gets measured gets managed.

– Peter Drucker

- Determine that the thing can and shall be done, and then we shall find the way.

– Abraham Lincoln

- Never give an order that can't be obeyed.

– General Douglas MacArthur

- To manage men one ought to have a sharp mind in a velvet sheath.

– George Eliot

- Go before the people with your example, and be laborious in their affairs.

– Confucius

- It was a high counsel that I once heard given to a young person, "Always do what you are afraid to do."

– Ralph Waldo Emerson

- Take calculated risks. That is quite different from being rash.

– George S. Patton

- We are all inventors, each sailing out on a voyage of discovery, guided each by a private chart, of which there is no duplicate. The world is all gates, all opportunities.

– Ralph Waldo Emerson

ROLE OF ADVERTISEMENT

PALLABI HATIMURIA

MBA 2nd Semester

Introduction

In this world of business "Advertising" plays a great role in developing the social and economic system. Advertisement is a part of product promotion. Some products in India one very famous due to advertisement only such as "utterly butterly" means Amul Butter, Dil Mange More in Pepsi, "Thanda matlab Coca Cola" etc. Advertisement influences the course of consumption, affects the process of production, enlarges exchange and diversifies distribution.

In simple language, advertisement can be defined as "the non personal presentation and promotion of ideas, goods or services by an identified sponsor." According to R.H. Calley, "Advertising is a mass period communication the ultimate purpose of which is to impart information develops attitudes and induces action beneficial to the advertiser (generally the sale of a product or service).

Thus, advertisement is an impersonal presentation where a common message regarding the price, usefulness, quality, quantity, durability and availability of product is given by the producers or markets. The ultimate aim of the advertisement is to build the pull effect, to pull the product by directly appealing to customer to buy it.

Role

The role that advertising is playing today is unbelievable. It acts as a salesman, acts as an educator, provides entertainment along with social awareness, it accelerates the growth of production houses, increases employments, increases the standard living of people and thus it helps in making the economy of a country very strong. To understand its note better – it is divided into following heads-

1. Manufactures and advertising
2. Middle men (Retailers) and Advertising.
3. Sales force and advertising
4. Society and advertising.

Manufactures and Advertising acts as a major weapon of the manufacturers and producers who want to make available goods to the people at profit and thus want to popularize this products or services.

Advantages to Manufacturers

1. **It increases the sales turnover:** It is said that "good wine need no bush" but in real competitive market even the best product cannot be sold on its own. People should be informed that the product is of best quality product. So, advertising is needed to inform the people about its utility. Advertising thus opens the doors to the market to enter in its highly competitive world.
2. **It creates, maintains and expands market:** Whenever a new product through various means of advertisement is launched, it helps to create a demand for the product or service among the customers. The advertisements made by studying the current scenario of the market, the taste, performances and behavior and attitudes of the customers helps in maintaining and growing the demand of the products or services in the market.
3. **Controls product price:** Advertisement has a hidden feature to control the price of a product or service. Through advertising it is possible to control product price with profits, particularly the retail price. Now, the retailers those who want to exploit the consumers by changing higher prices cannot be successful in their deed, because the retail price is clearly printed in the product package. The product package provides information about the price, quantity etc. to the customers.

Middlemen and Advertising

In this fast moving world economy, middlemen are those key persons who act as an intermediate between

the producers and consumers; he acts as an essential link between them.
Advantages to Middlemen

It acts as a salesman

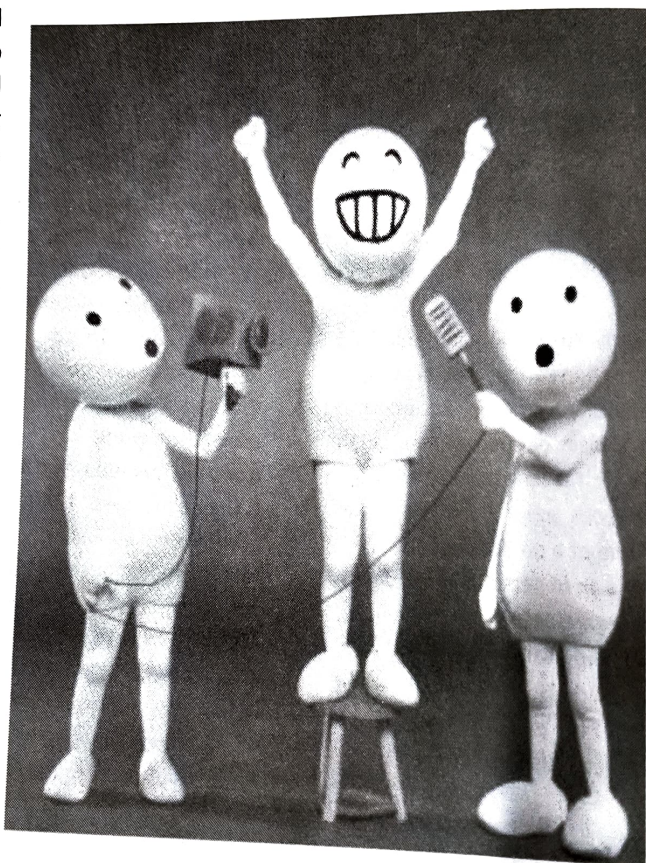
Advertising has almost all the qualities that are needed to be a salesman. Even in some points such as in handling traveling cast it is far better than a salesman.

1. It generates quick sales

Every retailer holding the stocks of different producer is interested in quick turnover. Faster sales imply the specific advantages such as lots of stock, reduced capital lockups, increased profits etc.

2. It makes retail price maintenance possible

Advertisement of products and services helps to maintain the retail price. Every customer has to maintain his budget through proper utilization of his money. He can not go beyond his budget to buy a product or service which can be brought in a cheaper rate. Advertised products published retail price to be forced at least for three to six months or in same case over a year. In this way frequent changes in prices according to producers and manufacturers wish can be stopped for sometime.



3. Sales force and Advertising

Sales of the selling or the result of the efforts put in by both direct and indirect approach. Personal selling is the direct method while advertising is indirect. Both are essentials for successful marketing.

Advantages to Personal Selling : It creates colorful background

A salesman is every important key ingredient in the

process of selling. He is nothing less than an actor-who through his manner, gesture, glamour, confidence, and positive attitude attracts the customer and does his purpose, but without advertising a salesman is nothing but like tea without sugar or TV without channels. He needs a basic background on which he can confidently stand up and do his duty. Thus, advertisement creates a stage for his acting to polish his performance once as a salesman.

It reduces the freedom of sales man

In the abuse of advertising, a salesman is forced to play the double role, the role of advertising and salesmanship. Advertising provokes public interest, wins the confidence, and promotes conviction with such ready back ground salesman can capitalized easily to sell well.

Consumer and Advertising: Advertisement is called the business of the people, for the people and by the people. So, main 'goal' of advertising is to win the heart of the consumer and attracts them to buy the products at the desire of manufactures or producer.

Advantages to Consumer : It helps in making buying decision

In this competitive world when consumers are provided with numerous products with all beautiful shapes and size and package, it is hard for the consumer to select the right product. In such a

situation advertisement come to rescue consumer to select his right product by providing him with comparative account of each in terms of features, prices utility quality, quantity, convenience, durability etc.

It ensure better quality product at reasonable prices

Advertising acts as a catalyst which accelerates the demand of good product and reduced low graded products or service. By this, it creates a Brand image for the product.

Buyer can easily know the difference between the qualities of some products of different companies. That's why fostered of so many toothpaste 'Colgate' has able to maintain its position as #1 in India.

Society and Advertising: Advertising and society both are related with each other. Advertising has the power to influence each and every one in the society and the society has also the power to influence in making of advertisement. Advertisement should be educative and informative to the society and it should be made without hurting the cultures, beliefs, tradition custom of the society.

Advantages to society

1. It creates employment upper unities

Advertising is capable of generally gainful employment opportunities directly and indirectly. Different Medias are available for advertising such as newspaper, magazines, television, radio, internet, outdoor media etc. Which provides direct and indirect employments? People like artist, painters, photographers, actors, directors, pressman, technicians etc are directly employed and indirectly advertising has given employment by supporting all those industries that supply input to this advertising industry such as – paper, colors, paints, steel, lights etc.

2. It uplifts the living standard

Advertising nourishes the consumer power and creates wants for better products and services. Advertising accelerates the consumption power of the consumer as a result of which production is increasing, better and cheaper products are available due to high competition, increase in production means more jobs and more employment means rise in national income. Thus advertising uplifts the living standard of the society.

3. It provides knowledge

Advertising is a great educator. It can carry knowledge to all kinds of people both literate and illiterate. Each ad is a piece of information and has a theme behind.

Conclusion

Through advertising is multi-dimensional and powerful mass communication, it has some limitation too. Frequent advertisements induces customer to buy more and more products which even they doubt require. This promotes mutualism. It burns a hole in the pocket of the consumer as a substantial percentage of money is lost in buying frivolous products. Advertisements of cigarettes, tobacco etc creates a desire in the minds of youth. Advertisement also creates dissatisfaction in the

minds of the middle and lower class who cannot offered luxury goods. Thus it divides the society. It also encourages sells of inferior and dubious products. The number of ads shown in the TV is increasing day by day and they all claim to be the best for an example TV selling companies such as LG, Onida, Samsung, Videocon, Sony etc. Customer gets confuse in buying them. There are some of the evil effects of advertising, but we cannot ignore the fact that advertising has much more advantages than its disadvantages. It is really a great task to boast up the economy of a country like India. ♦



What they Say.....we need to follow

- The only way of finding the limits of the possible is by going beyond them into the impossible.

– Arthur C. Clarke

- We are what we repeatedly do. Excellence, therefore, is not an act but a habit.

– Aristotle

- Experience is the child of thought, and thought is the child of action.

– Benjamin Disraeli

- Do not wait to strike till the iron is hot; but make it hot by striking.

– William B. Sprague

- Nothing will ever be attempted if all possible objections must first be overcome.

– Samuel Johnson

INFORMATION TECHNOLOGY REVOLUTION



The new millennium saw another revolution in the history of mankind, the information technology (IT) revolution. IT is the fastest growing field in the world. India has a major stake in this field and our software and hardware experts, firms and IT specialists have been contributing significantly towards this. For example, the annual revenue of the Indian Software industry has touched the US 6 million mark in 2000. During 1995-96 when there was a major recession in most economies of the world, Indian software experts were 16.2 percent in the global customized software market, which was a great achievement.

The first major area of IT is the great demand for electronic mail (e-mail). This is a high-speed communication mode through the Internet. An email costs less than one rupee per page and can be sent or received from one corner of the world to the other corner. This unique facility is fast catching up as awareness about it develops. All one needs is a computer, an email account,

a telephone with STD facility and a modem card. E-mail is the communication of the future that will soon eliminate the need for postage, courier and telephonic conversations. Data, text, picture, tables and all type of special information can be transferred by e-mail.

The Second most vital area of development is Electronic Commerce (e-commerce). The concept is simple. For instance, one could send an e-mail to the nearest grocery shop for daily requirements and this would be delivered at one's doorstep. Corporate firms would float their tenders and projects through the Internet. Vendors, management and engineering consultants and other business associates can discuss project outlines through the Internet. Orders would be placed online and executed through the Internet, which is why e-commerce is picking up rapidly in the Indian industry.

Another important IT development envisaged is the advent of Internet Shops in all parts of urban India. People could surf through various sites on the Internet and collect information. All magazines, newspapers, city guides, movie and other entertainment shows are available online on the Internet. In the years to come, people could surf through the Internet for education, information, business and leisure.

IT has made its presence felt in consumer electronics also. Examples include mobile phones, computer monitors, high memory magneto optic drives, Digital Video Disks (DVDs) for video applications, STD calls at the rate of Rs. 3 per minute, high definition stereo systems and a host of facilities for telephone users. The satellite phone is another factor in the cap of IT professionals.

IT would usher modern man into the era of a paperless office. All offices and homes would be connected through LAN / WAN (Local Area Network / Wide Area Network) and the Internet. Information would be collected, analyzed, tabulated, presented and transferred electronically through cordless modes. The real emphasis would then be on performance, not paper work. ♦

JAYITA BARUAH
MBA 2nd SEM



WHO AM I? BUILD YOUR PERSONAL BRAND

DIGANTA KUMAR GAUTAM
MBA 2nd SEMESTER

Civilization depends on people's names. There would be no Law, no order, unless people had identifying names. Our names are entered in to registers of Birth, Baptism, confirmation, marriage and death. We are issued with documents of all kinds; licenses, passports, identity cards, credit cards and so on.

We want respect for our names, and we understand the need to respect the name of others. We want others to pronounce our names correctly. However many shades differences to ones name by asking "how does your name.....?"

Working for the same company for years is no longer the norm. Most companies are looking at project based assignments with measurable results from the best suppliers. And to qualify for this, you need a name, identification, and a brand. Here are some tips from William Aruda, a successful author of several books on branding.

Branding is for people too

Branding is not just for companies or products. In the new millennium everything is a brand. Personal branding is essential to professional success today. Gone are the days where our value as an employee or supplier was linked to our loyalty and seniority. Today companies are in a constant state of reorganization in response to the rapidly changing demand of the market.

There are 3 steps to successful personal branding;

1. Unearth your brand: Give your brand context before you can clearly describe your personal brand, you need to look at the big picture. Your vision and purpose, your vision is external.
2. Know your target to be successful it's not just enough to have a personal brand; you need to communicate

it to the right people. The key to successful personal branding is focus.

3. Express yourself: Find the right mix. Once you know yourself, your competitors and your target, you can identify the ideal combination tools that reach your audience effectively.

Live and breathe your brand. Question everything you do, every tool you use, every article of clothing you wear. Are they consistent with your brand?

Evaluate and Evolve

How do you measure your brand success? The key is putting metrics in upfront. If you are an employee of a company, you can use performance evaluations and informal feedback from managers and peers. Whatever course you take, make sure your brand continues to be an authentic, differentiated and consistent.



Remember your name is your brand:

And when names are used correctly with due honor and respect, the simple act alone wins friends and influences people to such an extent, that it generally results in increased sales and profits – so learn to use this complimentary technique. ♦

NERIM: A TRIBUTE TO THIS GREAT INSTITUTE

SAURABH GOSWAMI
MBA 2nd SEMESTER

It is indeed a rare honor to be a 'NERIMIAN' and in this regard, I offer my sincere thanks and gratitude to all those great persons who selected me for the MBA Program and also gave me the opportunity to write about this great institute.

At the very outset, I would like to mention that, as a new comer, I am trying to present a tribute to this great institute from my limited knowledge. With a few simple words, but not with some particularly selected standard words, "The sun rises in the east and sets in the west." Similarly, NERIM also rose in Assam, (which is in the North East region of India) and it is still rising in a glorious way, and I can surely say it that NERIM's success story will never end. From the very beginning of the human race, there has always been a discovery of new things, slowly but steadily. NERIM is also an outstanding creation of some great persons and in this regard a very, very special thanks will definitely go to the Director, Dr. Zoi Nath Sarmah, also to the Dean, Dr. Sangeeta Tripathi and to the all Faculties for their unlimited devotion and dedication in the name of NERIM.

However, I have come to the main issue, now. Probably, Assam and its main city Guwahati, which is called as the gate-way of North East, is the main place for education in North East. But it is a matter of woe, that from this city and also from the different directions of this state, many and more students has made a habit of going to the other states for higher education. But, at the same time it is a matter of hope, it is a matter of pleasure that the number of students going to the outside of Assam is decreasing, and it happens especially in the circle of management, for a few years. The chief reason, behind it, is that some excellent and promising institutes are

growing day by day with their extra-ordinary performances. NERIM is one of those kinds of institutes and I think there is no need to explain about it more, because, "NERIM is itself the proof of NERIM". It is a matter of proud that some students, outside Assam, including the students of other North East's states and from the south and north also from the west zone is coming to read in Assam on Management. Even, our batch is also included some students of outside Assam including from Kolkata and many more, and the reason behind it is that "NERIM is here, not in the other states". It's not a miracle, but a common issue. People are made really and deeply impressive by NERIM'S quality education, from its very moment of birth in 1992 and the Best B-School Trophy won by NERIM makes it too popular.

NERIM is our Academic Home. In this opportunity I would like to bring the attention of all the students, that the professor are here, to guide us and in this home, it is our duty to obey each and every steps of those guardians. But we are the best guide of ourselves, and that's why we should try to make our home as the most impressive, as the most beautiful and as the best.

It is really a very difficult task to write about NERIM, to offer a tribute to this great institute in only a few lines. But I must end of my topic and I finally will be happy to end this topic with the speech of Dr. Zoi Nath Sarmah Sir.....

*"God is known for it products
NERIM is known for its students and
Also will be known for its students in future
Because the students are NERIM'S products."*
Yes! We are NERIM'S products and also will be NERIM'S products. Come on, NERIM; Come on..... ♦

EDUCATION IN INDIA

ANJANA GOGOI
MBA 2nd Semester

With its plurality and paradoxes, India never ceases to fascinate. Education in India is only among various other elements that have captured the attention of the world. While the United Nations is worried about the presence of a large number of illiterates, various other countries are amazed by the quality of some of the human resources that the Indian Education system has produced.

The growth of the Indian economy in the recent past and the compulsion to sustain it is also forcing the Indian Government to accelerate the process of developing all the branches of the Indian education system. Therefore, it is very interesting to know about the various structures of education in India, its present condition and future developments.

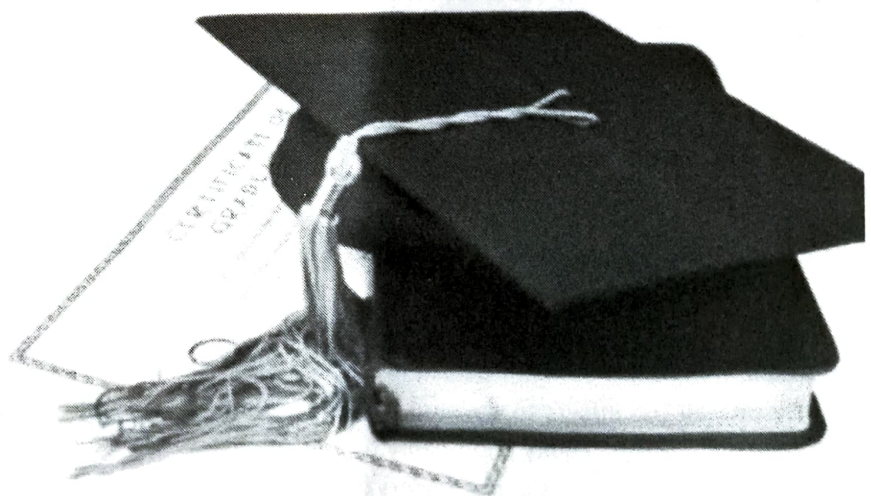
Indian Education Historical Background

The Vedas, Purans, Ayurveda, Yoga, Kautilya's Arthasastra are only some of the milestones that the traditional Indian knowledge system boasts of. In ancient India the way of imparting formal education is under "Gurukul System" where young boys who were passing the Brahmacharya stage of life had to stay at the Guru on the teacher's house and complete their education. Although the ancient system of education has produced many geniuses

still the women and peoples of lower castes gradually lost their right education. But it is the English language and the reformation movements of the 19th Century that had the most liberating effect in pre-independent India. Thus, the Britishers, although rightly criticized for divesting the Indian economy, can also be credited for bringing a revolution in the Indian education system.

Present condition of the Indian Education

Soon after gaining independence in 1947, making education available to all had become a priority for the government. The 86th constitutional amendment had also made elementary education of fundamental right of the children between the age group 6 to 14. According to the 2001 census, the total literacy rate in India is 65.38%.



The female literacy rate is only 54.16%. The gap between rural and urban literacy rate is also very significant in India. The rural literacy rate is also very significant in India. The rural literacy rate is 54.9% and urban literacy rate is 80.3% according to 2001 census. In order to develop the higher education system the government had established the University Grants Commission in 1953. The primary role of UGC has been to regulate the standard and spread higher education in India. There has been a marked progress in the expansion of higher education in India if we look at the increase of higher educational institutes in India. The higher education system in India comprise of more than 1700 colleges, 20 central universities, 217 state universities, 106 Deemed to Universities and 13 institutes of national importance. This number will soon inflate as the setting up of 30 more central universities, 8 new IITs, 7 IIMs and 5 new Indian Institutes of Service of Science are now proposed.

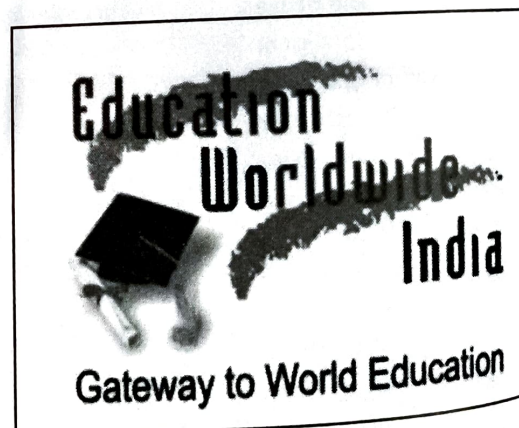
The present education system in India mainly comprise of primary education, secondary education, senior secondary education and higher education. Each of secondary and senior secondary education consists of two years of education. Higher education in India starts after passing the higher secondary education or the 12th standard. Depending on the stream, doing graduation in India can take 3 to 5 years. Post graduate courses are generally of two to three years of duration. After completing post graduation, scope for doing research in various educational institutes also remains open.

As education is the means for bringing socio-economic transformation in a society, various measures are being taken to enhance the access of education to the marginalized sections of the society. One such, measures is the introduction of the reservation system in the institutes of higher education; efforts are also being taken to improve the access to higher education among women of India by setting up various education institutes exclusively for them or reserving seats in the already existing institutes. The growing acceptance of distance learning courses and expansion of the Open University system is also contributing a lot in the democratization of higher education in India.

Conclusion

Despite all the efforts to develop the education system in India, access, equity and quality of education in India continue to haunt the policy makers till this date. This has mainly been due to the widespread poverty and various prejudices. The inability to check the dropout

rates among the marginalized sections of the population is another cause of worry. However, the renewed emphasis in the education sector in the 11th five year plan and increased expenditure in both primary and higher education can act as palliatives for the Indian education system. ♦



KEYS TO LEADERSHIP

PURABI BAISYA
MBA 2nd SEMESTER

A leader is a man of courage and confidence, who is able to command respect and inspire people. Leaders are not creatures of circumstances but the creators of circumstances and opportunities because they are courageous and they can dare.

There is a living example of Mahatma Gandhi before us. He was an epitome of moral courage. Physically he was weak and not strong, but his soul-power, moral might was emended.

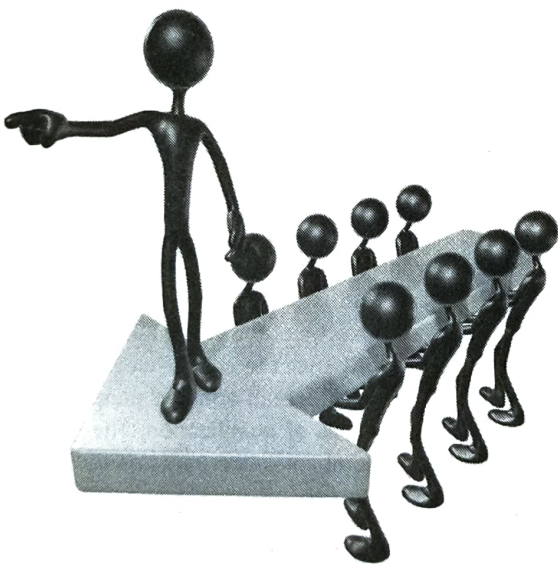
For a brave and industries person, obstacles and odds become stepping stones to their goal of leadership. Industrious persons have purpose, aims and objectives while others have wishes only.

Besides these, another important element of leadership is enthusiasm. Nobody can become a leader without enthusiasm for life as it is enthusiasm that makes

life and its goals interesting and achievable. It helps to get eager, fresh and courageous to face any type of difficulties. It is enthusiasm that can transform and ordinary man into a leader.

Also respectively, adaptability and consistency make a key to leadership. Leaders or would be leaders are always open to suggestions. They welcome any new, dynamic and progressive ideas. They keep their mental horizon ever expanding and so are big innovators. They are so adaptable that they can face any challenge and other management problems anywhere and at any time. Of course leaders make mistakes but never repeat them. They learn from mistakes and improve from them and hence can win tomorrow by knowing that they have lost today. Consistency is one of the vital elements of Leadership. Leaders' steadiness makes them see things and circumstances as they are and should be also good time managers. Leaders are great readers. This is the age of information and information is ever expanding, ever changing, for which a good leader must update his knowledge and information. Good communication involves abilities to speak, debate and analyze things, which are amongst the important tasks in management. A leader cannot ignore this aspect of his personality. It is the skill and boon of speech which distinguishes man from animals and other living beings. And it is excellence in this art and other above aspects that distinguishes leaders from ordinary people.

Lastly, economy in everything is the key to Leadership. Apart from doing and practicing all there, self discipline and trustworthiness are an integral art of great leaders. They develop the positive side of great leaders. They develop the positive side of their personality and eradicate negativity, playing a vital role in our society and is an integral part of a successful good manager, in terms of today's corporate society. ♦



TOWARDS A SUCCESSFUL CAREER PATH: MBA IN RETAIL MANAGEMENT

SHIKHA SAHARIAH
MBA 2nd SEMESTER

Retail sector in India has been a relatively new but most emerging field. The world, India in particular, has witnessed a retail revolution in the last decade. Retailing has contributed drastically towards the GDP of the country as well as towards employment generation. Looking at this overwhelming performance, retail management, as an exclusive subject has found prominent place in the course curriculum of management colleges and institutes. Even though the opportunities in retail are costless but unfortunately most of the students are not exposed to this area. The article aims at providing knowledge related to the numerous careers that a student could opt in this prolific industry. The following are some of the areas.

Store management: An efficient store manager should have all the qualities of a leader. He is the person, responsible for motivating his employees and at the same time looking after the customer satisfaction. From planning the sales, inventory management, scheduling and budgeting to the customer satisfaction and establishing a retail image.

Merchandising: One of the most crucial tasks for any retailer is managing the merchandise. This profile includes a detailed analysis of the target segment and their needs, negotiating prices with the vendors and ensuring that the merchandise reaches the retail store on time to ensure the availability.

Store Design: The employees of this department have to take care of the external and internal store design. The external store design includes the store entrance, the decorations and lightings. The internal store design deals with the fixtures and fittings, architecture and merchandise presentation.

Location planning: Location is considered as one of the strategic decision in retail which can provide a retailer with a sustainable competitive advantage. Location should be easily accessible to the customers, attract maximum footfall for the store and provide all the comforts and

amenities to the customers such as parking and washroom facilities. At the same time, it should also complement the overall financial viability of the retailer.

Marketing: This profile includes vast opportunity in retail. From the promotion of the stores, flier distribution, store advertising etc to the overall branding and image positioning of the company in the main attraction of the profile.

Information technology: Retailing and technology go hand in hand. The advent of technology has sensitized the world retailing is no exception. The officials in the area are concerned with managing the store systems as well as keeping a track of the inventory levels in each store.

Human Resource: Since the working conditions in retail can be sometimes more tedious. The HR officials have a very decisive role to play in putting the right person for the right job. Starting from the selection of the employees, assessing their training needs, appraisals and incentives, the HRM has to ensure employee satisfaction to reduce the turnover rate.

Finance: One of the most important areas for any company is managing the finances. The employees in this department have to look after the revenues collected in all the stores. Timely audits, shrinkage prevention, payments to the vendors and budgeting play a pivotal role.

The retail industry offers a wide range of opportunities and growth for the young talent. One of the myths in retail job is that the college degrees are not required to succeed in retail and the people are not promoted on the basis of qualification. The initiatives taken by the big companies like Pantaloon, Shoppers stop, Reliance, Tata etc to invite the young MBA students directly on the designations of department managers and store managers with a high salary package have indicated in conveying encouraging results in shaping up the careers of the young talent. ♦

PROTECT THE ENDANGERED SPECIES

PUJA NATH

MBA 2nd SEMESTER



Our planet is continually changing, causing habitats to be altered and modified. Nearly every region of the earth has been affected by human activity, particularly during this past century. It can be difficult for an individual to recognize the effects that human have had on specific species. It is hard to identify or predict human effects on individual species and habitats, especially during a human lifetime. But it is quite apparent that human activity has greatly contributed to species endangerment. Endangerment is a broad issue, one that involves the habitats and environments where species live and interact with one another. Although some measures are being taken to help specific cases of endangerment, the universal problem cannot be solved until humans protect the natural environments where endangered species dwell.

Habitat destruction

Natural changes tend to occur at a gradual place usually causing only a slight impact on individual species. However, when changes occur at a fast pace, there is little or no time for individual species to react and adjust to new circumstances. This can create disastrous results and

for this reason, rapid habitat loss is the primary causes of species endangerment.

Introduction of Exotic Species

Exotic species are certainly a factor leading to endangerment.

Overexploitation

A species that faces overexploitation is one that may become severely endangered or even extinct due to the rate in which the species is being used.

More factors

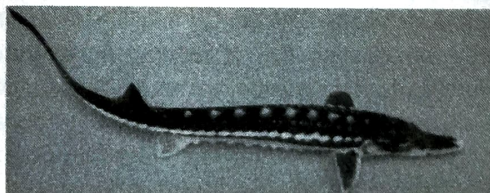
Disease, pollution and limited distribution are more factors that threaten various plant and animal species. If a species does not have the natural genetic protection against particular pathogens, an introduced disease can have severe effect on that species.

Pollution has seriously affected multiple terrestrial and aquatic species and limited distributions are frequently a consequence of other threats.

Facts about endangered species

According to scientists, more than one and one half million species exist on the earth today. However, recent estimates state that at least 20 times that many species inhabit the planet.

In the United States, 735 species of plants and 496 species of animals are listed as threatened or endangered.





766 of these listed species have recovery plans currently under development.

There are more than 1,000 animal species endangered worldwide.

Aquatic species, which are often overlooked, are in fact serious trouble. One third of the United States' fish species, two-thirds of its Cray fish species and almost three-quarters of its mussel species are in trouble.

Recovery Plans

Recovery plans, as part of the Fish and Wildlife Service's Recovery Program are designed to reverse the decline of a threaten or endangered species and eventually bring the population to a self sustaining level. Each plan should include.

1. A description of the species current situation, including any relevant scientific data.
2. A recovery objective (for example, a target population number) and a list of criteria for indicating when the objective has been achieved.
3. An implementation schedule, including priorities of tasks and cost estimates.
4. An appendix identifying appropriate external reviews of the plan and any additional pertinent information.

A recovery plan may include a myriad of different options including reintroduction, habitual acquisition, captive propagation, habitat restoration and protection population assessments, research and technical assistance for land owners and public education. Unfortunately, implementation of a recovery plan is not

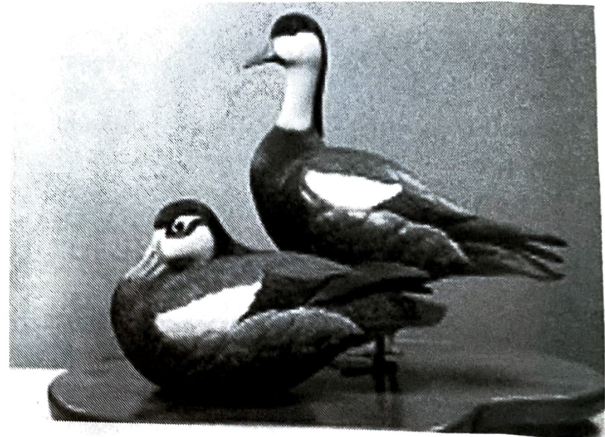
mandatory, so once it is finalized the plan may just collect dust on a shelf.

Does Recovery Planning Work?

Critics of recovery planning often say that the process either does not work, costs too much or both. Recovery takes a long time because it must reverse a decline that has occurred over the past two centuries. The recovery period may depend on the status of the species population, the gestation rate of a species or other biological factors. However, the length of recovery time also depends largely on how quickly an effective recovery plan is developed and implemented.

Some examples

African Elephant (*Loxodonta africana*): The African elephant is classified as a member of the order Proboscidea and is a member of the family Elephantidae. The male stands up to 10 feet high to its shoulder and weighs up to 6 tons. The female is slightly smaller and weighs up to four tons. It is classified as an endangered species due to a reduction of at least 50% of the African elephant



population over the last three generations based on an index of abundance. Hunting of the African elephant is now banned in several countries, but poaching for ivory still exists.

Crested shelduck (*Tadorna cristata*): The crested shelduck is classified as a member of the order Anseriformes (Screamers and ducks) and is a member of the family Anatidae. It is classified as a critically endangered species due to an estimated population of less than 50 mature crested shelducks. The species can be found in eastern Asia.

Siberian Sturgeon (*Acipenser baeri*): The Siberian Sturgeon is classified as a member of the order Acipenseriformes and is a member of the family Acipenseridae. It is classified as an endangered species due to a projected reduction of at least 50% of the Siberian sturgeon population over the next 10 years based on actual levels of exploitation. ♦

MANAGEMENT STUDIES

SHUKLA SARKAR
MBA 2nd SEMESTER

The word 'Management' was used mostly in relation to circuses and restaurants. But of late it has acquired much glory and significance. Management is a critical element in the economic growth of a country. By bringing together the four factors production (viz-men, money material and machines), management enables a country to experience a substantial level of economic development. A country with enough capital manpower and other natural resources can still be poor if it does not have competent managers to combine and coordinate these resources. Poor economic growth of many Asian and African countries very well illustrates this point.

Meaning of Management

There are mainly two views of management

Traditional Definition

Management is getting things done through others. This definition is incomplete and misleading because it

treats the employees as mere means to certain ends. Needs and aspirations of the people working in an organization should not be overlooked.

Modern Definition

According to one modern view the term management may be defined as creating the internal environment of an enterprise where individuals working together in group can perform sufficiently and effectively towards the attainment of group goals on the basis of this definition, the two features of management are as under.

Management is goal oriented in the sense that its purpose is to achieve group goals.

Management involves creating an internal environment or conditions so that the people are able to perform their tasks efficiently.

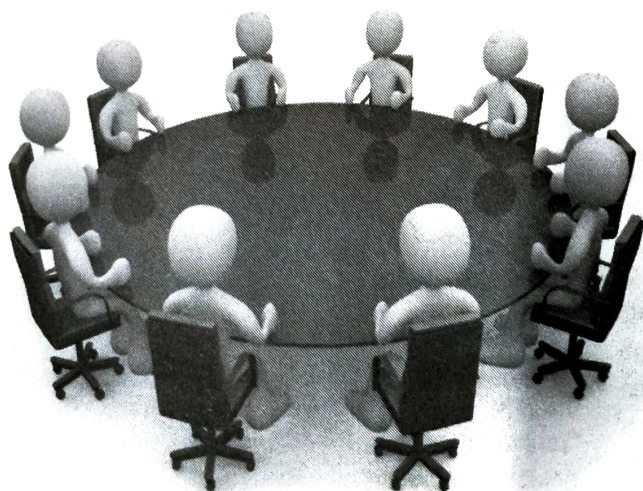
According to George R. Terry, Management is a distinct process consisting of planning; organizing, activating and controlling performed to determine and accomplish the objectives by the use of people and resources.

Process of management

There are four functions of management. There are – planning, organizing, directing and controlling.

Planning

Planning is the function that determines in advance what should be done. It is looking ahead and preparing for the future. It is a process of deciding the business objectives and charting out the methods of attaining those objects.



Organizing

To organize a business is to provide it with everything useful to its functioning, personal, raw materials tools, capitals. All this may be divided into two main sections, the human organization and the material organization. Different objectives require different kinds of organization to achieve them.

Directing

After plan has been made and the organization has been established and staffed, the next step is to move towards its defined objectives. This function can be called by various means 'leading, directing moving, actuating and so on.

Controlling

The manager must ensure that everything occurs in conformity with the plans adopted, the institutions issued and the principles established.

Management as a profession

To decide whether management is a profession or not, one must (a) know the meaning and features of profession and (b) compare the features of management with those of profession.

Meaning and features of profession

Profession is a specialized field which has the following features.

Well defined body of knowledge

Every profession has a systematized body of knowledge, which can be learnt through instructions.

Restricted entry: Every profession has restricted entry on the basis of examination or education.

Professional association

Every profession has professional association of which membership is essential. Such association regulates the entry in the profession, grants certificates of practice formulas and enforces code of conduct.

Service to others: Every profession has dominance of service motive. True professionals serve their clients interests through dedication and commitment.

Comparison between profession and management :

Sl #	Profession	Management
1	Existence of systematized body of knowledge.	Existence of systematized body of knowledge
2	Entry to the field of specialization requires prior requirements to be fulfilled.	Entry to this field does not require any prior requirement to be fulfilled.
3	Existence of professional association of which membership is essential.	No existence of professional of which membership is essential for practicing managers.
4	Service motive of profession	At present service is not the only goal of management.
5	Formal training is necessary	Formal training may or may not be necessary
6	Members are regulated by formal code of conduct	Members are not regulated by formal code of conduct.

Conclusion & Importance of Management

The importance of management arises out of the benefits attached to management. The benefits of management are shown on below:

1. Helps in Achieving Group Goals.
2. Optimum utilization of Resources.
3. Reduces costs and increases output.
4. Establishes a sound organization.
5. Maintains equilibrium.
6. Essential for prosperity of the society.
7. Creates synergetic effect. ♦



ENTREPRENEURSHIP DEVELOPMENT IN MANAGEMENT (DARING TO BE DIFFERENT)

DAISY MEDHI
MBA 2nd SEMESTER

India of today is completely different from what it was two decades back. It was not so open nor such a happening place as it is now. The eco-system was limited, public sector banks and financial institutions were laid back and venture capital culture did not exist. Today things are different and have new role models, both national and global.

Entrepreneurship is also growing in India at slow & steady rate. There are individual, young professionals, MBA Graduates who take road less traveled they do not hesitate to give up their lucrative careers and comfortable life styles to follow their "inner voice". Road blocks do not deter them. They want to quit the rat race early or not join it at all. "Avoid Golden Handcuff Syndrome" is grinning ground.

Entrepreneurship

According to the economist Schumpeter, "Entrepreneurship is a person who is willing and able to convert a new idea or an invention into a successful innovation."

Entrepreneurship is the practice of starting new organization or revitalizing old organizations, particularly new businesses generally in response to identified opportunities. Entrepreneurship ranges in scale from solo projects to major undertakings creating many job opportunities. Entrepreneurship is about taking risk – an entrepreneur is about taking risk – an entrepreneur is willing to put his career or financial security on the line and take risks for an idea or a vision.

Several role models to emulate

There are classic cases of entrepreneurship in India that are recognized world over. "The Mumbai Tiffin Box Suppliers" associations having 5,000 "dabbawalas" deliver 200,000 Tiffin every day with clockwork precision. Awarded the "Six Sigma Certificate" in 2001, the "dabbawala project" is used as a case study to teach

logistic system at Berkeley University.

More than this there are many examples of professionals who refused to drift and did not allow the corporate culture to stifle their entrepreneurial aspirations. They dared to be different. Recently, a national daily reported the inspiring tale of a bunch of young professionals including MBA's who decided that working in a settlement of 500 paper families in remote Uttarakhand was their life's mission. They set up a school for children who are victimized for disease that affected their parents. Besides academics, these children were provided with technical and vocational skills and their products were marketed.

In another case young couples have given up their coveted careers and chase to work for improving lives in remote Himalayan Villages by building a green economy.

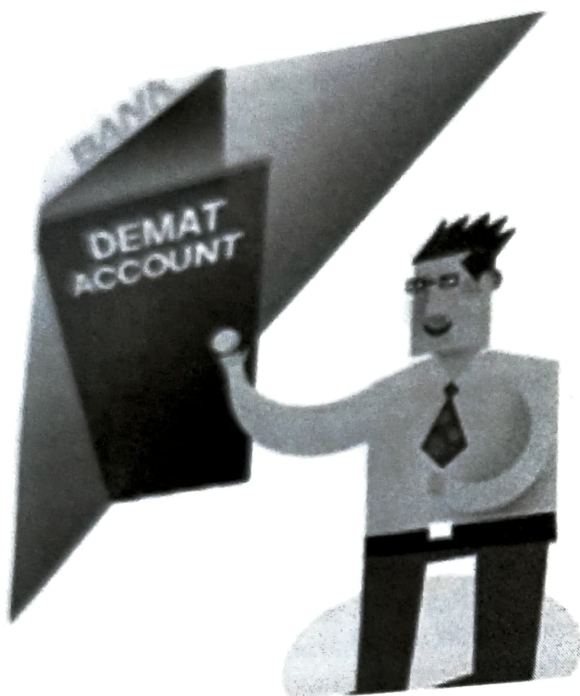
Barker Roy and Aruna Roy gave up their lucrative careers to work in Rajasthan villages. Aruna Roy won the prestigious Ramon Magsaysay Award.

Education for entrepreneurship

B-Schools in India are increasingly realizing that they have to train their students to become not just managers but also entrepreneurs. They are trained to climb the corporate ladder but also need to be trained to build their own corporations. Today, more than 20 top B-Schools of the country run entrepreneurship programs as a fully fledged course or as elective. NERIM is also one of such schools. Even some of them have gone further by helping promising entrepreneurs to actually start their enterprises. They have set up entrepreneurship development, incubator centers and hold business plan competitions. Their interventions help the students to define and refine their ideas, develop organizational structure, mobilize resources and foster right alliances. It is hoped that entrepreneurship will grow in India as well as in North East at a speedy rate. ♦

A DEMAT ACCOUNT: WHAT'S IN IT FOR US?

PRITAM GOSWAMI
PGDM 2nd Module



Demat refers to a dematerialized account.

Just as you have to open an account with a bank if you want to save your money, make check payments etc, you need to open a demat account if you want to buy or sell stocks. So it is just like a bank account where actual money is replaced by shares. You have to approach the DPs (remember, they are like bank branches), to open your demat account. Let's say your portfolio of shares looks like this: 40 of Infosys, 25 of Wipro, 45 of HLL and 100 of ACC. All these will show in your demat account. So you don't have to possess any physical certificates showing that you own these shares. They are all held electronically in your account. As you buy and sell the shares, they are adjusted in your account, must like a bank passbook or statement, the DP will provide you with periodic statements

of holdings and transactions.

Is a demat account a must?

Nowadays, practically all trades have to be settled in dematerialized form. Although the market regulator, the Securities and Exchange Board of India (SEBI), has allowed trades of up to 500 shares to be settled in physical form, nobody wants physical shares any more. So a demat account is a must for trading and investing.

Why demat?

The demat account deduces brokerage charges, makes pledging/ hypothecation of shares easier, enables quick ownership of securities on settlement resulting in increased liquidity, avoids confusion in the ownership title of securities and provides easy receipt of public issue allotments.

Where do I begin?

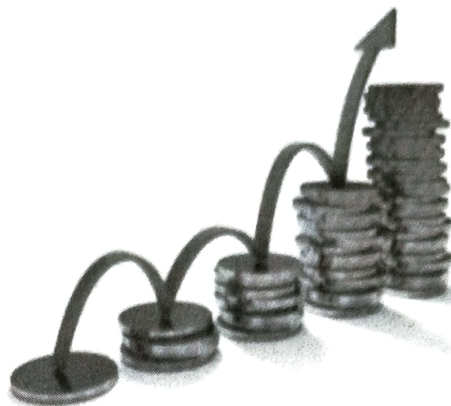
Look for a DP to have an account with. Most banks are also DP participants, as are many brokers. You can choose your very own DP. To get a list, visit the NSDL and CDSL websites and see who the registered DPs are. A broker is separate from a DP. A broker is a member of the stock exchange, who buys and sells shares on his behalf and on behalf of his clients. A DP will just give you an account to hold those shares. You do not have to take the same DP that your broker takes. You can choose your own. But many brokers offer special incentives in the form of lower charges for opening demat accounts with their DPs.

Get your documents in place. Once you approach your DP, you will be guided through the formalities of opening an account. You must fill up an account opening form and sign an agreement with your DP. The DP will ask

for some documents as proof of your identity and address. Check with them what they require. For instance, some may accept a driver's license, other may not.

Here is a broad list :

1. PAN card
2. Voter's ID
3. Passport
4. Ration card
5. Driver's license
6. Photo credit card
7. Employee ID card
8. Bank attestation
9. IT returns
10. Electricity / Landline phone bill



While they only ask for photocopies of the documents, they will need the original for verification. You will have to submit a passport size photograph on which you sign across. How many shares you need to have to open an account when opening an account with a bank, you need a minimum balance. Not so with a demat account. A demat account can be opened with no balance of shares. And there is no minimum balance to be maintained either. You can have a zero balance in your account.

What will it cost?

The charges for account opening, annual account maintenance fees and transaction charges vary between DPs. To get a comparative idea, visit the websites of NSDL and CDSL.

Can I nominate?

Sure. You can nominate whoever you like by filling up the nomination details in the account opening form. This is to enable the nominee to receive the securities after the death of the holder of the demat account.

Finally?

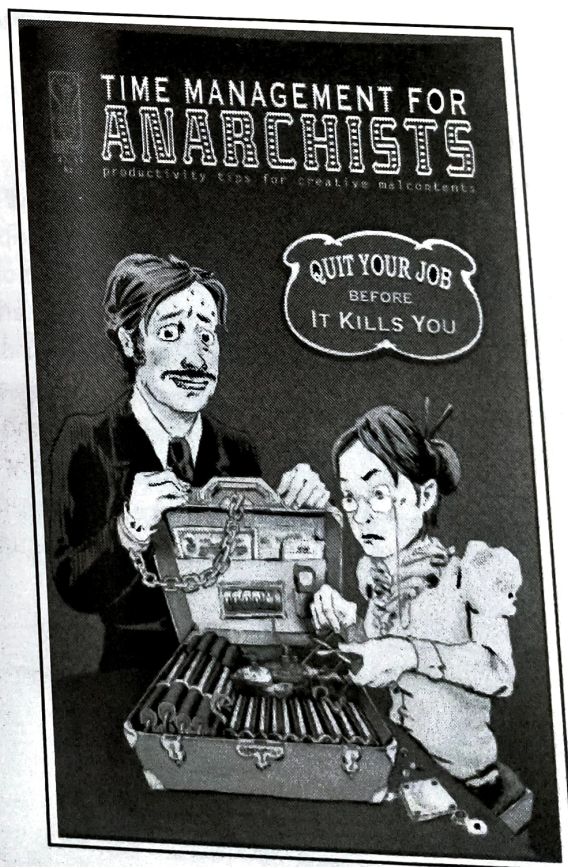
When you open an account, the DP will allot a unique BO ID (Beneficial Owner Identification) Number, which you need to quote for all future transactions. If you want to sell your shares, you need to place an order with your broker and give a 'Delivery Instruction' to your DP. The DP will debit your account with number of with the number of shares sold. You will receive the payment from the broker. If you want to buy shares, inform your broker about your depository account number, so that the shares bought are credited into your account.

What's the difference between a depository and a

depository participant?

A depository is a place where the stocks of investors are held in electronic form. The depository has agents who are called depository participants (DPs).

Think of it like a bank. The head office where all the technology rests and details of all accounts held is like the depository. And the DPs are the branches that cater to individuals. There are only two depositories in India – the National Securities Depository Ltd (NSDL) and the Central Depository Services Ltd. (CDSL). There are over a 100 D. ♦



CREATIVITY IN ADVERTISING

SYED FARID AHMED
MBA 2nd SEMESTER

Before going to say anything about creativity in advertising one must know who are or "Creatives"? Creatives are the people who develop and produce advertisements. They are either members of advertising agencies or free lancers. Creatives appear to hold the "glamour" jobs in advertising because they use many talents while producing the ads. At the same time, Creatives face long hours and work under enormous pressure to design ad that are effective and that will produce tangible results.

The creation stage is the most important part of "creativity in advertising" and this stage consists of 4 parts; i.e. idea generation, copy writing, illustrating and layout.

Idea generation: The idea generation process is concerned with taking the marketing proposition, usually derived from marketing research and manufacturing specification and turning it into one or more creative ideas that clearly, powerfully and persuasively convey to the consumer what the brand does for them and why its components of headlines, illustration, copy and identification mark are to be arranged and positioned on the page. The size of the ads will obviously have an effect on advertising decision. The layout of television also includes some criteria like what actors are to say, the precise location of identification mark, background music and special effect; and so on. Lastly, obviously client approval and supplier selection are also important activities that must be done before final production can begin.

Sl #	Strategy	Objectives
1	Awareness strategy	Grab and stick attention memory, clutter busting, interest.
2	Information strategy	Understanding
3	Emotion strategy	Emotions, psychological appeals
4	Persuasion strategy	Attitudes, conviction, preferences.
5	Brand strategy	Brand identity, association
6	Action strategy	Trial, purchase, other action.



After "creation stage", the next important stage is "creative brief". Creative brief or strategy is a document which is used by "Creatives" as they produce ads. The creative brief includes 5 major stage; i.e.

1. The objectives
2. The target audience
3. The message theme
4. The support
5. The consultant

The first step in preparing the creative strategy is to identify the objectives of the advertisement. Some of the most common objectives are-

1. Increasing brand awareness
2. Building brand image
3. Increasing customer traffic
4. Increasing retailer and wholesaler orders.
5. Responding to inquiries from endower and channel members.
6. Providing quality information.

These objectives will be clearer after the discussion of the following message strategy has certain strategies. These are given below:

In Awareness Strategy, ad mainly tries to grab the attention and interest; and stick to the memory of the consumer. And it can be done by novelty and originality and which is new, surprising and breaks through the old patterns of seeing and says, by intrusiveness through loud and bold effect to attract customer, by guerilla ad in which unique strategy is adopted, by curiosity ads which create interest, by visuals, sound bits, taglines, slogan, campaign, reminder ad which reminds about the existing brand.

In Information Strategy, it is tried to make consumer understand about the product. In general, information strategies are focused on a product's features. To have an practical effect on consumer, the product's features should be identified to convey to the target audience. Automobile ads are best example at this. This can be done by claims which mean how the product will perform and proof statements are given to support it, by news announcement, by point of differentiation, by long copy in print and commercials in TV, by public relation etc.

Emotional Strategies highlight the psychological attraction of the product to the target audience through such responses as love, fear, anxiety, envy, sexual attraction. The goal is to deliver a message that people like in order to create liking for the product. It is done by feel good or feels anxiety appeal, humor, sex and fear appeal fantasy, dance and song commercials etc.

Persuasive Advertisement is designed to affect attitudes and create belief. Here, messages are that generate "word of mouth" about the product. The end result of persuasion is conviction, which means the consumer is committed to something, prefers it and probably intends to buy it or response in some way. It can be done by selling premises, test results, before and after visual by experts, demonstration to prove something, publicity etc.

In Brand Strategy the transformative power of branding is used for brand identify and association. Here, image ad is used to create a representation in consumer's mind which takes on a particular meaning based on idea, feeling, attitude that a consumer had about a product and consumer's mind which takes on a particular meaning based on idea, feeling, attitude that a consumer had about a product and consumer's past experience with the product, by association ads which deliver information symbolically by connecting a brand with certain type of person, lifestyle, other character, by sponsorship etc.

In Action Strategy ad can drive people to act by offering something free or at discounted sales price. It is mainly done by sales promotion like sampling, coupon, free gift etc, by call to action in which a direction is given to the consumers about how to respond, by incentives, trade shows, exhibition etc.

The next stage in "creative brief" is the "target audience". A creative must know the target audience, because for each product or service there is a separate group of buyer and they are not familiar with other group.

If the creative can know about the audience, their habits, interest, hobbies, opinions and lifestyle, then it can design the ad far better.

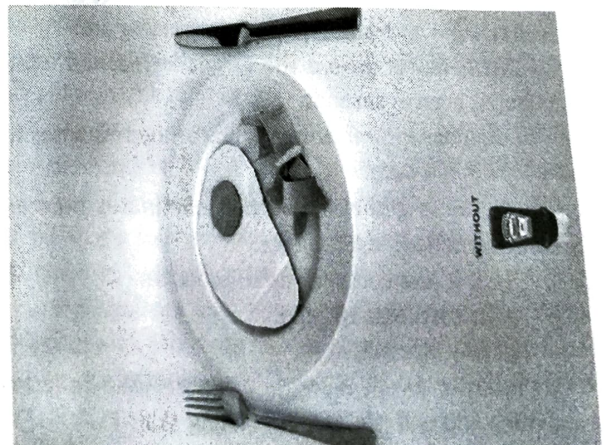
"Message theme" is another important stage in creative brief. It is an outline of key idea that the advertising program is supposed to convey. The message theme is the benefit or promise, the advertiser wants to use to reach the consumer. The promise should describe the major benefit of the low cost or service. For example the message theme for automobile (an automobile) could be oriented towards luxury, safety, fun, fuel efficiency etc.

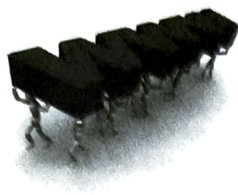
Message theme can be oriented towards rational or emotional processes. A "left-brain" ad is oriented toward the logical, rational side, which manages information such as numbers, letters, words and concepts. "Left-brain" ad is logical and factual, and the appeals are rational, e.g. there are logical features that are part at the decision to buy a car like price, size, and special features. At the same time, many cars are purchased for emotional reasons. The right side of the brain deals with the emotion. It works with abstract ideas, images and feelings, e.g. A car may be chosen for its color, spottiness and other less rational reasons. Most ads are either right-oriented or left-oriented. Effective ad is produced when there is a balance between these two sides.

The next component of creative brief is "support". It substantiates the message theme. The creative needs these supporting facts to design effective ad e.g. "Pearle Vision" in its ad shows the support claims for its lenses like the micro thins are 30% thinner, 40% lighter, 4 times more scratch resistant, antireflective and 99.9 % UV protection.

The final stage in the development of a creative strategy is the identification of any "constraints". These can be legal and mandatory restrictions placed on ad. These are actually some limitations placed on ad mainly by govt. E.g. Tobacco ad must contain statement from the surgeon General about the dangers at smoking and chewing tobacco.

So, "creative process concerns the translation of a marketing proposition into the verbal and visual devices that will communicate the essence of the proposition in ways that, are attention getting and persuasive."♦





MARKETING VIA THE INTERNET AND THE E-MAILLENIUM

PRASHANTA KALITA
MBA 2nd SEMESTER

One of the most important uses of the computer is business application. Initially computers were used for batch processing jobs but currently they are used for real time applications (like the sales counter) that require immediate response. There are various concerns for which computers are used such as business forecasting, to prepare pay bills and personal records, in banking operation and data storage, in various types of Life insurance business and especially as an aid to management. Businesses are also using the network of computers making a perfect blend of IT and management. In network, a no. of computers are connected together to share the data and information. Use of network and e-mail has changed the way of business. Now-a-days, customers expect the company to have a website, information links; one-to-one shopping online and businesses are scrambling to meet their demands.

In the 21st century, direct marketing evolved from paper mail to electronic delivery over the internet. That's why it is termed as the "E-Mailennium". If a company has a network and has a website, nothing can stop it from marketing directly to online customers and prospects. E-mail campaigns are not only less costly and more effective than paper mailings but also bring instantaneous results and form lasting relationships with the customers.

So, the advantages of internet direct mailing / marketing over traditional paper marketing are –

It is faster where the target is reached within minutes, even in seconds.

Response is immediate – 90% of the responses will be in within 4 days.

E-mail is global-medium. It eliminates time and place restrictions on business.

1. It is less complicated to produce.
2. It costs less to send.
3. It is interactive.

Internet direct marketing can be used for many activities and will improve marketing skills like-

1. Acquire new customers
2. Sell more products and services to existing customers.
3. Get order for the products or services
4. Generate requests for follow-up from your salesperson.
5. Announce new products, services, pricing and renewal policies, contracts and subscriptions.
6. Build brand awareness.
7. Converts Web surfers to online buyers.
8. Increase frequency of communication at minimal cost.



So, it works as well as or better than regular direct-mail in many instances. It increases response rates by making the purchase easy, fast and at a time and place of the buyer's choice.

Now, the million-dollar question is that – Is traditional direct marketing is dead? Some believe that direct mailing will remain viable in certain niche marketing while others believe that it will not remain viable for large scale consumer based or B to B marketing operations.

According to a study by Forrester research – the internet will siphon 10% of all US ad spending a total of \$ 27 billion away from traditional media, with newspaper and direct mail being the hardest hit.

However, the father of direct marketing – Lester Wunderman did say that "One medium has never destroyed another and never will. Writer Umberto Eco supports this opinion, saying "The appearance of new means of information does not destroy earlier ones; it frees them from one kind of constraint or another. So there is no need to worry about for the direct marketers and together let's celebrate the "E-mailennium". ♦

GLOBAL MELTDOWN AND ITS IMPACT ON THE INDIAN ECONOMY

IMRAN HUSSAIN
MBA 2nd Semester

Introduction

With the collapse of Lehman Brothers and other Wall Street icons, there was growing recession which affected the US, the European Union (EU) and Japan. This was the result of large scale defaults in the US housing market as the banks went on providing risky loans without adequate security and the repaying capacity of the borrower. The Principal source of transmission of the crisis has been the real sector, generally referred to as the "Main Street". This crisis engulfed the United States in the form of creeping recession and this worsened the situation.

The basic cause of the crisis was largely an unregulated environment, mortgage lending to submarine borrowers did not have adequate repaying capacity and also because submarine borrowing had to pay two-to-three percentage point's higher rate of interest and they have a history of default, the situation became worse. But once the housing market collapsed, the lender institutions saw their balance-sheets go into red.

Although at one time it was thought that this crisis would not affect the Indian economy, later it was found that the Foreign Direct Investment (FDI) started drying up and this affected investment in the Indian economy. It was; therefore, felt that the Indian economy will grow at about seven percent in 2008-09 and at six percent in 2009-10. The lesson of this experience is that India must exercise caution while liberalizing its financial sector.

Impact on Indian Economy

The industries most affected by weakening demand were airlines, hotels, real estate. Besides this, Indian exports suffered a setback and there was a setback in the production of export-oriented sectors. The government advised the sectors of weakening demand to reduce prices.

It provided some relief by cutting down excise duties, but such simplistic solutions were doomed to failure. Weakening demand led to producers cutting production. To reduce the crisis, firms reduced their workforce, to reduce costs. This led to increase in unemployment but the total impact on the economy was not very large. Industrial production and manufacturing output declined to five percent in the last quarter of 2008-09. Consequently, a vicious cycle of weak demand and failing output developed in the Indian economy.

A weakening of demand in the US affected our IT and Business Process Outsourcing (BPO) sector and the loss of opportunities for young persons seeking employment at lucrative salaries abroad. India's famous IT sector, which earned about \$ 50 billion as annual revenue, is expected to fall by 50 percent of its total revenues. This would reduce the cushion to set off the deficit balance to trade and thus enlarge our balance of payments deficit. It has now been estimated that sluggish demand for exports would result in a loss of 10 million jobs in the export sector alone.

To lift the economy out of the recession the Government announced a package of Rs. 35,000 crores in the first instance on December 7, 2008. The main areas to benefit were the following:

Housing – A refinance facility of Rs. 4000 crores was provided to the National Housing Bank. Following this, public sector banks announced to provide small home loans seekers loans at reduced rates to set up demand in retail housing sector. The success of the housing package will, however, depend on the State Governments efforts to free up surplus land so that land prices come down and the cost of housing becomes reasonable.

Textiles

Due to declining orders from the world's largest market the United States, the textile sector has been seriously affected. An allocation of Rs. 1400 crores has been made to clear the entire backlog in the Technology Up gradation Fund (TUF) scheme.

Infrastructure

The government has been proclaiming that infrastructure is the engine of growth. To boost the infrastructure, the India infrastructure Finance Company Ltd. (IIFCL) has been authorized to raise Rs. 1400 crores through tax-free bonds. These funds will be used to finance infrastructure, more especially highways and ports. It may be mentioned that 'refinance' refers to the replacement of an existing debt obligation with a debt obligation bearing better terms, meaning thereby at lower rates or a changed repayment schedule. The IIFCL will be permitted to raise further resources by the issue of such bonds so that a public-private partnership (PPP) Program of Rs. 100,000 crores in the highway sector is promoted.

Exports

Exports which accounted for 22 percent of the GDP are expected to fall by 12 percent. The government's fiscal package an interest rate subsidy of two percent on exports for the labor-intensive sectors such as textiles, handicrafts, leather, gems and jewelry, but the Federation of Indian Export Organization (FIEO) felt the measures are not enough as they will not make the exports price-competitive and therefore, will not boost exports. G.K. Pillai, the Commerce Secretary, has estimated a loss of 1.5 million jobs in the export sector alone during 2008-09 on account of the US\$ 15 billion decline in the expected exports.

Small and Medium Enterprises (SMEs)

The government has announced a guarantee cover of 50 percent for loans between Rs. 50 lakhs to Rs. 1 crore for SMEs. The locking period for loans covered under the existing schemes will be reduced from 24 months to 18 months to encourage banks to cover more loans under the scheme. Besides, the government will instruct state-owned companies to ensure prompt payment of bills SMEs so that they do not suffer on account of delay in the payment of their bills.

In short, the fiscal package is aimed at boosting growth in exports, real estate, auto, textiles and small and medium enterprises. The aim is to encourage growth and boost employment which has been threatened by the recession in the world economy, more especially in the United States.

Commerce and Industry Minister Kamal Nath announced a small relief package of Rs. 325 crores for leather, textiles and gems on February 26, 2009.

Assessment of the Impact of the Fiscal Package

There is no doubt that the government is motivated with good intentions and is thus aiming to spend a huge amount of Rs. 1,00,000 crores for developing infrastructure in roads, parts etc which pose a serious handicap to growth. Besides, the aim of other measures is to boost exports and help sectors like textiles and small and medium industries which are labor-intensive and generate more employment.

But the success of the fiscal package will depend on the quality and speed of implementation so that delays in implementation may not aggravate the economic recession to move into the dangerous zone of depression.

One of the major stumbling blocks which may neutralize the positive effects of large expenditure on infrastructure is corruption. In case corruption is not simultaneously curbed to reasonably low levels, it may delay and reduce the much-desired effect in enlarging infrastructure. It may result in the Indian infrastructure network being geared into a temporary employment generation program with much smaller impact on the economy as against the intended objectives.

For reducing corruption, two things need to be ensured – transparency and avoidance of arbitrariness. By cutting arbitrariness in decision-making, corruption can be curbed to a great extent. Transparency instills confidence in the government.

Secondly, there is a need to orient the fiscal package towards inclusive growth so that the weaker sections benefit. This would require special emphasis, for instance, on rural infrastructure – rural roads and housing instead of only highways and urban housing. Similarly, a much larger expenditure on primary and secondary education, health and sanitation can also result in a more inclusive growth process.



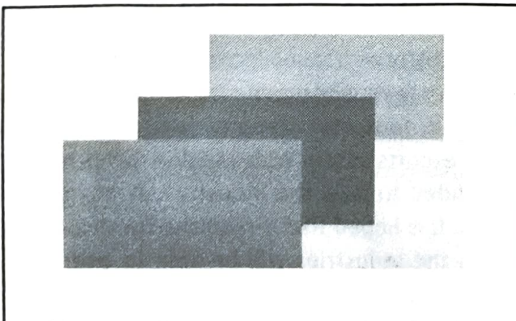
Thirdly, the chances of our exports increasing are very limited unless the G-3 economies, namely, the US, EU and Japan, are able to bring about a positive shift in their growth in the near future for which the predictions at present are not very optimistic. The natural conclusion is that the Indian economy should concentrate on developing the domestic market. Thus, inward looking policies should be preferred as against the outward looking approach of integrating the Indian economy to the world economy is followed during the last decade.

Fourthly, although there is a demand for a much larger Fiscal Package to bail out the Indian economy, there are serious limitations faced by the government because it has to fight terrorism on the one hand and financial meltdown on the other. The government has to undertake a huge expenditure at the central as well as State levels to enhance security. It is difficult to precisely estimate this expenditure at this stage since it entails larger recruitment of police and paramilitary forces along with equipping them with the most up to date weapons.

To conclude, As against the US package of \$ 800 billion to bail out the US economy and the Chinese package to \$ 580 billion to salvage it economy, the Indian fiscal package of Rs. 35,000 crores (\$ 7.3 billion approximately) is a small measures to boast the Indian economy. It is due to this reason that the chieftains of industry want a much bigger package to bail out the Indian Economy, as against the minuscule by the government.

But the plan to spend more on housing is commendable if it can be implemented in a short time and an effective manner. The government should have transparency and avoid arbitrariness in the implementation so that corruption can be kept within reasonable limits.

Now that the three packages have been announced, it is high time that the policy- makers in the Ministry of Finance, Commerce, Industry and Rural Development should get together to ensure that the planned expenditure – budgeted and provided in the two stimulus packages – budgeted and provided in the two stimulus packages – is quickly translated into productive capacities so as to create the much – needed multiplier effect on private investment. ♦



INFANTS AND INDIAN ADVERTISEMENT

GITIKA NATH
MBA 2nd SEMESTER

Infants are those who are not able to do their daily activities without taking help from others like their parents. Now days, we often see that these infants are broadly used in TV Serial, or different types of advertisement. These infants are the future of our country. That's why we should try to make them an honest as well as educated person. These years are character building period.

By using them in advertisement, it may hamper their normal childhood, their education, health also. They may not find the difference between reality and fantasy. They may think that making money is everything in life.

In today's world everyone wants to earn money. For a country like India, where more than 34% population is illiterate, approximately 20% people are living below poverty line. These infants who are living below poverty line, we often see that they are sitting or standing on the street to beg.



Real fact is that, infants who are used in advertisement those belongs to a well known family. Parents send their infants to ad-agency not only to earn money but also they want to show that their infants are so much talented and they can do even acting within one or two years which may hamper their psychological development. We should try to give them a healthy childhood because these children are the future of tomorrow's India. ♦



SCHEME FOR IMPROVING TEA QUALITY

RUNJUN BORAH
MBA 2nd Semester

The tea industry of Assam is the largest industry of the state. It plays a dominated role in the economy of Assam and contributes a very large share to the state domestic production of Assam. The state produces more than 40% of the total tea produces in India and about 85% of tea produced in the North East Assam also contributes substantially to the earning of foreign exchange through the exports of tea. The Government of Assam collects the high amount of agricultural income tax from the tea garden. The government also collects more than Rs 12 crore in the form of sales tax from the Guwahati Tea Auction Centre (GTAC). But the Tea industry of India as a whole is gracing a critical situation in international market because of low quality of tea have increased over the years all is not well with the tea industry of Assam. The industry suffers from certain problems such as declining productivity due to the old age of gardens, scanty rainfall, floods of Brahmaputra, increasing cost of production, excessive rate of taxation etc.

In order to solve the problem of tea industry several measures have been taken by the government. In order to maintain our monopoly position in the international market it has been suggested by the experts that-

The various central and state taxes should be revised and coordinate so that the cost of production is lowered. Further the quality of common tea should be improved so that it can capture both the home and foreign market. A permanent and special machinery should be devised to give loan to the industry to improve their condition and fertilizer should be given at concession rate. The internal condition of industry should be improved by appointing high officers in the management so that they are especially suitable for the environment and the natural of work otherwise a cadre of inefficient plantation

managers in the near future.

The scheme envisages payment of subsidy at the rate of 25% of the actual cost of machinery for modernization of the processing factories by replacement of old and worn out machineries.

Besides every effort should be taken to boost up tea exports. If

we are to sustain export earnings, we must strive for better planning, reorientation of propaganda methods greater concentration on tea of superior quality and more attention to packing and distribution. Measures should also be taken to increase the domestic demand.

Finally constructive plans should be worked out to place the industry on a sound footing so that it can embark upon schemes to expand production at a faster rate to meet the growing domestic demand for tea and sustain increasing exports of tea. Wide ranging reliefs have been recommended to bale the industry out of its present difficulties. It is hoped that if requisite fiscal concessions are given, the industries will be able to overcome its present difficulties. ♦



NEW SPECIALISTSATION IN M.B.A

RANDEEP DUTTA
P.G.D.MIST MODULE

With the advent of hospital management in management courses, it has fast acquired importance throughout the country in providing health care to poor people. For providing health care to both rural and urban population, the Government of India has taken special steps for it of late. It has appointed special professional administrators in the Hospital in quite numbers of their duty are very different from other. The duty of hospital is to work 24 hours a day in order help sick people who come to it for the treatment of providing quality service at a very low cost. The nature of work and the type of efficiency that is seen in the hospitals have made the course the urgent need to study by everyone throughout the world. By studying in Hospital Management a student can furnish two main goals in his life Firstly serving mankind through its services and secondly earning a handsome salary through to it make his living in a competitive world today.

The courses under it

Courses under hospital management are divided into various heads. A two year full time M.B.A course in hospital administration by some reputed colleges. Some colleges offer certificate and diploma courses in hospital Management. There are some colleges which offer some short term distance learning courses in management such as, The Indian Science of Health Administration (ISHA) offers one year distance learning in hospital and nursing administration.

Eligibility

There are different criteria according to different colleges and institutes. But the criterion is that a student

from non-medical background can also apply for it along with other of medical background.

Scope

The importance of hospital management course is such that due to its demand, there are an increasing number of institutions offering it. As a result there are a large number of professional Hospital Administration that comes out every year to serve the mankind in various ways though at their own source and capacity.

Pharmaceutical Management

This course which is mainly a general management course deals basically on pharmaceutical marketing strategy, distribution, promotion, pricing, product besides promising mix of all these ingredients. It also offer course on International Marketing, Managing Multinational and Innovation Management. For this course students have to do numerous field work analysis and reading. This course is only for Science and Pharmacy Graduates and not for Biotechnology, Biochemist and veterans who will find it as useful for them. The distinct scope for student of this course is that they get the chance to meet various Doctors, Retailers and Stockiest through their field work along with some work in Pharmaceutical Companies.

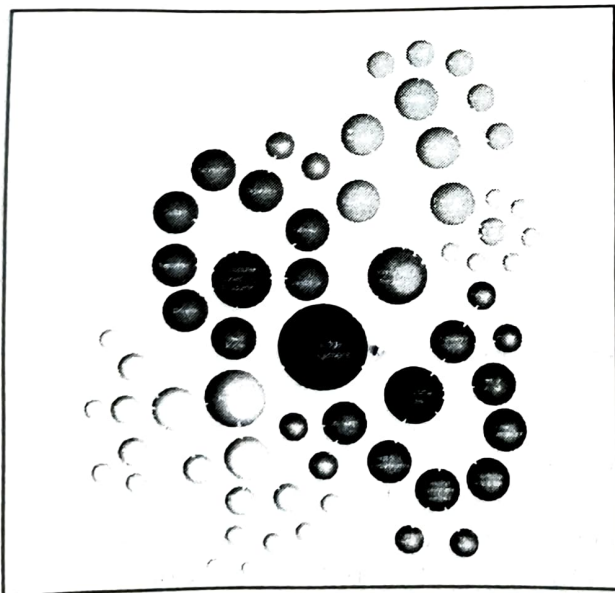
Banking Management

The Banking Management Sectors represent highly competitive and rapidly changing sectors in every modern economy.

The main priority of banks and other sectors have changed from growth and size to profitability, performance and shareholders creation. The rising

importance in these sectors has made everyone from bankers to financial advisors as a must to have a clean crew of the theories and practices of banking and finance. Anyone who does an M.B.A in banking helps him in developing required skills in managing finance people along with having information in these skills of how to manage banking and other financial sectors. Through this course one equips the skills in managerial knowledge and to respond successfully to the growing changes in technology, customer requirement and regulations so that he can take smart decisions about operations and strategies which affect decision making in global banking sector. The main importance of this course is to fulfill certain goals like :

1. By providing broad base knowledge in case of managerial skills
2. By developing commitment in banking sector in international employability.
3. By giving a holistic approach to students to their problems along with solutions.
4. By introducing the key aspects of international banking operations.
5. By making student aware with recent developing in banking sector.
6. By allowing student to take career in banking
7. By making student aware of the IT developing that affects banking sector.
8. By giving a complete view on the management of a banking corporation.
9. By making a creative mind through the use of personal skills. ♦



POWER OF THINKING BIG

PRANJAL BEZBORUAH

MBA,

2nd SEM

Thinking is a continuous process of mind. Knowingly or unknowingly we keep on thinking either about our routine functions, past or future actions. It has no limit and its scope is really a mystery. Thinking can be either positive or negative. It depends on individual that in which way they want to direct their minds to work. We generally have the tendency to think about the negative side before the positive. This is the first great mistake we do regularly. Positivism strengthens the willpower to a large extent. Positive thinking can really do wonders. It works like a magic. No doubt negative thoughts come frequently to our mind but to convert negative to positive is entirely depend upon us. It should be practiced always for the best outcome and outstanding result. Positive thinking really matters in molding one's personality and it really does play a major role in building of one's character too.



A person with a positive attitude can be identified through his presentation, gesture and posture. A positive outlook can only be attained if one's thought are positive. We often get to know and hear about people have earned a lot of name and fame in their respective field due to their positivism towards the goal. They too no doubt had to cross a lot of hurdles in reaching their final destination but the killer instant to overcome all the obstacles and finally achieving their target was their positive attitude.

We all do fail sometimes but that does not mean we lose every hope and be depressed. Instead, we should stand and fight back again and again till we come out with flying colors or achieve our final goal.

As it is said that "Failure is the pillar of success", positive mindset is a very important factor needed to be successful. Positivism leads to happiness, good health and an image of a respectful person to be looked upon by people of any age. Thus positivism is the key word to success! ♦

STRESS MANAGEMENT

MINAKSHI BORA
PGDM 3rd Module



Introduction

Stress is a part of day to day living of every individual. The college students may experience stress in

meeting the academy demands, people on the job may suffer stress to reach office in time and to complete the projects on time and even the housewives may experience stress in managing the household work. The reasons for the stress differ person to person.

What is stress

We generally believe that the stress is caused by the external events and the dynamics of the environment. But we need to emphasize the fact the stress is caused by our reaction to the external environment. The manner in which we perceive and understand the changes or the particulars events creates some event that can lead to happiness or cause stress in two different people depending upon how they react to it. When the students are asked to prepare a presentation some may take to be an opportunity to reveal their weakness while the other students may be perturbed by it for the fear of hiding weakness. So stress is our reaction to external events and it can be positive or negative depending upon how we react upon it. It is a general wear and tear of the body machine that takes place due to extra demands put upon on it.

We can define stress as body's non specific response to any demand made on it. Stress is not by definition synonymous with nervous tension or anxiety. On one side Stress provides the means to express talents and energies and pursue happiness on the other side it can also cause exhaustion and illness either physical or Psychological.

Symptoms of Stress

Stress is caused by reaction to the external events and learning about changes in our response and our general behaviour. Symptoms of stress can be divided into three different categories. They are feelings, Behaviors and Physiology. When the individual experience Stress one or more of the following symptoms can be exhibited feelings

a. The individual become anxious about the outcomes and is scared. The person feels that he has got something to loose or something wrong will take place

b. In an anxious state the person does not want to be corrected or interrupted. He looks out for other areas where he can forget about the stress causing event for a while. The person become irritable and moody

c. During high events of Stress the individual develop a negative frame of mind and suffers from low self esteem. The person loose faith in his capabilities and is afraid of the failures. The individual does not have a focused approach and are not able to concentrate and are involved in his own plans and thoughts.

Physiological and Behavioral Changes

- a. Speech problems
- b. Impulsive Behavior
- c. Crying for an apparent reasons
- d. Laughing in a high pitch and nervous tone of voice
- e. Grinding of teeth
- f. Increasing smoking and use of drugs and alcohol
- g. Sleeping Problems
- h. Headaches.
- i. Loss of appetite or over eating etc.

Stress Management

Stress can be managed if we understand the reason that cause stress and the level of stress. We should also try to estimate if the change that is taking place is good for our future development, this type of attitude helps to reduce stress.

1. Become aware of your stressors and your emotional and physical reactions. Notice your distress don't ignore it. Don't gloss over your problems.

Determine what events distress you and how much these events mean to you? Determine how your body responds to the stress. Do you become nervous or physically upset?

2. Recognize what you can change. Can you change your stressors by avoiding or eliminating them completely? Can you reduce their intensity? Can you shorten your exposure to stress? Can you devote the time and energy necessary in making a change (goal setting and time management techniques may be helpful here).

3. Reduce the intensity of your emotional reaction to stress. The stress reaction is triggered by your perception of danger - Physical danger and emotional danger. Are you viewing your stressors in exaggerated terms and taking a difficult situation and making it a disaster? Are you expecting to please everyone? Are you overreacting and viewing things as absolutely critical and urgent?

Work at adopting more moderate views try to see the stress as something you can cope with rather than something that overpowers you. Try to temper your excess emotions. Put the situation in perspective. Don't labor on the negative aspects of it.

Stress Management Technique

Record your optimum stress levels. Keeping a stress diary is an effective way of finding out what adds on your stress, the level of stress you prefer, and your effectiveness under pressure. In this diary keep track of stress levels and your feelings everyday. In particular note down stressful events. Record the following information:

At a regular interval for example every hour record of routine stress

The time

The amount of stress that you feel

How happy you feel?

How efficiently you are working?

When the stressful events occur?

What the event is?

When and where did it occur?

What important factors made the event stressful?

How did you handle the event?

Did you tackle the cause on the symptom?

Did you deal with the stress correctly?

Review the Diary after a few weeks and analyze the information. It may be interesting as you carry out the analysis and note down the outcomes of the jobs you were doing when you feel upset by stress.

You should know what the main source of unpleasant stress in your life. You should understand what circumstance makes stress particularly unpleasant and

you should be able to see whether your strategies for handling the stresses are effective or not.

"Psyching Up ": Raising stress level to improve performance:

Where you are not feeling motivated towards a task either because you are bored by it or because you are tired then you may need to psych yourself up. This will increase your arousal so that you can perform your best. You can try the following :

Focus on the importance or urgency of the task.

Set yourself a challenge e.g. to do the job in a particular time.

Break down jobs into small parts and take satisfaction from the successful completion of each unit.

Anticipate Stress by preparing for it. By anticipating stress you can prepare for it and work out how to control it when it happens. You can do this in a number of ways For e.g.

Rehearsal:

By practicing for a stressful event such as an interview or a speech several times in advance you can polish your performance and build confidence.

Reducing the importance of events:

When an event is important to you this can make it very stressful. This is particularly true where you are operating at a high level where many people are watching or where there is the Prospect of a large financial reward or promotion or a personal advancement. The presence of family, friends or important people can also add to pressure. If stress is a problem under these circumstances then think carefully about the event and prepare well for it.

Nurture your Hobby and have fun:

Talk with friends or someone you can trust about your worries problems.

Other techniques

1. Meditation can also be a good effort to bring down the stress level.

2. Taking Exercise.

3. Effective time management.

4. Good food and nutrition.

Conclusion

When we discuss stress and its management we should understand that this is not the exhaustive list of the stress factors and the various techniques. Stress can be confronted ourselves better analyze the behavior and identify the stressors. The stress management techniques will work if we are honest with ourselves and adopt the techniques with cheerful spirit. ♦

WAKE UP CALL: NOW OR NEVER...!!

TANUSHREE DAS
MBA 3rd SEMESTER

The militant attack in Mumbai on 26th November, 2008..... The deadly 60 hours of terror, shook us from our sleep..... Sleep!!..... Yes we had been sleeping.... Weren't we? What is our contribution to the nation? Mere casting note and cursing the government for its lacunas during our free times... that's it...!! Any mishap in any part of the country only catches our attention for the sake of few discussions, a few statements of emotional outbursts... that's all!!!

With a very heavy heart, we need to accept the fact that these militant attacks are costing us numerous ways while the near and dear ones can truly feel the pain. Their untimely death put an end to all their dreams and zeal to fulfill the expectations of their families and society. What was their mistake? A sudden attack took their lives. What is this happening in the world? Are we puppets in the hands of terrorists? What is the use if we are busy with our own lines, fulfilling our selfish commitments? Even in all global meets, terrorism remains the hot topic of discussion, but the workable solution is still awaited



Terrorists have no caste, no religion, no principle, no community, no humanity and their scope is not restricted within any boundary. They are simply threats to humanity.

In the horrifying 60 hrs, we realized the real image of politicians the lacunas of intelligence agencies and the deficiencies of our defense mechanisms. However, there were a few silver-lines, even in this gloomy period. It is the patriotic spirit of the frame commands, who fought the militant equipped with much better and high-tech weapons!! Also, the tireless efforts of many citizens who offered their selfless services in helping the injured people get medical aid at the earliest, is worth appearing. The role played by our media personnel in this crucial period is commendable. Without caring for their lives, they kept us abreast with the happenings of every moment, which made us empathies with the situation being faced by the people there. The most significant impact I feel was that for the first time even after independence the people of India could be seen standing united to fight back terrorism, keeping their spirits high much above religion, politics and any other petty issue.

Unfortunately, in the excitement of broadcasting the updated media publicized even those details which were meant to be kept confidential till the mission was not accomplished. The consequence was that it assisted the militants in disguise and our nation lost brave soldiers like Ashok Kamte, Vijoy Salaskar, Hemant Karkare and many more.

My dear friends! It is high time to become aware of the happenings around us and to transform our awareness into actions, dormant attitude into quiescent plans.... Let's join hands together in fighting with the ugly demon of terrorism. ♦

NORTHEAST INDIA: AN EMERGING INDUSTRIAL CENTER

TANUSHREE DAS
MBA 3rd SEMESTER

The North-East of India comprising of 8 (Eight) states of Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim is a reservoir of rich natural resources and a beautiful amalgamation of different people and cultures. It surely is a region waiting to happen.

Blessed with biodiversity, huge hydro-energy potential, oil and gas, coal, limestone, forest wealth, fruits and vegetables, flowers, herbs and aromatic plants, rare and rich flora and fauna, NE India has all the potential to transform into a commercial hub and tourist paradise.

The region shares borders with China in the North, Bangladesh in the South-west Bhutan in the North-west and Myanmar in the East. This makes the North-East a prospective hub of international trade and commerce.

Unlike the rest of India, North-East India has added demographic advantage in the sense that it occupies 7.8 percent of the country's total land space but has a population of 3.8 core, which makes it approximately 3.73 percent of the country's population. This is also a huge untapped, emerging market, which should prove to be of interest to large domestic and international investors.

The area is a vibrant source of energy rich in oil, natural gas, coal limestone and India's largest perennial water system, the River Brahmaputra and its tributaries which can be tapped for energy, irrigation and transportation. The fertile soil around the valley of the river Brahmaputra is a veritable storehouse of horticultural products/ plantation crops/ vegetables / spices and rare forest products.

Subsidies on transport, capitals investment, interest on working capital, excise duty refund/ income tax exemptions etc. are available for industries in the region,

as declared in the new North-East Industrial and investment Promotion policy 2007 (NEIIPP).

Attractive incentive structures should attract new domestic and foreign investments into the region, which respire having several advantages, has not witnessed the kind of fast-paced growth and development that it should have experienced in the past years.

North-East India also offers huge opportunities in sectors of strategic importance like energy and infrastructure, oil, natural gas and hydro carbons, agro food processing and horticulture, floriculture, IT and ITES, cement defense etc. Tourism is another potential high growth industry.

Manipur has huge potential in sectors like power, agro-based industries etc. a greater private sector involvement in the state economy will ensure local job creation and entrepreneurship development. The state Government of Manipur lays a major thrust on Agro and food processing and agricultural export zone for passion fruit is being developed in the state.

The literacy rate in Mizoram is above 90% which is the 2nd highest in India. A well educated and hardworking young population is an advantage for foreign and also domestic corporate; sector like IT & ITes, agro processing floriculture and bamboo are some areas that offer huge opportunities to investors. The state also grows fine quality of grapes, which can be utilized for large scale wine production. The state Govt. of Manipur is pre-active and industry-friendly, and investors can be assured of single window clearances.

Assam provides huge investment opportunities in sectors like hydrocarbons, oil and natural gas, bamboo, handicrafts and tea. Assam tea is well known for its

distinctive quality and exported to the development market of Europe. Sectors like IT, hospitality and tourism, power, agro and food processing are poised for impressive future growth- companies like Infosys and Reliance have already shown interest in investing in Assam, with TATA Consultancy services even having a BPO unit in Guwahati.

All the North-Eastern India states have distinct advantages, and provide immense economic and trade opportunities to domestic and International corporate.

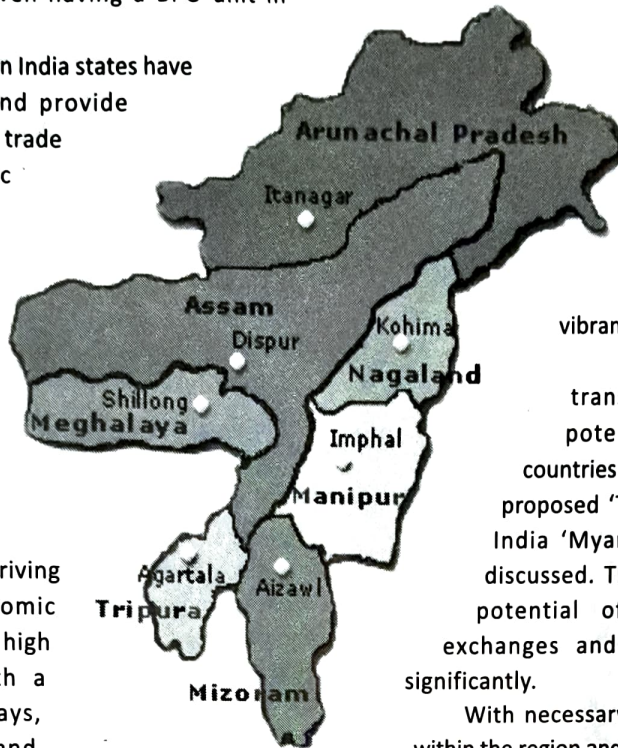
North-East India is offer describes as the Gateway to South-East Asia, India's look East' policy aims at transforming the North-East into a dynamic centre of a thriving and integrated economic space, linking the two high potential regions with a network of high ways, railways, pipelines and transmissions lives crisscrossing the region.

The huge complementarily arising out of India's 'Look East' policy and our south-east Area focus and the 'look west' policy of Southeast Asia nations like their land gives rise to immense opportunities to develop their trade and investment relations using the North-East as a primary locate point.

However, as indicated earlier, despite these great advantages, the North-East has not grown at par with the rest of the country and the region's potentials have not been tapped properly. While the significant initiatives taken by the Government to promote economic growth, tourism and development in the North-East region can be largely welcomed, I would like to mention that issues and problems like shortage of power generation capacity, over dependence on hydro-power, absence of proper road connectivity etc need to be given special emphasis in order to help the region achieve high growth.

However, the high priority to be accorded to the development of roads in the North-East Region is well reflected in the Union Government's intension to invest

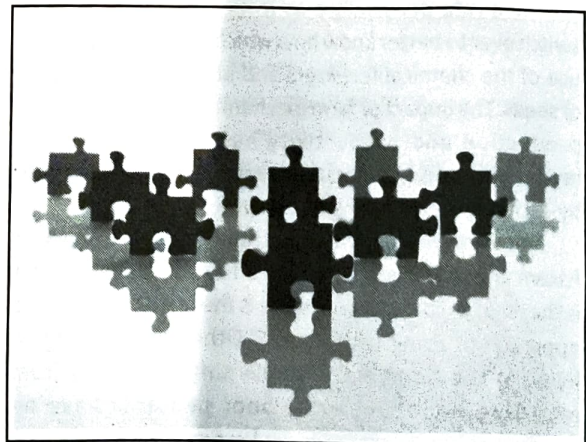
nearly Rs. 50,000/- cores on the roads sector in the North-East over the Eleventh plan period, that is, over the next 5 years.



The East-west corridor project, which will connect Silchar in Assam to Porbandar in Gujarat, is scheduled to be completed by 2009 and this will go a long way in improving connectivity and transforming the region into vibrant economic zone.

Also India is exploring a transport through Myanmar, a potential gateway to East Asian countries to form a free trade region. The proposed 'Trilateral Highway' connecting India 'Myanmar and Thailand is being discussed. This project, I believe has the potential of strengthening economic exchanges and international cooperation significantly.

With necessary infrastructure development within the region and the building of connecting links between North-East and the rest of India and North-East and South-East Asia, the Economic potential of the region can be suitably exploited. Time bound implementation of projects, conducive centre-state relations and political stability monitoring of fund flows and necessary marketing and branding of the region can truly transform this goldmine of a region into a vibrant hub of business, tourism and trade. ♦



MONSOON IRRIGATION AND AGRICULTURE

ANJANA KUMARI
MBA 2nd SEM

Water is one of the crucial natural resources that is used as an enhancing input in agriculture in many dry regions of the world. Water in the form of irrigation generates an element of stability in agriculture by assisting to replace low valued crops by higher ones, In an area where summer season is frequently characterized by floods and the winter season by drought. Agriculture is the backbone of the economy of Assam and this sector contributes about 38 percent (2006-2007) to the NSDP at current prices.

The Brahmaputra and Barak are the two main rivers which cause major problems during the monsoon period at almost every year in the flood affected rural agriculture sector of Assam and bring miseries to the people. In Assam Brahmaputra river rolls is magnificently throughout the state. As such Assam accounts for 94% of total flood prone area of the country and as a result of which it has not been able to achieve the desired irrigation facility to compose significant contribution in enhancing the agriculture productivity of the state. Irrigations boots up the yield rate per hectare as it facilitates the farms to switch over to better know how which is dependent on the use of the chemical fertilizers and high yielding varieties of seeds. The impact of farm mechanization on agricultural production and productivity has been a matter of importance and it generates greater demand for labour by facilitating more intensive cultivation.

In view of the increasing trend in flood damage in Assam and in adequate measures to control flood, there is the need to control flood, there is the need to pursue the approach of living with floods". Otherwise the people living in the flood plains would suffer severely from recurring floods since the poor peasants have no alternative but to cultivate the land and accept the risk and losses.

In the chronically flood affected areas, summer cropping should be substituted by large Scale winter cropping and harvested before floods. This should be introduced in the flood plain areas backed by STW irrigation. Development of rural agro service centers for providing inputs and equipments farms and farmers of flood affected areas is one of the prerequisite for the development of Assam's agricultural progress and prosperity, irrespective of having vast natural resources. But the bulk of the food grain production is found to be in flood prone areas where in dry season the farmers produce multiple crops, vegetable, pulses sugarcane, onion etc.

Assam falls in the heavy rainfall zone for which irrigation has not been given importance during the past decades. The traditional system of farming in Assam was mainly accountable for cultivation of single crops. So despite its vast potentiality in food production the state has been running with deficit in food grain production. The state has been facing the problems of irregularity of monsoons and problem of floods due to fluctuating rainfall. At the same time Assam also faces drought like situation due to the shortage of rainfall for growing varieties of crops leading to high degree of instability in agricultural production. The unpredictable nature of rainfall makes Kharif crops susceptible to the twin problems of flood and drought, thereby adversely affecting agricultural production and productivity. As a result it has become necessary to enlarge the area and output of Rabi crops which requires sufficient and guaranteed irrigation water. Though Assam possesses relatively more irrigated area, yet it is lagging much behind Manipur, Nagaland and Meghalaya and some of the other North Eastern states in respect of percentage of net irrigated area to net sown area. ♦



RAGGING: CAN'T IT BE STOPPED?

SATISH SHAH
MBA 2nd SEMESTER

The first recorded case of ragging was in the 8th century BC during the Olympics in Greece. The practice spread at a Breakneck Speed-first to the armed forces and then to educational institutions. It is claimed that it started in US after the World War-I, the students who had gone to war, returned to colleges, grimly determined to use newly learnt methods of torture on Campus. From them, the practice had led to untimely demise of dreams of many parents'. And now every day we can find in news about the students who are being tortured or beaten to death.

Today ragging needs a social ban, more than legal. It will need more than a change of law to change the mindset of those who rag college fresher.

In Britain, another word was used that's "Fagging"- where young pupils were required to act as personal servants of senior boys in British Public Schools but it faded away during the 1970s and 1980s.

Worldwide government measures have at least succeeded in instilling fear in the minds of students but why has this not happened in India? India's failure to recognize ragging as a social problem forced the Supreme Court eight years ago to say, in a public interest litigation filed by the Viswa Jagriti Mission that "some of the reported incidents have crossed the limits of decency, morality and humanity." The court was referring to the deaths, suicide attempts, sexual abuse and mental torture inflicted on fresher by senior students.

Even so, it did not ask for the offenders to face criminal charges, In 2001, the court referred to the special legislation enacted by some states making ragging a criminal offence and stating that the acts of indiscipline and misbehavior on the part of the students must be primarily dealt within the institution by exercise of disciplinary authority of teachers over students.

The court's high hopes of institutions, their management, their teachers and students got a terrible blow by an NGO report that revealed 7 ragging related deaths in 2007 and 31 during the time period of 2001-2007.

The court then directed educational institutions, at the very minimum, to expel the guilty. It also allowed institutions to register police cases against the accused. The message that the court wanted to drive home was "the punishment should be exemplary and justifiably harsh to stop the recurrence of ugly incidents."

It deterred many but did not stop ragging altogether, and still a question arises in everyone's mind "when will be ragging demolished from our society" can't it be stopped? ♦

FRUSTRATION

Broken down in deep frustration,
Disheartened by this selfish world of deception.
Completely sucked up by this life
Carried with a baggage of tension.
Ghost of exams, presentations and assignment,
In every aspect the only need is perfection.
No one to listen to other's emotions.
Just wetting your pillow is the perfect action.

When mind flees to the remnant of past,
Incomplete love stories, now of adverse.
But there are some things that never fade,
Sometimes it feels, heart was being cut by a blade. ♦

ANJAL KALITA
MBA, 2nd SEM.



KEY TO LEADERSHIP— Traits You Need

1. What Needs to Be Done

Successful leaders don't start out asking, "What do I want to do?" They ask, "What needs to be done?" Then they ask, "Of those things that would make a difference, which are right for me?" They don't tackle things they aren't good at. They make sure other necessities get done, but not by them. Successful leaders make sure that they succeed! They are not afraid of strength in others.

2. Check Your Performance

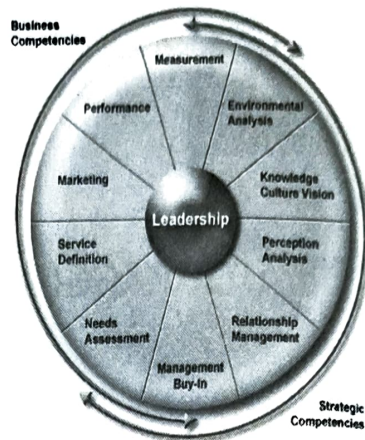
Effective leaders check their performance. They write down, "What do I hope to achieve if I take on this assignment?" They put away their goals for six months and then come back and check their performance against goals. This way, they find out what they do well and what they do poorly. They also find out whether they picked the truly important things to do.

3. Mission Driven

Leaders communicate in the sense that people around them know what they are trying to do. They are purpose driven—yes, mission driven. They know how to establish a mission. And another thing, they know how to say no. The pressure on leaders to do 984 different things is unbearable, so the effective ones learn how to say no and stick with it. They don't suffocate themselves as a result. Too many leaders try to do a little bit of 25 things and get nothing done. They are very popular because they always say yes. But they get nothing done.

4. Creative Abandonment

A critical question for leaders is, "When do you stop pouring resources into things that have achieved their purpose?" The most dangerous traps for a leader are those near-successes where everybody says that if you just give it another big push it will go over the top. One tries it once. One tries it twice. One tries it a third time. But, by then it should be obvious this will be very hard to do. ♦



➤ Effective leadership is putting first things first. Effective management is discipline, carrying it out.

➤ Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.

➤ The leader follows in front.



NERIM ...at a glance

Established :

In the year 1992

Status :

Post Graduate College of Management & Computer Education.

Affiliation :

Affiliated to Dibrugarh University. MBA & MCA Programme are duly approved by AICTE, Ministry of HRD, Govt. of India.

Founder :

NERIM Educational Society. (Registered under Societies Registration Act-XXI/1860)

Campus A :

Padma Nath Sarmah Bhawan,
Tripura Road, Joyanagar,
Khanapara, Guwahati - 781 022,
Phone - 0361-2234900/2234999

Campus B :

Parukutty Bhawan
Nabin Nagar, R.G. Baruch Road,
Guwahati - 781024, Assam
Phone - 99540-51419, 97078-27008

Campus C :

NERIM
MDRCC Complex, Mangaldai, Darrang, Assam
Phone - 0361-230188

Communication :

Well linked with Airport and Railway Station,
City Bus services available from 6 AM to 10 PM.

Key Features

- ★ Spacious campus with natural ambience.
- ★ Enriched Library with e-Library facility.
- ★ Well equipped Computer Laboratory with high speed Internet Facility.
- ★ Corporate suit & corporate pack to all the students.
- ★ Modern and Innovative Teaching Technique.
- ★ Regular Personality Development Sessions.
- ★ Separate Hostel for Boys and Girls.
- ★ Transportation Facility.
- ★ Monitoring of class attendance of each and every students.
- ★ Sports and Games Facility.
- ★ Educational Loan.
- ★ Health care and proper assistance in case of emergency.
- ★ Permanent adjustment with Agile Hospital adjacent to the Institute.
- ★ Quality education with inculcation of sincerity and discipline.
- ★ Excellent performance in University examination by the previous batches.

Course Offered by NERIM

MBA 2 year Full Time	MBA 3 year Part Time	BBA 3 year Full Time	PGDM 2 year Full Time
MCA 3 year Full Time	BCA 3 year Full Time	BSc-IT 3 year Full Time	PGDCA 1 year Full Time
DOEACC 'A' level	BA.LLB 5 year	B.Ed 1 year	BCA IGNOU

OUR STUDENTS....THEIR EXECUTIVES - MAJOR RECRUITERS

- Amul
- Assam Carbon
- Assam Gas Company (AGC)
- Assam Roofing
- Asian Paints
- ATDC
- Aristocrat
- Aviva
- Bajaj Allianz
- Bajaj Capital
- Blow Plast
- BRPL
- Cadila
- Canon
- CMC
- Dabur
- Dalmia Agro
- Data Core
- Eveready India
- First Flight
- Gauhati University
- Haier
- HDFC
- ICICI Prudential
- ICICI Mutual Fund
- IIT, Guwahati
- Indian Oil Corporation
- ITC
- Kenstar
- LG Electronics
- Lupin
- NEEPCO
- Nestle
- Oil India Limited (OIL)
- Oil and Natural Gas Corporation Ltd (ONGCL)
- Pancharatna Cement
- Parle
- Pepsi
- Purabi Dairy
- Rankem
- Reliance
- Reliance Mutual Fund
- Samsung
- SBI
- Tata AIG
- Tata Infotech
- TCL
- Titan
- Tura College
- TVS
- UB Group
- Videocon International
- Yamaha
- Emami
- Intas
- RRL, Jorhat
- Sunrise Biscuit, Pvt. Ltd.
- EMRI
- Mc. Millan Publication
- ICICI Bank
- Pradan
- IDBI
- Colgate Palmolive
- AXIS Bank
- Sisco Technologies
- Times of India
- TCI Ltd.
- EXIDE
- STAR Cement
- Coca Cola
- SBI Life

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