



SHUCHITA TIMES

A Knowledge Booster

ISSN : 0972-7124

Aug 2022

Volume 23 No. 8



WHAT MAKES AN "EFFECTIVE" LEADER THE APPLICATION OF LEADERSHIP



“Work Hard in Silence, Let Your Success Be Your Noise”

-Frank Cianciulli

Dear Friends,

Every human being aspires to be successful, but only those with high aims, will power and optimum strategies succeed in real life. This means you will have to do a lot of hard work in order to become big someday in the future. If your plan is right and you are working in the right direction, know that nothing can come as a barrier between you and success. Keep your spirits high.

In the journey towards success, you will meet many people who are good in criticising and will do what it takes to take you down. All you need to do in such a situation is keep working hard in silence, no matter how much you want to shut them up. There is a much better way than just shouting and taking out your anger; shut them up with your unique success story. Create an environment around you that doesn't let any negative voice reach your heart or mind. Not paying attention to bad criticism is important as it can demotivate you instantly. But make it a point to segregate bad criticism from positive criticism, for the latter will aid you in making necessary corrections in your approach to get successful. So, never underestimate your potential and never indulge in fighting with your critiques as maturity comes naturally when the price of your success is paid by you only.

Best Wishes!

Arun Kumar

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WHAT MAKES AN "EFFECTIVE" LEADER THE APPLICATION OF LEADERSHIP



BY –

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Abstract

Dwight D. Dwight Eisenhower command several spectacular titles throughout his life, together with thirty fourth President of the u. s., 5 Star General of the u. s. Army, and Supreme Allied Commander of the Allied military Force (World War II). However, before ascending to such reputable positions, "Ike" well-ried his bravery through exceptional command of military groups. As a young military officer, he strategized his units by victimisation magnetic leadership: distinguishing his junior officers' strengths, participating with them brazenly, and optimizing distribution of their talent (Ambrose, 1983). owing to his deep understanding of the gravity and impact of the leadership of groups, Dwight Eisenhower stands as associate degree model of effective military direction. This article is predicated on the premise that leadership is leadership, regardless of the profession. variety of "leaders" from numerous enterprises square measure mentioned to see the fundamental tenets of leadership. The 9 tenets of leadership are:

- (1) Think and Act Strategically.
- (2) perceive and Demonstrate the weather of groups and cooperation.
- (3) Master tiny cluster higher cognitive process.
- (4) Clearly outline Roles and Relationships
- (5) Establish and Abide by a Leader-Subordinate Partnership

- (6) Implement Systematic analysis of Policy
- (7) allot Leader Time/Energy fitly
- (8) Set Clear Rules and Procedures for conferences.
- (9) Learn and Develop unendingly as a frontrunner.

Keywords: Leadership, Strategic Thinking, groups and Cooperation, Tiny cluster higher cognitive process, Role and Relationship Definition, Leader-Subordinate Partnership Leadership Tony Soprano, Vince Lombardi, patron saint Patton, Jean Luc Picard, Rudolph Guiliani, national leader, Marva Collins! you'll marvel what any of those famed folks got to do with leadership. they're thought to be being leaders. The authors of this text believe that leadership is leadership, regardless of the profession. in spite of scale or enterprise, there square measure tenets that square measure foundational to leadership. The literature regarding the people named antecedently uses numerous terms in its particularization however every could be a leader. The authors have chosen the word tenets to embrace the terms utilized in the literature for leadership: traits, abilities, inclinations, characteristics, and principles. One answer to the question, "What makes a leader?" is this: Leaders have the qualities of determination, unselfishness, and motivation. They conjointly possess the flexibility of getting "people concentrate to them.



This Figure can elaborate principle of effective leadership.

Assume and act strategically

In essence, the standard of leadership effectiveness is that the results of disciplined adherence to a collection of elementary tenets and skills that characterize a personal. Marva Collins, once developing her west middle school incontestible this gospel by shaping the expectations for her students United Nations agency were labelled “problem students” and learning disabled students. Dr. Collins sets policy: i feel of what number times guests from everywhere the globe have come back to west middle school and remarked: 'It's wonderful what you are doing here with kids.' I then assume what number times we've got known as the profits of a billion-dollar corporation 'a miracle.' we have a tendency to expect profits; we have a tendency to expect success. Why then cannot we have a tendency to expect an equivalent success from our children?

Perceive and demonstrate the weather of groups and cooperation.

Another gospel of an efficient leader United Nations agency thinks and acts strategically is to grasp and demonstrate the weather of groups and cooperation. By law, leaders exist and have authority only their members convene as a "body" to try to to business.

Members of a team cannot be synergistic unless they perceive, master, and demonstrate the basics of teamwork: (1) a transparent sense of purpose and goals; (2) A team performance supported clearly outlined roles and relationships that unite individual abilities and capacities; International Education Studies August, 2008 ,27 (3) associate degree integration of members United Nations agency have basic technical, social, and rational decision-making competency;(4) A commitment to team success and quality performance; (5) A climate of trust, openness, integrity, consistency, and mutual respect; (6) a collection of clear standards outlining success and performance excellence; (7) The support, resources, and recognition to attain success; and a scrupulous and disciplined leadership. Master tiny cluster higher cognitive process A third gospel of leaders is that the time they pay building their sense of team and developing the talents for productive cooperation. to make a team, a frontrunner should have the flexibility to master tiny cluster higher cognitive process. Most staffs square measure classic tiny teams of fewer than a dozen folks. They demonstrate sure skills and behaviors that “link” their members along, furthermore because the processes they follow to create selections to meet their group's purpose. folks square measure actuated by external rewards, like bonuses, benefits, promotions, incentives, and pay raises. Internal rewards square measure even stronger motivators. everybody needs to feel necessary. folks crave pride and also the respect of others..

Clearly outline roles and relationships

In any organization, leaders should be able to clearly outline roles and relationships, another characteristic of effective leadership. Tony Soprano, in one among the episodes of the Sopranos, told one among his lieutenants once



COMMERCE QUIZ

- Which of the following is organic objective of business
 - Fitness of Human Resources
 - Community Service
 - Effective waste handling and disposal
 - Economic Value Added
- Individual owning and running the business is known as
 - Single owner
 - Sole Trader
 - Single Trader
 - Businessman
- The profit share of coparceners in a HUF
 - Depends on the Capital Contributed
 - Depends on the decision of Karta
 - Is equal
 - None of the above
- The two E's in PESTLE stands for
 - Economic and Environment
 - Endless and Economic
 - Entry and Exit
 - End and Exit
- Legislature, executive and the judiciary comes under the
 - Political Environment
 - Physical Environment
 - Legal Environment
 - Both (a) and (c)

SURVIVAL PAIN OR NECK PAIN

Neck pain is a common complaint. Neck muscles can be strained from poor posture — whether it's leaning over your computer or hunching over your workbench. Osteoarthritis also is a common cause of neck pain. Most neck pain improves gradually with home treatment. But in some cases it needs immediate attention like, when it is Severe, Persists for several days without relief, Spreads down arms or legs or is accompanied by headache, numbness, weakness or tingling.

Common Symptoms includes

- Pain that's often worsened by holding your head in one place for long periods, such as when driving or working at a computer
- Muscle tightness and spasms
- Decreased ability to move your head
- Headache

Causes: Muscle strains, Worn joints, Nerve compression, Injuries, and Certain diseases, such as rheumatoid arthritis, meningitis or cancer, can cause neck pain.

Preventions: Most neck pain is associated with poor posture combined with age-related wear and



tear. To help prevent neck pain, keep your head centered over your spine. Some simple changes in your daily routine may help.

Consider trying to: Use good posture, Take frequent breaks, Adjust your desk, chair and computer so that the monitor is at eye level, Avoid tucking the phone between your ear and shoulder when you talk, If you smoke...quit, Avoid carrying heavy bags with straps over your shoulder, and always try to Sleep in a good position.



he had done one thing inappropriate “You're a chief, act like one.” every team member's contribution to the team relationship (i.e., board of education member, superintendent, staff, principal, teacher, parent and student, etc.) should be outlined in terms of roles to be assumed (function) and the way those roles square measure to be dispensed through behavior (performance). Vince Lombardi, when asked, “What makes a winning team?” replied, Start with the basics.

Establish and abide by a leader-subordinate partnership.

Subsequently, these dogmas cause the tenet establish and abide by a leader-subordinate partnership. Subordinate suggests that employees, followers, employees, participants, those people UN agency work with a pacesetter. The statement “Leaders create policy; subordinates implement policy” may be a thought of reality. political and policy-implementation aren't distinct, separate functions. Policy-making/implementation may be a time of thought and relations that rework ideas and abstractions (visions, policies, goals, plans, etc.) into outlined noticeable ends or outcomes (results, programs, buildings, streets, deliverable services, etc.). Leaders and subordinates share this time as partners, making certain every other's success.

Implement systematic analysis of policy

The leader-staff partnership relies on the power to implement systematic analysis of policy, another effective leadership characteristic. Leaders oftentimes fall under the “Jean-Luc Picard” syndrome (Star Trek II): “Make it thus.” They assume that a leader's action equates to policy/program implementation. ensuing time leaders hear regarding the policy is once a drag or a crisis arises. However, effective leaders expect

periodic feedback on policy results and attainable policy amendments PRN. This feedback is provided through progress reports, in-process reviews, policy reviews, and after-action reviews.

Assign leader time/energy befittingly

In reality, a pacesetter is aware of he/she can't be everywhere at constant time. To be at the proper place at the proper time, a pacesetter should be able to assign leader time/energy befittingly, the seventh characteristic of effective leaders. Leaders “play” in a very range of settings or ‘arenas’ to realize overall, peak performance. the subsequent four arenas have their own functions and contributions to a mission's effectiveness: (1) Goal-setting (retreats or meetings). (2) Exploration and analysis (study sessions). (3) Disposition/formulation (regular cluster meetings). (4) Community (interactions with families and alternative agencies). Effective leaders have a minimum of one goal setting retreat or meeting annually. They additionally should have 2 employees conferences monthly, sometimes within the weeks between regularly-scheduled higher level employees conferences. Here, they check with their staffs and alternative consultants regarding important things into consideration requiring ultimate actions.

Set clear rules and procedures for conferences

For a pacesetter to use time and energy showing wisdom, he/she should be able to set clear rules and procedures for conferences, the eighth dogma of effective leadership. conferences exist for the aim of doing a leader's business. Literature on a way to conduct effective/productive conferences



CHANNELING CREATIVE ENERGY

BY –
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Promoting Innovation

Creativity is a more abstract area of job satisfaction than money. Nonetheless, it's equally—if not more—important to employees. Nearly every job involves some aspect of creativity, from jobs we consider to be creative (such as media or teaching) to those we think of as being more mundane (such as accounting or cleaning). Creativity covers the spectrum of innovation, from the ability to see new ways to accomplish familiar tasks to the capacity to envision entirely new processes or products.

The Productivity Sweet Spot

Some people require constant direction, feedback, and redirection. Others are better left to a general framework within which they are free to structure the job's tasks, flow, and progress measures. Consider how each employee works most productively, and then shape your oversight and interactions such that they are appropriate within the context of the employee's work style.

Creativity and productivity are not mutually exclusive, although channeling creativity into productivity can be a significant challenge for a manager. You just need to identify people who are naturally creative thinkers and make sure they have the flexibility—in terms of assignments and environment—to express their creativity. How can you stimulate and support productive creativity without squelching the creative process? You might try

these ideas:

- Present assignments in general terms, explaining the desired end result but allowing employees the latitude to find their own ways to that result. Establish timelines to keep productivity on track, but don't structure the work process.
- Allow people to express risky ideas without immediately shooting them down. “Let me play devil's advocate” is the surest way to cut creative thinking off at the knees.
- Let people work through mistakes to find their own solutions, and allow time for this as part of the creative process. It takes a lot of coal to make diamonds.
- Learn how to praise someone's efforts without focusing on the result or product you want those efforts to generate.
- Ask employees what you can do to provide a stimulating and supportive environment. You might be surprised at how simple some of their requests will be
- Sponsor workshops that are conducted by outside resources. Creative people are always looking to broaden their base of knowledge and expertise. New faces bring fresh perspectives. Employees are sometimes more willing to question and raise issues with outsiders than they are with internal trainers or consultants.

Remember, though, that new approaches are sometimes threatening. Employees and managers feel like their necks are on the line



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these days, and no one likes to take risks that will stretch theirs. Because many people, up and down the corporate ladder, notice changes, many managers take the easy route and stay with the tried and true, no matter how tired or even nonproductive that approach has become. This reflects an insecurity that employees pick up on, even if you yourself don't. But it's critical for managers and employees to take risks now and again, to explore new ways of doing things. Familiarity breeds repetition, which soon becomes complacency and stagnation. No company, no matter what its products or services, can thrive (or even survive) without fresh ideas.

Creative Jobs

Although you can find them in just about any job, creative people tend to gravitate toward creative jobs—work that requires them to come up with new processes or products. These jobs are often in fields such as advertising, marketing, electronic media, publishing, design, and architecture. You might define these people as writers, artists, or programmers, or they might have a combination of talents that defies definition. Creative people tend to make managers a little nervous—it's hard to tell sometimes whether they're working or goofing off, and they seem a bit, well, unleashed. Creative types can often be characterized as follows:

- They appear to have little regard for authority, rules, structure, and routine, viewing these as elements of the work world that do not apply to them.
- They establish surroundings within their work environments that support and feed their imaginations.
- They have unorthodox or eccentric methods for stimulating their productivity.
- They appear disorganized and seem to “fly by the seat of their pants” when

giving presentations.

- They find humor in, and even make fun of, just about everything (and might not understand why others may find these “funnies” either unfunny or offensive).
- They work in spurts of intensity that can last for hours, days, or even weeks, and then go into a “down” phase, when they appear to accomplish very little.
- They arrive late or even fail to show up for staff or other general meetings that don't apply directly to their projects.

People in creative professions may require tremendous flexibility in terms of management. Emotion, not logic, rules their creative process. The result is often behavior that goes beyond what others might consider conventional business behavior. The office of a creative person might look more like a preschool classroom or a toy store than a workstation. Creative types also need to be able to shut themselves away, to get away from the structure of rules and decorum, so as to give their ideas space and time to evolve.

Companies or departments that rely on creative people, such as advertising agencies or media companies, often use brainstorming sessions to accomplish work objectives. To the uninitiated (or those who require structure) these sessions might appear to be wild free-for-alls. People laugh, yell, throw things, draw pictures, and tell jokes as they toss about ideas. Political correctness stays in the hall; there's plenty of opportunity later to run the censor filters. The entire mission is to let brains wander freely through the vast seed bins of ideas until some start to sprout.

Appearances Are Deceiving

Despite appearances to the contrary, most creative people are highly organized. It's just that the organization doesn't necessarily take



the form of neatly labeled files and calendars that record meetings and commitments—the standard trappings of structure. Those “seat of the pants” presentations often reflect not lack of preparation but instead a deeply assimilated knowledge of the topic acquired through intense and often extended research or observation—sometimes with a dash of intuition thrown in. This less tangible style of organization can have the appearance of chaos, but it's not. For the creative individual, it's as close to logical as it gets.

Building a Creative Atmosphere

Many companies in creative businesses have lounge areas with pool tables, coffee bars, video games, bean bag chairs, and other diversions to get people relaxed and thinking. Such an atmosphere creates an oasis from the reality of business (which is of course why the creative professionals are employed in the first

place). Once ideas take on viable shapes, creative types retreat into the cocoons of their offices. They re-emerge when they've created something from those shapes that they're ready to share with others or that now needs feedback.

Not surprisingly, too much structure stifles creativity. As a manager, this can be a difficult balancing act for you. On the one hand you have a creative genius (or even a team of creative geniuses) whose ideas generate most of the products that make your company successful. On the other hand, you have the company that wants to make sure the time it pays for is productive. Perhaps you are also responsible for managing other people whose work is more traditional and who might believe that anyone who's having so much fun at work isn't working hard enough.



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1			4	8	9			6
7	3							4
					1	2	9	5
		7	1	2		6		
5			7		3			8
		6		9	5	7		
9	1	4	6					
	2						3	7
8			5	1	2			4

5	3	4	6	7	8	9	1	2
6	7	2	1	9	5	3	4	8
1	9	8	3	4	2	5	6	7
8	5	9	7	6	1	4	2	3
4	2	6	8	5	3	7	9	1
7	1	3	9	2	4	8	5	6
9	6	1	5	3	7	2	8	4
2	8	7	4	1	9	6	3	5
3	4	5	2	8	6	1	7	9

**Answer
of the Previous
puzzle**

Complete the Grid so that every row, column, and every 3 x 3 box contains the digits 1 to 9. Solve the puzzle by logic and reasoning alone, there is no maths involved,

AND

GET THE ANSWER

IN OUR NEXT MONTH EDITION.

INTERESTING FACTS ABOUT SPACE AND ASTRONOMY

Fact 1: Despite its appearance in the night sky, our natural satellite is nowhere near round. In fact, the Moon is shaped like a lemon, with flattened poles and bulges on both the near and far side around its equator. This strange shape is thought to have been created during interactions with Earth soon after its formation.

Fact 2: Clouds at the centre of the Milky Way smell of rum, taste of raspberries and are packed with booze. Another nearby region is also notable as it's full of ethyl alcohol, or ethanol, the type we use to make alcoholic beverages.

Fact 3: Technically, one Mercurian day lasts 59 Earth days, while a year lasts 88. However, due to Mercury's very eccentric orbit and alignment with the Sun, the length of time from sunrise to sunrise, known as a 'solar day', is equal to 176 Earth days — twice as long as a Mercurian year.

Fact 4: A neutron star's density is mind-boggling. These stars are composed almost entirely of neutrons packed together in a tiny radius. Just a teaspoonful of this material would weigh over a trillion kilograms — more than the weight of the entire human population.

Fact 5: Gamma-ray bursts can release more energy in 10 seconds than our Sun will in its entire life.

Fact 6: If Jupiter's magnetic field were visible, it would appear bigger than the Moon. It is easily big enough to contain a body the size of our Sun and, if visible, would be larger than the Moon in our night sky; quite an achievement considering that it is over 1,500 times farther away.

Fact 7: Neptune has only completed one orbit around the Sun since its discovery. Neptune takes a whopping 165 years to complete one full orbit around the Sun.

Fact 8: Our days are getting longer. Earth's spin speed is slowing: every year, it takes our planet a little longer to complete one full revolution on its axis.

Fact 9: Black holes are known for their voracious appetites; their influence is so strong that even light can't escape their gravity. But they have a theoretical converse – white holes

Fact 10: If your spacesuit started leaking, you could survive for a couple of minutes.

स्केनर द्वारा

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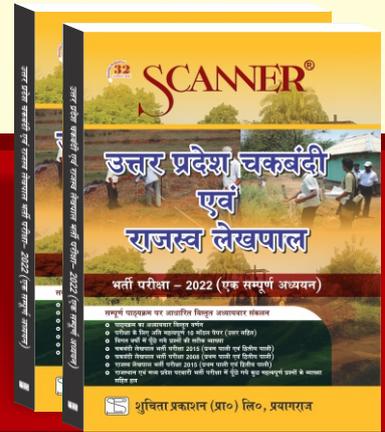


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MUKESH BANAL

Mukesh Bansal is the Founder of the fashion e-commerce firm, Myntra. He is an Indian businessman, who currently serves as the CEO of Cure.fit and its co-founder as well. He is also on the board of Olympics Gold Quest, which is a non-profit organization that promotes sports and games. Bansal was born in Haridwar, Uttarakhand. He has done his BTech from IIT Kanpur. After graduating in 1997, he worked with Deloitte as a systems analyst in Chicago for two years. He was inspired by the dotcom boom that was progressing in San Francisco in full swing and moved to the Bay area in 1999. Mukesh Bansal joined Deloitte in 1997, as a systems analyst for two years in Chicago. He was highly influenced by the dotcom boom that was raising to new heights in San Francisco and moved to the Bay area in 1999. He gave up a job portal, which he started with one of his friend. He then worked with various companies such as NexTag, eWanted, Centrata, and newScale which were all early start ups in Silicon Valley. He was employed in these companies as a engineer, product manager across technology and business enterprises.

The three founders of Myntra are Mukesh Bansal, Ashutosh Lawania and Vineet

Saxena. They launched Myntra in 2007 with INR 30 lakh in personal investment. He was propelled to establish his own e-commerce venture owing to the experience of Silicon Valley. Initially, Myntra was a gifting startup but gradually transformed to a fashion e-commerce hub. The e-commerce venture became a success. Soon it was acquired by Flipkart in the year 2014 worth \$330 million. Though Mukesh continued to serve as the chairman of Myntra board and managed the advertising and commerce insights until 2016. Flipkart is the largest Indian e-commerce venture.

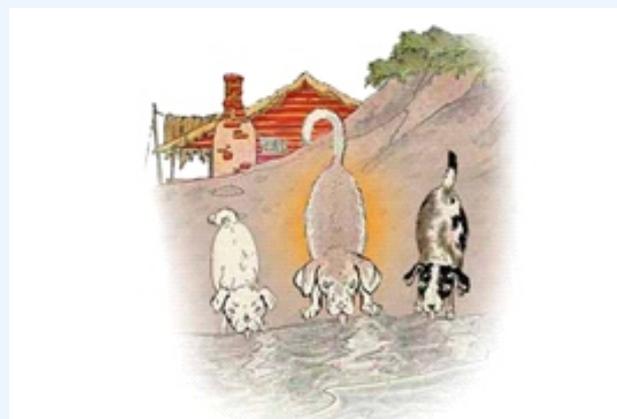


After selling Myntra to Flipkart, Bansal founded CureFit, a health and wellness startup established with former Flipkart executive Ankit Nagori. The company, which has secured \$170 million to date, has plans to aggressively scale with potential funding of \$75 million in a round led by Accel Growth and Chiratae Ventures, as well as an incubator programme for entrepreneurs looking to enter the healthy food market.

THE DOGS & AND THE HIDES

Some hungry Dogs saw a number of hides at the bottom of a stream where the Tanner had put them to soak. A fine hide makes an excellent meal for a hungry Dog, but the water was deep and the Dogs could not reach the hides from the bank. So they held a council and decided that the very best thing to do was to drink up the river.

All fell to lapping up the water as fast as they could. But though they drank and drank until, one after another, all of them had burst with drinking, still, for all their effort, the water in the river remained as high as ever.



Moral: Do not try to do impossible things.

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Karnavati Law House	Ahmedabad	9327008283	Chuckerverty Chatterjee and Co Ltd	Kolkata	9831840050
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Sanket Law Book Seller	Ahmedabad	9374233688	Bijay Pustak Bhandar Pvt Ltd	Kolkata	9331029833
Professional Book Depot	Ambala	9896094647	Every Book	Kolkata	9830162977
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Maya Book Centre	Aurangabad	9766660310	Dutta Book Stall	Kolkata	9830564494
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Puliani And Puliani	Bangalore	9845055242	Universal Book Sellers	Lucknow	9839020290
Ganesh Book Bureau	Bangalore	9845266516	National Book Sellers	Lucknow	9839191254
Sri Book World	Bangalore	9448260696	Vishal Distributors	Lucknow	9415005435
Book Palace	Bangalore	9535582177	Books And Books	Lucknow	9415026661
Sri Balaji Books	Bangalore	9880451046	Shukla Book Depot	Lucknow	9795850648
Competition Book House	Bareilly	9897529906	Modern Law House	Lucknow	9335351103
Sanjay Book Store	Bhagalpur	9431214678	Gupta Book Center	Lucknow	9935225536
Student Stores	Bhillai	9893130334	Book Sadan	Lucknow	9839487327
Anil Book Depot	Bhillai	9425234260	Amit Book Depot	Ludhiana	9815323429
Sarashwati Store	Bhilwara	9414115033	Sharma Book Traders	Ludhiana	9781331666
G K Distributers	Bhopal	9893657777	School Book Company	Mangalore	9845497777
Nema Books	Bhopal	9098243020	Student Book Store	Mathura	9359518693
Saraswati Prakashan	Bhopal	7552804190	R.Lal Book Depot	Meerut	9837025253
Books and Books	Bhopal	9826431103	Sterling Book House	Mumbai	9820676266
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Bokaro Student Friend PVT LTD	Bokaro Steel City	9234606366	Student Agencies India Pvt Ltd	Mumbai	9167290777
Universal Book Store	Chandigarh	9814032212	Vidyarthi Sales Agencies	Mumbai	9930460004
Mohindras The Book Shelf	Chandigarh	9988883233	Book Emporium	Mumbai	9820651516
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C. Sita Raman Book Co.	Chennai	9444011516	Shanti Book Store	Mumbai	9869683745
Ravi Book House	Chennai	9840043086	Vidyarthi Book Depot	Mumbai	9820930375
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CYNOSURE OF THE MONTH

NISHTHA BOTHRA

AIR: 2nd (CA Intermediate, May 2022)
Guwahati, Assam.



1. How do you feel after passing CA Intermediate Examination?

I feel extremely happy and overjoyed. It feels as if my entire hardwork has paid off.

2. What all has contributed to this success?

My family's and teachers' belief in me, consistency, discipline and hard work.

3. What challenges did you face during your preparation?

I felt demotivated when sometimes I couldn't concentrate on my studies.

4. How could you cope up with them? How did your coaching/teacher(s) help you?

My teachers were always a call away for me. They talked to me and motivated me to do better.

5. Your advice to the aspirant for CA Intermediate Examination.

My advice would be to study consistently and enjoy the process without worrying much about the end goal. Start enjoying studies and always be surrounded with positive people who can motivate you.

6. Your view about Scanner ?

I used the scanner for CA Foundation and it was extremely helpful for me. It made me more confident and helped me in applying the concept I have learnt. The scanner covers all the past year question papers, RTP, MTP, and it also categorizes the question chapter wise. Hence I didn't have to look here and there for the questions. It saved a lot of time and helped me to prepare better for the exams.