



ASTUTE

e - NEWSLETTER

APRIL 2013

VOL. - I ISSUE - 2



Stressed.....to B or not to B

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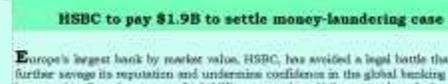
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Prof. Nitin Ranjan

Prof. Niharika Singh

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News \$ Views





FM'S GIFT TO WOMEN – A CRITICAL VIEW ON WOMEN'S BANK

Finance Minister **Mr. P. Chidambaram** in the budget speech (2013) announced a state owned bank exclusively for women. Chidambaram had also said that the proposed bank will lend mostly to women, women-run businesses and further support women SHGs (self help groups). "Men can deposit in the bank but the bank will lend mostly to women. It will predominantly employ women. Some men can also be employed". The FM had argued that women get a raw deal from many institutions, including public-sector banks. In the words of FM "A number of people have told me clearly there's a bias to lend to men rather than women," he had said, adding that a public sector bank for women would be a good institution that will address issues that are usually ignored by banks. "Keeping that in mind, we will have to draft the guidelines for this new bank. It shouldn't be that the woman is the head of the business only for the purpose of record,"

I cannot get the logic behind such a move of honorable FM, If the said bank is going to serve both (men and women) what difference it serves. Unless the bank has a distinct advantage for women in certain markets, or in terms of interest rates, it will only have a symbolic effect. I do not think it will impact the economy or women in a big way, Many feel a bank that is gender specific and restricted to a certain set of customers and employees is a bad idea. Globally, examples show such banks have a much inferior credit quality than those who do not have any such restrictions.

Moreover Instead of infusing 1000 core for the bank cant it be used for the betterment of the existing banking services. In

the society were more than 50% women population is illiterate what this women bank is going to do. Is this the only gender inequality prevailing in the society? Is a woman not treated inferior in other facet of life? Doing a cosmetic surgery will not do for the society in which inequalities are so deep routed. Government should work first on making gender ratio equal; otherwise it would be difficult to find customers (women) for such banks. Over and above congress urges to start an exclusive women's bank on the lines of SIDBI or NABARD. It is just a political stunt to bank rural votes in the coming election. It would land up in the same consequences what women reservation for sarpanch post has landed on. It hardly matters who is running the financial institution (women or men) what matters is the quick and reliable services. Today India does not need such banks to showcase women empowerment rather there lies a great dearth of initiatives which improve the life of rural women. In a country were women cannot feel safe in her own house do you really think such banks can work wonders for economic development?

By—Dr. Tripti Sahu

Social Media Marketing: A Double Edged Sword

Social media in today's world has grabbed tremendous power. It's an ocean of ideas and treasure of opportunities for marketers. Showing your likes-dislikes is now just a click away. People share pictures, comment on friends' photos, share videos, chat and they *stay connected!* It is the endless maze of information, where identifying the right place and time to reach to your target audience is itself a tough task.

Social Media Marketing: A hidden Treasure

Marketers who have used social media



marketing have enjoyed many benefits. It has no longer an add-on tool; it is the 'fact of life'.

Being Where Your Customer Are:

Marketers need to be available where their customers hang-out! Being present on social media like Facebook, Twitter, Linked-in or Google + will give the marketers edge over other competitors. With around 62 million users online in India marketers cannot afford to underestimate this medium.

Know Your Customer Through Online Market Research:

Attempting research online can help to know about your target customer, who is posting and sharing on social media. Just like door-to-door sales persons marketers can also invest in human resource that will chat and discuss their products on web.

Reconnect:

It is an old belief that a customer needs three to eight exposures to the product before final purchase. In case of social media – web media customers have ample opportunities to go through details of the product. You have plenty opportunities to be in evoke set of customer.

Social Media Marketing: Watch Your Move

Social media marketing, a facilitator to marketers with several opportunities can become an unknown enemy if ignored. Being present on social media and being *actively* present on it are two different things.

Risk of Negative Publicity:

The mistakes made on social media get viral in a blink! You need to be very careful while framing your strategies. Negative publicity can even hamper your campaigns and brand image in

careful while framing your strategies. Negative publicity can even hamper your campaigns and brand image in the real world.

It's Not One-Time Event:

Creating an FB page cannot pay for all the campaigns at once. A Facebook page with last post in year 2010 gives bad signal to the followers. Customers present online might feel neglected and that might change their attitude towards your brand. Constant updating, posting, tweeting and blogging will reap fruits in future.

Tough to Find Connection to ROI:

Marketers are not able to measure their inputs with reference to ROI in social media marketing. Number of Tweets or Likes cannot actually count your ROI, however present trend suggest to flow with the flow.

There is much to explore and measure in social media. Media agencies have also found its power and are offering packages to their customers which include social media marketing as an important component. 64% marketers are planning to invest into social media by the end of year 2013. This is the indication that marketers are bullish about social media and they have hopes from their digital marketing campaigns which are really giving results.

By - Prof. Shweta Vyas





IMPROVEMENT OF HIGHER EDUCATION—THE NEED

Education should not be treated as business; an integrated delivery of education at the primary level should be implemented by involving parents, students and teachers.

"One should not treat education as a business product or system. Primary level education needs to be delivered in an integrated way. There have to be great teachers and good syllabus which can promote affinity among parents, students and teachers."

There should be a thin line between urban and rural divide and social and economic conditions should not come in the way of denying value-based education to meritorious students.

Stressing the need to improve the quality of higher education, many higher educational institutions are not within the practical reach of aspiring students.

"The density of educational institutions in India increased from 10 to 14 institutions per 1,000 sq km during the eleventh plan. But it is disheartening that many places do not have higher educational institutions that are within the practical reach of aspiring students," . Here I would like to highlight the fact that my Tehsil – Parner, (Veteran Anna Hazare's Tehsil) Dist-AhmedNagar State-Maharashtra a 100 km distance from Pune (Pune University) is without a Management College.

"To make education accessible to more students, efforts must be directed at bringing higher education closer to our population, particularly in remote corners of the country. We must remove the

imbalances in the reach of higher education across states, regions and sections of society,"

"It is necessary to promote a culture of excellence in our universities. A beginning in this direction would be to identifying at least one centre in each of the universities. The Ministry of Human Resource Development, the University Grants Commission (UGC) and each university could join hands for creating such centers.

"Out of the 260 lakh students who were enrolled at the under-graduate level and above in 2011-12, only one lakh or 0.4 percent is registered for Ph.D. Innovation has to be aggressively promoted by the institutes of higher learning, apart from research and development centers.

By - Prof. V.G. Navale

!! 7 WAYS TO EVALUATE YOUR MARKETING PLAN!!

Business owners often find it difficult to know whether their marketing tactics are working. This can be especially tricky when you use a combination of marketing activities simultaneously, or if using personal-contact tactics such as networking. No matter what business you're in, your marketing should be accountable. So here's a few ways to evaluate how well you're doing.

Look at your sales (or fee income).

They should be going up! But be careful about what you measure. Some firms have a longer sales cycle than others. To get an accurate picture you might need to also measure the number of new leads being generated, or the number of appointments, or the number of billable hours



achieved. Remember discounts or variances in fees will affect total sales values.

Ask your clients.

Check to find out where they heard of you. Most businesses never ask this question and miss out on gleaning valuable insights into how clients select a service provider.

Does your advertising and/or promotional activity produce direct responses?

It should. If your answer is “I don’t know” then you’ve got some work to do. In addition to above, there are some things you can do to improve response rates.

Firstly, make sure you are advertising in the right media. Choose media to suit your selected audience. Be as specific as possible. And avoid rejecting options just because they don’t look “exciting”, such as trade journals that might have relatively small readership. Importantly, check with your audience to make sure they actually do read the publication.

Use a strong headline that asks a pertinent question, or gives a solution-oriented statement.

Include a clear call-to-action. Tell people what they should do. For example: Ring today for your free appointment; Ask for our free information sheet.

Include multiple methods of contact. Phone, email, and web site are all important. Give prospects a choice of how to contact you.

Do your networking activities create new opportunities for you?

One of the major principles of effective networking is to “give” rather than “sell”. That is, you should

look to help others as you spread word about your services. But this softly, softly approach can make it hard to measure effectiveness.

To measure your networking activities make sure you track the source of incoming enquiries. Then see if any of your visible/tangible tactics can be credited with generating the enquiry. If not, then maybe you can safely say it was a referral generated by networking. This is made a lot easier if you’re a member of a lead-generating club such as BNI or Leads. You’ll get specific feedback each week from these groups.

Do your marketing tactics make it easier to sell your services?

To do this your marketing activities and/or material should do the following:

Attract qualified prospects (who have shown a specific interest in your services).

Anticipate and diffuse potential questions/concerns from prospects.

Be easy to use when personally selling to prospects. For example: material should be relevant; images/charts easy to understand; and be presented in a format the prospect will be likely to keep.

Focus on your client needs and your points of difference (Unique Selling Proposition).

Check your sales conversion rate.

The best approach here is to look at your historical records and determine whether your conversion (or closure) rate has improved. “Selling” is an important part of the “marketing” function, so make sure you assess your success at closing the sale, rather than just focus on





generating new leads.

Does your plan have a positive return on investment (ROI)?

Does it bring in enough new/repeat business to justify the expense? Rather than just look at the “marketing budget” as one total, you really need to evaluate the cost effectiveness of each specific marketing activity. Even if you think you’re getting a great ROI overall, maybe you can do even better by changing or eliminating unproductive tactics.

By- Prof. Chandan Ambatkar

Stressed.....to B or not to B

Hello, every body stress, stress and stress everywhere. Did you see it today morning around you, in your body, mind, while coming to the office, in your cabin.....

We all must learn to cope with this very near and dear entity to all of us. Rather we must enjoy to be stressed; else you won't be what you are today-successful, an achiever. We all curse and worry stress, but I think look at the world around you, may be your boss, you yourself, colleagues, top performers, scientists, researchers.....tell me who is not under stress. Be thankful to this loving one; who will always follow you at times like a friend, foe and because of it you will be always on your toes to give your best, to prove and to excel.

People perform better under stress? You do not agree with me? Ask yourself. If you do not have anything to achieve in your life you will never be under stress of accomplishment and will be very casual, directionless in your life, aimless, very relaxed, carefree.....but this could be

dangerous to you and your performance, growth. Stress has got positive as well negative aspects, take it as you like it. But remember life is yours. Take time to overcome it by doing what either interests you or you love doing it. You can meditate, retrospect, analyze, read spiritual literature. Always spend some time with Almighty praying to give you enough strength to take stress lightly, positively, as an opportunity to make a better next moment, a day, a week and an year.

Try and avoid grapevine, gossip negative energy(or you can be part of all this, with an ability of not getting engulfed in to it). Try breathing techniques, dream positive , laugh..the best medicine, talk to good friends, listen to any music which you not only like but soothes you. Make friendship with STRESS, who is very lonely without friends!

Have a good and stress free time to all.!!!!

By—Prof. Vijay Nimbalkar

EK THA PANI.....



“ We never know the worth of water till the well is dry – Thomas fuller “

This phrase will be appropriate after few decades from today when there will be no or scarce availability of water. Despite being a renewable resource , there is extreme need of safety measures **To Save Water**. Yes, to save water !!!

In Maharashtra, in fact why Maharashtra, take Pune...those who have lived here are the witness of drastic changes occurring in its climate . It was a time when it was hard to see the sun, and now it declined

to few rains... resultant Pune has been considered as a Drought affected area. How long shall we depend on rains to survive.... Aren't we responsible for these changes. Cutting down of mountains, Cutting down of trees, More and more concrete surfaces, Lowering down of ground water table... blah.. blah... We talk about it much in our daily lives but now its time to act, before its too late.

Everyone should understand the value of Water. We can make some efforts at individual level at our home also. Besides rain water harvesting at bigger level, few small efforts can also make big difference. They are as follows:

- When washing dishes by hand, don't let the water run while rinsing. Fill one sink with wash water and the other with rinse water.
- Some refrigerators, air conditioners and ice-makers are cooled with wasted flows of water. Consider upgrading with air-cooled appliances for significant water savings.
- Adjust sprinklers so only your lawn is watered and not the house, sidewalk, or street.
- Run your clothes washer and dishwasher only when they are full. You can save up to 1,000 gallons a month.
- Choose shrubs and groundcovers instead of turf for hard-to-water areas such as steep slopes and isolated strips.
- Install covers on pools and spas and check for leaks around your pumps.
- Use the garbage disposal sparingly. Compost vegetable food waste instead and save gallons every time.
- Monitor your water bill for unusually high use. Your bill and water meter are tools that can help you discover leaks.
- Water your lawn and garden in the morning or evening when temperatures are cooler to minimize evaporation.
- Wash your fruits and vegetables in a pan of water instead of running water from the tap.
- Spreading a layer of organic mulch around plants retains moisture and saves water, time and money.
- Use a broom instead of a hose to clean your driveway and sidewalk and save water every time.
- If your shower fills a one-gallon bucket in less than 20 seconds, replace the showerhead with a water-efficient model.
- Collect the water you use for rinsing fruits and vegetables, then reuse it to water houseplants.
- If water runs off your lawn easily, split your watering time into shorter periods to allow for better absorption.
- We're more likely to notice leaks indoors, but don't forget to check outdoor faucets, sprinklers and hoses for leaks.
- Check the root zone of your lawn or garden for moisture before watering using a spade or trowel. If it's still moist two inches under the soil surface, you still have enough water.
- When buying new appliances, consider those that offer cycle and load size adjustments. They're more water and energy efficient.
- Shorten your shower by a minute or two and you'll save up to 150 gallons per month.
- Upgrade older toilets with water efficient models.
- Adjust your lawn mower to a higher setting. A taller lawn shades roots and holds soil moisture better than if it is closely clipped.
- Use sprinklers for large areas of grass. Water small patches by hand to avoid waste.
- When running a bath, plug the tub before turning the water on, then adjust the temperature as the tub fills up.
- Collect water from your roof to water your garden.
- Designate one glass for your drinking water each day or refill a water bottle. This will cut down on the number of glasses to wash.
- Rather than following a set watering schedule, check for soil moisture two to three inches below the surface before watering.
- Reduce the amount of lawn in your yard by planting shrubs and ground covers appropriate to your site and region.
- Teach your children to turn off faucets tightly after each use.
- Remember to check your sprinkler system valves periodically for leaks and keep the sprinkler heads in good shape.
- Even electricity usage impacts your water footprint since power plants use water to cool their systems. So make sure to turn off the lights when you leave, and unplug items you are not using.

For A Social Cause

By—Prof. Niharika Singh





Domino's made it in 30 minutes

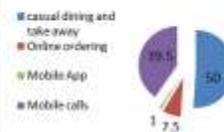
Domino's: Jubilant FoodWorks Limited (the Company) is a Jubilant Bhartia Group Company, The Company was incorporated in 1995 and initiated operations in 1996, The Company got listed on the Indian bourses in February 2010, The Company & its subsidiary operates Domino's Pizza brand with the exclusive rights for India, Nepal,

Bangladesh and Sri Lanka, The Company is India's largest and fastest growing food service company, with a network of 500+ Domino's Pizza stores

Coupons (order with coupons only)
Grandos (Large size Pizzas)
Loyals (order same pizza type every time)
Partos (Sometimes party orders)
Nostalgos (Haven't come for a while)
Nights (order at night)
Revisitors (Come back after a break)
Relaxed (Weekends)
Randomos (Unpredictable)
Variety (Try a wide range of things)
Staros (Best customers)
Imparicos (Needs indulgence, responds to offers)

Customer Profile at Domino's

revenue from order



CRM at Domino's: Twice a year a team of 10-12 people consisting of marketing and operations department sit together in a room for a

day long exercise of calling individual customers. The exercise is basically a brainstorming to arrive at specific customer needs. Cheesy Boloroni Pizza launched in last December was the result of this exercise only. **Market Share:** The Indian pizza market is worth approximately Rs 1,300-1,400 crore out of the Rs 8,000 crore organized food sector of India, as per Euromonitor data last year. Domino's enjoys 62% share of the organized pizza market in 2012, and 70 at the organized home delivery space. The major competitor of Domino's is Pizza Hut other competitors are U.S Pizza, Smokin Joe's, Papa John's

Supply Chain efficiency: All goods in the system need to necessarily move between 1 and 4 degree Celsius. There are 80-90 frozen trucks dedicated to supply frozen raw material all over the country. Their very first step is aligning vendors to the Domino's. The company visit each vendor regularly and they have to be in sync with the vision of the company. Since Domino's believe in maintaining a sustainable relationship with the suppliers, they generally depends upon one single supplier for their toppings. 80% of the vendors are HACCP certified and soon every vendor would receive the certification. The materials move from vendor factories to four Domino's commissaries in Noida, Mumbai, Kolkata and Bangalore.

Typically each commissaries covers 30000, to 40000 sq. ft. of area with 45-50 people. This is also were Domino's make its proprietary dough form the flour that comes in. Its like the Coke formula "they will die but never divulge". There are two divisions in commissary dry and cold warehouse. Dry ingredients land up on the dry side but most action is now centered in the cold warehouse which further has twin buckets a 18 degree Celsius store for the dough and 1-4 degree Celsius store for most other ingredients. From here the ingredients are loaded on the frozen trucks, which maintain the 1-4 degree Celsius temperature



from the frozen trucks needs to be done in 30 mins flat as after that the temperature rise to 5 degree Celsius this is how the backed complements the fronted that practically gets the dough rolling. The system is designed to deliver in 30 minutes with a 99.6% success rate. They have to maintain strict timing.

By—Dr. Tripti Sahu

South Africa---The new members of BRICS?

Mr. Jim O'Neill of Goldman Sachs has coined the acronym in 2001. South Africa is the latest entry the world's emerging markets and act as a counterweight to the G8 and G20, which are dominated by rich-world economies. Mr O'Neill was looking



for a way to convey the fact that much of the world's economic growth would soon come from Brazil, Russia, India and China. There was doubt that whether this grouping made sense: at the time Brazil's growth seemed too sluggish to warrant inclusion; now Russia looks like it doesn't deserve to be placed with the others. China has a much higher economic growth rate than the rest. Even so, the label proved so catchy that the foreign ministers of the BRIC countries decided to hold a **summit in New York in 2006**. What began as a hook for an investment bank's research note became a real political institution.

Overlooking Africa suggested that the continent was an economic irrelevance, good only for providing raw materials to the rest. It also cast doubt on the group's claim to speak for the emerging world. Two African countries might have been candidates, Nigeria and South Africa. But only one would keep the acronym intact. And so, in 2010, the club of BRICs became the BRICS.

The strange etymology of the BRICS has real-world consequences. Though the inter-governmental meetings have not amounted to much yet, these countries do have ambitions to set up a joint investment bank. It is easier to reach agreements in small groups than in big ones. **China and Brazil struck a currency-swap deal** to facilitate trade at this year's meeting. South Africa has thus gained some real political advantage—at least until someone invents a better acronym.

Leaders of the five BRICS nations plan to create a development bank in a direct challenge to the **World Bank** that they accuse of Western bias. The bank would use \$50 billion of seed capital shared equally between Brazil, Russia, India, China and South Africa but would undoubtedly be dominated by China. It would be the first institution of the informal forum started in 2009 amid the economic meltdown to chart a new and more equitable world economic order.

By- Prof. Nitin Ranjan



HSBC to pay \$1.9B to settle money-laundering case

Europe's largest bank by market value, HSBC, has avoided a legal battle that could further savage its reputation and undermine confidence in the global banking system by agreeing Tuesday to pay \$1.9 billion to settle a U.S. money-laundering probe. HSBC will pay the biggest penalty ever imposed on a bank after facing accusations it transferred funds through the U.S. from Mexican drug cartels and on behalf of nations such as Iran that are under international sanctions. It's the latest scandal to hit banks over recent years since the financial crisis started in 2008. Hours earlier, Standard Chartered PLC, another British bank, signed an agreement with New York regulators to settle a money laundering investigation involving Iran with a \$340 million payment. "These banks are operating in an environment where you can't afford to have uncertainty attached to your name, and they are dependent on confidence from their investors," said Sabine Bauer, director of financial institutions at Fitch Ratings. "And that makes them keen to get past such events very quickly and settle." Despite the high price of the settlement, markets greeted the HSBC's swift agreement. HSBC Holdings PLC's share price in London was trading 0.3 per cent higher at 643 pence. Standard Chartered's was barely lower at 1,493 pence.

Culture of entitlement

Analysts said two British-based banks will be able to absorb the cost of the settlements. According to Shore Capital analyst Gary Greenwood, the penalties are equivalent to around 9 per cent of each company's 2012 pretax profits. "The certainty is clearly welcome and helps to draw a line under the situation," said Greenwood. "In terms of knock-on effects, we think it is likely to lead to higher ongoing compliance costs and perhaps some minor loss of business in the U.S, but nothing that will be particularly material to either company." Banks are facing greater scrutiny since the financial crisis. A string of banking scandals have highlighted lax oversight and a culture of arrogance and entitlement. Money laundering by banks has become a priority target for U.S. law enforcement. Since 2009, Credit Suisse, Barclays, Lloyds, and ING have all paid big settlements related to allegations that they moved money for people or companies that were on the U.S. sanctions list. HSBC conceded that its anti-money laundering measures were inadequate and that it has taken big steps in beefing up its controls. The bank also said it has reached agreements over investigations by other U.S. government agencies and expects to sign an agreement with British regulators shortly.

'We accept responsibility'

"We accept responsibility for our past mistakes," said HSBC Chief Executive Stuart Gulliver. "We have said we are profoundly sorry for them, and we do so again."

Some legal experts slammed the deal for being too soft on the bank and the individuals responsible for the alleged money-laundering. Jimmy Gurule, a former assistant U.S. Attorney General and currently a law professor at the University of Notre Dame, said the settlement made a "mockery" of the criminal justice system.

"The message sent by the U.S. Department of Justice is that if you are going to engage in large-scale money laundering for Mexican drug cartels, make sure and do it within the scope of your employment working for a bank because you won't be prosecuted regardless of the egregious nature of your criminal conduct," he said.

A U.S. law enforcement official said the sum HSBC was paying would include \$1.25



billion in forfeiture — the largest ever in a case involving a bank — and \$655 million in civil penalties. Under what is known as a deferred prosecution agreement, the financial institution will be accused of violating the Bank Secrecy Act and the Trading With the Enemy Act, the official said. The source spoke only on condition of anonymity because officials were not authorized to speak about the matter on the record.

Independent monitor

In return for being spared prosecution, HSBC said it would continue to strengthen its compliance policies and procedures. Its performance will be evaluated by an independent monitor over the 5-year term of the agreement with the Department of Justice, which has used such arrangements in cases involving large corporations, notably in settlements of foreign bribery charges. "The HSBC of today is a fundamentally different organization from the one that made those mistakes," said HSBC's Gulliver. "Over the last two years, under new senior leadership, we have been taking concrete steps to put right what went wrong and to participate actively with government authorities in bringing to light and addressing these matters."

HSBC hired a former Treasury undersecretary for terrorism and financial intelligence as its chief legal officer, among other measures. Last summer, a Senate investigation concluded that HSBC's lax controls exposed it to money laundering and terrorist financing. In regard to HSBC and Mexico, the Senate investigative committee reported that in 2007 and 2008 HSBC Mexico sent about \$7 billion in cash to the United States. It said such a large amount indicated illegal drug proceeds. HSBC affiliates also skirted U.S. government bans on financial transactions with Iran and other countries, according to the report from the Senate Permanent Subcommittee on Investigations. And HSBC's U.S. division provided money and banking services to some banks in Saudi Arabia and Bangladesh thought to have helped fund al-Qaida and other terrorist groups, the report said. The report also blamed U.S. regulators, claiming they knew the bank had a poor system to detect problems but failed to take action. Sen. Carl Levin, D-Mich., the committee chairman, cited instances in which HSBC had promised to fix deficiencies after being sanctioned by regulators but failed to follow through. Levin also said the Office of the Comptroller of the Currency, the U.S. agency that oversees the biggest banks, tolerated HSBC's weak controls against money laundering for years and said agency examiners who had raised concerns were overruled by their superiors. HSBC, which in 2011 had net income of \$16.8 billion and operates in about 80 countries, has grown quickly in recent years by acquiring banks around the world that became its affiliates. Its far-flung subsidiaries operated with a degree of autonomy that left top bank officials with less than full authority and control, experts say. Each affiliate had its own officer to oversee compliance with laws to prevent money laundering.

By- Prof. Smarjeet Das



News \$ Views

- Coca-Cola moves to counter Pepsi's IPL bonanza through entry-level price war, and market expansion



Views---- *“Big Brand like these shouldn't get into a dogfight.”* ---Philip Kotler, Marketing Guru

- Income tax department served rupees 2000 crore notice on nokia for Alleged



evasion of taxes in its business transactions in the country.

Views--- *“Nokia suspected of flouting transfer pricing rules too”*--T.E. RAJA SIMHAN, EDITOR, BUSINESS LINE

- Economy needs a bypass as CAD (current account deficit) reaches double of '91.



Views— *“P Chidambaram's appointment as FM has just not delivered the way I had expected him to.”* says Martin Feldstein, Professor at Harvard University

- Maruti Suzuki has appointed Kenichi Ayukawa as a new MD & CEO of Maruti India.



Views--- *“At a time when Auto Industry faces intense competition in India, it is going to be a Roller Coaster ride for the new CEO”* by Research Cell, SBES

- Study shows that IIM graduates take more interest in start-up route, skip placements.

Views- *“Entrepreneurship comes out of nothing, so if we can force entrepreneurship down to the bottom of the pyramid, we can become a truly great nation,”*--- Shekhar Kapur, Film maker

- Supreme Court sentences Sanjay Dutt to 5 years jail, upholds death penalty for Yakub Memon in 1993 Mumbai blasts



Views- *“There is no reason whu Dutt should noty serve the sentence. We will oppose any attempt by the film Industry members to get pardon for Dutt”*--- Gopinath Munde, BJP MP

- RBI cuts Repo rate by 25 bps, but Banks says it won't result in lower lending rates.

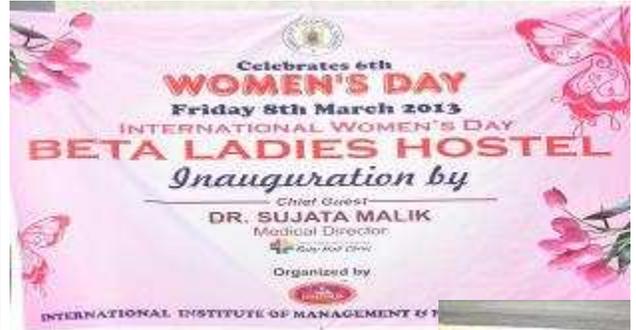
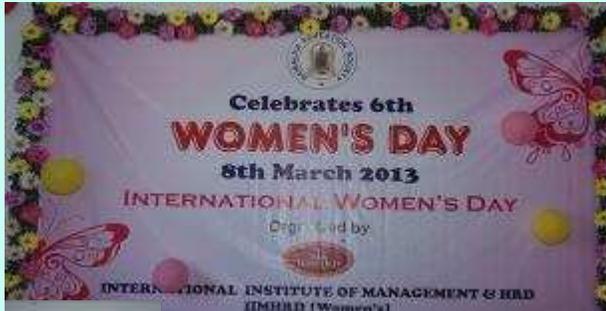
Views— *“Even as the policy stance emphasizes addressing the growth risk, the hed room for further monetary easing remains quite limited”*---**D. Subbarao, Governor RBI**



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VOL.-I ISSUE-2

Celebrations ...



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