

# CMS NEWSLETTER

A Quarterly Newsletter of the Centre for Management Studies, Dibrugarh University

April—June, 2005

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Volume 2 Issue 4

## Inspirational Leadership Qualities

### Mrs. Urmila Barua enthalls students at CMS

Students of CMS had the proud privilege to interact with Mrs. Urmila Barua, Manager, Corporate Communications, IOCL (AOD), Digboi on September 20, 2005. Mrs. Barua is a British Cheveling Scholar. She had recently undergone a 12-week program on "Indian Women in Leadership and Management", being sponsored by Foreign and Common Wealth Office, U.K.

The theme of the presentation was "Inspirational Leadership Qualities". The presentation started with the inspiring story of King Henry V and



his struggle on ascending the throne and how his hidden leadership qualities are brought to the fore by the prevailing situations and circumstances.

The interaction was intended at enabling the students identify their leadership qualities to locate a vent so as to work on those in the years to come. The interaction included exercises and the involvement of the students was simply great and provided the students with an opportunity to break free from their daily routine.

## DIRECTOR'S COMMUNIQUÉ

It gives me immense pleasure to present before you this issue of the CMS Newsletter. We are living in a Knowledge era. Knowledge Management (KM) is becoming a critical success factor for any enterprise in a global village scenario. KM is concerned with the entire process of discovery and creation of knowledge, and the utilization of knowledge. So, we are strongly driven to accept that KM is much more than a *technology thing*. Knowledge is full of utilization of information and data, coupled with the potential of people's skills, competencies, ideas, intuitions, commitments and motivations.

Knowledge has always been managed at most implicitly. However, effective and active knowledge management requires new perspectives and techniques and touches on almost all facets of the organization. We need to develop a new discipline and prepare a cadre of knowledge professionals with a kind of expertise that we have not previously seen. This is our challenge.

KM is not the collection of processes that govern the creation, dissemination, and utilization of knowledge. To serve customers well and remain in business, companies must reduce their cycle time, operate with minimum fixed assets and overhead (people, inventory and facilities), shorten product development time, improve customer service, empower employees, innovate and deliver high quality products, enhance flexibility and adaptation, capture information, create knowledge, share and learn. None of this is possible without a continual focus on the creation, updating, quality and use of knowledge by all the employees and teams, at work and in the marketplace.

KM involves human resource management, organizational culture as well as information technology methods and tools that support and enable it. KM can continuously improve the organizational efficiency only by integrating technological aspects with the human and organizational aspects.

Knowledge is formulated in the mind of the individuals through experience. People learn, naturally, all the time. Knowledge is shared between groups and communities through the transfer of knowledge, both tacitly and explicitly. Every individual and community has a pool of *general* and *specific knowledge*. Every task or skill has specific knowledge associated with it.

KM encompasses a social dimension as well as a technological dimension. The social dimension deals with the people factor as an individual and as an organization; whereas the technology dimension deals with the process and technology related issues. Success is ensured only when the social dimensions and the technology dimensions are addressed as a whole.

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The irony of life is that it is lived forward but understood backward - Soren Kierkegaard

As I was contemplating to get this issue of the newsletter ready, I was in for a big reality check - I was scrambling for materials to be put in the front page as the lead story. No activities at CMS!! Hold your breath! We are preparing for some really big events and leading the way will be SanMilan 2005 - the intellectual convergence scheduled on October 1, 2005 to be held in collaboration with the Confederation of Indian Industry (CII). Following it will be our first ever Alumni Meet on October 2, 2005. The response for SanMilan 2004 was overwhelming, and we are expecting much more this time.

## EDITOR'S COLUMN

I remember penning down in my first editorial about my dream of handing down to the readers a newsletter worth its weight in gold. It is for the readers to decide how successful we have been, and I being at the helm of affairs as far as the publication of this newsletter is concerned, own all responsibility for various acts of omission and commission. But, I do regret the fact that there has been an absolute dearth of response from your side in terms of encouragement or critical comments. Our mailbox has been empty. Let us hear your voice! Help us improve!

I will be completing two years at the Centre (and of editing this newsletter) very shortly and it has been a privilege for me to be a proud member of Team CMS (my friend and colleague Anirban coined this term and made it our identity). It has been very satisfying to see CMS evolving into a force to be reckoned with and having contributed in my own way towards its growth and see it make rapid strides. That the strides will be bigger in the coming days is what Team CMS looks forward to. And, this newsletter will record those big strides! I hope to relinquish the responsibility of editing this newsletter from the next issue itself. The reason is simple - to inject new ideas, more creativity and let others show their potential. Of course, I will continue to share my experience, with whoever comes next. It's a lesson that nobody is indispensable and the next incumbent would be better, is what I sincerely hope for.

I have long been an admirer of the great Nobel Laureate (Arthur William) Bertrand Russell, who studied mathematics and philosophy at Cambridge University, and who rejected *Idealism* in favour of an extreme *Platonic realism*. He says that it is the various forms of fear like fear of unusual opinion, fear of death, fear of rejection, fear of self - direction... which is responsible for quite half the stupidity in the world. The profoundness of this thinking cannot be sidelined, because today we are living in a constant state of fear. This fear to a considerable degree can be addressed by having confidence in oneself. The confidence comes from acquiring adequate knowledge coupled with intelligence, instinct, courage and foresight. This helps in venturing into the unknown, of moving into the realm of what people say as impossible, of conquering dizzy heights, of persistence in the face of adversity, of admitting one's mistakes, of forgiving others and gracefully accept defeat.

I am really falling short of words now and my reserves are also failing. I can only say that I will keep contributing to the best of my ability as long as I can.

*Bless Me O' Lord  
That even My Death  
Carries with it  
Not Tears in the Eyes of Others  
But a felicity that  
Here's a Man  
Whose Life was worth Living*

Wishing all of you the very best on the coming festive season; enjoy each moment with fun and laughter with your near and dear ones. Just break free and don't forget me... Here I am, as always...waiting for you...

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### Editor

Himadri Barman  
(zeroboyas@yahoo.com)

### Photos

Raihanuddin Ahmed Bora  
Pradyut Hazarika  
Indrajit Rajkumar

### Reporting

Rashida T. Noorain

### Email

cmsnewsletter@rediffmail.com

*Opinions expressed in this newsletter are of the respective authors. Origin of parts of Internet Humour is not known, those were received via email.*

## TERMINOLOGY OF THE QUARTER

### INFLATION

Your debtors return you back the amount of money he owes to you with the interest but still you lose on the purchasing power of your money. What actually happens? The answer lies in the phenomenon of inflation, which is making the governments worldwide scratching their head to find ways to curb it. Someone once said with a dash of humour, 'Inflation is when you pay fifteen dollars for the ten dollar haircut you used to get for five dollars when you had hair.'

Inflation can be defined in very basic terms as the general increase in the average price level of commodities. To explain the causes of inflation there have been various theories propounded, the two basic causes of inflation are 'demand pull inflation' and 'cost push inflation'. But all this said and done the ultimate cause of the long run inflation is found out to be excess rise in level of money supply in the market.

An inflationary situation is where there is 'too much money chasing too few goods'. As products/services are scarce in relation to the money available in the hands of buyers, prices of the products/services rise to adjust for the larger quantum of money chasing them. Let's understand this with the help of an example. Let's assume Rs. 500 fetches you 1 gram of gold. Suppose there is a shortfall in the global supply of gold. The obvious implication is that gold prices will rise to adjust for the sustained demand at lower supply. This may sound complicated but it's a thumb rule of demand-supply - high demand combined with limited supply leads to higher prices. Let's say gold prices rise by 10%. The revised rate of 1 gram of gold will be Rs. 550. However, in real terms (i.e. in terms of the commodity in question) the value of the rupee would have declined from 1 gram of gold for Rs. 500 to only 0.91 gram of gold for Rs. 500. So the value of the rupee has eroded. In other words, the same quantum of money now fetches you fewer goods. Now you know why that haircut does not cost the same as it did even 2 years ago!

Another important implication linked to inflation is higher interest rates. When prices in the system are in an upward spiral due to persistent demand, the central bank of the country aims to reduce demand in the economy by raising the cost of money.

*Source: Resources in the World Wide Web*

### A Snapshot of the Editor's Dictionary...

**Atom Bomb:** An invention to end all inventions

**Cigarette:** A pinch of tobacco rolled in paper with fire at one end & a fool at the other

**Classic:** A book which people praise, but does not read

**Committee:** Individuals who can do nothing individually and sit to decide that nothing can be done together

**Compromise:** The art of dividing a cake in such away that everybody believes he got the biggest piece

**Conference:** The confusion of one man multiplied by the number present

**Conference Room:** A place where everybody talks, nobody listens & everybody disagrees later on

**Commonsense:** The most uncommon sense

**Criminal:** A guy no different from the rest...except that he got caught

**Diplomat:** A person who tells you to go to hell in such a way that you actually look forward to the trip

**Dictionary:** A place where divorce comes before marriage

**Etc.:** A sign to make others believe that you know more than you actually do

**Emotion:** Feelings that leaves you motionless

**Lecture:** An art of transferring information from the notes of the lecturer to the notes of the students without passing through "the minds of either".

**Marriage:** It's an agreement in which a man loses his bachelors degree and a woman gains her masters

**Miser:** A person who lives poor so that he can die rich

**Optimist:** A person who while falling from Eiffel Tower says in midway "See I am not injured yet."

**Pessimist:** A person who says that O is the last letter in ZERO, instead of the first letter in the word OPPORTUNITY

**Philosopher:** A fool who torments himself during life, to be spoken of when dead

**Politician:** One who shakes your hand before elections and your confidence afterwards

**Smile:** A curve that can set a lot of things straight

**Tears:** The hydraulic force by which masculine will-power is defeated by feminine water-power...

**Yawn:** The only time some married men ever get to open their mouth

## Mobile Phones Tips for Healthy Use

The impact that mobile phones have on health is unclear. Some scientific studies have linked use of mobiles to headaches, memory loss and cancer, while the industry claims that they are perfectly safe. All said and done, it is clear that we are exposed to radiation. It is not only the choice of phone, but how you use it that is important when



you want to control the amount of radiation you are exposed to. Here, you will find a few simple tips that can considerably reduce radiation and therefore also health risks.

- ✓ **Use a hands-free attachment or a hands-free device:** The further away from your body the phone is; the less radiation you are exposed to. Using a hands-free attachment / set is the easiest way to radically reduce the amount of radiation you are exposed to if you use a mobile phone.
- ✓ **Hold the mobile phone at the bottom:** By covering large areas of the phone with your hand, you reduce its ability to send and receive signals. The phone then increases its power and transmits stronger radiation to compensate this. So hold the phone as far down as possible, so it can operate at low power.
- ✓ **Get in the best position:** You can see the signal reception strength in the display. When reception is good, the phone reduces power and radiation. If reception is poor, the phone uses maximum power and radiation.
- ✓ **Use a regular phone if possible:** If you have a regular phone, then make calls with it. The amount of radiation is directly connected to the length of time you talk on the mobile phone.

- ✓ **If possible, avoid long talks:** The radiation you are exposed to is directly related to the time you spend talking on your phone. For longer calls it is safer (and cheaper) to call from a regular phone.

### Hazardous areas of use:

- ✗ Do not use a mobile phone when driving a car. Stop at a safe place and talk.
- ✗ Do not use your mobile phone in places where there is a lot of electrical equipment, such as hospitals and aircraft.
- ✗ Do not bathe with your mobile phone.
- ✗ Do not let small children talk on your mobile phone for long periods. They are more susceptible than adults.

### Mobile phone ethics:

- ☺ Show consideration to those around you when you have your phone with you.
- ☺ Your colleagues may not be as keen on your phone as you are.
- ☺ Turn off your phone when you are in public places such as movie theatres and cafe.
- ☺ Make a habit of turning it off? It is good for you too.



Information Courtesy: Caravan.com - the Voluntary Sharing Community of BHEL, India

## S U P P L Y C H A I N M A N G E M E N T A N O R T H - E A S T P E R S P E C T I V E

In today's volatile and competitive environment, the supply chain is the backbone of all businesses. The stock movement from the factory to the retailer is the *supply chain*. A robust supply chain management ensures a continuous availability of fresh stocks all the time contributing to the success of a business. In other words, supply chain ensures "the right product in the right time in the right form". To elaborate; the *right product* means the right brand mix which means the right variant of the product, the *right time* means it needs to be available at the discreet time interval so that there is no consumption loss or loss to competition, and *right form* means being fresh so that the consumer gets delighted on usage or on consumption.

The supply chains used today in FMCG (Fast Moving Consumer Goods) businesses are generally ERP (Enterprise Resource Planning) enabled processes, necessary for fast flow of information. The key success factors that needs to be looked at; apart from a robust IT - enabled communication system, is the environment and logistics of the North Eastern Region.

The North Eastern region is a mixture of cultural diversities and is politically in a state of turmoil. The supply chain consists of the flow of finished products from the factory to the C&FA (Carry & Forwarding Agents) to the distributor (customer) and then to the wholesalers and finally to the retailers. During this entire flow, we need to look at minimizing the transit time as well as ensuring the right amount of replenishment.

### G U E S T C O L U M N

Mr. Samip Barua, Branch Head, ITC, Guwahati Branch

In the North Eastern Region, in order to have a smooth stock flow across the different components, the company needs to know the following factors:

- **Environment** - A company needs to be proactive about the different *bandhs* prevailing/called across the route. Let us take the example of the route to Imphal. For a truck to move to Imphal, the truck needs to move through Assam, Nagaland and then arrive at Imphal. Here one needs to be aware of the Nagaland *bandhs*, Imphal *bandhs* as well as Karbi Anglong *bandhs* so that the truck is able to pass through this territory in the shortest possible time without increasing the time in transit
- **Logistics** - Another critical key factor is the logistics of the region that also creates hurdle in the supply chain. During the rainy season, the Silchar road via Shillong frequently gets disrupted due to landslides. Before the rainy season and the accompanying floods, it is necessary to build sufficient stock to ensure that there is no consumption loss. It also takes care of competition taking an upper hand in the market place.
- **Communication** - The communication system has to be robust and well connected to the branch office; to the *godown* as well as the distributors. If the branch office is aware of the stock movement to the *godown* on a regular basis, they can anticipate and prepare for onward dispatches to the customers. The communication also enables the distributor to understand the remittances as well as investment required to run the business smoothly and get the right ROI (Return on Investment).

A good FMCG company has to be alert and aware of the above components for smooth and excellent supply chain management. One needs to understand the concept of OTIF, which means **On Time In Full**, i.e., the *measures* one needs to observe every time an order is placed on the factory, and that the right quantity of stocks reaches to the outlet.

(Edited)

## S I G N P O S T

M D P o n 2 7 - 2 8 D e c e m b e r 2 0 0 5

A 2 - day Management Development Programme on *Managing Productivity and Performance* to be facilitated by Prof. B. Mahadevan, Professor at Indian Institute of Management, Bangalore is scheduled for 27 - 28 December, 2005.

Interested participants may contact the Director-in-charge regarding participation and other details.

### Centre Faculty Committee Set Up

A general meeting of the faculty members of CMS held on July 18, 2005 resolved to form a Centre Faculty Committee (CFC) with immediate effect for better management of activities at the Centre. The members unanimously elected Mr. Pratim Baruah as the Chairman of the CMC with tenure of one year.

### Teachers' Day Celebrated

The students of CMS honoured their teachers in a befitting manner on the occasion of Teachers' Day on September 5, 2005 with an assemblage of interesting programmes and games.

Mr. Anirban Bharali, Lecturer, CMS was adjudged the best male performer while Dr. Ajanta B Rajkonwer, Reader, Department of Commerce was adjudged the best female performer. Mr. Veeru Singh Sokhi, an alumnus of CMS and a budding entrepreneur graced the occasion and gave away the prizes.

### A New Location

The BBA classes of CMS have been shifted to a new location adjacent to the old Administrative Block. Some of the faculty members have also shifted to the new block. CMS is now functioning from three separate blocks – the MBA Block at Department of Commerce, the Administrative Block at the Research Complex and the new BBA Block.

### Industry Visit

The second semester MBA students visited the Personal Products factory of Hindustan Lever Limited (HLL) located at Doomdooma on September 09, 2005. The team was led by Prof. Pranjal Bezborah, Director-in-charge, CMS and Mr. Anirban Bharali, faculty, CMS. The factory located at Doomdoma is one of the largest manufacturing facilities of HLL and is totally state-of-the-art, bringing a sea change to the economy of the area and providing enormous opportunities to the local populace.

### CMS Library Rechristened

The CMS Library will henceforth be known as the *Learning and Information Resources' Unit*. The project to upgrade the Library is expected to be over by December 2005.

### Freshers' for BBA 2005 Batch

The students of BBA 2005 Batch were formally welcomed to the CMS *Parivar* on August 26, 2005. Hon'ble Vice-Chancellor of Dibrugarh University, Prof. K. Pathak graced the occasion as special guest.

Miss Sikha Rani Phukan and Mr. Praveen Garodia were adjudged Miss and Mr. Freshers' respectively.

### Results Declared

Results of the MBA first and third semester have been declared. In the first semester exams, out of 31 examinees, 26 were declared successful. Mr. Mayur Jyoti Borah topped with an aggregate of 70 percent. In the third semester exams, 28 passed out of a total of 29 examinees. Mr. Rajan Baidya topped again securing an aggregate of 78.6 percent

The BBA first year results saw 25 students passing out of a total of 27 who appeared for their exams. Miss Shibali Hazarika topped with an aggregate of 75 percent.

### Crash Course for MBA Aspirants

A 45-hours crash course was conducted under the aegis of CMS from August 1, 2005 till August 31, 2005 for MBA aspirants who will be appearing for their MAT or other similar entrances. 24 participants registered for the course. The faculty members of the Centre along with Mr. Chimun Kr. Nath, lecturer, Department of Commerce, Dibrugarh University, conducted the programme.

This initiative of the Centre has won applauds from all concerned. This crash course is expected to be a regular feature.

### MAT Examination Held

The September edition of the Management Aptitude Test (MAT) was conducted at CMS on September 04, 2005 under the aegis of the All India Management Association (AIMA). This is the only test centre in the North East, apart from Guwahati and has come has a big relief for many aspirants. Altogether 87 candidates opted for appearing from this centre.

CMS also participated in the test for selecting candidates for its full time MBA Programme commencing from January 2006. It is conducting its own entrance examination on October 2, 2005 and preparations for the same are being completed.



The students of 2005 BBA Batch at their Freshers'



Dr. N. Upadhyay addressing the students



MAT Examination in Progress



Mr. Samip Barua addressing the students



The MBA second semester students at HLL



Teachers' Day at CMS – Fun Time

**A t t e n t i o n !**

Have some original breathtaking pictures, pictures which look at the funnier side of life, pictures which inspire, pictures which reflect; send them to us. We will feature them in this newsletter. All published photographs will be duly acknowledged. Rush in your entries to the editor...

## FACULTY FORAYS

### Prof. Pranjal Bezborah

- Four articles have been published in the Assam Tribune

### Mr. Ranjit Singh

- Conducted an Inter - College Quiz Competition organized by G S Lohia Girls' College, Tinsukia on September 5, 2005.



### Bon Voyage!



Mr. Pratim Barua and Mrs. Mitali Challeng Dutta, faculty members of the Centre are leaving for Ahmedabad to attend the 4 - month 27<sup>th</sup> Faculty Development Programme of the Indian Institute of Management, Ahmedabad (IIMA) starting October 3, 2005. They have been sponsored by the Centre under its own Faculty Development Programme. It is worth mentioning that the FDP of IIMA is recognized as amongst the best in the country.



## GUEST LECTURES



Mr. P. K. Ghosh

2005 to the MBA 2005 Batch

**Mr. P.K. Ghosh**, General Manager, Jalan Industries Limited delivered a talk on *Ethics and Values for Managers* on August 19, 2005 to the fourth semester students of MBA

**Md. Minhazul Haque**, ASM of a reputed pharmaceutical company delivered a talk on *Marketing and the Pharmaceutical Industry* on August 26, 2005 to the 2005 MBA Batch

**Dr. N. Upadhyay**, a reputed Neurologist spoke on *Stress Management* to the fourth semester students on September 16, 2005

**Mr. Samip Barua**, Branch Head, ITC, Guwahati Branch delivered a talk on *Supply Chain Management* on August 4, 2005 to a combined audience of the 2004 (semester 4) and 2005 MBA Batch (semester 2)

**Mr. M.K. Bordoloi**, Chartered Accountant based at Jorhat gave a talk on *Value Added Tax (VAT)* on August 7,

