Asian, Russian economic woes take toll on global stock markets

In Russia, the main stock in-

dex continued its downward

spiral, skidding 5.6 per cent.

The government, struggling to

repair the ailing economy, ef-

fectively devalued its currency

on Monday, sending shudders

Prices also plunged on Eu-

Frankfurt's blue chips took

the biggest hits - finishing

down 5.4 per cent after being off

as much as 6 per cent - on con-

cerns that Russia's economic

troubles could prove painful to

kets lost more than 3 per cent

each, with red ink spreading

wildly through smaller bourses

up," said Regis Khaber, an ana-

lyst at the Aurel brokerage in

sharply lower, with the key in-

dex in Malaysia plunging

nearly 8 per cent as investors

took profits following sharp

Hong Kong on profit-taking

Hong Kong market's main indi-

cator of blue chips, fell 2.8 per

Share prices also tumbled in

The Hang Seng Index, the

In Tokyo, share prices fell as

gains in the past two days.

from Thursday's gains.

"The uncertainty is adding

Asian markets also were

The London and Paris mar-

German banks.

across Europe.

throughout emerging markets.

rope's biggest stock markets.

NEW YORK, Aug 22: From Hong Kong to New York, global stock markets were roiled by investors skittish about economic woes in countries as varied as Russia and Venezuela. reports AP.

Unease about US strikes on suspected terrorist targets in Afghanistan and Sudan also took its toll on Friday.

In Brazil, trading was temporarily halted on the Sao Paulo Stock Exchange, South America's largest, after its key index tumbled 10 per cent, automatically suspending trading for the first time this year. Stocks made up some of their losses, and the index ended the

day of 2.9 per cent. Traders said Brazil was being punished for investor jitters over Russia's financial crisis, a possible currency devaluation in Venezuela and weakness in other equity markets. Also spurring the selloff: Wall Street's sharp decline, with the Dow Jones industrial average plummeting 283 points, then rebounding to close with a loss of 77.76 at 8,533.65.

"There's no critical factor in Brazil causing this panic," said one Sao Paulo trader. "It's all pressure from abroad."

in Venezuela, government officials insisted there were no plans to devalue the currency. But the central bank said it will

allow the bolivar to trade more freely within an established band, without trying to keep it at the midpoint of the trading

"As we have made clear, we are not studying a devaluation or exchange controls," said Finance Minister Maritza Izaguirre.

That did little to ease investors fears. The Caracas stock exchange fell 8.4 per cent, following a 9.5 per cent plunge on Thursday.

Traders estimated the Central Bank sold about \$150 million Friday to prop up the boli-var, which closed at 575.50 per dollar, down from 574.50 a day

Mexico's currency, the peso, plunged to an all-time low against the dollar. The peso closed at a mid-rate of 9.74 per dollar, off 9.345 a day earlier.

"You'd have to call it a panic," said Eduardo Estrada Lopez, economist at Grupo Financiero Bancomer. The Mexican Stock Ex-

change's key IPC index was down 3.2 per cent. Treasury Secretary Jose An-

gel Gurria described the market's fall as a reaction to economic slides elsewhere.

"This has nothing to do with internal factors," he said, acagency Notimex.

Some 12.09,906 shares and

debentures valued at Tk 6.99

crore were changed hands as

against 14,98,072 shares worth

Tk 7.32 crore on the previous

Quasem Drycells (348,100),

Beximco Pharma (228,400),

Rose Heaven Ball Pen (228,000)

and Chic Tex (178,500) were

at Tk 54.89 billion as against

Tk 55.55 billion on the previous

Market capitalisation stood

among the volume leaders.

failure - trading firm Okura and Co - this year raised fears about the health of the economy.

The benchmark 225-issue Nikkei Stock Average shed 93.21 points, or 0.61 per cent, to close at 15,298.20.

Pak rupee steady

KARACHI, Aug 22: The Pakistani rupee opened steady at 59.30 rupees on the kerb market today but the dollar remained in demand as a safe haven in the aftermath of the US missile strikes, dealers said, reports Reuters

Profit-taking had moderated the dollar's strength against the rupee, but there was nervousness for Thursday's US attack on suspected guerilla bases in neighbouring Afghanistan.

Some dealers said the rupee was likely to weaken again. The pound sterling was selling at 97.10 rupees on the kerb mar-

"There are some players who are still booking profits but demand for dollar is strong and soon it will surpass supply," one dealer said.

The State (Central) Bank of Pakistan's rate was 46.00/46.23 to a dollar, unchanged since July 22, 1998.

Japan's third-largest corporate

Cuban President Fidel Castro is greeted by Jamaican Prime Minister P J Patterson at the opening ceremony of Cariforum, in Santo Comingo, Dominican Republic Friday. At the 16-nation Caribbean summit Castro will observe the signing of a trade agreement between the Dominican Republic and the Caribbean community - AP/UNB photo economic bloc.

Chittagong Stock Prices

CHITTAGONG, Aug 22: bourse dropped by 1.80 points Week's trading at the Chittagong or 0.68 per cent to 260.53 points Stock Exchange began today from Thursday's 262.33 points. with a fall in its benchmark as the losers outnumbered the were traded, of which 11 gained,

gainers, reports UNB. The All Ordinaries Price In-

Kay & Que (BD) Ltd

Lexco Limited

Eastern Cables Limited

Apex Tannery Limited

Apex Footwear Limited

Excelsior Shoes Limited

Shinepukur Holdings Ltd

Eastern Housing Limited

7th ICB Mutual Fund

Aramit Limited

Beximco Limited

National Bank Limited

Padma Oil Company Limited

Usmania Glass Sheet Fac Ltd

Imam Button Industries Ltd

CSF All Ordinaries Price Index

Rose Heaven Ball Pen Ltd

Paragon Leather & Footwear Ltd

United Commercial Bank Limited 82.00

Intl Finance Inv & Comm Bank 109.00

Monno Ceramic Industries Ltd 590.75

Fu-wang Ceramic Industries Ltd 123.00

British American Tobacco BD Co 106.60 +0.60

Scrips Unchanged 4 Total No of Logins

dex at the country's second Saturday's trading performance Value Closing Change Shares Company in Tk Rate in Tk Traded 114.75 +1.25 27,515.00 Janata Insurance Company 240 9,337.50 Federal Insurance Company -7.25 186.75 Prime Textiles Spinning Mills -0.75 44,287.50 88.50 Apex Weaving & Finishing Mills 61.75 -0.25 36,875.00 Beximco Synthetics Limited 190.50 +0.25 118,100.00 2,850.00 Beximco Knitting Limited 142.50 -1.50 Padma Textiles Limited 95,380.00 265.00 +5.00 360 627,400.00 Chic Tex Limited 7.50 -0.20 83,000 Sreepur Textile Mills Limited -1.00 150 7,662.50 51.00 -1.75 50,887.50 Monno Fabrics Limited 92.00 550 Eagle Star Textile Mills Ltd 7.20 -0.20 7,750 55,880.00 46,750.00 Alltex Industries Limited 58.50 -0.75 44,285.00 22.75 -0.75 1,940 Dynamic Textile Industries Ltd Ashraf Textile Mills Limited 15.40 -0.30 4.100 63,240.00 2,870.00 Mita Textiles Limited 71.75 +0.25 268,910.00 747.25 -6.50 Square Pharmaceuticals Ltd 584,645.00 Advanced Chemical Industries 35.30 -0.60 16,550 Beximco Pharmaceuticals Ltd 60.30 -1.20 549,30033,109,465.00 10,650.00 Reckitt & Colman (BD) Limited 106.50 -4.50 Bangladesh Chemical Indus Ltd 148.00 -1.50 23,880.00 807.75 -11.20 Apex Foods Limited 44.430.00 Bengal Biscuits Limited 76.00 -1.50 42,615.00 131.25 -3.50 Beximco Fisheries Limited 320 41,995.00 408.25 -5.50 118,360.00 Agricultural Marketing Co Ltd Ctg Vegetable Oil Inds Ltd 92.00 +2.25 920.00 Tripti Industries Limited 468,542.50 105.75 -4.00 4.325 Meghna Shrimp Culture Limited 97.25 19,250.00 0.00 25,350.00 Gulf Food Industries Limited 84.50 -0.50 Mona Food Industry Limited 62.25 +4.25 9,350.00 Gochihata Aquaculture Farms 54.00 -0.25 16,200.00 264.75 -10.75 Confidence Cement Limited 195,880.00 Ctg Cement Clinker Grinding Co 618.50 -19.50 2,205,365.00 3,560 Meghna Cement Mills Limited 194.050.00 204.25 -7.00 39,075.00 Niloy Cement Industries Ltd 157.00 -3.00 Aziz Pipes Limited 540.00 -9.75 5,400.00 Quasem Dryceils Limited 277,250 6,231,945.00 22.40 -0.70 Anwar Galvanizing Limited 165.00 -5.00 100 16,500.00 Aftab Automobiles Limited . 184.00 -4.00 13,805.00 Olympic Industries Limited 183,765.00 203.25 -6.25 Wonderland Toys Limited -1.00 55.00 2,750.00

0.00

-4.50

-6.75

+7.25

-1.25

-1.75

-1.50

-0.50

+3.00

0.00

-0.50

-2.00

0.00

-2.00

+1.00

+1.50

+0.80

-1.00

-2.25

-0.70

550

100

720

10,900

2,100

150

200.00

134.50

263.25

162.25

53.00

72.00

80.75

132.75

223.00

155.00

377.50

42.20

65.90

93.25

21.60

73.00

Issues of 62 listed companies

47 incurred loss and four re-

mained unchanged.

CSE at a glance

Day's Change	ics rince i	1.80 Points	-0.6862%			
	Trades	Volume	Value (Taka			
Normal	1,783	1.034.770	47,955,597.50			
Spot	0	0	0.00			
Odd Lot	0	0	0.00			
Big Lot	0	0	0.00			
Total	1,783	1,034,770	47,955,597.50			
Scrips Listed	144	Total Issued Capital (Taka)	23,750,070,590.00			
Scrips Traded	62	Total Mkt Capital (Taka)	45.652,291,801.00			
Scrips Gained	11	Total Mkt Car val (US\$)	971,325,357.47			
Scrips Declined	47	US81	Taka 47.00			

cording to the government new DSE index falls

Week's trading at the Dhaka Stock Exchange marked a fall in its price index on the beginning of the week on Saturday with losers outnumbering the gainers, reports UNB.

The Price Index at the country's main bourse declined by 7.31 points or 1.18 per cent to 610.35 points from Thursday's 617.66 points.

Shares of some 137 listed securities were transacted on the day, of which 23 gained, 96 incurred loss and 18 remained

unchanged. DSE at a glance

All Share Price Index		610.35
Day's change		(-)1.18%
Total issues traded		137
Issues advanced		23
Issues declined	(*)	96
Issues unchanged	1.0	18
Total transactions		
No of trades		5,320
Volume (Nos)		12,09,906
Value (Tk)	3.5	6,99,09,446
Market capitalisation (Tk)		54895004494.06

Dhaka Stock Prices

At the close of trading on Aug 22, '98

Prices in Public Transactions

COMPANY	OPEN	HIGH	LOW	CLOSE	TRADES	VOLUME	VALUE	GULF FOODS	83.00	84.00	83.00	83.25	23	1950	1.625
							(LAKH)	INB SINA	147.00	147.00	147.00	147.00	2	30	044
1ST BSRS	93.00	93.00	93.00	93.00	1	50	047	IDLC	700.00	.710.00	700.00	702.00	6	120	843
1ST ICB	1100.00	1100.00	1050.00	1063.25	3	15	163	IFIC	104.00	106.50	104.00	104.75	11	195	204
6TH ICB	170.00	171.00	167.00	169.25	5	110	186	IIMAM BUTTON	92.00	92.00	92.00	92.00	1	50	046
7TH ICB	155.00	155.00	155.00	155.00	1	50	.078	ISLAMI BANK	2350 00	2350.00	2350.00	2350.00	1	5	118
8TH ICB	140.50	140.50	140.50	140.50	3	150	211	JNATA INS	115.50	116.50	115.50	116.00	3	60	070
AB BANK	110.00	120.00	110.00	115.50	18	1025	1.185	KARNAPHULI	189.00	190.00	169.00	189.50	7	240	455
ACI	36.00	36.00	35.00	35.30	89	16200	6.486	KAY QUE	206.50	210.00	202.50	205.25	23	1300	2.672
AFTAB AUTO	180.00	183.50	177.00	180.25	29	670	1.209	KHONOOR	56.00	56.00	56.00	56.00	1	100	056
ALL TEX	58.00	58.50	57.25	57.50	17	2450	1.414	LEXCO	165.00	165.00	156.00	159.75	32	1070	1.716
ALPHA TOBA	71.00	71.00	71.00	71.00	1	100	071	LIBRA PHARMA	310.00	311.00	310.00	310.50	4	80	249
AMAM SEA FD	655.00	665.00	635.00	637.00	74	660	5.678	MAQ ENTER	54.00	54.00	54.00	54.00	2	150	081
AMBEEPHA	37.10	37.10	35.50	36.40	5	350	128	MAQ PAPER	125.00	125.00	124.00	124.50	2	60	075
AMCL PRAN	420.00	420.00	405.00	406.75	340	10860	44.408	MARK BD	111.00	114.00	111.00	112.75	8	450	507
ANLIMA YARN	92.00	92.00	92.00	92.00	1	50	046	MEGHNA CEM	207.00	208.00	203.00	205.00	66	5300	10.935
ANWAR GALV	168.00	168.00	165.00	166.25	4	250	416	MEHNA SHRM	95.00	97.00	95.00	95.25	31	2020	1.931
APEX FOODS	820.00	820.00	790.00	805.50	141	1870	15.117	MEGHNA VEG	136.00	136.00	130.25	131.25	11	750	985
APEX FOOTWEAR	255.00	256.00	253.00	254.50	7	240	611	MHOSSAIN	44.00	44.75	44.75	44.75	1	50	022
APEX SPINN	138.00	138.00	138.00	138.00	. 1	100	138	MITA TEX	72.50	72.50	72.00	72.25	10	1000	723
APEX TANARY	271.00	272.00	256.00	265.25	182	5380	14.267	MITHUN KNIT	41.50	41.50	41.00	41.00	5	360	148
APEXWEAV	63.00	63.00	62.50	62.75	9	600	378	MONA FOOD	63.00	63.00	60.50	61.25	9	1500	922
ARAMTI	39.50	41.00	39.50	40.00	15	1700	681	MONNO CRA	598.00	600.00	584.00	586.00	21	230	1.348
ASHRAF TEX	15.50	15.70	15.40	15.50	31	10900	1.693	MONNO FABR	93.00	94.00	92.75	92.75	52	5200	4.842
ATLAS BANG	191.00	191.00	191.00	191.00	8	650	1.242	MONOSPOOL	42.75	42.75	42.75	42.75	1	25	011
AZIZ PIPES	545.00	545.00	520.00	532.00	124	2540	13.554	NBL	71.00	72.00	70.00	71.00	9	580	413
BATA SHOE	111.50	112.00	110.50	111.50	10	1800	2.008	NILOY CEM	158.00	158.50	155.00	156.25	23	1500	2.348
BATBC	109.00	109.00	106.00	107.20	9	700	751	NORTHERN	10.30	10.30	10.00	10.00	4	800	081
BCIL	145.00	146.25	144.00	145.50	17	640	931	NPOLYMER	260.00	260.00	260.00	260.00	3	40	104
BD AUTOCA	52.50	52.50	52.25	52.25	3	115	060	NTC	310.00	310.00	310.00	310.00	1	5	016
BD DYE	186.00	186.00	185.50	185.75	2	60	112	NTL TUBES	550.00	550.00	550.00	550.00	1	50	275
BD LAMPS	950.00	950.00	900.00	923.00	80	975	9.022	OLYMPIC	207.25	207.50	201.00	204.50	255	11150	22.850
BD LUGGAGE	67.00	67.00	65.00	66.00	4	350	232	PADMA OIL	220.00	225.00	217.00	221.70	4	200	444
BD THAI	425.00	425.00	420.00	423.75	5	100	424	PADMA TEX	267.50	267.50	263.50	263.75	26	1600	41.222
BD ZIPPER	88.00	89.75	88.00	88.75	6	400	676	PARAGON	72.00	72.00	70.50	71.00	12	1300	924
BENGAL BISC	77.00	77.00	76.50	76.75	15	880	.676	PERFUME CH	m59.00	55.00	55.00	55.00	1	50	028
BENGAL FINE	138.00	140.00	138.00	139.00	8	450	626	PHENI INS	250.00	252.00	250.00	251.00	3	300	753
BEXIMCO	65.00	66.00	65.00	65.50	33	4200	2.752	PRIME TEX	90.25	91.00	90.00	90.25	4	350	316
BOC	107.50	107.50	106.00	107.10	14	2050	2.196	QSM DRY CELL	22.80	23.00	22.00	22.30	535	348.100	77.915
BX DENIMS	240.00	240.00	239.00	239.25	2	150	359	RAHIMA FOOD	65.00	65.00	65.00	65.00	1	100	065
BX FISH DEB	2000.00	2000.00	2000.00	2000.00	1	5	100	RAHAMN CHEM	20.00	20.00	20.00	20.00	1	20	1004
B FISHERY	130.00	132.50	130.00	131.50	30	1600	2.106	RASPIT	102.00	102.00	100.00	101.25	8	750	760
B INFUSION	330.00	336.00	330.00	332.50	8	380	1.264	RECKIT & COL	103.00	105.00	101.00	102.60	8	700	719
B KNI DEB	1650.00	1650.00	1650.00	1650.00	1	2	033	ROSE HEAVEN	22.30	22.50	21.40	21.50	276	228000	49.291
B KNIT	143.00	144.50	143.00	143.75	5	100	144	RUPALI INS	240.00	240.00	240.00	240.00	1	60	144
B PHARMA	61.50	61.60	60.10	60.60	534	228400	138.439	RUPON OIL	6.70	6.80	6.70	6.70	5	1600	107
B SYNTH	190.00	191.00	188.00	190.50	107	7620	14.467	SAJIE KNIT	34.00	34.00	34.00	34.00	1	100	034
BTEX	136.25	136.25	135.75	135.75	8	750	1.020	SALEH CART	3.30	3.30	3.30	3.30	1	200	007
CENTRAL INS	220.00	220.00	218.00	219.25	2	60	132	SAMORITA	110.00	110.00	103.50	108.50	2	250	272
CHIC TEX	7.70	7.80	7.60	7.70	155	178500	13.739	SANDHAN INS	100.00	100.00	100.00	100.00	1	50	050
CONFID CEM	268.00	270.00	264.00	267.75	58	2600	6.948	SAVAR REER	36.00	36.00	36.00	36.00	1	50	018
CTG CEMENT	638.00	638.00	616.00	621.00	589	13875	860569	SHINE PUKUR	81.00	81.25	80.00	80.00	95	10800	8.690
CTG VEG	92.50	92.50	92.50	92.50	4	200	185	SINGER BD	2060.00	2060.00	1940.00	1992.25	195	1750	34.741
DELTA LIFE	623.00	634.50	623.00	628.75	16	180	1.132	SONALI PAPER	15.00	15.00	15.00	15.00	1	100	015
DELTA MILL	58.50	58.50	55.75	56.75	21	2020	1.149	SQUARE PHARMA	750.00	754.50	750.00	753.00	24	520	3.915
DHAKA FISH	101.00	102.00	101.00	101.25	7	1200	1.215	STYLE CRAFT	1300.00	1300.00	1300.00	1300.00	1	5	065
DYNAMIC TEX	24.00	24.00	22.50	23.00	10	1560		TALLU SPIN	45.00	45.00	45.00	45.00	2	80	036
EAGLE BOX	49.00	49.00	49.00	49.00	1	50		TRIPTI	110.00	111.00	105.00	106.25	228	14205	15.173
EAGLE STAR	7.00	7.10	6.90	7.00	18	6400		TULIP DAIRY	104.75	105.00	104.75	104.75	2	80	.084
EASTERN INS	170.00	170.00	170.00	170.00		20		UCBL	88.75	90.00	88.00	88.50	9	80	.071
E CABLES	135.00	137.00	134.00	135.75		2220		ULC	1035.00	1035.00	1000.00	1007.75	6	140	1,411
EHL	133.00	133.00	131.75	132.00		4260		UNITED INS	300.00	300.00	300.00	300.00	1	10	030
EXCEL SHOE	53.50	53.50	52.00	52.50				USMANI AGL	375.00	375.00	366.25	369.50	9	125	462
FEDERAL INS	190.00	190.00	190.00	190.00		100		UTTARA FIN	260.00	261.00	254.00	257.00	39.	2450	6.323
FU WAN CER	125.00	125.25	121.75	122.00				WATA CHEM	250.00	250.00	250.00	250.00	2	60	150
GACHIHATA	54.00	54.00		53.25				WONDERTOYS	53.00	54.00	53.00	53.00	6	550	293
GO BALL PEN	149.00	149.00		146.90				ZEAL BANGLA	6.40	6.50	6.40	6.40	22	10700	690
GREEN DELT	494.00	494.00	494.00	494.00		30	148		Total number of so	crips traded =	133		5303	1205647	694.182
						9.9									

Business Tips

MANAGING PEOPLE

Tell It Like It Is

Don't overglamorize job descriptions in help-wanted ads, exhorts Nation's Business Magazine. If a job position is oversold, those hired to fill it will quickly become disillusioned and high turnover will resutl.

The key is to describe job positions accurately. If a job will be routine, say so honestly. Believe it or not, there are many excellent workers who like dull jobs.

All Fired Up

To charge up your employees and increase their output, try these ideas from Quick Takes:

* Provide interesting work. Employees who do good jobs have good jobs to do. At oneTV production firm, a story coordinator is also the company welder because he said he loved welding.

* Share information. Informed employees do thier jobs better. Staff at Goodyear Tire & Rubber can access computer files of information about themselves, thier departments, and their plant. Each shift tracks its own productivity and posts results on marker boards.

* Increase visibility. American Honda Motor Co. assigns top performers high-risk, high-reward projects.

OPERATIONS MANAGEMENT

The Quick-Slice Technique

Instead of a company-wide implementation, you may choose to implement a new technology on a "slice" or small part of the business, suggests Darryl Landvater in World Class Production and Inventory Management. The quick-slice approach, which can be used for manufacturing resource planning and just-intime impelmentations, requires a small investment and produces results in three to five months.

In a quick-slice method, a section of the company is selected for a "breakthrough pilot," and the focus is on getting this area up and running. After its initial success, you can then implement the new technology in the next section of the com-

MARKETING

10,000.00

2,690.00

210,435.00

22,730.00

29,100.00

7,200.00

878,887.50

95,670.00

11,150.00

7,750.00

17,520.00

27,057.50

4,360.00

17,725.00

12,300.00

7,550.00

2.110.00

138,470.00

60,500 1,311,250.00

14,000.00

21,325.00

Defending a Brand Name

Protecting your company's image in the face of negative publicity is tough indeed, but certainly not impossible. Sales & Marketing Management magazine prescribes three tips: * Be responsive and timely. A reporter should be able to get a

response that day, even if it's just a simple one. * Be accurate and consistent in everything you say. Let media relaitons experts train you and your core staff.

* Never say, "No comment" or present incorrect information and have to retract it later. That makes customers ask, "Why should we believe you now?"

MANAGING THE OFFICE

Meeting Turn-off

Keep room lights on for as much of the meeting as possible. When lights are turned off or dimmed for presentations, many people turn off as well, reports Bottom Line/Business. But if you really must dim the lighting, limit it to three to five-minute intervals. Then re-engage the audience in some way-by asking questions or inviting comment, for instance. Let there be light... to keep people on their toes and the

meeting lively.

MANAGERIAL SKILLS

The Earlier, the Better

If you have to make two or three "unpleasant" phone calls over the course of the day- say, to follow up a long-overdue delivery-try to make them early on, recommends Leadership. By getting these done right away, your'e able to put a positive spin on the rest of your day.

ORGANISATIONS

Hold On to Your Rudders

This may sound like a cliche, but it's one that bears repeating, especially in times of crisis: Goals are like rudders. Goals, according to Smart Business Supersite (http: //www.smartbtz.com/), may be even more improtant since people caught in uncertain circumstances often need extra direction to help them cope, feel secure, and believe their efforts have

ENTREPRENEURSHIP

Many Happy Returns

What do custmers have in common? They all have birthdays- and birthdays present a marketing opportunity for small-business owners regardless of their industry, observes Entrepreneur magazine. Do you own a restaurant? Offer customers a free meal on thier birthdays. A beauty salon? Give a free manicure. Offering birthday freebies makes customers feel singled out and pampered.

To keep track of customers' birthdays, set up a simple database or hire a consultant to help you.

Even a file box of index cards can help you keep those dates in order. What ever route you choose, the goal is to create loyal

"Loyalty means nothing unless it has at its heart the abslute principle of self-sacrifice." -Woodrow T. Wilson, 28th US President

CAREERS

The Toughest Objections

You've interviewed for your dream job, but are unfortunately turned down because, as the interviewer claims, "you're overqualified." What does that actually mean? "It means the employer will have to overpay for someone

overskilled," explains Dave Opton, executive director of Exec-U-Net, in Industry Week. Opton identifies six other real meanings:

"Too old" -candidate not flexible enough

"Too many jobs on the resume"— candidate will just waste employer's time and money just to hop somehwere else

"Too many years with the same company"-candidate knows only one way to do things or hasn't kept up with changes in the

"Previous employment was as a consultant"- employer doesn't believe candidate was actually employed, but was out of work for more than six months

"Changing industry/changing function" — candidate has no appropriate knowledge base

"Technological deficiency"- candidate either has it or he doesn't

COMMUNICATION

Making the News

Getting your company written about in the press can be difficult, but by positioning yourself as an expert, your company could end up with some valuable free publicity.

One way of doing this is to produce a fact sheet, according to Director magazine. Fact sheets should provide information which, although

available, would otherwise requrie a certain amount of effort. Give your fact sheet a catchy title -- "How to ... " "12 Ways to ... ", An Expert's Guide to..." —and get it professionally designed. Send a press release to editors of publications your're targeting. telling them your fact sheet is available.

FINANCIAL MANAGEMENT

Cash-Flow Ethics

Your cash flow is tight and payroll is pending, but there are suppliers' bill to pay. Should you consider delaying payment? Don't even think about it, admonishes Inc. magazine. Delaying payment of vendors' bills, while temporarily helping you

out of your cash-flow jam, hurts your suppliers—the same people you count on for superior products and on-time delivery. Try not to take advantage of them to meet a critical payment (like payroll). Each organization you deal with tires to balance money in the door with money out, just like you. Lastly, listen to yourself the next time you complain about a

customer who hasn't paid for two months.

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