

Project Report

Reframing Organization

By

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Introduction

Organization is a group of people who work together. By getting thought, experience and knowledge of group members, an organization can be reframed in good shape. In literature, there are many definitions for different organization but all present the same meaning, such as organization is the act of arranging in a systematic way for use or action; as, the organization of a college, or of a deliberative body.

Another definition is

“Organization is the arrangement of the larger units of meaning in a paper.”

Steve Reid, English Department

Meaning of organization in writing

Organization in writing is how ideas are presented. Typically, organization refers to the larger parts of a piece of writing, although it also refers to how paragraphs and sentences are written.

Virtual organization

Virtual organization or company is one whose members are geographically apart, usually working by computer e-mail and groupware while appearing to others to be a single, unified organization with a real physical location.

Organization for a company, corporation, firm, enterprise or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration.

An organization is an administrative or business "unit," which generally correspond to departments. For example, a university may have several organizations, such as "Media Services", "School of Fine Arts" and "School of Industrial Design". Each organization has one or more checkout centers. Each organization can have its own operators, circulation policies, schedules, and various other settings.

I have teaching experience from various types of colleges and schools, such as private and government. In those colleges I have taught classes from VI to B.S.

Here I am presenting, myself as a group member or part of the government Vidyalaya organization. Vidyalaya = Vidya + alaya, means "place of knowledge". In India there are two types of Vidyalaya:

- Kendriya Vidyalaya and
- Jawahar Navodaya Vidyalaya.

Kendriya vidyalayas are for urban students and there is a Kendriya Vidyalaya Sangathan (KVS) which control all Kendriya vidyalayas. For rural students there are Jawahar Navodaya Vidyalayas and there is a Navodaya Vidyalaya Samiti (NVS) which control all Navodaya Vidyalayas. Why it is Jawahar Navodaya Vidyalaya, because Navodaya Vidyalaya was started by Late Prime Minister Srimati Indhra Gandhi on her father's name.

Mission

After successfully completing the higher secondary education from Navodaya Vidyalaya students select in professional courses and become a worthy citizen of the country.

History of Navodaya Vidyalaya

The Navodaya Vidyalaya Scheme was started during the year 1985-86 and is managed by Navodaya Vidyalaya Samiti, is a registered society under Societies Registration Act XXI of 1860. This society is fully financed by the Government of India through an autonomous organization under the department of Education, Ministry of Human Resource Development.

As a part of the programme of action of the new education policy in 1986 Government of India launched the scheme under the pioneer of Late Indhra Gandhi, Prime Minister of India to set up Jawahar Navodaya Vidyalayas in all the districts of the country in order to provide opportunities to the children with special talents to proceed at a faster pace by making quality education available to them irrespective of their capacity to pay for it.

Introduction to the Navodaya Vidyalaya

In India, there are around 500 Navodaya Vidyalayas all over the country. Navodaya Vidyalaya is affiliated to Central Board of Secondary Education (CBSE). All Navodaya Vidyalayas are controlled by one highest authority, Director of the Vidyalaya, whose office is in New Delhi and then for different regions there are Deputy Director's offices. This office controls all Navodaya Vidyalayas of that region.

I worked in the Navodaya Vidyalaya, Sarsual in Uttar Pradesh state. In this state regional office of Deputy Director is placed in Lucknow, the capital of Uttar Pradesh. In Uttar Pradesh there are around 70 to 74 districts and only 60 Navodaya Vidyalaya in these districts. For each Navodaya Vidyalaya there is one principal who is administrator,

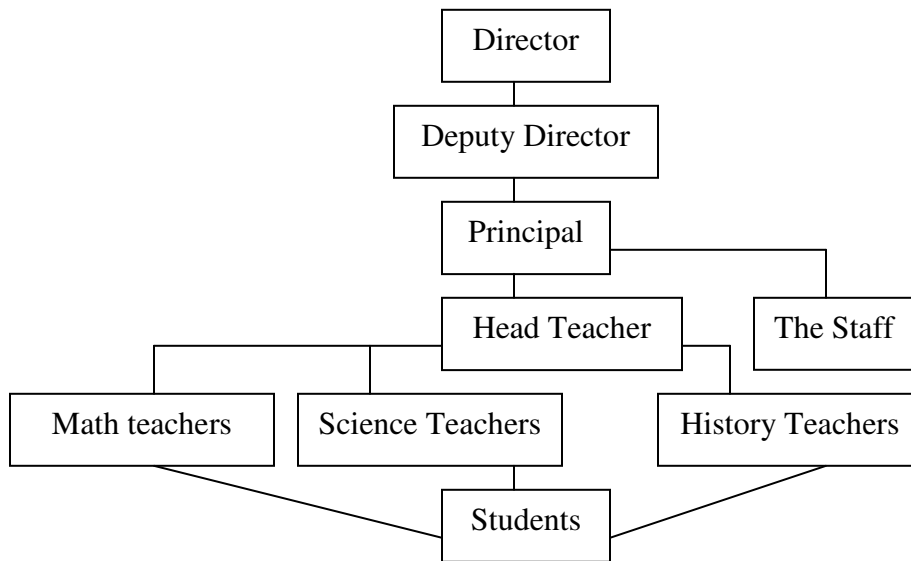
planner, leader, and spokesperson of the Vidyalaya. The principal is the representative of the teachers and staff of the Vidyalaya. Under whom one or two head teachers, 30 to 35 teachers and 4 to 5 staff people work. The head teacher provides support to the principal and present as a representative of the principal in the absence of the principal. In each Navodaya Vidyalaya the strength of students are approx 450 or 500.

In these Vidyalayas classes held from VI to XII. Children are admitted only at class VI level through an all India level selection test (JNVST) conducted by CBSE New Delhi in the month of February every year which held in all the participating states and union territories of the country. Reservation of seats for rural student is at least 75% and for urban student is at most 25% in Navodaya Vidyalaya. All Navodaya Vidyalaya provides reservation of seats for students from SC/ST (schedule cast/schedule tribes) categories in proportion to their population in the district subject to the national minimum. And also there is reservation of seats for girls, 33% of the total. To get admission in these Vidyalayas children should have the knowledge of previous classes and must have the knowledge of at least three languages Hindi, English and there regional language. Some subjects are compulsory for children to study such as English, Hindi, Science (Physics, chemistry and Biology), Math, Social Science, History and Geography. Other subjects are according to region. Jawahar Navodaya Vidyalayas are co-educational residential schools primarily for the children from rural areas.

Major Activities of Vidyalaya are sports and games are held at school level and Inter-school level throughout the academic year. Navodaya Vidyalaya Samiti also conducts cluster level and regional level Science exhibition. Navodaya Vidyalaya Samiti is recognized as a state for scouting and guiding activities by the Bharat Scouts and Guides.

One of the important features of the Navodaya Vidyalaya Scheme is a scheme of exchange of students from one Navodaya Vidyalaya in a particular linguistic region to another Vidyalaya in a different linguistic region to promote understanding of the diversity and plurality of India's cultures and people. According to this scheme 30% children of the whole group, from one Navodaya Vidyalaya are migrated to another Vidyalaya at class IX level. The migration takes place generally speaking, between Hindi and Non-Hindi speaking districts.

This is the graphical representation of the Navodaya Vidyalaya system.



Facilities to Students of Navodaya Vidyalaya

Education in the JNVs include boarding and lodging as well as expenses on uniform, textbooks, stationery, rail/bus fare from Vidyalaya to the homes etc. are free for all students. The present norms in respect of expenditure on students are as under:

Items	Rates	Total (Rs)
Boarding	Rs 500/-per month per child for 9 months	5000.00
Uniform	Rs 600/-per child per year (To be provided one in two years).	600.00
Text Books	Rs 100/-per year per child	100.00
Toilet Articles	Rs 300/-per year per child	300.00
Other items (Stationary, Traveling, Medical Expenses etc.)		500.00
Total expenses per child per year		6500.00

Mess Facility

The Mess is run by the Vidyalaya itself under the overall direction of the Principal and with the help and guidance of the Chairman of the Vidyalaya Management Committee.

The Mess Committee consists of the Principal as Chairman and two House Masters (one male and one female), two boys and two girls as members and the Catering Assistant as Member Secretary. The Samiti sanctioned posts of Cook and Mess Helpers for Vidyalaya. Principals are free to appoint a few more helpers on part time/casual basis.

In Navodaya Vidyalaya I have seen all the four frames but my thinking is that the two frames which define this organization very well are:

- Structural Frame and
- Human Resources Frame

Structural Frame

Structural frame are about dividing work in team members and then coordinating work with team members means differentiation versus integration.

1) Goals and Objectives of the Navodaya Vidyalaya, Sursaul, UP

- To provide good quality modern education, including a strong component of culture, inculcation of values, awareness of the environment, adventure activities and physical education - to the talented children predominantly from rural areas, without regard to their family's socio-economic condition.
- Creating the environment to bring out the best among the teachers and students.
- To ensure that all students of Navodaya Vidyalayas attain a reasonable level of competence in three languages as envisaged in the three language formula.
- To serve, in each district, as focal points for improvement in quality of school education in general through sharing of experiences and facilities.

Objectives

- Envisage identification and development of talented bright and gifted children predominantly from rural areas who are denied good educational opportunities.
- Internet facility will be made available for students and staff.

- Better and well equipped lab facilities, it is planned to kindle the scientific attitude of the children.
- After completing secondary level knowledge, children then select in professional courses
- School level and Inter school level group discussions, interactions and seminars will be organized in order to ensure overall development of the children.
- Vidyalaya library books will be made available to the public.

Quality modern education were fulfilling by providing effective academic, co-curricular and adventure activities, physical education, reasonable level of competency in three languages. With the aim to teach the children an additional foreign language, in addition French language lessons were being given in the Vidyalaya.

In order to achieve some of the Vidyalaya goals related to teachers, they select professional and talent teachers by taking national level aptitude test. In which people from all over the nation appear and Navodaya Vidyalaya Samiti call only those people for interview who pass the test, if person pass interview as well. Samiti select those persons as teachers for the Vidyalayas and then they decide their posting. Samiti can post selected teacher in any Navodaya Vidyalaya, where they think, the teacher is needed.

Navodaya Vidyalaya achieves their goals by sharing experiences and facilities by making interaction with local community and helping these institutions to develop as centers of academic excellence.

Scheme of migration is other way to achieve goal of integration, in which 30% of children and two to three teachers from each Navodaya Vidyalaya is migrated to another Vidyalaya at class IX level.

Every second Saturday of the month, Principal was holding meetings with teachers and staff. Discussed some agenda and topics such as, teacher and student performance, people following rules of the Vidyalaya or some Samiti person is coming for inspection, so who is going to receive him/her, we could improve this thing by doing this and that, who is going to be in charge of mess for next two week, when exams are going to be held, etc...These meeting reports every month send to the Deputy Director's office.

There are two sixth monthly exams in the Vidyalaya one held in October month other held in March month. For higher classes, exam papers for the final come from the Samiti. Vidyalaya organized parent teacher association and conduct their periodical meetings, to provide them information about their children.

2) Rationally Organized Organization

In Navodaya Vidyalaya, no body calls teachers with their name. Male teachers used to call Sir and Madam is used for female. That means there is no difference for superior and inferior. But definitely there were some teacher of cooperative nature they used to help others but some were not. I remember one incident that was winter season we were working on project. We had team of five members, two teachers and three students. For some reason I had to come to my parent's house, but my some work was left. Then my team members told me you go we will take care of every thing. They got permission from principal for me that I can go to home. That time I was thinking that I am so lucky to get change to work with these team members.

3) Structure and Goals, Technology and Environment

In Navodaya Vidyalaya teachers, their families and students live together at one place to create best environment among them. Of course teachers have better accommodation than students. Teachers with the help of students take care of the mess; warden teacher take care of student accommodation. When children select for admission in Navodaya Vidyalaya they are about 9 to 10 years old. They feel themselves very lonely. But teachers and higher class student take care of them to adjust in the Vidyalaya environment. They feel like a family. Some students discuss their problem very frankly to the teacher to get opinion regarding that problem. And most of the students help in teachers work. But all above students give respect to their teachers. I think this is very important for any organization.

Vidyalaya organized computer literacy and computer aided education program for children. The School has a very advanced computer lab with a trained instructor.

Computer training starts from class 6th when the children are admitted to the school. The school has internet facility as well. Summer Vacation training program have been arranged for the children of the neighboring schools.

Children of the school under the guidance of the principal and the teachers had developed a “Medicinal Garden” in the school campus. Several medicinal plants that were rare and getting extinct were preserved. The garden was developed for teaching the students and staff about cultivation and preparation of medicines and treatment of common ailments. To improve knowledge about team work and leadership skills different clubs have been established in the Vidyalaya. Students take up various projects and activities in different subjects as part of the club activities. Several socially useful productive works have been successfully carried out by the student clubs of the Vidyalaya. Emergency lights and

Soap making are some of the products manufactured by the students as part of the club activities.

Various competitions in Arts, Music, Culture, G.K and Sports were organized in the Vidyalaya to develop the all round development of the children. Public participation in donating prizes for competitions was arranged.

The cultural Troup highlights the tradition and heritage of Indian culture and offers colorful and spectacular program during celebrations. Both boys and girls learnt the instruments.

In Vidyalaya there were freedom for experiments and innovation.

4) Specialization and Division of Labor

Every teacher was specialized in his/her subject field. The teachers were highly qualified of national distribution in nature. Like, I was appointed to teach Science and Mathematics subjects, because I have done my M.S. in Mathematics and was doing PhD in Mathematics. There were teachers for crafting, dancing, sports and P.T.

But some duties were defined for every teacher such as one has to take responsibility of the mess for two weeks after two weeks other person will take care that mess. That was in circulation. Therefore in that time you need to be very alert and always keep eyes what are things going to finish, does every body getting food, what will the menu for today and tomorrow.

In the morning all children and teachers were gathering in the big hall and then prayer start for that day. After that students can go for breakfast.

Every week you have to cross check homework copies of other teacher who teaches the same subject but different class of same level, in order to get correct marks.

But every month there was a class test and check the copies of those test as well exams also. Every month some one assigned to take the responsibility of accommodation of student as a warden. And once in a month all these informations send to the Deputy Director and the Director of the Vidyalaya.

5) Coordination and Control Mechanisms

Some teachers were very cooperative nature but some were not. I guess this is the natural phenomena. In mathematics, there was a Sir. We both were discussing the topics like, these sections we will teach tomorrow or up to this section we will keep in the exam, etc... Although we were communicating and coordinating with each other but in last we had to show everything to the principal. After all he was the controller of organization. After principal, head teacher had second authority in the Vidyalaya. Any time principal can come in the class and ask either to the students or teacher to know the status of the class.

Navodaya Vidyalaya organizes National Integration Meet for its students in order to create a climate for better understanding and communication in the Navodaya fraternity. Vidyalaya faculty were developing harmonious growth of the personality of the children through variety of co-curricular activities with coordination of other Navodaya Vidyalaya. Education program provides opportunities for students to inculcate nationalistic values through sharing and learning traditional skills and learn arts with the help of renowned traditional artists.

6) Problem and Performance Gaps

Of course some time you fell problem to communicate with other teachers and students if you are living in this type of big environment. While teaching some time I had problem to teach the students because some were not talented and some were not want to study. Some students were really good they grasped subject easily and they query about new topics. I used to do hard work for lazy ones but there were no improvement. I talked to those students and came to know that they have no interest in study. They came in Navodaya Vidyalaya just to get free accommodation, good food and cloths, which their presents can't afford. Regarding this problem I talked in meeting, but there were no solution, because those students got admission after passing JNVST exam. So no body can terminate them, even this was the serious topic.

Alternative Ways to Differentiate

- Functional- Children go to class for study, Teacher go to teach them.
- Location - Jawahar Navodaya Vidyalaya, Sursaul, U.P.
- Time - Day time.
- Product or Service - Provide free education including boarding and lodging as well as expenses on Uniforms, Text Books, Stationery with quality education.
- Customers or Clients - Providing suitable land free of cost for establishment of Navodaya Vidyalaya.
- Process – Go through classes from VI to XII either by teaching or by studying.
- Project - Complete successfully secondary level education.

Alternative Ways to Integrate

- Authority - Principal of the Vidyalaya.
- Rules and Policies – Do prayer in the morning, go for breakfast, go to class from this time to that time, go for lunch, go for bed, etc...Every body has assign his/her work. Free accommodation for children and teacher...
- Planning and Control Systems – Meetings held by principal on every second Saturday of the month. Inspection - any time come in the class.

Human Resource Frame

People and organizations need each other, organizations need ideas, energy, and talent from people and people need careers, salaries, and opportunities from organizations.

When the fit between individual and system is poor, one or both suffer. On opposite site a good fit benefits both individuals and organization. Individual get meaningful and satisfying work, and organizations get the talent and energy from individual which they need to succeed.

Human needs

Navodaya Vidyalaya provides free accommodation, good food to teachers, their families and students and also provides free education including boarding and lodging as well as expenses on Uniforms, Text Books and Stationery for students.

Extend medical and health care facilities to all students free of cost.

Vidyalaya education gives built-in-mechanism of self-reliance, self-evaluation, character, rigor and discipline in academic pursuit.

Vidyalaya provides free basic amenities like electricity, water, transport and communication etc... to all their students and faculties.

The Vidyalaya is rich in its Library and Laboratories. Free medication and free medical camps were organized in the Vidyalaya to clarify the doubts of the students regarding their health. Specialists from Indian Medical Association and Medical department regularly visit to keep Vidyalaya healthy and hygienic.

In Navodaya Vidyalaya every student has to do some community work to give them a sense of responsibility to self and society. Different shramadhans are organized to teach them dignity of labor and to understand the struggle and difficulties of others.

Principal: Theory X or Y

In Navodaya Vidyalaya, Sursaul, principal was following the theory Y with the students and give them rewards for getting first, second and third positions in the Vidyalaya. He used to discuss with the students whether this teacher or that teacher is able to explain their subject's topics in the class. Are they happy here?

Navodaya Vidyalaya, authority people present student thought in front of committee. If teacher got bad comments from student, he/she can be terminat.

But on the other side with the teachers some time principal applied theory X and some time theory Y.

As I remembered in one meeting we were discussing some problem with him about project, some body got very serious injury during that project. Principal said I do not know any thing you people need to finish it up to that time whatever is given to you. He just gave us order and showed his control.

Finally that project was finished on time and work was showed to him. He became so happy, this time his behavior was looks like theory Y. He was impressed. He said that we could present this to the Director or the Deputy Director when they will come here to visit us. If they like they can give us rewards as well as recognition in the Vidyalaya. He used to go for meetings with the higher authority or for the inspection in other Navodaya Vidyalaya or Kendriya Vidyalaya. He takes over his responsibilities to head teacher of the Vidyalaya.

That means there should be some consistency between higher authority, teacher and student.

Summary of the Report

Memorandum to the Principal of the Vidyalaya

MEMORANDUM

Date: December 18, 2003

From: Shubhra Gupta

To: Principal of the Jawaher Navodaya Vidyalaya

Subject: Commendation - Shubhra Gupta – Reframing organization Project

The purpose of this memorandum is to officially commend Shubhra Gupta for her exceptional participation throughout her assignment to the Reframing organization Project.

This project report talks about organization Navodaya Vidyalaya. This is managed by Navodaya Vidyalaya Samiti. It is a registered society under Societies Registration Act

XXI of 1860. This society is an autonomous organization under the department of Education, Ministry of Human Resource Development. In 1986 Government of India launched the scheme under the pioneer of Late Prime Minister Srimati Indhra Gandhi to set up Jawahar Navodaya Vidyalayas in all the districts of the country in order to provide opportunities to the children with special talents, by making quality education irrespective of their capacity to pay for it. In India, there are around 500 Navodaya Vidyalayas all over the country. Navodaya Vidyalaya is affiliated to Central Board of Secondary Education (CBSE). In Uttar Pradesh, there are only 60 Navodaya Vidyalaya. All Navodaya Vidyalayas control by one highest authority Director and after Director it controlled by Deputy Director. For each Navodaya Vidyalaya there is one principal, under whom 30 to 35 teachers and 4 to 5 staff worked. In these Vidyalayas classes held from VI to XII. Children are admitted only at class VI level through an all India level selection test (JNVST) conducted by CBSE New Delhi. Navodaya Vidyalayas are co-educational residential schools primarily for the children from rural areas. Education in the JNVs include boarding and lodging as well as expenses on uniform, textbooks, stationery, rail/bus fare from Vidyalaya to the house are all free for students. On every student government spend approx Rs 6500 per year. One of the important features of the Navodaya Vidyalaya Scheme is to exchange of students from one Navodaya Vidyalaya in a particular linguistic region to another Vidyalaya in a different linguistic region to promote understanding of the diversity and plurality of India's cultures and people. To keep all Vidyalaya's community healthy mess facility is run by the Vidyalaya itself under the overall direction of the Principal and with the help and guidance of the Chairman of the Vidyalaya Management Committee. Important goals of the organization to provide

good quality modern education, including a strong component of culture, inculcation of values, awareness of the environment, adventure activities and physical education - to the talented children predominantly from rural areas, without regard to their family's socio-economic condition and create the environment in Vidyalaya to bring out the best among the teachers and students. Quality modern education were fulfilling by providing effective academic, co-curricular and reasonable level of competency in three languages. In Vidyalaya, teachers and students live together at one place to create best environment among them. Vidyalaya organized computer literacy and computer aided education program for children. The school has a very advanced computer lab with a trained instructor. Computer training starts from class 6th when the children are admitted to the school. Various competitions in Arts, Music, Culture, G.K and Sports were organized in the Vidyalaya to give all round development of the children. Every teacher was specialized in his/her subject. The teachers were highly qualified of national distribution in nature. Every teacher has to take the responsibility of mess for two weeks after two weeks another teacher will take the responsibility. Vidyalaya education gives student built-in-mechanism of self-reliance, self-evaluation, character, rigor and discipline in academic pursuit. To improve the team work and leadership skills different clubs have been established in the Vidyalaya. Students take up various projects and activities in different subjects as part of the club activities. Several socially useful productive works have been successfully carried out by the student clubs of the Vidyalaya. Navodaya Vidyalaya organizes National Integration Meet for its students in order to create a climate for better understanding and communication in the Navodaya fraternity.

Vidyalaya faculty were developing harmonious growth of the personality of the children through variety of co-curricular activities with coordination of other Navodaya Vidyalaya. In Navodaya Vidyalaya student has to do some community work to give them a sense of responsibility to self and society. Vidyalaya provides free basic amenities like electricity, water, transport and communication etc... to all their children and faculty. The Vidyalaya is rich in its Library and Laboratories. Free medical camps were organized in the Vidyalaya to clarify the doubts of the students regarding their health. Specialists from Indian Medical Association and Medical department regularly visit to keep Vidyalaya healthy and hygienic.

In Navodaya Vidyalaya, Sursaul, principal was following the theory Y with the students. But with teachers he applied both X and Y theories.

In the last I need to say that, I believe that the organization as a whole should recognize her exceptional contribution to a major project.

Please let me know if you have any questions or comments.

Shubhra Gupta

Organizer of the Project Report

Professional Reflection and Personal Learning

I worked in Navodaya Vidyalaya for two years. In those two years I learnt so many things.

If I would be the Director of the Vidyalayas, either I would make the all India selection test (JNVST) little bit harder or may be decreases the number of seats from competition.

So that only those students can get admission who are really interested in study, to get information and knowledge of this creative world. Not to those who just come in Vidyalaya to eat and sleep (do not have any objective of life).

I guess this is every where in the world but of course I am talking about Navodaya so I have to tell about Navodaya politics. In this organization I have seen people play politics very well to impress authorities to get higher position. People were really good diplomats, they know where they have to say yes and where no.

My experiences at Navodaya Vidyalaya in two years that if you are a good teacher student give you respect and discuss topics to gather information about their future plan. Of course I am saying about higher class.

That was good experience to work in a team in such a big organization with understanding and good coordination by making meaning full contribution in the team. After learning four frames, if I looked behind then I found that all of the four frames, Structural, Human resources, Political and Symbolic were present in my those days of Navodaya Vidyalaya. If I would knew these frames before teaching to Navodaya I could be able to explain the frames more clearly. But any way in future these frames will enhance my working experience.

Alumni Association

Many old students of this Vidyalaya have completed professional courses like Medicine, Engineering and serving the society with devotion and dedication. Associations of previous students who are now employed in respectable professions are invited for sharing their knowledge, experiences with the student community of this Vidyalaya.

Vision

Creating a new society of bright people with high aim, generation through Navodaya Vidyalayas, Sursaul where all dream work for the bright future of the students and making them worthy citizens.

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