

CMS NEWSLETTER

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

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Volume 3 Issue 2

MANAGING PRODUCTIVITY & PERFORMANCE IN ORGANIZATIONS

AN EXPLORATION IN ENHANCING GROWTH OF THE REGION

Productivity and Performance are two emerging dimensions of the present day Businesses. Growth and hence sustainability follows from this. Organizations therefore incessantly need to explore new ways and means to enhance the key issues of Productivity and Performance. Therefore there is an immediate call for drawing the attention of the corporate houses towards the duo. Identifying this imperative CMSDU organized its sixth Management Development Programme on 27-28 December, 2005 on the theme *Productivity and Performance in Organizations*. By way of its series of MDPs CMSDU has been successful in creating a synergetic symbiosis between industry and academia of the region and thereby generating win-win situation for both. It was yet another attempt in the direction: an attempt, which added to its list of such applaudable endeavors.

The event was facilitated by Prof. B. Mahadevan of Indian Institute of Management, Bangalore. An intellectual stalwart in Production and Operations

Management, Prof. Mahadevan, has been a retainer consultant to Deloitte Consulting LPP, USA.

The MDP had seven brainstorming sessions, with instances of how organizations have been coping with external as well as internal changes, why some organizations have not been able to remain competitive in a deregulated and competitive environment and the like. The icing on the cake was the last session where the facilitator took instances from Indian Culture and History to drive home the fact that proper planning and implementation form the key ingredients for sustaining growth.



The MDP was attended by 15 executives from Numaligarh Refinery Limited, Numaligarh, Indian Oil Corporation (Assam Oil Division), Digboi, Hindustan Lever Limited, Doomdooma, Jalan Industries Limited, Dibrugarh, Jay Bee Group of Companies, Dibrugarh, Warren Tea Limited, J. Thomas & Company, Bharatiya Cha Parisad, Jamirah Tea Estate and Sealkotee Tea Estate.

CMSDU receives first installment of OIL's financial grant

The first installment of the financial aid of Oil India Limited towards the Centre for Management Studies, Dibrugarh University was officially handed over to the Director-in charge CMSDU on 07 February, 2006. This is an initiative of Oil India Limited for the coming five years for developing CMSDU as a center of excellence. The complete aid comprises of further four installments to be handed over in due course of time.

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The declaration of the final semester results of the second batch of MBA students on 02 March 2006 enabled CMSDU set another step forward in its relentless journey of Accelerating towards Excellence. The second daring batch of budding managers is now on the threshold of Challenging the Challenges. What is more satisfying is that more than 60 % of the batch is now well placed in organizations of repute. Team CMS congratulates all of them and salutes the untiring efforts of the Placement Cell, for its commendable contribution.

EDIT RIAL

This quarter has been replete with assimilation of knowledge, learning's on life and of lots of enthusiasm. The first installment of the financial grant of OIL was officially handed over to the Director-In charge, two of my colleagues returned back after attending successfully the Prestigious Faculty Development Programme at IIM-Ahmedabad, a team of Rotarians from USA shares experiences of life's little pleasures with CMS and the list goes on, adding value and inspiration to the Centre to persistently work on it.

I earnestly must request my readers to help Team CMS and me in upholding this inspiration and in facilitating CMS shine with all its achievements and efforts in the days to come. Yet another sincere request would be towards this newsletter in the form of suggestions, criticisms and of course, compliments. It is the constructive comments of the esteemed readers that help us in adding worth to this piece of effort.

I wind up wishing my readers the very best on the occasion of Assamese New Year and Rongali Bihu.

Director's Communiqué

President APJ Abdul Kalam said, "What is needed for the nation today is a combination of technology, innovation, leadership and inspired workforce." A developed nation can only be powered by economic strength. Economic strength is powered by competitiveness. Competitiveness is powered by knowledge power. Knowledge power is powered by technology and innovation. Technology is powered by resource investment. Resource investment is powered by revenue and return on investment. Revenue is powered by volumes and repeat sales through customer loyalty. Customer loyalty is powered by quality and product value. Quality and product value is powered by employee productivity and innovation. Employee productivity is powered by employee loyalty, employee satisfaction and the working environment. Working environment is powered by management stewardship. Management stewardship is powered by invisible leadership. Invisible leadership means exercising a vision to change the traditional role from the commander to the coach, manager to mentor, from director to delegator and from one who demands respect to one who facilitates self-respect.

For a prosperous and developed nation, an important thrust would be on a growth in the number of invisible leaders and innovative organizations. CMS, the eastern most management institute of the country has started empowering its young faculty members providing opportunities to attend Faculty Development Programme organized by Top Management Institutes of the country. Two of the CMS's faculty members have come back empowered from the 27th Faculty Development Programme at IIM, Ahmedabad. They have in turn, started empowering the budding managers of CMS, who would be the creators of innovative organization of future.

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TERMINOLOGY OF THE QUARTER

KNOWLEDGE MANAGEMENT

As enterprises increasingly use customer service to differentiate themselves, knowledge management has gained prominence as a strategic initiative. A key enabler, it allows businesses to use their knowledge assets to provide better customer service. On broader view knowledge management is *a set of practices that maximizes the business value of knowledge by gathering, structuring, and delivering it at critical points of customer interaction*. However, like many emerging business processes rooted in technology, knowledge management is defined somewhat differently by different organizations, and by different individuals within those organizations.

When information is combined with experience and judgment does it becomes knowledge. Knowledge can be highly subjective and hard to codify. It includes the insight and wisdom of employees. It may be shared through e-mailed "best practices" memos or even sticky notes on a cubicle wall. And once we have knowledge, we can put it to work and apply it to decision making.

Knowledge originates in individuals but it is embodied in teams and organizations. Knowledge also is embedded in work processes, and it exists in all core functions of an organization as well as in its systems and infrastructure. Effective knowledge management programs identify and leverage the know-how embedded in work, with a focus on how it will be applied. Knowledge management systems, to be fully effective over the long term, they should offer the possibility of access by call center agents, web agents, customers and partners (via web self-service), or by any combination of these. In other words, knowledge should be a multi-channel resource. Knowledge management systems are typically deployed to achieve specific, measurable goals, Lower service cost, Improved service, and consistency in service.

It is evident that knowledge management can help companies improve service quality while reducing costs. However, there are other business situations in which knowledge can play a critical role. Outsourcing, Transforming a service force into a sales and service force, extending call centers to the web are some of those.

The bottom line is that knowledge management is also a strategy, not just a tactic, and it is a set of business practices, not merely a technology. There is no question that strong, active support from upper management is crucial to the success of a knowledge management deployment, particularly in the beginning.

The most obvious need for managing change has to do with routine updates required by the introduction of new products and services, as well as changes in existing products, services, or policies. There must be a simple and clearly understood procedure for making updates to the system.

More deployments fail due to the lack of management commitment than for any other cause. Once in place, most knowledge management deployments follow a predictable pattern of dramatic initial success and glowing upper management support, followed by a period of decline, and then a gradual recovery and rise to greater levels of benefit.

Knowledge management as it applies to customer service is a proven approach to maximizing the business value of knowledge within an organization. Knowledge management initiatives, which are focused on meeting well-defined strategic objectives and are based on implementation best practices, provide significant and predictable ROI. They also contribute to long-term competitive advantage by improving the total customer experience.

Uproar at the 37th Varsity Week

Students of CMSDU once again proved their competencies by their spectacular performances at the Varsity Week-2006. Mr. Rupam Deori of MBA first semester won gold in Javelin throw and silver in Shot put. In Indoor events, the performances were extremely applaud-able. Mr. Binod Gupta (BBA) was the champion in Men's singles in Badminton and finished second with Mr. Abhijit Das (BBA) in men's Doubles in the same event. In Table-Tennis, Miss Amrita Buragohain(BBA) won the Girl's Singles title. She won the Girl's Doubles event with Miss Lakhimoni Gogoi (BBA). In Men's Doubles Mr. Binod Gupta (BBA) and Mr. Kang Kan Das (MBA) finished second. While in mixed Doubles, Mr. Binod Gupta (BBA) and Miss Amrita Buragohain(BBA) were declared winners. Mr. Binod Gupta (BBA) was thereby declared the Best Indoor Player in the 37th Varsity Week. CMS won the second prize in Chorus, while in the solo mime Mr. Moynotddin Ahmed (MBA) finished second.

Such were the startling performances of the CMS students. The performances harmonized with the mission of CMS ----- Challenging the Challenges, while Accelerating towards Excellence.

LET US PONDER OVER.....

Creating a Plan against Disaster

Most of us spend a good deal of our day making plans. We plan in which order we'll do our need-to-do things, to help keep order in our lives. We plan what we're going to say to friends, family members and co-workers, as well as how we will say it. We plan our meals, our routes and make daily schedules, but how many of us have planned for the possibility of an event that may find us separated from our homes or our loved ones or, conversely, an event that makes our families and us virtual prisoners in our homes.

If we haven't planned what should we do if a disaster, natural or not, disrupt our life we are far from alone; we are, in fact, in the majority. No one enjoys even considering that a devastating event may hit them or their families and very few of us have planned what to do if it did. If the earthquake seasons of the past few years have taught us anything, they should have taught us that its time to stop procrastinating and start planning.

The following are ten actions we can take to help assure that our family survives intact if that unthinkable disaster strikes.

- *Find out about any natural disasters that have occurred in our community in the past.*

If we've spent the better part of our life right where we are, we probably know better than anyone what challenges nature may present to us and when those might occur. If, on the other hand, we are a relative newcomer to our area we need to do some simple research -- talk to some people who know! Some people to ask are: neighbors who have lived in the community for a number of years; established retailers we've patronized; the librarian at our local library, the local newspaper's editor or a reporter. If we live near a University, find (or call) their Science, Earth Sciences or Meteorology department.

- *Talk with employers and school officials about their emergency response plans.*

It's important to learn about and understand what plans our employer and/or our spouse's employer has in place in the event of a natural disaster or other emergency situation. Equally important is finding out our children's school's emergency procedures.

- *Have family planning meetings to discuss what we've learned and to develop a plan.*

It's important to make sure that everyone has the same understanding about what may happen and what everyone is supposed to do if it does. It's also important that everyone feels they have contributed to the plan.

- Plan how our family would stay in contact if we were separated.

We should have two meeting places identified, depending on the type of emergency. One meeting place near our home, in the event everyone had to get out of the house fast and one meeting place away from our neighborhood, in a situation where our neighborhood or community became unsafe.

- Set up an emergency phone contact.

Arrange for a friend or relative who lives away from our community to be the person everyone will call in the event of an emergency situation when our family scattered at work, school and etc. Make sure this 'contact person' is aware of our plans. Also have an alternate person identified in case the first one can't be contacted or consider setting-up a voice mail account or a message service account.

- Have two escape routes from each room in our home.

Every room with a door and a window has two ways out! Second floor rooms need a ladder or rope escape device for window escapes if the hallway becomes dangerous.

- *Post emergency telephone numbers.*

A complete emergency phone list should be posted somewhere in our home; this includes phone numbers for emergency services, workplaces, schools, pre-arranged emergency contacts and everyone's cell phone numbers and, of pager numbers. Make sure all the younger members of our family understand how and when to call our city emergency service phone number(s).

- *Identify "shut-offs" for our utilities.*

Every adult and all but the youngest children in our home should be aware of the locations of the main controls for our home's water supply, gas supply (if used) and electrical supply and how to turn these utilities off in an emergency. Make it a very clear point that no one is to put the safety of the house above the safety of their lives or their family members lives; if it comes down to shutting off the electricity or helping the little kids get out of the house, the house has last priority.

- *Develop first-aid and lifesaving skills.*

Find a local resource where we (and everyone else in the family who can participate) can learn basic first-aid, CPR and other lifesaving skills. In some emergencies we may have to be self-sufficient until we can get to a place for professional medical care.

- *Think about our neighbors and our pets.*

If we have a neighbor who might need extra help in the event of a natural disaster, include them, if possible, in our emergency plans. Also, don't forget our pets -- they depend on we for their survival and may not be welcome in public emergency shelters; arrange for a temporary home for them if the need arises.

A DAWN OF NEW LEARNING AT CMS.....

THE ROTARY GROUP

A three member Rotary group study exchange team from Rotary International District 5960, Minnesota, USA, interacted with the students of CMSDU on 10 February, 2006. The members included Marlene Garguluk-a social worker and Real Estate Businesswoman, Mr. Nathan Buss, an MBA student and Mr. Den Rosenthal, an IT professional. The key objective was initiating an urge to work for the cause of the society we live in. The Team shared its experiences of efforts for the cause of the society

THE ACTION FOR LIFE TEAM

“Be the change you want to see in the world”-with this motto in mind a team from Action for Life arrived at CMSDU with a five-day schedule.

Action for Life is an NGO whose center is in Panchgani, Maharashtra. Previously known as the Initiative of Change (IOC), it has been the scared idea of Ren-Jon-Lui, a Taiwanese teacher.

Action for Life aims to mobilize a new generation of change makers, equipped with integrity and faith and committed to bringing transformations and healing in themselves and world. It strongly believes that the change, which is expected to be seen in others, should begin with a maiden step in self.

The eight-member team was led by Yeon-Yuk Jeong and Joung-suk Ryoo, a South Korean couple. Jeong was a civil engineer by profession but resigned to work full-time with (IOC). Ryoo also works for IOC. The other team members include Ukoko Obas; a mineral resources engineer, Bunkheng Sreng; a social worker with a management degree from Cambodian University, Alexander Birnberg; a federal public service employee who also quit his job in quest of action for life, James Mangte; a post graduate in World history, Marielle Hoekstra; a child psychology degree holder and Erh-Ling Lei, a management graduate

The team interacted with the students at CMS, inspiring them with work for the emotional enlistment of themselves and of the society at large. The team made interactions with the students, which also included skits, songs and many such interesting means to explicate the ideas behind survival strategies and the different morals of life. The team mingled with though students in no time enabling them to generate ample space in their minds to think, to understand and most importantly to believe in the principles of better living. The team stressed on four principles of life to be followed –PHUL; P-purity, H-honesty, U-Unselfishness and L-love. They organized Quiet Time, as they called it during which they inspired the audience to think about self and of the changes they would like to bring in and of the relationships they share with others.



B R O A D C A S T



Placement News

CMSDU has been successful in carving a niche of its own in the region. This has been possible by dint of the untiring efforts and dedication of the Placement cell. This rising B-School has successfully placed more than 60% of its second batch of final MBA students in many an organization of repute.

Some of the organizations where students have been absorbed are Bajaj Allianz, Cadila, Coca Cola, GNRC Hospitals, ICICI Bank, J. J. Memorial Hospitals, Karvy Stock Broking Ltd., Reynolds, Standard Chartered Bank, Sun Pharma, Uddipta Energy and many more.

MBA fourth semester Results declared

The second daring batch of MBA students graduated from CMSDU on 02 March, 2006. Out of total 29 students, 28 secured first class. Mr. Rajan Baidya topped the list of successful students followed by Mr. Dhruvajyoti Bordoloi, both from CMSDU.

Farewell to the second graduating batch

Students of MBA and BBA bade a warm farewell to the Second graduating batch of MBA on 16 December 2005. The nostalgic occasion saw the tears of joy at begin of a new journey mingled with the sorrow of parting from the alma-mater. The outgoing students were encouraged upon by the Director-In charge with his enlightening words to work dedicatedly in the days to come.

Industry Visit

A team of third semester students went on an industrial tour to Delhi and nearby areas on 19 December, 2005. On the 10-day trip the team visited some reputed organizations including Mother Dairy, National Thermal Power Corporation (NTPC- Faridabad) and Parle -G (Bahadurgarh). The team escorted by Mr. Anirban Bharali and Ms. Rashida T. Noorain, faculty members CMSDU, also visited the different places of interest in and around Delhi and Jaipur.

Saraswati Puja at CMS

CMSDU celebrated Saraswati Puja on 03 February, 2006. The students and the faculty members paid their deepest reverence towards the goddess of Learning. The fervent devotion of the CMS *parivar* towards the deity was vivid in the enthusiasm on the occasion.

Freshers' Social to New MBA batch

The fourth batch of MBA students admitted in October 2005, were accorded a warm welcome on 08 February, 2006, by the BBA and MBA students. The Freshers made stupendous performances on the occasion, on the basis of which Ms. Surinder Kaur and Mr. Priyatosh Deb Barma were adjudged Best Freshers'.

CMS Movieplex

CMANSQUARE – the students' forum of CMS has started the CMS Movieplex, under which movies with a theme would be shown every alternate Friday. The journey started with the screening of *Rang De Basanti* – the Aamir Khan starred blockbuster on 03 March, 2006 at the Seminar hall of the Research Complex. Movieplex is being coordinated by Mr. Rupam Sharma, Mr. Pradyut Hazarika and Mr. Amritangshu Goswami, all of MBA third semester.

Gold Medal to CMSDU MBA topper

As an encouraging initiative of Mr. B. P. Bakshi foundation, Tinsukia, a Gold Medal was instituted for the MBA topper, from CMSDU in each batch for the coming five years. This has been a real inspiration for the young MBA's from the Centre.

The Gold Medal for the CMSDU topper of the First batch was officially handed over by Mr. B. P. Bakshi to the Registrar, Dr. K.K. Deka on 27 February, 2006.

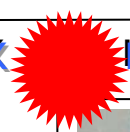
Mr. Angshuman Bordoloi, the 2005-MBA topper of the University would be the first recipient of this medal.

CMS Organs Re-constituted

In a general meeting of the students and faculty members on February 07, 2006, new student representatives from each batch of CMS students were nominated to the various CMS organs, i.e., CMANSQUARE – the students' forum, Prakriti – the eco-club and Neurons – the cms-du quizzone. All the three organs also have a special nominee each from the faculty member's side.

The new team has already chalked out a set of plans to be undertaken and work has been started in the right earnest.

CLICK ON THE IMAGE TO VIEW THE PHOTOS



The Action for Life team with the Director-In Charge



Students at Mother Dairy



Action for life members with the students



Students at Parle -G



Brahmakumari Ms. Prabha Mishra enlightening the students at CMS



The Rotarian team at CMS



Saraswati puja at CMS



FACULTY FORAYS



Prof.P.Bezborah

- Two articles have been published in The Assam Tribune: Work ethics for Development (February 05), India's Large Population can be an Asset (February 20).

Mr. Pratim Barua

- Attended a Four-month Faculty Development Programme at Indian Institute of Management – Ahmedabad from 03 October, 2005 to 28 January, 2006.
- A paper on- The interface of human technology in Marketing and Branding “Destination India”, has been published in Volume 2 Issue 1 of the annual journal of Diphu Government College Commerce Society.

Mrs. Mitali Challeng Dutta

- Attended a Four-month Faculty Development Programme at Indian Institute of Management – Ahmedabad from 03 October, 2005 to 28 January, 2006.

- A paper on- Health Care Scenario in India, has been published in Volume 2 Issue 1 of the annual journal of Diphu Government College Commerce Society.
- Attended a seminar on “village SHG's and micro-credit organizations” organized by the Centre for North-East studies on Policy Research and Bharatiya Cha Parishad on 17 March, 2006.

Mr. Ranjit Singh

- Presented a paper –Grass Root Realities beyond the white paper on state level Value added tax, co-authored by Dr. A. Bhowal, Reader, Deptt. of Commerce (Dibrugarh University) at the 58th All India Commerce Conference held at Mahatma Gandhi Kashi Vidyapithj, Varanasi.
- Attended a seminar on “village SHG's and micro-credit organizations” organized by the Centre for North-East studies on Policy Research and Bharatiya Cha Parishad on 17 March, 2006.

Mr. Anirban Bharali, faculty member has left CMS. He has formally joined the Personnel Department of Oil India Limited, Duliajan as Executive Trainee on January 31, 2006. The CMS Parivaar wishes him the very best on his new assignment. Adieu!

Mr. Arup Goswami has joined CMS as a faculty on January 21, 2006. A graduate in Law and a postgraduate in Anthropology, **Mr. Goswami** is also an MBA from Gauhati University. He specializes in Marketing Management and hails from Guwahati. Welcome!

INTERACTIONS

Brahmakumari Prajapati Ishwariya Vishwavidyalaya Brahmakumari Ms. Prabha Mishra from Mt. Abu and Brahmakumari Ms. Sunita and Ms. Vinita interacted with the students of the Centre on February 10, 2006. The interaction was on *Mind Management and the need for meditation*.

Assam Productivity Council
Mr. B. P. Bakshi, Hony. General Secretary and Mr. T.L. Sharma, Hony. Consultant, Assam Productivity Council, elaborated on “Knowledge Management in Productivity” on the occasion of Productivity Week (12-18 February, 2006) to an assemblage of CMS students on 21 February, 2006.

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