

VOLUME XVII • 2025 • ANNUAL

Exposé

...when nostalgia matters



SAMANNAY

সমন্বয়



ব্যৱস্থাপনা অধ্যয়ন কেন্দ্ৰ | ডিব্ৰুগড় বিশ্ববিদ্যালয়
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DIBRUGARH UNIVERSITY



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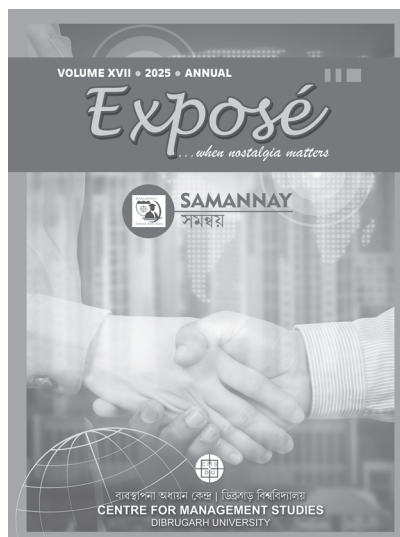
We apologize for any unintentional mistakes,
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CMS's VISION

Challenging the Challenges

CMS's MISSION

- To achieve academic excellence and knowledge creation through teaching, research and consulting and become a role model for newly emerging centres of quality management education in the country.
- To develop professionals who are committed to excellence in their personal and professional endeavours and who have the vision, courage and dedication to initiate and manage change.
- To cater to the emerging needs of business enterprises in both traditional and new economy.
- To groom future business leaders as well as entrepreneurs.
- To strengthen development process with human face.





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MESSAGE

I am pleased to convey my heartfelt greetings and best wishes on the occasion of the release of the 17th edition of Exposé –the alumni magazine of the Centre for Management Studies, Dibrugarh University. This publication, being launched as part of the 19th Alumni Meet of CMSDU, scheduled for November 9, 2025, is a significant and enduring bond between the institution and its alumni.



Exposé serves as a vibrant platform to showcase the achievements, experiences and reflections of our alumni, while also providing present students with a glimpse into the legacy and impact of those who once walked the corridors of CMSDU. It is heartening to see how this initiative continues to foster a spirit of belonging, intellectual exchange and mutual growth within the CMSDU community.

On this joyous occasion, I congratulate the editorial team, the faculty, alumni and all contributors who have worked diligently to bring this edition to life. May the Alumni Meet 2025 be a grand celebration of memories, milestones and meaningful connections.

I extend my best wishes for the continued success of CMSDU, and for many more editions of Exposé in the years to come.

With kind regards,

(Jiten Hazarika)

Dated : Dibrugarh, the 23rd of October, 2025



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MESSAGE



It is heartening to hear that Samannay - the CMSDU Alumni Association is publishing its Alumni Magazine, Expose to commemorate the 19th Alumni Meet of the Centre. This continuous initiative fosters a vital connecting link between the current students and alumni, many of whom are well established in various professions. This strong network facilitates valuable relationships, enhance employment opportunities for new graduates and create a harmonious cycle of mentorship and career advancement. I wish all the best to this noble endeavour of Samannay.

A handwritten signature in black ink, appearing to read 'Surajit Borkotokey'.

(Surajit Borkotokey)



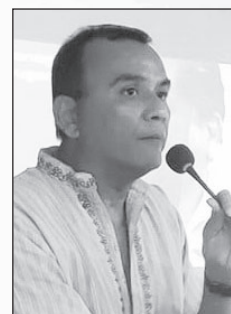
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MESSAGE

Just like previous years, it is a matter of great personal pride and pleasure to be part of the Centre's Alumni Meet being organized by "Samannay", the CMSDU Alumni Association. This is very much in keeping with the Centre's custom of encouraging and maintaining a healthy and regular strong relationship with our past students belonging to MBA (FT), BBA, MTTM and MBA (PT) programmes which we have been running successfully at the Centre since its inception in November, 2002. The holding of the Alumni Meet is a much awaited event and constitutes an important component in the Centre's yearly event calendar.



I am also delighted to know that as part of the Meet, "Expose" is coming again with renewed vigor and vitality. I am very sure this publication will play its assigned role of providing a good platform and opportunity to all the past and present students of the Centre to share their views and experiences and generally have a good time in fine tuning their writing skills.

I really am very proud to be very confidently able to say that the Alumni of the Centre, till date, have been actively participating in the various programmes organized by the Centre on a regular basis. They have also initiated a few events independently, all for the benefit of the Centre's students. This year also I request the Alumni Association to use this platform to come up with constructive suggestions for strengthening CMS and also develop a mechanism to boost up placements opportunities for the fresh pass-outs of the Centre.

I wish the Alumni Meet, 2025 and the creators of "Expose, 2025" a grand success.

(Pratim Barua)

President
SAMANNAY

The CMSDU Alumni Association



MESSAGE

It gives me great pleasure to write a few words for the 17th edition of Expose, the annual magazine of SAMANNAY. This magazine has always reflected our shared spirit of learning, creativity, and togetherness. Each page carries the thoughts and expressions of our members, showing how ideas can connect people and inspire change.

This year also marks the 19th Alumni Meet of CMSDU, a proud moment that brings our extended family together once again. My heartfelt thanks to the MBA (FT) 2011 Batch for powering the event and supporting us with such warmth and generosity. Your gesture reminds us that the strength of SAMANNAY lies in the bond between its members, both past and present.

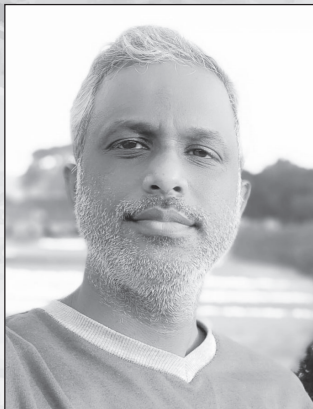
To the editorial team and every contributor, thank you for your hard work and passion in making this 17th edition of Expose possible.

Let our actions continue to inspire the world and keep the spirit of SAMANNAY alive.

Best regards,

(Hriday Ranjan Das)





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EDITORIAL

Expose has come a long way with the current one being its seventeenth edition. I have been editing it since 2017 (the eleventh edition). We could not bring out two issues in 2020 and 2021 due to the Covid 19 pandemic. Like the last many years, getting content is always the biggest challenge. This year, we have a few interesting articles and they should make a good read. The association had decided to give free inserts in Expose to companies/businesses being run by its members from the current issue. This is a support being provided to the members by the association.

This year's Alumni Meet is being held with the support of the MBA (FT) 2011 Batch and we remain grateful to them for coming forward to power it. Like the past many years, Royal Enfield is a key corporate sponsor for the 2025 Alumni Meet. Assam Power Generation Corporation Limited (APGCL) is the other major corporate sponsor for the alumni meet this year. We are grateful to both.

Wish you all the very best. Stay healthy and keep smiling!!!

(Himadri Barman)

Editor, Exposé



TURNING MANAGEMENT INTO MEANING

BHASKAR BORAH

MBA(FT) 2011

ALUMNI ID
2011MF09

Author Bio:

Bhaskar Borah is a Team Coordinator at PRADAN, currently leading the Agriculture Production Cluster (APC) initiative in Odisha. He supports government departments and NGOs in planning and implementing large-scale livelihood projects. Bhaskar holds an MBA from the Centre for Management Studies, Dibrugarh University, and is passionate about sustainable rural development and community leadership.

A CMS alumnus reflects on his journey in the NGO world and how the third sector offers purpose-driven career possibilities.

“True leadership is not about control — it’s about empowering others to lead.”

When I joined the **Centre for Management Studies (CMS), Dibrugarh University**, my ambitions mirrored those of most management students — to lead, strategize, and create measurable results. But the real transformation began when I stepped beyond the comfort of classrooms and into the vibrant, complex world of rural India — where leadership meant listening, and management meant mobilizing people for change.

Today, as a **Team Coordinator at PRADAN (Professional Assistance for Development Action)**, I lead the **Agriculture Production Cluster (APC)** initiative across multiple districts of Odisha. This government-supported project strengthens smallholder farmers — especially women — by collectivizing them, enhancing productivity, and linking them with markets and institutions. My responsibilities span **designing, reviewing, and planning** the project, and coordinating with both **government departments and NGOs**. It’s an ecosystem where collaboration, patience, and adaptability define success — and where purpose is the ultimate reward. (APC – official program information by APC Odisha.)

Discovering the Third Sector

The **third sector**, or the NGO/non-profit space, occupies the space between the government and the market — addressing challenges that neither fully reaches. It empowers communities, promotes gender equality, and champions sustainable development.

Organizations like PRADAN stand out for their focus on **professionalizing rural development** — by nurturing local institutions such as self-help groups, producer collectives, and livelihood clusters that enable communities to become self-reliant. PRADAN’s own reports demonstrate its strong work in community

institutions, scaling of livelihood models, and institutional sustainability.

For management graduates, this world may seem unconventional. But it is founded on the same principles we studied — **leadership, strategy, systems thinking, and accountability** — applied not for profit, but for **people**.

Lessons from the Field

Working at the grassroots level has been both challenging and deeply transformative. The lessons I've gathered extend far beyond management theories:

- **Leadership is about empowerment.** Seeing a woman from a tribal village speak confidently in a public forum reflects years of patient facilitation and trust-building.
- **Empathy is a skill.** Understanding people's realities is key to designing meaningful interventions.
- **Adaptability drives success.** Field conditions rarely match the plan — flexibility is essential.
- **Collaboration creates lasting impact.** Sustainable development happens when government, NGOs, and communities work as equals.

These lessons have redefined what I once understood as "management." They are about aligning human aspirations with systems — turning plans into progress.

Bridging Management and Development

My education at CMS remains central to my work. The analytical and organizational skills we honed in class find new relevance every day.

Strategic planning, leadership, and communication — once applied to case studies — now guide real-world decisions affecting livelihoods and communities. Designing an agricultural plan, managing field teams, or negotiating with multiple stakeholders all require the same managerial rigour, but with deeper human sensitivity.

At its core, this work is about **creating measurable impact** — not in profits, but in improved lives, stronger communities, and lasting change.

Career Opportunities, Pay Scale, and Professional Growth in the NGO Sector

The development sector today offers vibrant and structured career opportunities for management professionals. Roles are diverse, ranging from:

- **Program Management** – leading multi-district projects and partnerships.
- **Monitoring & Evaluation** – applying analytics to track social impact.
- **Policy & Advocacy** – influencing systems-level change.
- **CSR & Social Enterprise Management** – bridging business efficiency with social outcomes.
- **Research, Capacity Building & Training** – strengthening people and institutions.

What is often less known — and pleasantly surprising to many — is that **the pay scale in the development sector has become highly competitive**. Compensation benchmarking exercises, salary aggregates, and sectoral reports show that NGOs, development consultancies, and social enterprises increasingly offer structured pay and benefits that compare favourably with corporate roles — especially as professionals gain field experience and technical expertise.

For instance public salary-aggregate sites and benchmarking summaries indicate PRADAN's median/average compensation for reported profiles sits in a substantially competitive range versus sector averages — illustrating that leading development organizations have become financially sustainable employers for mid-career professionals. Representative salary data for PRADAN and NGO averages are available on salary-aggregate and benchmarking platforms.

Moreover, PRADAN has received workplace recognition in national workplace rankings and LinkedIn announcements, highlighting its



position as a people-focused organization and reinforcing its reputation as a competitive employer in the development sector. It has been recognized among **India's Top 10 Small Best Companies to Work For** by LinkedIn and Great Place to Work India — a testament to its people-first culture, learning ecosystem, and strong organizational values.

Add to that the intrinsic satisfaction of contributing to meaningful social change — and you have a career that offers the best of both worlds: **purpose and prosperity**.

Challenges and Rewards

Life in the third sector isn't without its hurdles. Resources can be limited, field conditions unpredictable, and progress often slow. Yet, each obstacle teaches resilience and creativity.

The greatest reward, however, is the **visible transformation** — a farmer adopting new methods, a women's group managing its own enterprise, a community standing on its own. These are achievements that redefine success.

Why Young Professionals Should Explore This Path

The third sector offers something rare — **purpose with professionalism**. It allows you to apply management skills to real societal challenges: poverty, climate change, gender inequality, and sustainability.

For today's youth, it is a chance to move beyond conventional career definitions — to be part of systems that truly matter. It is not just a job; it's an education in empathy, resilience, and leadership.

Conclusion: Management Beyond the Boardroom

Looking back, my journey from CMS to PRADAN has been one of rediscovery. It has taught me that management is not only about systems, but about people; not only about efficiency, but about empathy.

The **third sector** is where strategy meets service, and where professionalism meets purpose. For those willing to step beyond comfort zones, it offers not just a career, but a cause — a chance to make management truly meaningful.



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MRIDU PAWAN BORA

MBA(FT) 2010

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Author Bio:

Mridu Pawan Bora

Mridu Pawan Bora is a filmmaker, screenwriter, actor, and theatre activist from Dibrugarh, Assam, driven by a deep love for storytelling across stage, film, and culture. As the Co-founder and Managing Director of RedCardinal Motion Pictures and Cardinal MediaWorks, he strives to bring meaningful Assamese stories to the world. Through MonchoShilpo and the RedCardinal Film Academy, he mentors young talents in acting and filmmaking.

BREWING STORIES AND BUILDING FUTURES: WHEN MANAGEMENT MEETS FILMMAKING

If I look back at my life, there's something about a cup of Assamese tea that always reminds me of my own journey. It's comforting and strong, deeply rooted in culture, and as it swirls in the glass, it reminds me of how different flavors can blend into something truly special. My story, going from a management student obsessed with marketing, through years spent in corporate sales, to becoming a passionate filmmaker, feels exactly like that tea: a mix of discipline, dreams, grit, and a burning desire to touch hearts with stories.

The Early Days: Management, Sales, and Real-Life Lessons

I can still remember my first steps into the world of management; textbooks full of jargon, lectures on frameworks like the 4Ps and SWOT analysis, and case studies that made everything seem neatly packaged. Then came real corporate life.

Suddenly, everything was messier and more exhilarating. Sales targets weren't just numbers; they were battles to be won. Every pitch to a client was a mini-drama, every product launch had its own suspense and twists. Working in hard-core sales across diverse companies taught me much more than any classroom. It taught me how resilience matters more than strategy, how empathy can win deals when numbers can't, and how failures aren't the end but the best source of growth. Looking back, so many of those "business stories" now sound a lot like movie plots, with heroes, obstacles, and surprises along the way.

And yet, underneath that life, another urge quietly grew. I wanted to tell stories that weren't just about products or brands. I wanted stories that meant something more, that outlasted sales cycles and left a mark.

Crossing Into Filmmaking:

A Leap and a Realization - Deciding to jump into filmmaking wasn't an easy or sudden choice. In fact, it felt like stitching two worlds together. One built on discipline and deadlines, the other on wild ideas and emotional honesty. But the more I worked on scripts and visualized scenes, the more I saw how closely filmmaking



matches management. A film is basically a full-scale project.

It starts with an idea, just like a new campaign or product. Scripts are drafted and refined just like pitch decks. Pre-production becomes about planning, budgets, and team-building; the actual shooting is execution at its rawest. Suddenly, everything I learned in sales and marketing, resource allocation, team motivation, putting out fires was being applied again, frame by frame, shoot by shoot. When you're directing, you're the CEO and the chief motivator. You have to keep the vision sharp but also listen, adapt, and lift everyone's spirits if things go wrong. I realized very quickly that great films, much like successful business ventures, rise or fall on the strength of their teams, communication, and an ability to improvise.

Making Assamese Stories Global: The RedCardinal Dream

Here's what drives me and the RedCardinal Motion Pictures team. Taking Assamese cinema and Northeast India's stories to the world. We're not just shooting movies, we're on a mission to showcase the beauty, diversity, struggles, and joys of this region, the people, the languages, the hidden cultures to global audiences. With every project, the challenge is twofold.

First, telling an authentic story that can move people across the world. Second, making sure it reaches those people using every marketing trick, every digital platform, every festival submission we can. The business skills help here, analyzing audiences, planning launches, handling digital campaigns.

But the goal always has an emotional impact. When someone halfway across the world connects with our film, that's our biggest return on investment.

Conservation as a Calling: Film, Tribes, and Tourism

Beyond filmmaking, conservation and tribal promotion give our purpose even greater

depth. I believe films can do what brochures and tourism boards sometimes cannot bring audiences face to face with the living realities of Northeast India's tribes and communities. Here's where my old sales toolkit kicks in. Stakeholder mapping, partnership development, brand storytelling. Building trust with local communities is as important as building rapport with customers, but it demands a lot more sensitivity and heart. We design projects that benefit locals directly, whether it's through employment, exposure, or infrastructure, while promoting authentic film tourism. It's strategy and compassion working hand in hand, workshops in villages, documentaries on lesser-known languages, and cultural events, these aren't just "tasks on a checklist" for us. They're chances to amplify pride, preserve heritage, and open doors between the region and the larger world.

Building the Future: Educating, Acting, and Inspiring

One of the most rewarding chapters in this journey has been launching RedCardinal Film Academy and Manchshilpa for kids. I've always believed that education works best when it teaches both "how" and "why", not just skills but vision.

At the Academy, our courses are workshops, projects, and mentorship sessions where young minds get their hands dirty and their imaginations let loose. The project management I learned in the corporate world comes back - scheduling, conflict resolution, organizing events, but the difference is the spark in the eyes of our students when they realize what they're capable of.

Manchshilpa is even closer to my heart, acting for kids. That's not just about stagecraft. It's about confidence, self-expression, and learning to fail productively. Weekend classes, Summer Workshops, Certificates, closing ceremonies. These everyday activities take planning, but the real magic happens when children discover their own voices.

Cardinal Mediaworks: Marketing, Rewritten Through Cinema

Starting Cardinal MediaWorks just felt right, a kind of homecoming to my roots, but with an artist's heart. Today's brands and businesses need more than slogans. They need stories, feelings, and visual journeys. Video is the new currency. For each client, we dig deep: What makes them unique? Who do they want to reach? From SWOT analysis to competitor mapping, I get to use the same rigorous methods from my years in marketing, but now it's all mixed into creative briefs, scripts, and shots. What sets us apart, I believe, is our commitment to authenticity. We don't just "execute" campaigns. We craft them, shaping every detail so that the final product is as impactful as a great short film, something memorable, shareable, and true.

Lessons at the Crossroads: Where Both Worlds Meet

It surprises people how much overlap there is between management and filmmaking.

To me, the lessons are clear. Every success starts with a vision, whether you're building a brand or telling a story. Teams are everything. In my experience, what makes or breaks both companies and movies is how well people collaborate and communicate. Adaptability is a survival skill on set and in the office. Plans change, weather messes up schedules, and sometimes you just have to improvise.

Execution is all about sweating the details. Logistics, deadlines, budgets, and a readiness to jump in and troubleshoot. Results matter, but they're not always about numbers. Sometimes, it's that comment from an audience member, a note from a festival jury, or a kid's smile at the end of a workshop.

Branding matters more than ever for films, agencies, and individuals. Consistency, authenticity, and a touch of magic, that's what builds legacies. Resilience, perhaps the biggest lesson. Both worlds are full of setbacks, doubts, and detours. The only way to navigate them is with heart and patience.

Bringing "Jibonsobi" to Life (And Other Stories)

Let me share a little about "Jibonsobi," our Assamese feature. Making it was almost exactly like running a big corporate campaign. Planning, budgeting, assembling teams, working non-stop against the odds, and finding ways to reach new markets. Submitting to international festivals felt like preparing investor pitches, negotiating with gatekeepers, and handling detailed feedback.

Our acting workshops, summer programs have each pushed me to use the old logistics and people management skills. Now the payoff isn't just in revenues, but in confidence built and young lives touched.

Recognition and the Bigger Dream - Seeing regional films like "Village Rockstars" win global awards makes everything feel possible and reaffirms my commitment to keep pushing. Those successes are built on years of hard work, creativity, and strategic outreach. For every filmmaker from Assam or the Northeast, they are beacons of hope.

At RedCardinal, our dream is to keep that light burning. Celebrate what's unique about the region, tell stories that matter, and offer young talent a platform to make their own mark.

The Hard Parts: Challenges and Courage

Changing lanes, from a salaried corporate job to an uncertain creative life, is tough. There are days when doubts and setbacks hit hard, when projects don't pan out the way I had hoped. But experience in management taught me that failure isn't the end. Only a reason to pivot, learn, and keep going. Whether it's reworking a script, managing a team in crisis, or finding creative solutions to budget problems, the key is to stick with it. I learned to measure my progress not just in profits, but in growth, relationships, and the ability to find meaning regardless of the outcome.

Culture, Networks and standing out

Whether in filmmaking or running a business, relationships and culture are

everything. At RedCardinal, I try to build an environment where creativity feels safe, where everyone's input is respected, and where shared ownership brings out the best work. Networking, whether at industry events or on digital platforms, has opened doors, sparked collaborations, and even brought in funding. Personal branding, built through so many years in the corporate world, means we can stand out even in a crowded marketplace.

Project Management and Technology

Modern Tools for Old Challenges - Technology has changed everything. AI-powered scheduling, collaborative online platforms, analytics for marketing, these help us keep films and client projects on track, optimize costs, and stay nimble in a rapidly evolving landscape. Especially post-pandemic, being able to manage workflows remotely, coordinate with distributed teams, and keep communication lines open has been a lifesaver. A testament to the power of project management in every field.

Two Sides, One Cup: The Only Real Lesson

If there's a single truth I've taken from my journey, it's this, management and filmmaking aren't opposites or rivals. They're part of the same process. One provides structure, strategy, and discipline, the other breathes emotion, imagination, and magic into everything. I often want to tell new students or young professionals; don't worry about fitting in one box. Let your experiences blend. Bring your business sense into your art, and use your creativity to solve problems in your companies. The future belongs to those who can bridge worlds, who aren't afraid to try new blends. So let's keep brewing, blending, experimenting. If my cup of tea and my journey, proves anything, it's that courage, learning, and a willingness to try new flavors will always be the best ingredients. May the work we do at RedCardinal Motion Pictures, Cardinal MediaWorks, and our academy continue making meaningful stories for years, in Assam and far beyond.

WE ARE NOW ON



7099074084





HOMESICKNESS, NOT A WEAKNESS...

**JOYRAJ
PAUL**

MBA(FT) 2022

ALUMNI ID
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Author Bio:

Joyraj Paul is working in KPMG Global Services as an Audit - Fixed Term Staff. His work includes performing Financial Statement Mathematical Accuracy (FSMA) procedures for US clients in accordance with regulatory standards and ensures alignment with company and GAAP/IFRS standards during financial statement preparation and formatting.

No matter how excited you are to start university, it's natural to feel a little homesick sometimes. You know your life will change and will never be the same again, but the change will happen for good. Moving away for university is a big transition, whether you've come from the other side of the world or half an hour down the road. If you're suffering from homesickness, just remember, you're definitely not the only one.

Feeling homesick is really normal, especially in the first few months of university. Those around you are probably feeling the burn too, but are just keeping schtum.

WAYS TO DEAL WITH IT & WHAT TO DO WHEN YOU ARE FEELING HOMESICK...

1. LET YOURSELF BE HOMESICK FOR A BIT

This is perhaps the most important message of all: feeling homesick is not a weakness, nor is it something to beat yourself up about. Missing home is something that affects most students, and you'll only make the situation worse if you think of it as something to feel guilty about.

Let yourself be homesick for a bit. A good cry is good for the soul! But put a time limit on your wallowing. Give yourself 24 hours and then pick up your phone and ask your new mates if they fancy a coffee. This will relax you and make you feel better.

2. GO OUT AND KEEP YOURSELF BUSY

It might be tempting to treat your room as your own little safe haven, but spending lots of time inside will only make the homesickness that much worse. Isolating yourself will make your feelings more intense as you'll spend even more time thinking about what you miss from home.

Try to keep yourself busy by organising day trips, studying at the library rather than your room, or even trying out some extracurricular activities.



3. BRING HOME-COMFORTS

Whether it's your favourite teddy or a rag of a blanket that your nan gave you when you were seven, we all have those objects that cheer us up when we're not feeling our best. Whatever your comfort things are, make sure to bring them with you.

Home comforts can massively help with feelings of homesickness while travelling. And don't be worried about getting stick for having cuddly toys in your bedroom. The chances are that your roommates have theirs hidden away somewhere too.

4. KEEP IN TOUCH WITH HOME (BUT NOT TOO MUCH!)

Whether it's a phone call or a WhatsApp group chat, keeping in touch with your friends and family is important. It will make you feel more involved with what's going on back home.

However, keeping in touch too much can actually make you feel the distance more. The trick is not to let it get to a stage where you're communicating with people back home more than you are with those near you. Remember, your friends and family will still be waiting for you back home during the holidays. Try to focus on the here and now at the university. You can go back and visit anytime. But try not to go too close to the start of the term as it could make your homesickness worse.

5. STAY OFF SOCIAL MEDIA

Constantly checking the social media pages of your family and friends from home will do more harm than good. Limit your time on social media and turn notifications off on your phone. That way you're not distracted by memories from your home when you do find yourself perking up. Choose IRL over IG!

6. EXPLORE YOUR NEW SURROUNDINGS

One of the main reasons we feel homesick is often to do with being in unfamiliar surroundings. That's why it's a great idea to set aside some time to explore your university town

or city so you'll feel more at home. Go for walks, do some sightseeing, engage in voluntary work within the local community or just get to know your university campus. You're only around for a few years, so now's the time to make the most of it.

7. DON'T COMPARE YOURSELF WITH OTHER PEOPLE

It's easy to look at everyone else's Instagram and Snapchat stories and think you're not having as much fun as they are, or that you're doing something wrong. But don't forget that social media only shows a superficial snapshot of people's lives. Try not to compare your university experience to others and don't expect every single day to be the best one of your life.

8. PLAN ONE NICE THING FOR YOURSELF A DAY

Staying positive can be easier said than done, but making a concerted effort to maintain a positive attitude will help you combat homesickness in a major way. Plan things that you enjoy doing and can look forward to each day. This could be socializing with friends or enjoying a nice hot bath and an episode of Bake Off. Being positive also makes you a pleasure to be around, so you'll probably find it easier to make new friends, which will help keep homesickness at bay. However, if you are struggling, don't feel like you can't tell people you're unhappy. Friends and professional organizations are always available to help.

9. ASK FOR HELP

The transition from school to university can be tough to get your head around at first, and there's no shame in asking for help. If you're having any issues with your course (or anything else for that matter), don't suffer in silence. If you're feeling homesick, worrying about your studies or finances will only make things worse. It's best to take steps to sort out any issues or get support as soon as they arise. In addition to approaching your lecturers directly, you'll

also find that universities have counseling services available that you can use if you need mental health support.

10. EXERCISE

When you're feeling down, it can be tempting to lie on the sofa watching romcoms while crying into a massive tub of Ben and Jerry's. However, doing this will likely make you

feel worse. Keeping healthy (and fighting off that freshers' flu) will keep you feeling much more positive about life. Remember, there's always help out there. If you're struggling with your mental health, there are free mental health services available at your university that you can access.

IN LOVING MEMORY...



Late Rupak Borgohain

Alumni ID : 2008TMD5

Left the mortal world on 21st February, 2025

Samannay - the CMSDU Alumni Association remembers him fondly.



MANAGING THE FUTURE: MY JOURNEY WITH AI AS A STRATEGIC ALLY IN MANAGEMENT

**SANJOY
DAS**

MBA(FT) 2017

ALUMNI ID
2017MF46

Author Bio:

Sanjoy Das is currently working as a 'Consultant' at Infosys serving as a Scrum Master, driving agile delivery and cross-team collaboration for efficient, high-quality project outcomes.

"Artificial Intelligence is not about replacing humans - it's about augmenting human capabilities" is a famous quote by Sundar Pichai, CEO of Google and I totally agree to it. When I first stepped into the world of management after completing my MBA-FT (Batch 2017–19), I never imagined how quickly technology, especially Artificial Intelligence (AI) would become such an integral part of my professional life. As a Consultant at Infosys today, I've seen firsthand how AI is not just a buzzword but a powerful ally that's reshaping how we lead, making decisions and solving problems. This article is not just a reflection on AI's role in business; it's a personal account of how I have experienced and embraced AI in my journey as a manager.

During my MBA, I was introduced to the fundamentals of business strategy, marketing, HR and finance. But what truly stood out was the growing emphasis on data analytics and digital transformation. These weren't just electives, they were signals of where the future was headed. After graduation, as I transitioned into the corporate world, I realized that AI wasn't something reserved for tech teams. It was becoming a part of everyday decision-making for managers like me.

Here are some ways AI has supported me in my role:

- **Smarter decision making:** Tools like Power BI and Tableau have helped me move beyond gut instinct. I now rely on data-driven insights to guide strategies, whether it's forecasting trends or evaluating performance metrics.
- **Automating routine tasks:** I've worked with Robotic Process Automation (RPA) tools like UiPath to streamline repetitive tasks - reporting, scheduling and data entry. This has freed up my time to focus on more strategic and creative aspects of my role.
- **Understanding customers better:** In client-facing projects, AI-powered CRM platforms like Salesforce Einstein have helped me personalize communication and anticipate customer needs more effectively.
- **Managing teams thoughtfully:** AI tools have allowed me to monitor team dynamics, identify early signs of burnout and support individual growth through tailored development plans.

- **Optimizing operations:** Whether it's resource allocation or workflow efficiency, AI has helped me to improve service delivery, especially in fast-paced agile environments.

Looking back, my MBA program laid the foundation for this transformation. Courses on Business Analytics and Data Science helped me develop a mindset that is open to change and technology. More importantly, it taught me that management isn't just about managing people, it's about adapting, learning and managing with purpose. AI fits perfectly into that philosophy.

One thing I've learned is that AI can do a lot, it can analyze data, automate tasks and even predict outcomes. But it can't replace the human qualities that define great management. Empathy, creativity and ethical judgment are irreplaceable. As a manager, I have found that the best results come when I use AI to support, not substitute my human instincts. In fact, AI has helped me become a more inclusive manager. Tools that analyze communication patterns have helped me identify unconscious bias and improve team collaboration. It's a reminder that technology, when used thoughtfully, can make us better managers.

Of course, my journey hasn't been without hurdles. Here are a few challenges I've encountered:

- **Data privacy:** Ensuring that AI tools comply with privacy laws and ethical standards is a constant responsibility.
- **Bias in algorithms:** I have had to be cautious about relying too heavily on AI outputs, especially when they might reflect existing biases.
- **Change management:** Introducing AI into workflows often meets resistance. It takes patience, communication and training to bring teams on board.
- **Continuous learning:** AI is evolving rapidly. I've committed myself to staying updated by reading, experimenting and learning from peers.

Throughout my journey, I've come across inspiring use cases that reaffirm AI's potential in management:

- **Marketing innovation:** A fellow marketing graduate used AI to analyze customer buying patterns and optimize inventory in a retail chain, bringing a noticeable increase in sales and reduced waste.
- **HR transformation:** An HR graduate implemented AI-powered sentiment analysis in employee feedback surveys, helping to identify early employee dissatisfaction and improve engagement.
- **Financial forecasting excellence:** A finance graduate used AI-driven analytics to guide investment decisions, leading to higher portfolio returns and reduced risk.
- **Healthcare efficiency:** An operations manager applied AI to predict patient flow in a hospital, reducing waiting times and improving resource allocation.

These stories aren't just use cases, they are proof that AI is making a real difference, and managers are at the heart of that change.

If you're just starting your career or preparing to step into a managerial role, here's what I have learned based on my experience:

- **Understand the basics:** You don't need to be a tech-expert but knowing how AI works and its limitations, is essential.
- **Get comfortable with data:** Learn to use tools like Excel, Power BI, Tableau or any Analytics tool. Data fluency is a must.
- **Stay curious:** Follow AI trends, read success stories and explore how different industries are using it.
- **Think strategically:** Always ask: "How can this technology help us achieve our goals?" That's the mindset of a future-ready manager.
- **Lead with empathy:** Use AI to support your team, not control them. Technology should serve people, not the other way around.

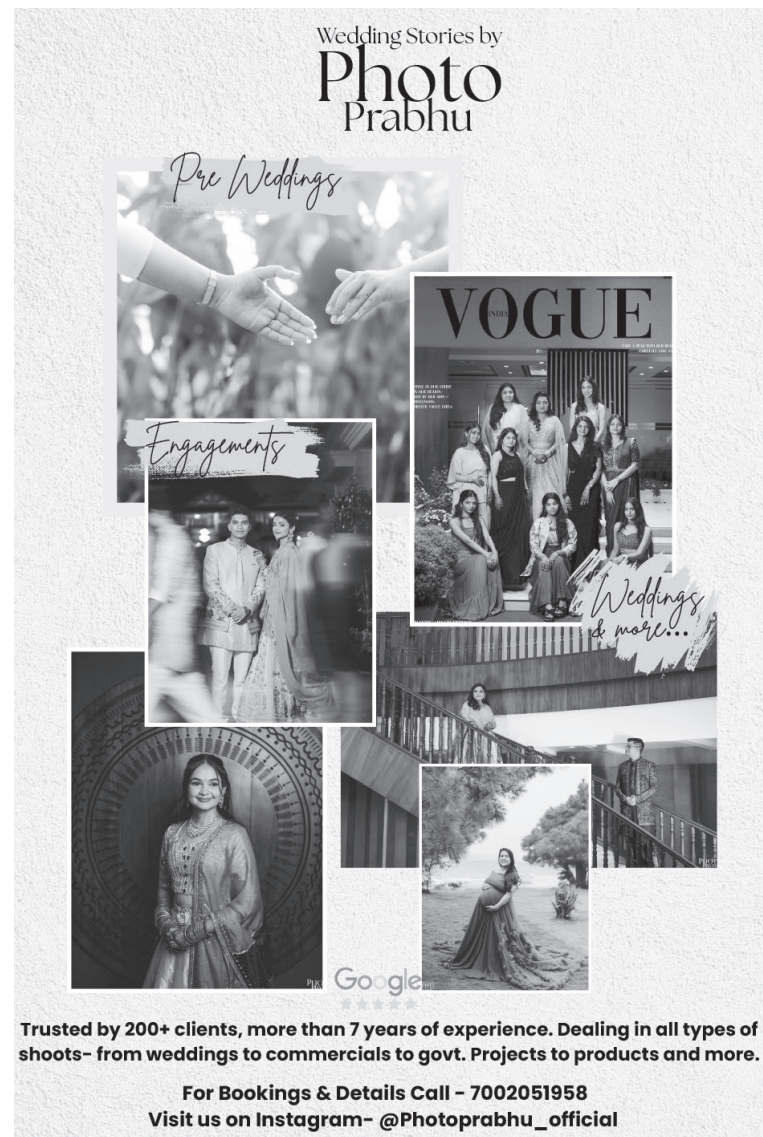
AI has changed the way I manage, but it hasn't changed the essence of management. It has added new tools, new insights and new possibilities. As management graduates, we're entering a world where management is both tech-driven and human-centered. The future manager will be someone

who understands spreadsheets, stories, algorithms and emotions. So, as you prepare for your managerial journey, embrace AI not as a threat, but as a teammate. Learn it, use it and lead with it. Because the future of management isn't just smart, it's both AI-smart and human-hearted.



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JESHIM RAHMAN

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Jeshim Rahman is a Senior Manager - Sales & Operations, Skipper Limited looking after Nagaland, Upper & Middle Assam. He believes in constant learning and expansion of knowledge, harnessing the power of critical thinking to drive meaningful societal impact. His mantra: "Stay Curious, Stay Critical".

IS LIBERALISM UNDER THREAT?

Liberalism is a political philosophy which has inspired revolutions, shaped the foundation of Democracy worldwide and today's modern free market. Liberalism is based on the principle that every man and women have the rights to have Life, Liberty and Property and are equal before the Law of the Land. Liberalism emerged in 17th and 18th-century Europe as a reaction to absolute monarchy, hereditary privilege, and state-enforced religion.

These ideas were first unified as a distinct ideology by the English philosopher John Locke generally regarded as the father of modern liberalism. According to him 'No One Can be subjected to the political power of another, without his own consent'. In 1689 he argued every individual is born with rights and a government exist to protect those rights in a 'Social Contract' in his book 'Two Treatises'.

The idea of Liberalism spread and evolved in the coming decades influencing political and intellectual movements. In 1776, the American Founders in the Declaration of Independence guaranteed equal rights for all. In 1789, the French Revolution overthrew the hereditary aristocracy, and was the first state in history to grant universal male suffrage and gave birth to the famous slogan of "liberty, equality, fraternity". Feminist activist like Mary Wollstonecraft and American Abolitionist, Frederick Douglass gave a final push to the initiation of Universal Suffrage. At the dawn of 20th Century, the idea of Social Liberalism saw a rise within the society; arguing for Better Healthcare, Free Education and Worker Protections and which led to the creation of Liberal Bodies like UN & WHO in the aftermath of Two World Wars.

In recent times, the basic idea of Liberalism has faced challenges due to Rising Inequality, Native Populist & Nationalist Movement. The failure in handling Global crises like the 2008 Recession, Global Covid-19 Pandemic, Russia - Ukraine War, Israel Genocide on Gaza have further weakened the faith in Liberal institutions. Political theorist,

Francis Fukuyama noted that the pandemic revealed the fragility of liberal democracies in effectively managing large-scale crises, further contributing to the decline of liberalism.

Stiftung Wissenschaft und Politik (SWP), a German think tank published a paper in September 2025 discussing the "creeping integration of far-right parties into European politics and institutions". The sudden collapse of democratic political system in South Asian

democracies, like Sri Lanka in 2022, Bangladesh in 2024, Nepal & Indonesia in 2025, fuelled by Popular uprising, shows a clear discontentment and distrust towards a democratic liberal system.

With Universities, Science, Media, Civil Institutions under intensifying attack, Liberalism has an imposing task ahead to adapt and restore confidence to resolve today's complex Socio-Economic problems.



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FROM MEMOIRS TO MILESTONES

PARINITA SONOWAL

BBA 2008
MBA(FT) 2011

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Parinita Sonowal is Manager (ER), Indian Oil Corporation Limited and currently based at Digboi Refinery. She deals with Human Resource operations including manpower planning, recruitment, promotions etc. Her responsibilities also span SAP-HR, payroll administration, PF and establishment matters, ensuring compliance and Time Office.

I still remember the day I first walked into the Centre for Management Studies (CMS), Dibrugarh University, as a wide-eyed 18-year-old. It was 2008, and I had just stepped out of school to join the BBA program (Batch 2008–2011). Honestly, I was nervous and sceptical. CMS looked big, the University even bigger, and the professors—many with Masters, M.Phil., or Ph.D. degrees—felt intimidating. But very soon, I realized that CMS welcomed everyone with open arms, no matter their background, size, or age.

By 2011, I found myself walking back through the same gates—this time as an MBA student (Batch 2011–2013). And what a journey that was! Ours was probably the most mischievous and notorious batch CMS had ever seen. The classrooms, the corridors, the laughter, the mischief—it all flashes back as I write this. From Himadri Sir to Aradhana Mam, we tested every professor's patience and energy. At that time, I often felt the classes were too hectic, the assignments too demanding, and the teaching patterns too rigorous.

And yes—**how can I forget that hilarious Numaligarh wedding adventure?** Our group had been invited to attend Jharna's elder sister's wedding. But, as usual, our classes stretched long, and the last one was by none other than Mr. Rakesh Chamuah Sir. Being the thugs we were, we tried to sneak out—he was entering from one door while we attempted our escape through another. Of course, he caught us red-handed! After some pleading and bargaining, he finally let us go, releasing the class about 15 minutes early. We dashed to the main gate where our friends were waiting, managed to reach Jorhat in time—only to find no vehicles available to take us further. Just when we thought the plan was doomed, two auto-rickshaws appeared like a miracle and agreed to take us all the way from Jorhat to Numaligarh—62 km in total! That bumpy, crazy ride remains one of the most unforgettable experiences of our CMS days.

Another memory that still cracks me up is from the Library Canteen. After surviving a marathon two-hour-long class, we were finally set free and ran to the canteen like birds out of a cage. We shouted, laughed, and celebrated our “freedom” so loudly that the canteen staff

threw us out! Can you imagine—getting kicked out of the canteen not for mischief, but for being too happy 😊. Those little moments of madness still remain priceless.

And of course, no CMS memoir is complete without remembering Dr. MJ Sir (Mr. Mithun Jagdish Sharma). He was one of the terrors back then 😬. I still recall our case study presentation on FedEx. Our 7-member team—Naga, Nina, Me, Nayanjyoti, Panda, Motu and Oni were under such pressure that we felt like we lost at least one kilo each just preparing for it. The tension, the fear, the rehearsals—it was real! But looking back now, those very moments made us stronger and taught us what real corporate pressure feels like.

Looking back now, I realize those were not just classes and adventures; they were lessons for life. Today, after years in the corporate world, I can confidently say that the so-called “tortures” of MBA were actually priceless. The deadlines, the pressure, the case studies, the presentations—everything shaped our resilience and pressure-handling ability. And for that, I owe a huge debt of gratitude to CMS.

For me, CMS is not just an institution—it's a family. It gave me the confidence to pursue my career, the strength to face challenges, lifelong friendships, and even the biggest blessing of all—my partner for life.

CMS, you will always be special. You rock!



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FROM THE LENS OF AN ALUMNUS

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Author Bio:

Abhinab Mahanta is working as a Development Officer of Life Insurance Corporation of India, Golaghat Branch. He has over 13 years of experience in insurance, marketing and advertisement. Currently, he is also serving as Secretary of Development Officers Union of Golaghat Branch.

THIRTEEN long years have passed by since we left CMS with our MBA degree. But even today, amidst the busy schedule of working life, when I tend to retrospect, then the days we had spent at CMS still remain fresh and vibrant down the memory lane.

But today, I would like to speak as an alumnus to the current students of CMS pursuing their MBA degree. CMS is really a place to shape one's future and groom one's personality for the future life. CMS not only gives you the academic degree but also it is a fertile ground to hone one's skills and set your own destiny. Being an alumnus, I would just like to share to the students' one thing that they must try to utilize these two years in CMS to the fullest. Apart from rigorous and corporate ready tailor made curriculum, students should also engross themselves in all the avenues that CMS offers to groom their soft skills and nourish their management acumen.

In our days, a newsletter was published every quarter along with one magazine namely, "Safar". What a good practice this was! I used to contribute regularly in both of these. A Centre's Wall Magazine was also published. There was a practice of writing on the wall namely "CMS TIMES" where every day some quotes had to be written in the white board before commencement of classes. These are small things but this will surely act as a stepping stone in making a leader in subsequent corporate life and also these activities ignite creativity and artistry which are much needed in marketing spheres of corporate life.

Students also need to engross themselves in publishing the placement brochure. They should try to bring it out in the best of form and should try to be in constant communication with the Training and Placement Cell (TPC) so that this brochure can be sent to the maximum of prospective recruiters. Nobody knows where and how will it click. I recollect an incident during our days. One day myself and one of my friends, Ujjal sorted out several recruiters and we randomly sent the soft copy to many recruiters. We sent one to HDFC Bank also. To our utter surprise, after a few days we got a call from HR of HDFC Bank for a campus interview and six of our friends got selected in that campus interview. As we were student representatives of TPC, so we with the guidance of TPC



of CMS, left no stone unturned to get maximum placement and our active participation in the process became really beneficial in having many corporate contact in our future life. So students should actively engage themselves in placement activities with proper guidance and tutelage of TPC. Current batches of students should come in large numbers to the Alumni Meet. Because this is the platform where one can interact with alumni and current corporate leaders with ease and thereby can get the current trends, scenarios, requirements and dynamics of the current corporate world. Though students often come to the Alumni Meet, more participation from the current and ensuing students of the Centre is the need of the hour.

Professionally, we are what we are today largely because of values, lessons, and learning inculcated from management classes of CMS. So we should be like Ekalavya. All alumni should always carry a sense of give back feeling within their minds in whatever capacities it might be. Out of 365 days, all alumni should single out one day from their calendar as alumni meet to spend some time in our alma mater in a year. All alumni should assemble for a day and should retrospect their days spent in this temple of learning, which carved a niche to our future life.

All alumni need to have a critical approach towards the alumni association and should try to strengthen it as much as possible with all their valuable feedback and inputs so that this alumni network of the Centre becomes one of the strongest over the region and in this way we can always find our footprints in the abode of CMS, no matter where we are, whatever we are doing.

Alumni Meet should be more of functional in nature. There should be a lecture session where representatives of prominent corporate houses should be invited for a brainstorming session on recurrent business topics. The alumni magazine needs to be more extensive and elaborative. One representative of each passed out batch should share or write down his/her feelings in the alumni magazine and it needs to reach to every alumni. Alumni Meet on wheel concept should be carried out once in

a year so that alumni of the Centre residing in various nook and corners can gather for a session and can feel more engaged and attached towards the Centre.

Finally, we, all alumni always want to express our regard and honour to all our esteemed faculty members who were instrumental in imbibing the values and ethos of management to us in our CMS days. I strongly believe, rather advocate a programme namely, "GURU SEWA" in every Alumni Meet so that we can offer our tribute to our esteemed faculty members and also we can have their blessings in our life. So I earnestly believe there should be a GURU VANDANA agenda or programme in the Alumni Meet where we can have interaction between our revered faculty members and their students of once and for all time.

A portion of alumni fund should be utilised in some works for the welfare of society. It should be under the banner of the Alumni Association such as relief to the flood affected people, donation of cloths and essential materials to orphanage and old age home, etc.

Now-a-days it is good and heartening to see that social media group especially WhatsApp group of the alumni is very much vibrant in posting various vacancies. Hope this trend will continue and with our capacity, we can always help students of CMS to have their footprints in the corporate professional world.

Last but not the least, the Alumni Association should try to host a MEGA QUIZ COMPETITION among the corporates of the region with a joining fee. This will be very much effective in grabbing the attention of corporates to the Centre and it will drastically change the placement scenario and sure up the ante.

These are some of the views that I would like to share with all the stakeholders of CMS and I remain optimistic that CMS will always rise to the occasion in the coming days and simultaneously our Alumni Association will become stronger in the days to come and will thereby be able to bridge the gap between CMS and Alumni in the days to come.



CHAOS

UDIP RAJBANSHI

MBA (PT) 2021

ALUMNI ID
2011MP09

I find peace in chaos
An excitement unparalleled
What's there in solitude
Utter silence...
Chaos has a ring to it
A drama worth a watch
Not much for the faint hearted
But wonders for the metropolis
It wakes you up
Keeps you alarmed
The honking and the buzz
Feels music to the ears
Skyscrapers for the sky
Commutes for the trees
Billboards make the sceneries
Oh! Wonderful , I enjoy thee...
Udip Rajbanshi

Author Bio:

Udip Rajbanshi is a Senior Section Engineer in the Mechanical Department of N. F. Railway,, Dibrugarh. He blends precision and passion in his work, ensuring smooth operations of the railways. Beyond this, he is an avid traveller and a food enthusiast, always seeking new experiences and flavours. When not on the move, he finds joy in humming to his favourite tunes – a simple rhythm that keeps life in balance.



SYEDA TANZILA ARFIN

BBA 2004

ID :

DREAM IN MY EYES

With dreams in my eyes, I reached the shore—
The shore that led me to the other side of my soul.
A soul once bound by lessons and restrictions,
Unable to touch its own true core.

The day I arrived, a spark lit within my thoughts,
My dreams grew wings and began to soar.
This new place nourished me with hope,
With visions of living life on my own terms and more.

I discovered a new me—
Confident, striving for excellence wherever I moved.
Nothing in this vast varsity was left unexplored;
Every path, every moment, left its mark.

New faces, friends, and guiding lights
Enriched our journey and brightened our souls.
Forever, I remain grateful for this place—
So pure, so inspiring, so deeply mine.

Author Bio:

Syeda Tanzila Arfin is an Entrepreneur with over 14 years of experience in operations and maintenance in the telecom service sector. Recently, she has started a bakery venture, combining managerial expertise with creative passion. She brings strong skills in operations, leadership, and business management.

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Samannay Members	: 915

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PhD	: 32
CBM	: 01
TOTAL	: 915

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