



FORMING RESPONSIBLE LEADERS

Volume 3 Issue 9

ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)

St. Joseph's College (Autonomous)

Tiruchirappalli -620 002

Tamil Nadu, India.

jimconnect@jim.ac.in www.jim.ac.in

## **Roots**

#### Ignatian Leadership: A Blueprint for Holistic Business Graduate

Business Professionals can draw valuable insights from the life and principles of St. Ignatius. His journey from a courtier with a passion for personal glory to the Saint Ignatius offers a rich diverse and interconnected array of lessons applicable to the modern business world. Let us see how few of his life principles that he devised to guide his fellow companions as a leader stand upright and applicable to the modern business arena.

Ignatian discernment becomes a guiding light for individuals navigating complex business decisions. Embracing a thoughtful and reflective approach ensures ethical considerations, societal impact, and long-term consequences are integral components of decision-making processes. St. Ignatius' transformative journey serves as a blueprint for aspiring business leaders. The emphasis on personal growth and the ability to lead with purpose encourages a dynamic leadership style that adapts to challenges and inspires positive change within teams and organizations. Incorporating Ignatian ideals, professionals are encouraged to view leadership through the lens of service and social responsibility. Recognizing the broader impact of business decisions on communities fosters a commitment to responsible and sustainable business practices.

In the Spiritual Exercises, St. Ignatius tells us that actions are to be preferred to words. Ignatian leadership is an invitation to act in a way that reflects our most deeply held beliefs, affirms our vocation, and serves others, particularly those in need.

(From "Ignatian Leadership: Faith, Vocation, and Service" by Sean Sanford)

St. Ignatius' early life marked by personal ambition provides a cautionary tale for professionals. While pursuing professional success, it is essential to cultivate humility and uphold moral integrity, ensuring that ambition is tempered by ethical principles. The Society of Jesus, founded by St. Ignatius, underscores the importance of collaboration and teamwork. Professionals can apply these principles by fostering a collaborative environment, valuing diverse perspectives, and building strong, cohesive teams for effective problem-solving.

St. Ignatius' commitment to learning becomes a guiding principle for individuals in the dynamic business landscape. A mindset of lifelong learning is crucial. Remaining adaptable, open to new ideas, and continuously seeking personal and professional development are keys to sustained success.

Integrating Ignatian ethics into negotiation and conflict resolution strategies ensures fairness, transparency, and ethical considerations take precedence. Professionals are encouraged to seek resolutions that uphold principles of justice and respect for all stakeholders.

St. Ignatius' practice of self-reflection becomes a cornerstone for individuals. Regularly assessing values, motivations, and professional goals enhances self-awareness, enabling informed decisions aligned with personal and professional aspirations.

Inspired by Ignatius' global vision, business professionals should consider the global impact of decisions. Fostering an inclusive environment that values diversity and cultural perspectives promotes collaboration across borders, contributing to a more interconnected business world. Infusing leadership with a clear sense of purpose becomes a hallmark of Ignatian leadership in the business world. Professionals are encouraged to lead with a focus on values, inspiring others with a shared vision that extends beyond profit to contribute positively to society. It encompasses fostering a culture where every individual, irrespective of their backgrounds, race, beliefs, or gender identity, is esteemed, honored, and nurtured. In the light of St. Ignatius leadership principles, the imperative role of leadership in crafting an inclusive environment stands paramount. Leaders are called upon to establish and sustain a culture of inclusivity, wherein each person feels embraced and finds a genuine sense of belonging.

In adopting these Ignatian principles, individuals in the business world can cultivate a holistic approach to leadership that goes beyond conventional practices, emphasizing ethical considerations, social responsibility, and a commitment to lifelong learning. Ignatian leadership becomes a guiding force for professionals towards success in a dynamic and interconnected global business environment.

Embracing Ignatian ideas in business promotes a paradigm shift, raising leadership beyond profit-driven goals. It instills a strong sense of ethical consciousness in leaders, motivating them to traverse challenges with integrity and compassion. By emphasising social responsibility, Ignatian leadership goes beyond transactional techniques, encouraging long-term partnerships and community engagement. Also, focusing on lifelong learning promotes adaptation and innovation in the face of ongoing change. In short, Ignatian leadership provides a transformative framework that enables individuals to lead with purpose, empathy, and a deep commitment to the greater good amidst the obstacles of a constantly changing world.

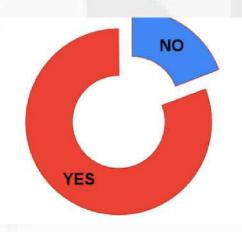
Our mission should therefore resonate with the pursuit of truth, the exploration and dissemination of knowledge, the cultivation of personal and professional growth, the nurturing of faith-based living, and the cultivation of leadership manifested through service to others. These endeavours are undertaken not only for the greater glory of God but also for the collective benefit of humanity. Every member of the JIM family is thus entrusted with the responsibility to treat others with compassion and respect, while cherishing and celebrating our differences. This ethos is integral to the rich tradition that binds us together.

E

## JIM Asks

#### The Paradox of Women Entrepreneurship: Does More Mean Equal?

In this survey we find the respondents saying that nowadays Women entrepreneurs have equal access to funding opportunities as their male counterparts. But in reality, women entrepreneurs face significant hurdles in securing funding compared to their male counterparts due to pervasive gender bias. Despite comparable performance metrics, The survey conducted by NGO in 2022 showed that only 0.3% of women entrepreneurs are getting



funding opportunities. Nearly 85% of women entrepreneurs face trouble in getting loans from public sector banks. Investor biases often result in a lack of trust and disbelief toward women entrepreneurs, impeding their ability to secure adequate financial support. The limited representation of women in key decision-making roles within venture capital and investment firms compounds the issue, leading to a misunderstanding of the unique challenges faced by women-led ventures. This combination of gender bias and underrepresentation in crucial networks and mentorship opportunities poses a formidable barrier for women entrepreneurs, hindering their pursuit of equitable access to funding in the entrepreneurial landscape.

Women entrepreneurs often face significant challenges in accessing funding opportunities when compared to their male counterparts. One major obstacle is the gender bias prevalent in the business and investment ecosystem. Studies have consistently shown that women-led businesses receive disproportionately less funding than those led by men, even when all other factors are equal. Investors may hold unconscious biases that affect their decision-making, leading to a lack of trust in women entrepreneurs or disbelief about their ability to succeed in traditionally maledominated industries.

Additionally, women entrepreneurs frequently encounter difficulties in building networks and accessing mentorship opportunities, which are crucial elements for securing funding. The established networks within the business and investment communities often favor male entrepreneurs, making it challenging for women to connect with influential individuals who can provide guidance, support, and access to funding opportunities. The absence of strong mentorship and networking opportunities further hinders women entrepreneurs in navigating the complexities of securing funding for their ventures.

E

## JIM Meets

A new initiative where JIM connects with an industry expert to receive insights on the happenings in the Industry



#### Dr Syeeda Sheerin, Consultant Psychiatrist

Permacrisis in the social, political and economic environment impact the mental health of Gen Z, however, this generation is an incredibly resilient and strong generation which will overcome any crisis, says Dr. Syeeda Sheerin, Consultant Psychiatrist at Sana Hospital.

Isn't it unfair to search for similarities in the world of differences? Because Each child is unique. Dr. Syeeda reiterated the role of parents and teachers in the mental health journey of an individual, in the 21st century. Because humankind has equated success with wrong things. To redefine the success, it's high time to stop having the comparative mindset and to realise that all the five fingers are not alike but all the five are significant in creating a powerful fist. Moreover, establishing a professional assistance forum in educational institutions and creating a more empathetic environment in the family are significant in fostering a healthier generation.

However, the world doesn't always provide the heart with what it seeks. So, she emphasized the importance of a self-motivated mindset. Each young person is a unique flower, with their own potential and beauty that cannot be compared to others. Indulging in the world of books can be the best way to cultivate self-worth and self-sufficiency. A healthy mind resides in a healthy body. To successfully navigate through this phase of peer pressure, it is crucial for young people to maintain a healthy lifestyle. This includes following a regular sleeping and eating pattern, staying focused, and working hard towards your.

To mark International Women's Day, she highlighted the significant role women play in a family. Women are the caregivers for the family however a very neglected section of the population. Likewise, poor mental health and malnutrition among women has also been neglected. Research states that Depression and anxiety are more prevalent in them than in the male population because of premenstrual disturbances, postpartum depression and so on. Adding to that, a modern problem has also evolved in the modern world for this modern young women population, which is cyberbullying. The consequences on mental health because of these cybercrimes are to be addressed properly.

She asserted that the significance of mental health has to reach women for it to reach society. Because, Healthy families are built by healthy women, who in turn build healthy societies. In this, it is essential to understand that Mental health is a

"Sense of well-being"

E

## **Social Cause**

#### **Equality in Leadership**

It is no secret that there is a lack of female Leaders worldwide. Regulating gender parity by giving importance to women in leadership helps to fulfil the sustainable goals of development by 2030. The integration of women into equal participation and leadership is essential. It is highlighted in the global data that there is increasing representation of women. The major obstacle faced by women includes lack of female role models, difficulty in balancing work with personal responsibilities, doubt about one's leadership style and gender pay gap. According to recent research, only 10% of women occupy top-level management positions.

Over these decades women in the top positions of corporate world business have tried to overcome some challenges despite this they are facing some obstacles. It includes the exclusionary nature of women from

some activities in happy hours and sometimes it is evident by not getting support for them to engage more actively. As a result, women miss more valuable opportunities to build relationships and connections for career development. Here we can address this challenge by providing gender equality, gender-neutral corporate policies and equal opportunities in training and development.

It is difficult for women to find highly qualified mentors in the workplace due to false accusations of sexual harassment. It can be addressed by the management by providing gender diversity in leadership and also active mentorship and sponsorship from management. The representation of women in senior



management, managerial, and directorial showed only a modest increase. Representing a specific percentage of women in leadership through maintaining some special quotas helps to follow gender diversity. In the way of progress and potential ways, the women's leadership is worthy enough and now the journey remains a work in progress.

Achieving gender equality in leadership is not only a matter of fairness but also a strategic imperative for sustainable development. The underrepresentation of women in leadership positions globally is a stark reality that hampers progress towards achieving the Sustainable Development Goals by 2030. Women bring unique perspectives, experiences, and skills to leadership roles, enriching decision-making processes and fostering innovation and inclusivity. By prioritizing gender parity in leadership, societies can unlock the full potential of their human capital and drive positive change across various sectors. Furthermore, diverse leadership teams are better equipped to address complex challenges and adapt to dynamic environments effectively.

Sneha Thomas 23PBA257

## **Stocks Radar**

Being Asia's third largest and the world's fastest-growing economy, India has a rapidly growing manufacturing sector. The Hong Kong and Shanghai Banking Corporation Limited (HSBC) India Services PMI increased to 62.0 in February 2024 from 61.8 in January which is considered a five-month month-high while the input costs have been rising since July 2020. This is the fastest expansion in the sector since last July. This is continuously increasing the Foreign Demand and thus increasing the business volumes. India's manufacturing sector is recovering from its 18-month low in December. This has also helped India to maintain an ease in the price levels. With this growth in the economy, the Reserve Bank of India(RBI) is expected to keep the same interest rates until July despite the prevailing inflation.

#### **Impact in Banking System**

Despite performing well under global macroeconomic and interest rate volatility in the previous years Indian Banking System is facing a liquidity deficit as per the data released on January 24th. The liquidity condition tightened due to festival demand and advance tax payments in December 2023. Government spending has also decreased by 3.2% as private consumption increased by 3.5% in the last quarter. The bank nifty has shown growth to 1.57% in the last month but it has reduced by 1.63% in the last week



E

#### NIFTY

Nifty gained 1.18% to close at 21,982.80 when compared to 21,725.70 in January. Top gainers among the list are IndusInd Bank, Mahindra & Mahindra, HCL tech, Power Grid, Maruti, State Bank of India, Titan, Asian Paints, Nestle and UltraTech Cement. India expected a Rate cut which would increase its liquidity position in the market but the market seems to be buoyant when it comes to economic, political and corporate performance. One of the main reason behind this is 8.4% growth in GDP in the October to December quarter. Hence, it is highly risky for investors to invest in the market as nifty is going below 22000 after reaching a record high of 22,304 as on 1st of March.

#### Impact of Global Market in India

Nvidia Corporation, an American Semiconductor company, accounting for nearly 80% of the market share, saw a revenue of over \$22 billion in the fourth quarter. The actual earnings are much higher than the estimated quarterly earnings. This impacted positively in the Indian Semiconductor-related stocks like ASM Technologies and SPEL Semiconductors. ASM Technology stock is up by more than 78% in five years. In February, it has grown up to 83%. This company being a service provider to many semi-conductor equipment manufacturers saw a lot of demand in the market. It closed at a price of Rs.1016.65 as on 29 February 2024 which is a 112.62% increase in the past 6 months and a 154.83% increase in the last one year. Similarly, SPEL semiconductor shares surged 56% in February and 195% in the last one year. It closed at 119.14 as on 29 February 2024. This shows that Semiconductor industry is booming and is considered a good market place to invest in the future.

Swetha G R 23PBA212

## Let's Know

SHEROES is a pioneering platform for women, dedicated to fostering entrepreneurship, employment, and financial empowerment. Engage in business literacy programs, remote work opportunities, and networking sessions tailored to women's needs. Join a supportive environment to explore topics like personal growth and entrepreneurship while connecting with peers. Access a confidential counseling helpline for guidance on professional, financial, and personal matters. Benefit from resources like WomenWill by Google, offering free entrepreneurship training and mentorship. Seek assistance through AskSHEROES Helpline for mental health concerns, career guidance, and personal challenges. From business literacy programs to remote work opportunities, it offers a supportive ecosystem for personal and professional development. With access to webinars, counseling helplines, and skill-building initiatives like WomenWill by Google, it's a game-changer for women's empowerment.

# SHEROES The Wemen Only Social Network

The Women-Only Social Network

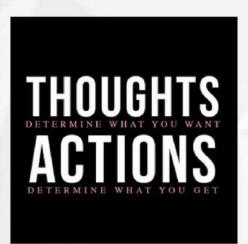
Angel Shronee J 23PBA116

#### \_\_\_\_

### Let's Think

"Action speaks louder than words - but not nearly as often". Sometimes we believe that doing is better than saying. But by the time you say it, you're already halfway through the process. Thoughts should be louder than words. Words should originate from a desire to do beautiful things. A powerful speech requires a sound mind, just as a powerful action does. While words have the power to inspire, actions are the ones that are measured, because it is only through our actions that we exhibit integrity, commitment and sincerity. Actions have the power to transform belief and thoughts into visible work. Action is reality and thoughts are the roots of powerful action.

What are your thoughts? Which should be louder? THOUGHTS OR ACTIONS?



What are your thoughts? Click here to drop your comments.

## Reads

In today's dynamic and interconnected world, effective communication is the bedrock upon which successful leadership is built. Leaders who master the art of strategic communication not only inspire and motivate their teams but also drive tangible results. In "Communicate like a leader - connecting strategically to coach inspire and getting things done", Dianna Booher offers a comprehensive guide for aspiring and seasoned leaders alike, outlining proven strategies to connect, coach, inspire, and get things done through the power of effective communication.

As a reader deeply invested in personal and professional development, I found Dianna Booher's "Communicate like a leader" to be an invaluable resource packed with actionable insights and practical strategies for effective leadership communication. Chapter by chapter, Booher masterfully guides readers through the intricate terrain of strategic communication, starting with a comprehensive overview of its fundamental principles. From understanding the importance of clarity and authenticity to mastering the art of active listening and empathy, each chapter lays a solid foundation upon which effective leadership communication is built. Let us see the gist of each chapter.

#### **Chapter 1: Understanding Strategic Communication**

This chapter provides a foundational understanding of strategic communication, emphasizing its pivotal role in effective leadership. Readers learn about the core components of effective communication, such as clarity, consistency, and authenticity, setting the stage for deeper exploration in subsequent chapters.

E

#### **Chapter 2: Connecting with Your Audience**

Booher speaks of the importance of building rapport and trust with diverse audiences. Through discussions on communication styles, active listening, and empathy, readers gain valuable insights into fostering genuine connections that lay the groundwork for successful leadership communication.

#### **Chapter 3: Coaching for Growth and Development**

Readers are introduced to the art of coaching as a means to foster growth and development within teams. Booher offers practical strategies for providing constructive feedback, setting SMART goals, and promoting accountability, empowering leaders to cultivate a culture of continuous improvement.

#### **Chapter 4: Inspiring Action and Motivation**

This chapter explores the power of storytelling and vision crafting in inspiring action and motivation. Booher provides actionable guidance on creating compelling narratives that resonate with audiences, driving them towards shared goals and aspirations.

#### **Chapter 5: Getting Things Done: Influence and Persuasion**

Booher gives the nuances of influence and persuasion, offering strategies for overcoming resistance and objections. Through discussions on negotiation, conflict resolution, and influencing without authority, readers learn to navigate complex interpersonal dynamics with finesse.

#### **Chapter 6: Leading Through Change**

Booher tackles the challenges of leading through change, offering insights into effective change communication strategies. Readers gain practical tools for managing resistance, uncertainty, and maintaining morale amidst organizational transformations.

#### **Chapter 7: Navigating Difficult Conversations**

This chapter equips readers with strategies for navigating challenging discussions with professionalism and respect. Booher provides practical tips for finding common ground, managing emotions, and achieving mutually beneficial outcomes in difficult conversations.

#### **Chapter 8: Leveraging Technology in Communication**

Booher highlights the role of technology in modern communication, offering guidance on utilisings digital tools effectively. From virtual leadership strategies to managing digital distractions, readers learn to harness technology to enhance communication and collaboration.

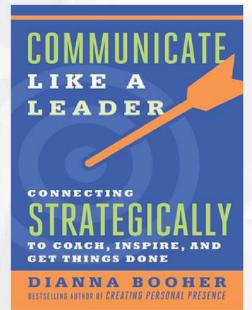
#### Chapter 9: Cultivating a Culture of Communication

Booher here emphasizes the importance of fostering open and transparent communication within organizational cultures. Readers can discover strategies for creating psychological safety, encouraging feedback, and fostering collaboration, laying the foundation for a culture of communication excellence.

# Chapter 10: Sustaining Success Through Continuous Improvement

In the final chapter, Booher underscores the importance of continuous improvement in leadership communication. Readers are here encouraged to reflect on their communication effectiveness, seek feedback, and cultivate a learning mindset to sustain success in the long term.

One of the standout features of the book is its emphasis on connecting with diverse audiences. Booher's exploration of different communication styles and techniques for building rapport and trust resonated deeply with me, offering valuable guidance for fostering meaningful connections in both professional and personal settings. Overall, "Communicate like a leader" is a must-read for leaders at all levels seeking to enhance their communication skills and drive success in today's fast-paced business environment. With its blend of theory and practical guidance, this book offers a roadmap for becoming a more effective, inspiring, and influential leader. I highly recommend it to anyone looking to elevate their leadership communication skills and achieve their full potential.



Book Reviewed by Ms Restina James Assistant Professor, JIM



The Communicative Competency Certificate Course for mid-level supervisors and nursing staff at Neuro One Hospital in Trichy began on October 10, 2023, and lasted for 60 hours until January 2024. This course aimed to enhance the communication skills of healthcare professionals, emphasizing the importance of effective communication in fostering strong patient-staff relationships and achieving optimal outcomes. Divided into seven modules, the course covered topics such as grammar, vocabulary, comprehension, email etiquette, voice training, interpersonal skills, speaking, and workplace communication. Various teaching methods, including lectures, activities, and assessments, were employee to help participants improve their fluency, clarity, and confidence in both spoken and written English. On February 1, 2024, the course concluded with the "Wings Winner" program, during which showcased their proficient participants communication abilities, crucial for creating positive healthcare environments and enhancing patient experiences. A total of 21 participants received certificates upon successful completion of the course.



A Management Development Program "Skill Inundation" tailored for the employees of Hotel Shaans in Trichy, took place on February 1, 2024. Rev. Dr. P. Paulraj SJ started the session by sharing valuable insights on life skills, paving the way for an engaging ice-breaking session and discussions on fundamental communication etiquette. Dr. S. Karthikeyan then provided valuable inputs on effective customer service strategies, while Dr. S. Anjali Daisy wrapped up the program with invaluable guidance on managing stress and emotions. This initiative empowered the employees of Hotel Shaans with the essential skills necessary for both their professional advancement and personal well-being.

I M

C

N N

E C





On February 3, 2024, the Parents Teachers Interface for I MBA students took place at the Loyola Auditorium. The event commenced with a prayer, followed by addresses from the Dean of Academics and the Dean of Students, who emphasized the initiatives undertaken to ensure the holistic development of the students. Dr. S. Manoharan, the placement officer, provided an overview of the SIP (Summer Internship Placement) and placement training initiatives. Finally, Rev. Dr. P. Paulraj SJ, the Director, engaged with the parents directly. Parents had the opportunity to interact with faculty mentors, discussing academic concerns and exploring placement opportunities, while also receiving their ward's mark sheets.

The Faculty & Staff Family Get-Together on February 3 was a joyous occasion where everyone came together for an evening of fun-filled games and activities fostering stronger bonds among colleagues. Amidst laughter and shared experiences, attendees had the opportunity to express gratitude and deepen their connections beyond the workplace. The event was made even more special with a delightful spread of food, featuring a variety of culinary delights. The event left everyone with fond memories and a reinforced sense of belongingness within the faculty and staff.

I M

C O N N

N E C









JIM hosted the CEO of the Month event on February 7, with esteemed entrepreneur Mr. Chollin Selvan as the guest speaker. The speaker spoke on he started his entrepreneurial journey at a young age of 20, and then embarked on revolutionizing electronic transactions and later founded E Sandhai, tackling vital challenges within the agri-produce supply chain. His extraordinary path and achievements with E Sandhai served as a source of inspiration for students, encouraging them to aspire for greatness and pursue innovation without hesitation.

On February 9, 2024, the Bus Driver of SIGC Group of Institutions in Trichy participated in the Management Development Programme focusing on "Enhancing Interpersonal Skills and Managing Stress" for their bus drivers. The session proved to be comprehensive and enlightening. Dr. Karthikeyan spoke on effective strategies for managing interactions with students and parents while driving, followed by Dr. A. Pappu Rajan's insightful session on emotion management. Rev. Dr. P. Paulraj SJ provided valuable perspectives on lifelong learning, and Dr. S. Manoharan wrapped up the program with practical tips on stress management during driving duties. This event equipped bus drivers with essential knowledge and tools to enhance their interpersonal skills and effectively manage stress.

M

O N N E



St. Joseph's Institute of Management (JIM) presented its flagship event, Startup Mela 6.0, on February 10, 2024. Distinguished constituted the jury panel, tasked with evaluating the submitted business ideas. The inauguration ceremony featured Dr. Tamizh Inian, CEO of Frigate, Trichy, who shared motivating success stories and underscored the potential for global business emergence from Tier 2 and 3 cities. A total of 69 teams from various parts of the state participated in the event, presenting their business plans across five tracks. Winners from each track were honored with a cash prize of Rs 20,000, amounting to a total of Rs 1,00,000, to facilitate

the advancement of their entrepreneurial endeavours. The valediction ceremony, graced by Mr. Ramesh, Founder & CEO of Vedha Milk, Trichy, celebrated the achievements of the winners and marked the commencement of pre-incubator training, generously sponsored by JIM, at the MCC-MRF Incubation Park in Chennai.



Synergy - the Annual Students' Retreat 2024, conducted by St. Joseph's Institute of Management (JIM), was held on February 14th this year. Extending a warm invitation to both Catholic and non-Catholic I MBA students for a day of tranquillity and introspection. Rev. Dr. P. Paulraj SJ commenced the day with a brief introduction, paving the way for enlightening discussions led by Fr. Henri Sebastian and Dr. S. Manoharan on spirituality and personal development. A notable highlight was the Creative Expressions session, encouraging artistic interpretations of spirituality according to the students. Participants immersed themselves in moments of adoration, pranayama, confession, and counselling in the afternoon.

E

Culminating in celebration of the Holy Eucharist to mark the occasion of Ash Wednesday. The retreat embodied themes of unity, empathy, and spiritual enlightenment, enriching the collective experience at JIM.

# Management Concepts in Thirukkural

குறள் 445

சூழ்வார்கண் ணாக ஒழுகலான் மன்னவன் சூழ்வாரைக் சூழ்ந்து கொளல்

தக்க வழிகளை ஆராய்ந்து கூறும் அறிஞரையே கண்ணாகக் கொண்டு ஆட்சி நடத்தும் ஆட்சியாளர்க்கு என்றும் நன்மை பயக்கும்.

TRANSLATION

THE KING, SINCE COUNSELORS ARE MONARCH'S EYES.
SHOULD COUNSELORS SELECT WITH COUNSEL WISE.

EXPLANATION

AS A KING MUST USE HIS MINISTERS AS EYES (IN MANAGING HIS KINGDOM), LET HIM WELL EXAMINE THEIR CHARACTER AND QUALIFICATIONS BEFORE HE ENGAGES THEM.

Sudhersan S | 23PBA138 Amirtha Varshni R K | 23PBA128 Aaron Isaac A | 23PBA202 Linda Esther D | 23PBA203 Rev Fr I Antony Inico SJ

Administrator, JIM

Ms Sahaya Restina James

Assistant Professor, JIM



## EDITORIAL TEAM