

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

M A N A G E M E N T T I M E S

DECEMBER 2015



Dear Readers,

It gives me great pleasure to present the next edition of AIMA-News.

The past few weeks have kept us busy at AIMA, with several events and educational, testing & training programmes being conducted during this period. The past month AIMA conducted its 13th National HRM Summit under the chairmanship of Mr T V Mohandas Pai, Vice President, AIMA and Chairman, Manipal Global Education Services. Mr Vinay Sheel Oberoi, Secretary, Department of Higher Education, Ministry of Human Resource Development, Government of India was the Chief Guest on the occasion. A report of the Task Force on 'Indian Management Education: A Way Forward' was also released at the Summit. You will find more details inside.

In addition, AIMA, jointly with The Garwood Center for Corporate Innovation, UC Berkeley-Haas School of Business organised a four day Global Executive Management Programme (GEMP) in Bangalore and New Delhi. The programme focused on exploring opportunities & strategies for fostering economic ties between India and the global economy. Senior executives from UK and US joined the programme and engaged with policy makers, entrepreneurs, and senior executives of leading companies operating in India. AIMA also organised a Book Release of 'Six Lenses' written by Mr R Gopalakrishnan, Former Director, Tata Sons Ltd & Past President AIMA. The book explains how actions are influenced by the lenses through which one sees the world.

This edition brings you updates from AIMA's Shaping Young Minds Programme organised in collaboration with Kerala Management Association at Kochi. You will also find brief reports on AIMA's 16th National Management Quiz & 3rd HR Quiz, workshops, in-company training programmes and interactive sessions conducted during the period. In addition there are some interesting articles on management and updates from our LMAs.

I hope you'll enjoy this issue of AIMA News and look forward to your feedback and suggestions.

Warm Regards

Rekha Sethi  
Director General

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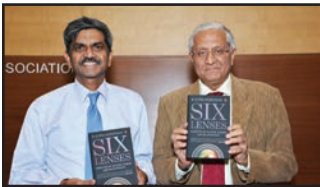
## 04 13th National HRM Summit

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# Steely strategies to accelerate growth



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*There's a little bit of SAIL in everybody's life*

## 13th National HRM Summit



*(L-R) Rekha Sethi, Director General, AIMA; Sunil Kant Munjal, Senior Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Ltd; Vinay Sheel Oberoi, Secretary, Department of Higher Education, Ministry of Human Resource Development, Government of India and T V Mohandas Pai, Summit Chairman & Vice President, AIMA and Chairman, Manipal Global Education Services*

AIMA organised its 13th National HRM Summit on the theme ‘HR 2.0: Re-inventing HR Practices for the New Workforce’ on 10th December 2015 at New Delhi.

The summit was chaired by Mr T V Mohandas Pai, Summit Chairman and Vice President, AIMA and Chairman, Manipal Global Education Services; Ms Nandita Gurjar, former Global Head HR & Member Executive Council, Infosys was the Summit Director and Deloitte was the Knowledge Partner.

Mr Vinay Sheel Oberoi, Secretary, Department of Higher Education, Ministry of Human Resource

Development, Government of India delivered Inaugural Address and released a report of the Task Force on ‘Indian Management Education: A Way Forward’. Mr Sunil Kant Munjal, Senior Vice President, AIMA and Joint Managing Director Hero MotoCorp Ltd, Chairman, Hero Corporate Service Ltd was the Keynote Speaker.

Some of the other eminent speakers who addressed the summit were Mr Vijay K Thadani, Vice Chairman & Managing Director, NIIT Ltd and Co-Founder, NIIT University; Mr Sushil Muhnot, Chairman and Managing Director, Bank of Maharashtra; Mr Mekin Maheswari, Chief



*Vinay Sheel Oberoi, Secretary, Department of Higher Education, Ministry of Human Resource Development, Government of India addressing the session*

People Officer, Flipkart; Mr T R Balachandran, Founder and CEO, Turning Point Career Solutions; Mr Sudhakar Rao, Vice President, Success Factors - An SAP Company; Ms Sangeeta Talwar,

Managing Partner, Flyvision Consulting LLP; Mr Prashant Sharma, President, Human Resources and Corporate Communications, Zydus Group; Mr Richard Lobo, Senior Vice President & Head Human Resources, Infosys Limited; Mr Ajaybir Singh Bakshi, Director, Human Resources, Vodafone Shared Services, India; Mr Deepak Bharara, Chief Human Resource Officer, Lanco Group and Mr A Thirunavukkarasu, President, Corporate HR, JK Organisation (EZ).

As part of the summit, AIMA also organised a Case Study Contest on HR 2.0: Re-inventing HR Practices for the New Workforce. The winner of the contest was Manipal Health Enterprises Pvt. Ltd and Jindal Steel & Power Ltd was declared the 1st Runner Up. Over 250 professionals from across India participated in the summit.



*(L-R) Vijay K. Thadani, Vice Chairman & Managing Director, NIIT Ltd and Co-Founder, NIIT University; T.V. Mohandas Pai, Summit Chairman and Vice President, AIMA and Chairman, Manipal Global Education Services; Sushil Muhnot, Chairman and Managing Director, Bank of Maharashtra; and Sangeeta Talwar, Managing Partner, Flyvision Consulting LLP*

# Global Executive Management Programme



*GEMP delegates at Wipro TechnoVation Campus*

AIMA jointly with The Garwood Center for Corporate Innovation, UC Berkeley-Haas School of Business organised a four day Global Executive Management Programme on 'Open Innovation and Open Business Models' from 14th to 17th December 2015 in Bangalore and New Delhi. The programme was led by Prof. Solomon N Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, University of California, Berkeley.

The programme aimed to provide a holistic experience of India's expanding business market and explore opportunities & strategies for fostering economic ties between India and the global economy. The senior executives

joining the programme visited and engaged with policy makers, regulators, entrepreneurs, academics and senior executives of leading Indian and foreign companies operating in India. Some of the key guest speakers included Mr Konda Vishweshwar Reddy, Member of



*GEMP delegates at Infosys*



*Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Infoedge (India) Ltd addressing the delegates*

Parliament (Lok Sabha) and Mr Omkar Goswami, Chairman, CERG Advisory Pvt Ltd .The delegates also visited a few leading companies including Infosys Technologies, Wipro TechnOvation

Campus, Wipro Technologies, Flipkart, Citrix R&D, Volvo India, HCL Infosystems, Naukri.com and Apollo Hospitals Group.

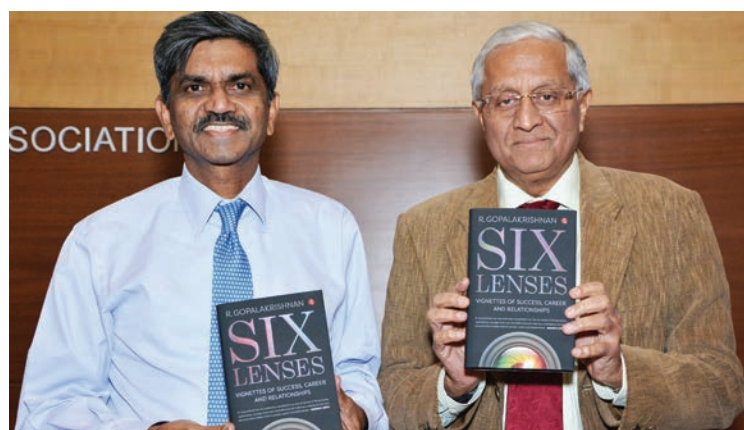
The group also visited and interacted with Honorable President of India, Mr Pranab Mukherjee; who was also presented with the Garwood Award for 'Outstanding Global Leader in Open Innovation' from UC Berkeley-Haas School of Business on the occasion.

11 senior business executives from US, UK and India joined the programme in India.

## Book Release

AIMA held a book release function for the book titled 'Six Lenses' written by Mr R Gopalakrishnan, Former Director, Tata Sons Ltd & Past President AIMA on 18th December 2015 at AIMA, New Delhi.

Mr D Shivakumar, Past President, AIMA & Chairman & CEO, India Region, PepsiCo India Holdings Pvt Ltd was the keynote speaker. Mr Gopalakrishnan explained that our actions are influenced by the lenses through which we see the world and there are six such lenses: purpose, authenticity, courage, trust, luck and fulfillment. The programme was very well attended.



*R Gopalakrishnan, Past President, AIMA and Former Director, Tata Sons Ltd releasing his latest book 'Six Lenses' with D Shivakumar, Chairman & CEO, India Region, PepsiCo India Holdings Pvt Ltd*



# 6th SENIOR LEADERSHIP RETREAT

05th – 07th February, 2016  
Vivanta by Taj Fort Aguada, Goa

## Eminent Speakers

### Retreat Chairman



**Sunil Kant Munjal**  
*Sr Vice President, AIMA and  
Jt. Managing Director, Hero  
MotoCorp Ltd. & Chairman,  
Hero Corporate Service Ltd.*



**Swami Sukhabodhananda**  
*Founder Chairman of Prasanna Trust*



**Richard Rekhy**  
*CEO of KPMG in India*



**Sanjiv Mehta**  
*CEO & Managing Director  
Hindustan Unilever Ltd*



**Saurabh Srivastava**  
*Co-Founder and Past Chairman,  
NASSCOM, the NASSCOM Foundation  
and the Indian Venture Capital Association*



**Shyam Saran**  
*Chairman, Research and Information  
System for Developing Countries*

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# 16th National Management Quiz & 3rd HR Quiz



*16th National Management Quiz & 3rd HR Quiz winners*

AIMA's 16th National Management Quiz for Corporates & 3rd HR Quiz 2015 was conducted across India. The regional rounds were held in Mumbai on 4th December; Bangalore on 5th December and Kolkata on 15th December and the Delhi regional round and the Grand Finale was held on 19th December. A total number of 150 teams participated across the country. Mr Vikas Marwah, Chief Marketing Officer, Sona Group of Companies was the Chief Guest at the National Grand Finale.

SAIL & Vizag Steel Plant were the winners in both HR Quiz & NMQ in Kolkata; ICRA Ltd was

the winner in HR Quiz and TCS was the winner in NMQ in Bangalore Regional Round.

NTPC & Godrej & Boyce Mfg Co Ltd were the winners in both HR Quiz & NMQ in Mumbai; Vizag Steel Plant was the winner in HR Quiz and NTPC was the winner in NMQ in Delhi Regional Round. ICRA Limited was the National Champion, NTPC Ltd was the National 1st runners up and SAIL was the National 2nd runners up in NMQ. ICRA Limited was the National Winner, TCS was the National 1st Runners up and Godrej & Boyce was the National 2nd Runners up in HR Quiz.

## Training Programme



*Participants and speakers at the programme*

AIMA organised an open training programme on 'Memorandum of Understanding (MOU) for Productivity Improvement' on 10th December at New Delhi. The objective of the training was to familiarise PSU executives with the DPE MOU system, its guidelines and evaluation criteria.

A one day training programme was conducted for technical experts of Engineers India Limited on the topic 'Presentation Skills' on 10th December at New Delhi. The programme covered topics like understanding parts of presentation, best practices, creating an effective presentation and how to become a powerful presenter.

Another two day training programme was organised for NTPC on the topic 'Mentoring' on

12th and 13th December at coal-based-power-stations, Unchahar, Rai Bareilly, UP.

'Training the Trainers Programme' was conducted for technical trainers of Delhi Metro Rail Corporation Ltd during 14th to 18th December at Delhi. The four days of extensive training covered all aspects of training including preparation of the learner and facilitator, making training delivery plan, converting training needs into training deliverables, ice breaker designing, effective delivery skills, motivating and managing participants and measuring impact of training. The training was very well received by the participants.

AIMA organised a two day open training



*Training programme at EIL in progress*

programme on the topic 'Drafting and Negotiating Business Proposals' on 17th and 18th December at New Delhi. The training provided practical tips on how to negotiate with clients and customers (internal and external) and draft various business proposals and other commercials/business documents. It also provided hands-on experience with contract drafting, review, and negotiation principles.

A two day customised in-company training was delivered at Nipro Glass India Pvt. Ltd., Meerut on 18th-19th December. The focus of the training programme was on business communication for cross functional team members. The training methodology was experiential and was very well appreciated by the participants and the management of the organisation.

Another two day in-company training was conducted for Numaligarh Refinery Ltd, Dist. Golaghat, Assam. The training was conducted for all the women executives of the refinery. The topic of the training was 'Leadership for Women Executives'. The training met its objective by covering topics like Changing role of women in society, Managerial challenges for women, Work life conflicts, Identifying and Developing own leadership qualities and Develop new skills.

## Business Simulation Programme

AIMA's Business Simulation is a unique platform where participants come together to run their virtual companies. It is an exposure to real-time strategy, finance, production and marketing for the participants. The simulations are conducted across the corporate houses and B-Schools as in-house programmes.

AIMA organised in-house Business Simulation programme for Hindustan Petroleum Corporation Limited on 14th and 15th December 2015 at Hyderabad. The Simulation programme happened across ten business units and was very well received.

# Shaping Young Minds Programme



*Prabhu Chawla, Editorial Director, The New Indian Express Group inaugurating the SYMP*

AIMA in collaboration with Kerala Management Association organised the Shaping Young Minds Programme at Kochi on 9th December 2015. The speakers who addressed the programme included Mr Prabhu Chawla, Editorial Director, The New Indian Express Group Ambassador Deepak Vohra, Veteran Diplomat, Special Advisor,

Prime Minister of the Republic of Guinea Bissau Mr Raghunath Medge, Nutan Mumbai Tiffin Box, (The Mumbai Dabbawala) and Maj Gen Raj Mehta, Former Army Officer & Author. The programme was very well attended with over 900 participants.



*Ambassador Deepak Vohra,  
Veteran Diplomat, Special Advisor,  
Prime Minister of the Republic of  
Guinea Bissau*



*Raghunath Medge,  
Nutan Mumbai Tiffin Box*



*Maj Gen Raj Mehta,  
Former Army Officer & Author*



# AIMA Digital & Social Marketing Retreat

Marketing in a Mobile-First World: Strategies for the Connected World

22-24 January, 2016 | Hotel Vivanta by Taj, Fort Aguada, Goa

## Retreat Co-chairs



**Kirthiga Reddy**  
Managing Director  
Facebook India



**D Shivakumar**  
Chairman & CEO – India Region  
PepsiCo India Holdings

## Eminent Speakers



**Hari Menon**  
Chief Executive Officer  
BigBasket.com



**Rama Bijapurkar**  
Co-Founder  
People Research on  
India's Consumer Economics



**Alok Kejriwal**  
CEO & Co-founder  
Games2win



**Devendra Chawla**  
Group President - Food FMCG  
Brands, Future Group



**Anusha Shetty**  
Co-Founder & CEO  
Autumn Worldwide

### Participation Fee

**Delegate fee per participant: Rs 85,000 + 14.5% service tax**

- The registration fee includes the course fee, study material, cost of accommodation from 22-24 January, 2016 (02 nights), breakfast, lunches, dinners as per itinerary.
- The registration fee does not include airfare, airport taxes, airport transfers, personal expenses such as telephone calls, laundry, soft/hard drinks, use of mini bar, additional / extended stay, etc.

For online registration, please visit [www.aima.in](http://www.aima.in)

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# Workshop on Effective Root Cause Analysis and Problem Solving



*(L-R) Avik Mitra, Advisor, National Board for Quality Promotion, Quality Council of India and Dr. J.S. Juneja, Past President, AIMA and Chairman, AIMA MSME Committee*

AIMA organised a one day workshop on 'Effective Root Cause Analysis and Problem Solving' on 12th December 2015 at New Delhi. The

workshop focused on exploring different approaches to problem solving; gaining a practical understanding of the key tools and techniques to eliminate root causes and developing a process or system approach for solving problems.

The workshop was chaired by Dr. J.S. Juneja, Past President, AIMA and Chairman, AIMA MSME Committee and conducted by Mr. Avik Mitra, Advisor, National Board for Quality Promotion, Quality Council of India. The workshop was well received and attended by senior industry professionals from manufacturing industry and corporations such as Minda Corporation Ltd, Minda Sai, Bata Ltd amongst others.

## Interactive Session



*(L-R) Ms Ritu Beri, International Fashion Designer and President, The Luxury League and Ms Sylvie Polette, Founder, The Heart of Luxury, Paris at the session*

AIMA organised an Interactive Session on 'Luxury is Excellence' with Ms Ritu Beri, International Fashion Designer and President, The Luxury League and Ms Sylvie Polette, Founder, The Heart of Luxury, Paris on 8th December 2015. The session emphasised on how luxury patterns of a country make a direct impact on the image of the country as perceived world over. The session was chaired by Mr Rajiv Singhal, Ambassador of Champagne in India. The programme was very well received.

## Book Review



### MAKING INNOVATIONS HAPPEN

Author : Ravi Arora  
 Publisher : Penguin  
 Pages : 301  
 Price : ₹ 499

Innovation is a trendy subject and there is no dearth of literature detailing and prescribing innovation. However, it is hard to coach people and organisations in innovation if they are not innately creative and inventive. This book is a brave attempt to accomplish just that.

The author has dipped into his experience of managing innovation at the Tata Group to chart a roadmap for taking innovation from the idea

stage to the actual products and processes. The author has woven the prescriptions for innovation in stories of two young managers who have to produce game changing innovations for their organisations.

The book details the processes for identifying possible innovations, separating the viable innovations from the impractical ones, setting innovation schedule and providing the resources and tools for innovation. The author also argues for balancing democratisation of innovation and controlling the process and outcomes. Courage of taking risk, he says, is as critical to innovation as creativity and resources.

Overall, the book is interesting because of its subject and ideas.

# Stay in touch

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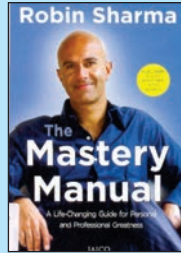


# New Additions in AIMA Library



## Navi Radjou

Jugaad innovation: a frugal, and flexible approach to innovation for the 21st century/Navi Radjou; Jaideep Prabhu; Simone Ahuja. Noida: Random House Group Ltd., 2014, P-321.



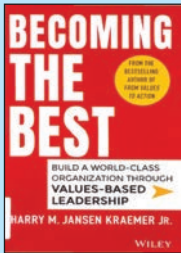
## Robin Sharma

The mastery manual: a life-changing guide for personal and professional greatness. Delhi: Jaico Publishing House, 2015, P-191.



## Ashlee Vance

Elon Musk : how the billionaire CEO of SpaceX and Tesla is shaping our future. London: Virgin Books, 2015, P-392



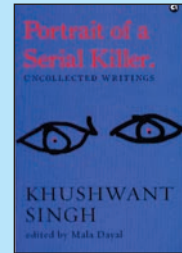
## Harry M. Jansen Kraemer Jr

Becoming the best: build a world-class organization through values-based leadership. Hoboken, New Jersey: John Wiley & Sons, 2015, P-216.



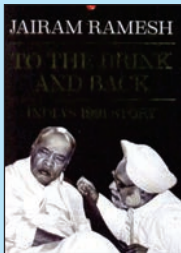
## Chetan Bhagat

Making India awesome: new essays & columns. New Delhi: Rupa Publications India Pvt. Ltd., 2015, P-177



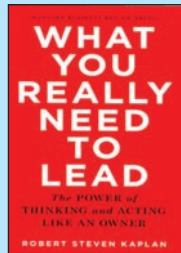
## Khushwant Singh

Portrait of a serial killer: uncollected writings. New Delhi: Aleph Book Company, 2015, P-231.



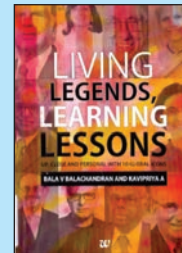
## Jairam Ramesh

To the Brink and Back: India's 1991 story. New Delhi: Rupa Publications India Pvt. Ltd., 2013, P-216.



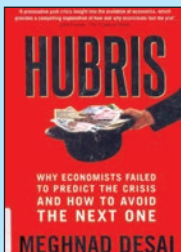
## Robert Steven Kaplan

What you really need to lead: the power of thinking and acting like an owner. Boston: Harvard Business Review Press, 2015, P-201



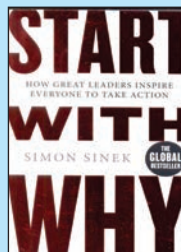
## Bala V Balachandran & Kavipriya A

Living legends, learning lessons: up, close and personal with 10 Global icons/Bala V Balachandran and Kavipriya A. New Delhi: Westland Ltd., 2015, P-347.



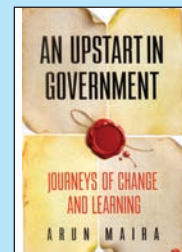
## Meghnad Desai

HUBRIS: why economists failed to predict the crisis and how to avoid the next one. London: Harper Collins Business, 2015, P-287



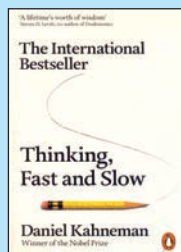
## Simon Sinek

Start with why: how great leaders inspire everyone to take action. London: Penguin, 2009, P-246



## Arun Maira

An upstart in Government: journeys of change and learning. New Delhi: Rupa Publications India Pvt. Ltd., 2015, P-252.



## Daniel Kahneman

Thinking, fast and slow. UK: Penguin Books, 2011, P-499.



## How to Say No to Things You Want to Do

*By Dorie Clark*



We've all heard the advice: if you want to be more productive, cut out the TV and Facebook binges, and you can miraculously have five to 10 hours of your life back each week.

That is a preposterous suggestion for hard-charging professionals.

We've already eliminated the fat from our schedules. We listen to audiobooks while washing the dishes, answer emails while standing in line at the grocery store, and return voicemails while driving home

from work. There are no more efficiencies left to wring from the edges of our days.

So if we truly want to level up our productivity, there's only one solution — and it's painful. We have to learn how to say no to good things.

Saying no to a hopeful and expectant person can be challenging. But it's a lot easier when the offer is unappealing: an unpaid speech in Buffalo in February, or yet another latte in exchange for an hourlong "brain picking." It's extraordinarily painful

to say no to wonderful opportunities that you would very much like to do...except for the fact that they're not the priorities you intentionally set.

I recently had to write an email that made me flinch. I turned down a speaking engagement on Grand Cayman that was offered to me by a longtime friend. In the past, there's no question I would have jumped on it. "Caribbean + money + friend" would have proven irresistible. But I said no, and I'm glad I did, because it gave me more time to pursue the meaningful, long-term goals I set for myself.

That might be an extreme example, but I suspect you are also probably faced with a steady stream of good opportunities and you just don't have time to say yes to all of them, or maybe even most of them. Here's how you can find the strength to say no, and the questions you can ask yourself to stay focused.

What are your top professional priorities? It's exciting to jump on new opportunities that present themselves, but not if they're at the expense of the plan you've carefully laid out. What are your top two or three goals this year? For me, it's researching and writing a new book, launching an online course, and earning money through speaking and consulting. (The island adventure would have paid far less than my usual rate — so while it would have been fun, it would have cut into the time I'd set aside for my first two goals.)

What is the total commitment? It's easy to focus on the "shiny" part of the offer, even if that's only the ego-boosting effects of being invited to do something. But find out what's really involved. In addition to the commitment itself, is there planning or prep work to do? What's the travel time? Will there be follow-up calls? Thinking this through will make the ROI

(or lack thereof) clearer. Make sure you're taking all aspects of the opportunity into account before you say yes. Agreeing to present on a webinar, for instance, might sound like a one-hour commitment. But actually it often means preparing slides, editing them based on feedback, holding prep calls with stakeholders, and doing a technical run-through several days before, amounting to several additional hours of "hidden" work.

What is the opportunity cost? One of my coaching clients told me recently about the acute pain he felt when he agreed to do a pro bono talk because he had nothing on the calendar, only to receive a paid speaking invitation for the same date that he now had to decline. It's important to remember that by saying no you're leaving yourself open to other possibilities that might offer higher pay, provide equal or more interesting connections, or be more in line with your goals this year. Even if nothing else comes along, you'll have protected the time you need to work on your key priorities.

What is the physical/emotional cost? Finally, money and alignment with professional goals aren't the only reasons to say no to an otherwise good opportunity. It's also important to safeguard your health — something it's easy to overlook. In 2015, I gave 74 talks on four continents. After being felled by a particularly vicious flu on the way back from an international engagement, I vowed to be clearer and more selective in the choices I made. If the talk didn't meet my strategic objectives or my price point, I would need to decline. It was the only way, I realized, that I could keep myself in good shape for the right invitations.

Intellectually, we all understand the importance of



focus. We know we can't hope to make progress on our most meaningful long-term goals if we don't carve out specific development time. And yet saying no to good opportunities feels terrible. Most people, in fact, can't bear to do it, so they overcommit, run

themselves ragged, and feel resentful in the end. And most of us succeed earlier in our careers by saying yes to almost everything. But there is strength in learning to say no. It's the only way to reach the level of focus and productivity that allows you to become great.

*About Author:*

*Dorie Clark is a marketing strategist and professional speaker who teaches at Duke University's Fuqua School of Business. She is the author of Reinventing You and Stand Out. You can receive her free Stand Out Self-Assessment Workbook.*

*Disclaimer:*

*This article is republished with permission from Harvard Business Review. <https://hbr.org/2016/01/how-to-say-no-to-things-you-want-to-do>*

# CUSTOMISED IN-COMPANY TRAINING

## MANAGEMENT AND BEHAVIOURAL SKILLS



To help bridge the competence gap and build skilled workforce of professionals, AIMA's Centre for Skill Development & Training (CSDT) focuses on Employability Skills and Productivity Enhancement Skills.

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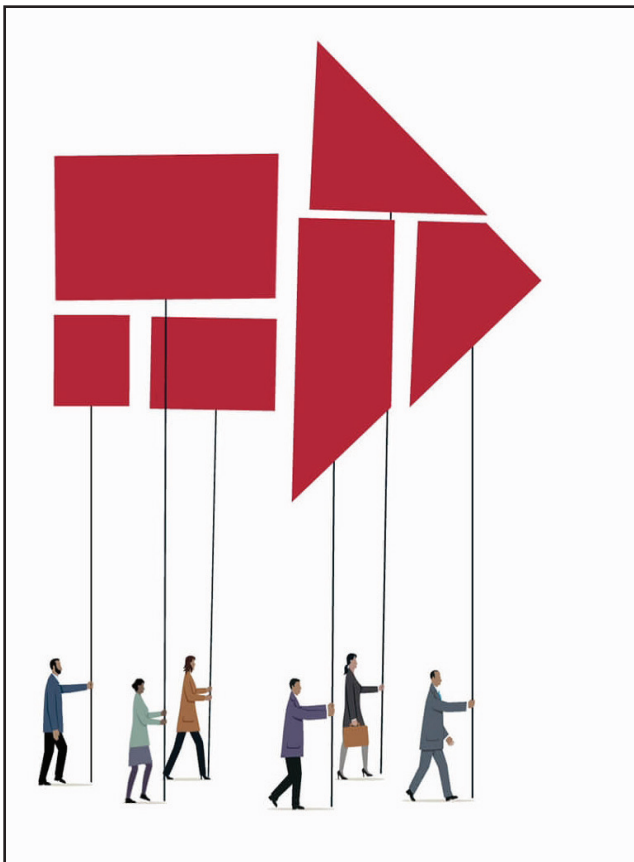
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# Can Companies Make Public Services More Efficient?

How a coin exchange company helped the federal government, and charities too.

by Sarah A. Soule



At the time, the company was not only succeeding as a business, but helping nonprofits. The phone call led it to fulfill a third purpose: working with the public sector. How did Molbak do all three with Coinstar, which went public in 1997 and over the years has recycled more than 1 trillion coins worth \$40 billion and funneled nearly \$100 million in donations to charities?

In a talk with me at Stanford Graduate School of Business, he explained some of the ideas that went into creating the win-win-win, including how the call from the Federal Reserve led to a working relationship between Coinstar and the federal government.

Molbak is now researching and pursuing a new venture, Win/Win, an Organisation that will host entrepreneurs in residence to research business opportunities that overlap with charity and public sector purposes. He plans to raise \$100 million to invest in triple-sector enterprises similar to Coinstar.

“I believe that there are hundreds of opportunities like this,” he says. Here are some of the lessons from Coinstar’s success:

In early 1996, six months after Coinstar put 100 machines in supermarkets in the Los Angeles area, founder Jens Molbak got a call from the Federal Reserve.

## The Roots

Molbak learned the value of a penny early. His parents owned a garden center business in Seattle and during the summer he was 11 years old, his parents paid him a penny per pot to clean flowerpots. He scrubbed 28,000.

On top of instilling a work ethic in him, his parents also placed an unusual emphasis on public good. "My parents are immigrants from Denmark," Molbak says. "They had had a foreign-born pride in the democracy of the United States. That was deeper in my DNA than I realized."

When he got into the working world in a job at Morgan Stanley, Molbak's life felt out of whack: He was working 80 or 90 hours a week. His charitable donations meant "writing a \$10 check at the end of the year to the Cousteau Society."

The Coinstar idea was one of five or six he looked at while attending graduate school at Stanford GSB. He knew coins cluttered up his own dresser. He discovered he was not alone — there was \$8 billion worth of coins out of circulation, costing the Mint, well, a mint. When he remembered charities' history with coins — the Salvation Army buckets during the holiday season, for instance — he knew he could offer consumers a choice of converting their coins to cash or donating to charity.

## The Business Model Comes First

The early years of Coinstar looked much like that of any business. He struggled to raise money and get Coinstar off the ground as a profit-making enterprise.

For instance, he says, he conducted 1,500 interviews and surveys at supermarkets about how people used and saved their coins. He also made 300

itches to venture capitalists and investors before he decided to ask people with whom he had a personal relationship and those with an interest in the supermarket business. He closed his first round of equity financing, \$500,000, from angel investors, in March 1992. He hired David Kelley Design, now IDEO, to build prototypes for Safeway stores.

The point here is recognizing how much went into Molbak's idea: years of research to develop the business model, and then all of the usual care in building a scalable company culture. But Molbak was worried the public sector and nonprofit sector elements of his model would hurt Coinstar's credibility, so he buried those sides of the story with investors.

## See the Public Sector as a Partner

The atmosphere has changed, and entrepreneurs and others might be ready to conceive of companies that can succeed in all three sectors. Molbak believes great promise lies in the public sector. He lists areas like voting kiosks, scheduling jury duty, issuing passports, and signing up for and redeeming food stamps.

"There are large inefficiencies in the public sector. The mindset shift is to see those inefficiencies as a source of opportunity instead of as problems," he says.

In the case of Coinstar, Molbak knew recycling coins would benefit the public sector. Then he found more synergies after the call from the Federal Reserve. The Fed had noticed that the number of pennies being returned to the system near Los Angeles was far higher than usual. This posed a problem, because the Fed was responsible for keeping the number of coins in balance, receiving coins from stores'

deposits and then issuing the right amounts of new and circulated coins to different regions.

“We swamped the LA market,” says Molbak. To help the Fed rebalance regional coin supply and demand, Coinstar proactively shared information about where it was putting new machines.

## Today, no one would label our public sector as innovative.

Jens Molbak

The cooperative relationship paid off a few years later, when, on the Fed’s recommendation, the United Kingdom’s Royal Mint invited Coinstar into the country, enabling the company to accelerate its expansion there. Molbak is now researching opportunities for entrepreneurs, beginning with mapping the goods and services of 500 federal agencies. He plans to find opportunities for the public and private sectors to collaborate.

He is also launching an impact investing fund and creating Win/Win ecosystems, which will likely be based around universities, to help young entrepreneurs do what he did: found a company that succeeds not only in business and charity — but in broader society, too. As part of his research, he is asking people to think about what services the government provides well, or poorly. For

entrepreneurs who doubt whether businesses can work with the public sector or whether the public sector can be innovative, he points to history and the innovation that went into founding the United States.

“We had the most innovative public sector in the world 250 years ago. Look at the fruits of that innovation today,” he says. “But that innovation has waned. Today, no one would label our public sector as innovative. Yet, we have incredibly innovative private and nonprofit sectors. We’re really good at innovation at this country. How can we take some of our innovation talent and innovation capital and embrace the public sector?”

Many of the students in my classes at Stanford GSB are social entrepreneurs who want to create good companies — good in the broadest sense of the world, companies that help people as well as turning a profit. Coinstar’s example and Jens Molbak’s Win/Win initiative show there’s an even broader way to think of a company. With the right idea and care along the way, a company can succeed across the for-profit and nonprofit sectors — and the public sector, as well.

Sarah Soule is the Morgridge Professor of Organisational Behavior at Stanford GSB and the Louise & Claude Rosenberg Jr. codirector of the Center for Social Innovation.

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## Ahmedabad Management Association

The momentum for the month of December was mobilised by a seminar on 'Managing with Gandhian Philosophy' conducted by Mr. Jagat Trivedi, President, TEI Inc., Atlanta USA. He focused on maximising the effectiveness of the Gandhian principles by applying Gandhian philosophy in our day-to-day work and services.

A seminar on 'Social Values for Good Governance' with reference to the current social turbulences in India, its impact and the way forward was addressed by Dr. M.B. Athreya, internationally acclaimed Management Advisor. He discussed various aspects on the desired social values, actions by government and citizens.

An interesting and highly interactive AMAdabad Quiz – 'Digital Book', created and compiled by Mr. Sanjay Chakraborty, Marketing Communication Advisor was organised at AMA. Mr Kartikeya V Sarabhai, Director, Centre for Environment Education and Nehru Foundation for Development was the Chief Guest of the function.

Ms. Rama Moondra, a prominent management trainer addressed a Book Forum session discussing various topics covered in the book 'The Age of The Platform' authored by Mr. Phil Simon. She provided insightful tips and techniques to maximise business potential through digital presence and discussed how Amazon, Apple, Facebook and Google have redefined business.

AMA organised a fascinating lecture cum panel discussion on 'The Prism of Smart City' by Mr. Ravi Saxena, Former Principal Secretary, Govt. of Gujarat and Mr. Nayan Parikh, Management Consultant enlightening the youth and young professionals about the several aspects of sustainable smart city and its enabling factors. The session was co-ordinated by Mr. Parimal Vasavada.

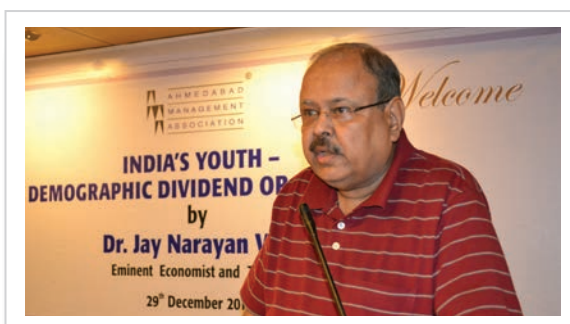
The lofty truths of Vedanta were made at once available and understandable to the common man, as part of continual series of three lectures titled 'Upanishad Ganga' by Br. Atharvanji of Chinmaya Mission. The programme was very well received by the attendees and served beneficial to all aspiring students ensuring clear understanding of the great Indian thought in an entertaining and engaging manner.

Internationally acclaimed Philosopher and Trainer, Mr. M.K. Angajan, Life Mastery Academy, South Africa, addressed an insightful lecture series of four days on 'Yoga Sutras of Patanjali' (8 Principles to Master Life). Professor Vinai Kumar, Strategic Design Management Expert addressed 'Design-led Innovation for Customer Experiences & Business'.

Dr. Jay Narayan Vyas, an eminent economist and thinker delivered a thought provoking lecture on 'India's Youth – Demographic Dividend or Disaster'. During this month as many as 51 Management Development Programmes were organised with a participation of 692. The



*Ms. Rama Moondra addressing the Book Forum*



*Dr. Jay Narayan Vyas addressing*

programmes focused on Managerial Effectiveness, Investment Decisions, Commercial Vendor Management, Diploma in Sales, Emerging Export Incentives etc.

## Allahabad Management Association

Allahabad Management Association in collaboration with HP4 & ICAI Allahabad conducted an MDP on 'How to Make an Effective Presentation' on 15th and 16th December. The programme was conducted by Mr Vibhav Bajpai, Vice President, Allahabad Management Association.



*Mr Vibhav Bajpai addressing the gathering*

## Baroda Management Association

### The 2nd Sayaji Ratna Award 2015

Baroda Management Association has instituted a National Award, Sayaji Ratna Award, to celebrate the 150th birth anniversary of Sir Sayajirao Gaekwad III.

Mr Ratan Tata was conferred with the 'Sayaji Ratna Award', on 1st December. The event was attended by more than 1600 people. Mr Tata dedicated the award to all employees of the TATA Group. Highlight of the event was his interaction with nearly 300 young students and managers. The session was moderated by Ms. Lina Ashar, Founder, Kangaroo Kids.

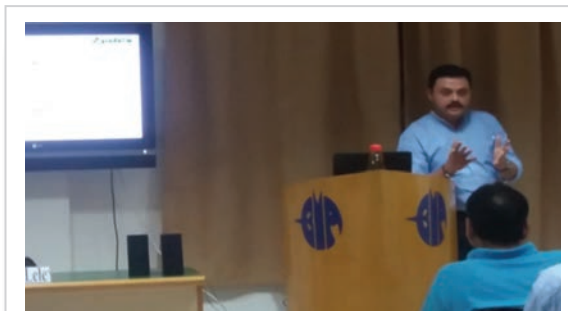


*Mr Ratan Tata receiving the Sayaji Ratna Award*

### Friday Evening Talk

The Friday Evening Talk session held on 4th December on the topic 'Performance Feedback & Career Discussion' was addressed by Mr. Rohan Lele. The topic evolved around, Different strokes of feedback for different folks, Importance of Feedback in achieving better Performance; what are career discussions all about? Who should be targeted for career discussions and how are they helpful?

The Friday Evening Talk held on 11th December was addressed by Mr. Tejinder Pal Singh, HR Head for Halol unit of Insulators



*Mr. Rohan Lele addressing the FET session*

Business of the Aditya Birla Group on the topic 'Organisation Structures and their impact on Organisational Dynamics'.

The Friday Evening Talk held on 18th December addressed the topic, 'Health & Hygiene related to the food, medicine and physical exercises' by the students of Tejas Vidyalaya of Baroda.

### Social Impact Project

BMA's Leadership Initiative for Nurturing Growth (BLING) Committee gave a platform to the students of different schools who are members of BMA. A social impact project competition was held on 5th December, where the students of different schools presented on the theme 'Social Impact'. The basic criterion behind the competition was, motivating students towards their moral and social responsibility of teaching someone from under privileged society.

### Digital India Project

The 'BLING' committee provided a unique platform to the schools who are members of BMA. The school children presented a project on Digital India under the theme – Make in India. The project focused on, 'the advancement in technology and its application in day to day life'.

### Management Development Programme

A one day Management Development Programme on 'Time Management and Urgency Addiction' held on 16th December was addressed by Dr. Sunita Didi Chandak, PhD. The programme was appreciated by the participants.

### Workshop

BMA held a workshop on the topic 'Understanding the Process of Counseling in Schools' on 22nd December. The speaker was Ms. Bubai Dev. The session was addressed to the teachers, school counselors as well as the parents explaining their exact roles and functions that would have an impact on the behaviour and well being of a children.



*Mr. Tejinder Pal Singh addressing the FET Session*



*Participants at the MDP session on Time Management and Urgency Addiction*



*Ms. Bubai Dev addressing the teachers*

## Bharuch District Management Association

### MDP

An in-house MDP on First Aid was held at Torrent Pharmaceuticals Ltd., Dahej on 3rd December. The trainer for the programme was Dr. H. I. Shah, DHMS, Authorised First Aid Trainer.

Another MDP on '7 Q C Tools' by Mr. Narendra Solanki, Corporate Trainer, Akshar Management Consultancy, Vadodara was held on 5th December.

Dr. Mahesh Parikh, Consultant Psychiatrist and Psychotherapist, Valsad conducted an MDP on 'Time and Stress Management' on 18th December; while Ms. Tanuja Vashistha, Business – Life Coach and Facilitator, Gurgaon held an MDP on 'Integrated Mind Power and Concentration Techniques (IMPACT)' on 23rd December.



*Dr. H. I. Shah, explaining the First Aid details to the candidates*



*Ms. Tanuja Vashistha addressing the participants*

An MDP on 'Behaviour Based Safety Management System (BBSMS)' was conducted by Mr. Bhagirath Chandak, Safety Advisor and Trainer on 29th December.



*Mr. Apurva Pandya, Sr. Executive Head introducing the trainer Mr. Narendra Solanki*



*Prof Sameer Rohadia explaining the uses of Cloud Computing*



*Mr. Bhagirath Chandak addressing the participants*

### Evening Talk

An Evening Talk on 'Cloud Computing' was held on 9th December. The programme was addressed by Prof. Sameer Rohadia, Asst. Professor, C. K. Shah Vijapur Institute of

Management, Vadodara. He spoke about the evolution, meaning, types, providers, pros and cons of Cloud Computing with its practical application.

**E.H.S. Forum Meet**

On 14th December the E.H.S. Forum Meet on ‘Process Safety Management’ was addressed by Mr. Sanjeev Verma, Sr. Manager EHS, Grasim Industries Ltd.

**Seekers’ Forum Meet**

BDMA has been arranging regular lectures on Shrimad Bhagwad Gita as part of a lecture series on the ‘Great Song of Lord - Gita’ by Swami Shraddhanandaji of Param Praman Darshanalaya, Pardi.

**Bhopal Management Association**

**Workshop**

Bhopal Management Association (BMA) successfully organised a workshop on Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 on 17th December.



*Participant with the speaker*

The participants learned about the detailed provisions of the Act, under the expert guidance of Co-Chairman, BMA, Advocate G.K Chhibbar, who has above 30 years’ experience in Labour law, Women Law & Child Law. The workshop was coordinated by Mr Suneel Bhargava, E.C Member BMA and Chairman Women ITI; Mr Deepak Pandey, Principle, Women ITI gave vote of thanks. About 30 employees of Women ITI, Bhopal and other industrial organisations and members of BMA attended the workshop.

**Bombay Management Association**

**HR Convention**

Bombay Management Association jointly with Durgadevi Saraf Institute of Management Studies organised an HR convention on 5th December on the theme ‘Changing Role of HR in a Disruptive Business World’.



*Dr. Dr. N. M. Kondap, Director General, Rajasthani Sammelan’s DGMCMS & DSIMS, Chairman, Western Regional Committee, All India Council for Technical Education (AICTE) addressing the session*

The Convention was inaugurated by Mr. R. Ramakrishnan - Vice Chairman, Jt. MD, Group CEO, Polycab. The welcome address was given by Mr. N. M. Kondap, Director General, Rajasthani Sammelan’s DGMCMS & DSIMS, Chairman, Western Regional Committee, AICTE, Former Vice Chancellor SVKM’s, NMIMS University, Mumbai.

The vote of thanks was given by Dr. C. Babu, Director, Durgadevi Saraf Institute of Management Studies, Mumbai.

### Training Programmes

On 2nd December, a full day programme on the theme 'Performance Management & Review System' was organised in association with IBS, Powai, in their own premises by Mr. Leslie Rebello.

On 10th December, a full day training programme 'Become a Certified Trainer' was conducted by Mr. Mehul Kuwadia. This programme focused on training the participants to build their career in becoming trainers.



*Participants at the programme*



*Students at the 'Employment Laws' programme*

A half day programme on the theme 'Imbibing Accountability into Organisation Culture' was conducted by Mr. Shamik Vora on 29th December.

A Certificate Course on 'Employment Laws' was organised by BMA in association with Employers' Federation of India- 4th and 5th Session on 25th and 27th November. The assessment test & certification was done on 11th December.

### Mastering Change

Bombay Management Association organised an interactive session on 'Mastering Change' on 22nd December. Mr. Shridhar Thoda was the speaker. The session was appreciated by the participants.



*Mr. Shridhar Thoda addressing the session*

## Calcutta Management Association

### AIMA NMQ & HRQ - 2015

The AIMA National Management Quiz & the HR Quiz - Eastern Region Round was organised at Kolkata on 15th December in association with Calcutta Management Association. Mr Ajay Poonia was the quizmaster and he conducted the quiz very effectively and interestingly.



*AIMA National Management Quiz & the HR Quiz*

### CMA Money Quiz

CMA's Annual Quiz was organised on 19th December. The programme was supported by The Telegraph, The Calcutta Stock Exchange, Infinity Group, Ideal Group, 91.9 Friends FM and hosted by Club Verde Vista. About 25 teams comprising of corporate, cross company teams and student teams from different institutes participated. Mr Debasish Mukherjee & Mr Abhishek Kar of Mjunction and the Tata Crucible fame were the Quizmasters. The final 6 teams received a total cash prize of Rs 32,500. The quiz was very successful and remains as one of the most awaited events of CMA.



*The winning team of CMA Money Quiz*

### Chandigarh Management Association

Chandigarh Management Association, under its Lecture Series Programme, organised a lecture on 'Right to Information Act 2005' on 29th December. The key note speaker was Dr Surinder Kumar Sharma, an RTI expert. President CMA J.S NAYYAR delivered the welcome address. The session was highly productive and interactive.



*Lecture on 'Right to Information Act 2005'*

### Coimbatore Management Association

Coimbatore Management Association organised a one day workshop on 'Digital Marketing – How can you improve your sales?' on 19th December. Mr. R. Somasundaram, CEO, Socialize was the faculty for the workshop. The programme was very well received.



*The workshop in progress*

## Delhi Management Association

### Diplomatic Nite 2015

DMA in collaboration with People and Management organised a 'Diplomatic Nite' on 15th December. Ms Meira Kumar, Former Lok Sabha Speaker released the Diplomatist Annual Edition - A Celebration of Indian Heritage. Rubin Israel, the lead singer of 'The Capital City Minstrels' also performed in the event. The evening received attendance of diplomats from different countries.



(L-R) Ms. Linda Brady Hawke, Publisher of Diplomatist Magazine, Ms. Ann Aquilina, President of the Diplomatic Spouse Head of Mission Association and Ms. Meira Kumar, former Speaker Lok Sabha



Eminent professionals at the Roundtable Meet

### Roundtable Meet

DMA in collaboration with People and Management organised its 6th Roundtable Meet of the Workforce Strategy for Changing Business Dynamics and Demographics series on the theme 'Best Practices for IT/ Software Segment of Indian Industry' on 17th December. The session was chaired by Mr. Sundra Rajan, Founder Director, People Metrics.

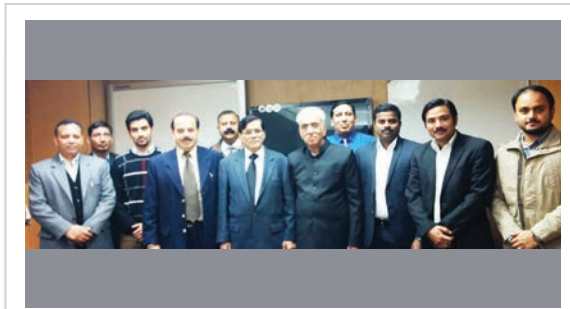
### Interactive Programme

DMA organised a highly interactive and unique programme on 'Building and Other Construction Workers Act' on 18th December. Mr. Rajan Pandhi, Director, DMA welcomed the Chief Guest, Dr. Rajinder Dhar, Addl. Labour Commissioner, Govt. of NCT Delhi and the participants at the workshop.

Dr. Dhar highlighted the compliances under BOCW Act along with the various welfare schemes of the Delhi Construction Board. The programme was also addressed by Mr. G M Saini, Programme Director and Principal Consultant, GMS Solutions and Mr. C M Bhasin, Former Chief Inspector of Factories, Govt. of NCT of Delhi.

### Book Discussion

DMA organised an exclusive and interactive book discussion on 'Tapping the Potential of Women for Leadership Roles' authored by Ms. Poonam Barua, Founder, Forum for Women in Leadership & CEO, WILL Forum India on 23rd December.



Participants at the workshop



(L-R) Ms. Jyoti Dhir, Ms. Phliippa Mathewson, Ms. Poonam Barua, Ms. Moutushi Sengupta and Mr. Rajan Pandhi



Ms. Moutushi Sengupta, Country Director, MacArthur Foundation & Vice President, DMA welcomed Ms. Barua and other eminent speakers, Ms. Phliippa Mathewson, Head - Training, Development and Sustainability, Barclays SS and Ms. Jyoti Dhir, CEO, Acube and Former GE India.

## Goa Management Association

Goa Management Association (GMA) in collaboration with International Centre Goa, (ICG), Dona Paula, organised a Condolence Meet on 17th December, in fond memory of Prof. A Sreekumar, Former HOD and Dean, Department of Management Studies, Goa University.

Prof. A Sreekumar was a renowned academician and a thought leader. The BBA programme of the Goa University was his brain child.



(L-R) Mr. D Kumar Pillai, Chairman, GMA; Mr. Galileo Fernandes, Programme Assistant – Media & Public Relations, ICG and Dr. M S Dayanand, HOD, Associate Professor, Department of Management Studies, Goa University.

## Hyderabad Management Association

### Evening Lecture

The Hyderabad Management Association conducted an Evening Lecture on ‘E-Commerce-Managing Risks & Opportunities’ on 5th December. Mr Palem Srikanth Reddy, Chairman, Palred Technologies Ltd (formerly Four Soft Ltd) was the speaker for the session.



Mr. E N Prasad Reddy President, HMA presenting a bouquet to the speaker Mr Palem Srikanth Reddy as Mr Kaushik Kathuri, Convener, Lecture Meetings looks on



Mr. Sravan Kumar Madap Vice President, HMA presenting a bouquet to the speaker Mr B Ravi Prasad as Mr Vijay Vedantam, Co- Convener, Lecture Meetings looks on

### Lecture Meeting

Hyderabad Management Association conducted a Lecture Meeting on ‘Design Thinking: New Paradigm in Corporate Innovation’ on 15th December. Mr B Ravi Prasad, Marketing Strategist, Blackstone Group was the speaker for the session.

### Faculty Development Programme

Hyderabad Management Association jointly with L&T Metro Rail (Hyderabad) Ltd conducted a one day Faculty Development Programme and Industrial Visit on 17th December at L&T Metro Rail (Hyderabad) Ltd, Nagole, Hyderabad.

The programme was inaugurated by Mr V B Gadgil, CE & MD of L&T Metro Rail Hyderabad Ltd, (LTMRHL). Mr S Ganguly, VP & Head Corporate HR welcomed the participants and Mr E N Prasad Reddy, President, HMA explained about various programmes conducted by HMA. The programme ended with a visit to Central Control Station where, all the metro trains and stations are monitored.



*Participation Certificates being awarded at the Valedictory Function.*

### Student Development Programme

Hyderabad Management Association conducted a one day Student Development Programme and inauguration of Student Chapter on 28th December. Industry experts from HMA, Mr Moses Sandeep and Mr Surya Jeedigunta guided the students in preparation of their project works.

The Student Chapter was inaugurated by Mr E N Prasad Reddy, President, HMA. Industry experts from HMA, academicians from Osmania University and alumni members of BVRIT participated in the panel discussion. During the programme 44 students enrolled themselves into the HMA Student Chapter.



*Participants at the programme*

## Indore Management Association

### 5th Animation Maestro Contest 2015

Indore Management Association (IMA) organised the 5th Animation Maestro Contest on 30th November. This competition was conducted on the theme 'India Inc. – Reinventing Growth'.

This competition provides a unique opportunity for young participants to test and demonstrate their knowledge, experience and professional expertise in the field of creativity. IMA also aims at improving the animation scenario in Central India and also motivate the animation institutes so that they strive to be the best.



*Winners of the 5th Animation Maestro Contest*

### Management Film Show

Indore Management Association organised a Management Film Show on one of the classics of world cinema 'Titanic' for management professionals and students on 12th December. The moderator for the session was Dr. Sandeep Atre, Director, CH Edge Makers, Indore.



*Dr. Sandeep Atre during the film show.*



*Mr. Pratik Singh Uppal during the workshop.*

### Evolution for Excellence

IMA organised its Evolution for Excellence, a one-day workshop for professionals on 10th December. The module for the workshop was 'Good To Great: Magnitude of the Transformation' and the speaker for the session was Mr. Pratik Singh Uppal, Director - JJM Hospitality & Security Ltd.

### Centre of Excellence

Indore Management Association organised Centre of Excellence (COE), an evening talk on the topic 'Management Lessons from Marathon' on 8th December. The facilitators for the session were Mr. Vivek Singhal and CA Navin Khandelwal.

### Student Chapter

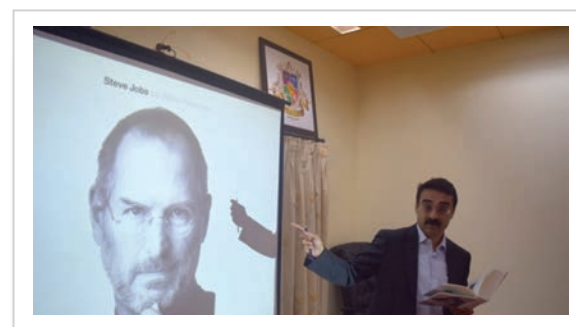
Indore Management Association organised a workshop on the topic 'How to face Group Discussions and Personal Interview' on 3rd December in IMA Student Chapter at Indian Institute of Management, Indore. The faculty for the workshop was Dr. Sandeep Atre, Director CH Edge Makers.



*CA Navin Khandelwal during the session.*

### Reader's Clique

Indore Management Association in IMA Reader's Clique - organised a book discussion on 'Steve Jobs' by Walter Isaacson for management professionals and students. The programme was organised on 16th December and the moderator for the session was Mr. Sandeep P. Naolekar, Managing Director, Darling Pumps Private Limited.



*Mr. Sandeep Naolekar during the session*

### 17th Quest for Leaders Competition

IMA successfully organised the 17th Quest for Leaders Competition (Preliminary Round) on 23rd December

at Acropolis Institute of Technology and Research, North Campus, Indore.

The judges' panel for QFL included Mr. Akhilesh Sengar, Vertical Head – Management Development Function – HR, Idea Cellular Limited – MP&CG and Mr. Vivek Padalia, Factory Head HR, John Deere – Dewas. The competition aims to cultivate conceptual thinking, organisation of thoughts and presentation skills, among the students of graduate and postgraduate level.



*Question and answer session at QFL Competition.*

### **Training @ Doorstep**

IMA organised its Training @ Doorstep a one-day workshop for professionals on 22nd December at Cummins Turbo Technologies India Ltd, Pithampur, India. The module for the workshop was 'Developing the High Performance Team' and the facilitator for the session was Mr. Rakesh Jain, Director, Outdoor Learning Resources.

## **Kerala Management Association**

### **Shaping Young Minds Programme (SYMP)**

Kerala Management Association was the co-organiser of AIMA's Shaping Young Minds Programme (SYMP), on 9th December.

The eminent speakers included Mr. Prabhu Chawla, Editorial Director, The New Indian Express Group; Ambassador Deepak Vohra, Veteran Diplomat & Special Advisor to the Prime Minister of the Republic of Guinea Bissau and Major General Raj Mehta AVSM, VSM (Retd.). 818 B-School students attended the programme.

### **MSME Seminar**

MSME Seminar on 16th December was addressed by Mr. Yogesh Gupta, Founder & Chairman, Sykes & Ray Equities India Ltd., Mumbai, on the topic 'SME Access to Market based finance' followed by a Panel Discussion on 'Funding Venture for MSME'.

MSME seminar was followed by a book release function authored by Mr. G Rama Mohanan Nair, Chief Consultant, Industrial Consultancy Services titled 'Manasika Samardham – Rakshappedanenthu Vazhi' and was released by Mr. Venugopal C. Govind, Managing Partner, Varma & Varma, Chartered Accountants.



*Mr Prabhu Chawla, Editorial Director, The New Indian Express Group and Mr K S Jamestin, Director – HR & BD, ONGC addressing the SYMP*



*Mr. Yogesh Gupta addressing the MSME Seminar*

### Evening Lecture Meeting

An Evening Lecture Meeting addressed by Dr. Satish Raghavendran, Vice President - Analytics, Deloitte Financial Advisory Services on the topic 'What is disruptive Innovation?' was held on 28th December.



*Dr. Satish Raghavendran addressing KMA Members*



*Mr. Sashi Kumar addressing the CEO Conclave*

### CEO Conclave

The CEO Conclave addressed by Mr. Sashi Kumar, Chairman, Asian College of Journalism & Media Development Foundation on the topic 'The Media & The Market Paradigm' was held on 30th December.

## Lucknow Management Association

### State Summit

Lucknow Management Association partnered with Micro Finance Association of Uttar Pradesh (UPMA), for a day long State Summit on Micro Finance-Fostering Financial Inclusion Agenda on 2nd December. Dr. K. Shivaji, Chairman, SIDBI was the Chief Guest on the occasion.

### Pre-Convention Dinner Meet

LMA organised a pre convention interactive session between convention speakers and a high level team of State Government led by Chief Secretary, on 3rd December, in which expert inputs were provided on developing smart cities in Uttar Pradesh.

### Annual Convention 2015

LMA organised its 14th Annual Convention on 'Developing Smart Cities-Imperatives and Challenges' on 4th December. Mr Ram Naik, Hon'ble Governor of Uttar Pradesh, was the Chief Guest of the Inaugural Session; Dr. Sudhir Krishna, Former Secretary Urban Development and Mr. D.S. Mishra Additional Secretary Govt. of India were the keynote speakers.



*Annual Convention 2015*

### Debate Competition

Young Manager’s Forum of LMA jointly with Lucknow Branch of CICASA of The Institution of Chartered Accountants of India organised a State Level Debate Competition on the theme ‘Skill Development: Does it Find Place in India’s Assessment System’ on 6th December.



### Annual General Meeting

Annual General Meeting of LMA was organised on 28th December in which new office bearers were elected. Mr. Alok Ranjan was re-elected as President, Mr. Sumer Agarwal as Sr. Vice President, Mr. A.K. Mathur as Vice President, Mr. Vipin Gupta as Treasurer and Mr. Anant Jauhari as Secretary.

*Annual General Meeting in progress*

### Knowledge Sharing Session

LMA in collaboration with Institute of Chartered Accountants of India organised ‘A Talk on Decision Making’ by Dr. Mirza Saiyedain, former professor of HR & OB, IIM Ahmadabad, on 29th December.



*Dr. Mirza Saiyedain receiving a memento*

## Ludhiana Management Association

### 12th Sardar Manjit Singh Memorial Lecture

LMA organises a memorial lecture every year in the fond memory of its Past President Mr Sardar Manjit Singh. The 12th lecture in the series was organised on 2nd December and delivered by Mr Nirmal Jain, Founder & Chairman, India Infoline Limited, Mumbai on ‘It’s all about Money honey ! Lessons in Entrepreneurship’.



*Nirmal Jain, Founder & Chairman, India Infoline Limited, Mumbai addressing the session*



*Award winners at 37th Annual Day Function*

### 37th Annual Day Function

Ludhiana Management Association organised its 37th Annual Day Function, at which, H.E Mr Kaptan Singh Solanki, Hon’ble Governor of Punjab, Haryana & Administrator UT Chandigarh was the Chief Guest. Mr Anil Rai Gupta, Chairman & Managing

Director, Havells India Limited ; Dr Sanjay Modi, Executive Dean, Faculty of Business and Arts, Lovely Professional University, Phagwara; Mr Samar Singla, Founder, Click Labs at Jugnoo, Chandigarh; Mr S P S Oberoi, Chairman, Apex Group Of Companies, Dubai; Mr Rajnish Ahuja, Managing Director, Rajnish Industries Limited, Ludhiana; Mr Harpal Singh, Mentor & Chairman Emeritus, Fortis Healthcare Limited, Gurgaon were presented prestigious LMA awards. Mr Harpal Singh, Mentor & Chairman Emeritus, Fortis Healthcare Limited, Gurgaon delivered the Keynote address on 'Ethics Beyond Business'.

### 37th Annual General Meeting

The 37th Annual General Meeting of Ludhiana Management Association was held on 21st December. Dr Sandeep Kapur, General Secretary presented The Annual Report & Accounts for the year 2014-15. Mr Sachit Jain, President thanked all the members for their support & active participation.



(L-R) Dr Mrs Paramjit Kaur, Gen. Secy, LMA; Dr KNS Kang, President, LMA; Mr Kamal Wadhwa, Sr. Vice President, LMA; Dr Sandeep Kapur, Vice President, LMA

## Madurai Management Association

A majority of social media users commit cybercrimes without realising it, said Dr. S. Murugan, Inspector General of Police (South Zone) during an interactive session with students organised by the Madurai Management Association.

While stating that smart phones and social media applications were undeniably a boon, the IG suggested the students to cautiously use them for constructive things. On banking frauds, he said that most of the victims were educated people who fell in the trap of the cyber criminals because of greed.

Er. M. Shunmugasundaram, President welcomed the gathering, Dr. I. Ismail delivered the inaugural address and Prof. G. Suresh proposed the vote of thanks.



Er. M Shunmugasundaram-President, Dr. S. Murugan-IPS, IG of Police, South Zone, Dr. I. Ismail-Secretary, Victoria Edward Hall and Prof. G. Suresh-Secretary

## Mangalore Management Association

### MMA Outstanding Manager Award- 2015

Prof. (Dr.) M. Shantharam Shetty, Pro. Chancellor, Nitte University and Chairman, Tejasvini Hospital & SSIOT, Mangaluru, was awarded with the 'Outstanding Manager Award-2015' instituted by Mangalore Management Association.

The ceremony was held on 9th December. Mr P. Jayaram Bhat, Managing Director & CEO, Karnataka Bank Ltd, HO, Mangaluru and Mr Y. Ravindranath, Chief Vigilance Officer, Mangalore Refinery & Petrochemicals Ltd., Mangaluru were the Guests of Honour. More than 200 dignitaries comprising of industrialists, management professionals, businessmen apart from representatives from various print and electronic media participated in the function.

Mr M. R. Vasudeva, President of MMA welcomed the gathering. Dr. Devaraj K., Past President gave a brief introduction of AIMA, MMA and the criteria for the Award. Mr Prasanna Mallya, Secretary proposed the vote of thanks.

### Lecture Meeting

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangalore jointly organised a lecture meeting on 'Managing Professional Excellence' by Dr. Shashikala Gurpur, Director, Symbiosis Law School, Pune Dean, Faculty of Law, Symbiosis International University, Pune, on 30th December.

Dr. Devaraj K. Director, SDM PG Centre of Management Studies & Research the gave presidential address. Prof. J.H.G. Anchen, Vice President, MMA welcomed gathering & introduced the Chief Guest. Mr M. R. Vasudeva, President, MMA handed over a memento to the Chief Guest.

## Noida Management Association

Noida Management Association organised an Evening Lecture on 19th December on the topic 'How to improve your profit through work efficiency'. The speaker of the programme was Dr. Amita Srivastava, a leading consultant and adviser in the field of learning solutions.

The Lecture session was presided over by Dr. Yogendra Singh, Chairman, Programme committee of NMA. The programme was highly applauded by the members.



*Prof. (Dr.) M. Shantharam Shetty, receiving the MMA Outstanding Manager Award 2015*



*Dr. Shashikala Gurpur, addressing the meeting*



*Dr. Amita Srivastava, consultant addressing the session*



## Palghat Management Association

### Training Programme

Palghat Management Association organised a full day programme on ‘Seven Steps to world class manufacturing’ on 12th December. Mr P. Sivakkumar, Chief General Manager, BEML Palakkad Complex gave the inaugural address. 26 managers participated in the programme.

### Interactive Sessions

Palghat Management Association organised an interactive session on ‘Inner Development for outer growth’ on 3rd December. Mr M. Srihari Nair, Member, Expert Panel, Coleman Research addressed the session. The session was well received by the audience.

Another interactive session was held on ‘Spiritual Laws for Inspired work and success’ on 11th December. Mr M.K. Angajan, internationally acclaimed management philosopher was the speaker for the session.



*Mr P. Sivakkumar, Chief General Manager, BEML addressing the programme. (L-R) Mr K. K. Babu President PM; Dr. R. Chandrasekaran, Faculty and Mr V. Guruvayurappan, Secretary, PMA*



*Mr M. K. Angajan interacting with the members*

## Quilon Management Association

The Quilon Management Association arranged a one day workshop as part of Management Development Programme on 17th December. Dr. K. Gopakumar, Faculty of Law, Gulati Institute of Finance and Taxation, Thiruvananthapuram was the faculty of the workshop. Mr Sreeraj welcomed the guests and participants of the workshop. Mr Viswanathan, RDO of Kollam inaugurated the workshop and QMA President presided over the inaugural session.



*Mr Viswanathan, RDO Kollam inaugurating the workshop with Mr Rajendra Prasad, Dr. Gopakumar and Mr Sreeraj.*

## Rajkot Management Association

Rajkot Management Association in partnership with Rajkot Police Suraksa Setu Society organised a programme on 'Family Bussiness: Managing Growth & Transformation' by Dr. Hitesh Shukla. RMA members and other professionals attended the programme. RMA President Mr. Chetan Kothari gave the welcome speech and Secretary, Mr. Parag Jobanputra gave the vote of thanks. The Annual General Meeting was also held during this time.



*Seminar on Family Business - Growth and Transformation*

## Rohilkhand Management Association

Rohilkhand Management Association organised a talk on Life Management with Dr. N. L. Sharma, Retired Professor. He spoke on life management . The talk was well appreciated by one and all.



*(L-R) Mr Qadir Ahmad, Secretary RMA; Mr K.K. Damani, President, RMA & Dr. N. L. Shama, Retd. Professor*



*(L-R) Mr Prem Sharma, Dr. S.P. Singh, Ms. Vrunda Desai (Jt. Commissioner of Income Tax), Mr Qadir Ahmad and Mr J. Pathak*

Rohilkhand Management Association organised one day workshop on 'People Management – Lead, Grow and Succeed' on 22nd December. The workshop was inaugurated by Ms. Vrunda Desai, Jt. Commissioner of Income Tax, Bareilly and hosted by B.L. Agro Oils Ltd. Speakers Mr. Thomas Mathews and Ms. Bindu C, Directors of Insignia Solutions Pvt. Ltd., New Delhi and eminent corporate trainers conducted the workshop in an innovative and wonderful style.

## Management Association of Rourkela

A Professional Talk on 'Spirituality in Management' was organised at HRD Centre on 21st December by Management Association of Rourkela in collaboration with HRD Centre. Mr M K Das ED (Projects) and Mr. Umesh Kumar, ED (MM) graced the occasion as Chief Guest for the forenoon and afternoon sessions respectively. Dr Sumit Datta GM (HRD), Mr S Pradhan



*Dr Aditi Singhal, Co-founder of Dynamics Minds group speaking on Emotional Empowerment*

GM (F & A), Mr C Muthuswami, GM (Quality), Mr B Pradhan DGM, SP-I and Secretary Management Association of Rourkela and many senior executives were present in the function.

Mr Sushil Chandra, Head of Bio-medical Engineering Institute of Nuclear Medicine & Allied Science, DRDO Delhi and Dr Aditi Singhal, an active member of Brahmakumaris, Co-founder of Dynamics Minds group addressed the audience.

## Tarapur Management Association

### Evening Lecture

Tarapur Management Association organised an evening lecture programme on 'ISO Awareness' on 3rd December. The session was conducted by Mr. Ashish Choudhary, Works Manager, Nevetia Steel & Alloys. Mr Choudhary and Mr Partho Ghosh were instrumental in getting the ISO certification for TMA.



*Mr. Ashish Choudhary, Guest Speaker being felicitated by Mr. B K Shah, Past President of TMA*

### Film Show

A film show on 'I am Sindhutai Sapkal' was organised on 11th December. The film was based on the real life story of Sindhutai Sapkal who is an Indian social worker and activist known particularly for her tireless work for raising orphan children.

## Thrissur Management Association

### Student Chapter

Thrissur Management Association student chapter conducted a workshop on 'Win the Inner Power'. Mr MAS Menon was the guest speaker on the occasion.

TMA student chapter students from Kerala Agricultural University attended the AIMA Shaping Young Minds



*TMA student chapter students at AIMA Shaping Young India programme held at Kochi*

Programme held at Kochi. The programme was well received.



*Mr V. Venugopal, President TMA inaugurating the 9th Student Chapter of TMA*

The 9th Student chapter of Thrissur Management Association was inaugurated by CA V. Venugopal, President TMA, on 18th December.

In another student chapter workshop, Padmashree C.K. Menon, Chairman, Behzad group, Doha spoke to TMA student chapter students on the topic 'Building on Dreams' on 12<sup>th</sup> December.

Dr. P.S. Krishnamurthy spoke on the topic 'Time Management & Goal Setting'. During this period, students of TMA Student Chapter (IMT) also visited a traditional pottery making unit.



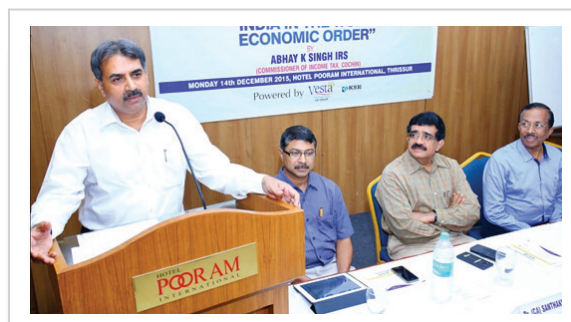
*Dr M Beena, IAS, MD of Kerala State Industrial Development Corporation Ltd releasing the TMA Bulletin*

Management Voice' was also released on the occasion.

Another monthly lecture conducted by Thrissur Management Association on the topic 'India in the World Economic Order' was addressed by Mr. Abhay K Singh, IRS, commissioner of Income Tax on 14<sup>th</sup> December.

### Monthly Lecture

Thrissur Management Association conducted a monthly lecture on the topic 'Role of KSIDC in Kerala's Industrial Development' on 5<sup>th</sup> December. Dr. M. Beena, IAS, MD, Kerala State Industrial Development Corporation was the speaker for the session. The third issue of TMA bulletin 'The



*Mr. Abhay K Singh, IRS, commissioner of Income Tax addressing the session.*

## Trivandrum Management Association

### TMA - Student Chapter Inauguration

Trivandrum Management Association's Student Chapter of Cardinal Cleemis School of Management, Nalanchira, Trivandrum was successfully inaugurated.



*TMA Student Chapter inauguration*



*Inauguration of TRIMA 2015 by Mr K. M. Chandrasekhar, Vice-Chairman, Kerala State Planning Board*

### TRIMA 2015

Trivandrum Management Association organised its Annual Management Convention – 'TRIMA 2015' on 9<sup>th</sup> & 10<sup>th</sup> December on the theme 'Make in India : A Kerala Perspective'. Mr. K.M. Chandrasekhar, Vice-Chairman, Kerala State Planning Board inaugurated the event which was attended by 500 delegates. Eminent speakers from across the country addressed the sessions. Cochin Shipyard Ltd won the TMA – HLL CSR Award 2015. Best Paper Presentation Award was also instituted along with KIMS Healthcare Management.

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**All India Management Association**

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## AIMA Events Calendar

Event	Conference Director	Venue	Date
Digital Marketing Retreat	D Shivakumar Chairman & CEO- India Region, PepsiCo India Holdings Pvt Ltd	Goa	22-24 January 2016
6th Senior Leadership Retreat	Sunil Kant Munjal Jt Managing Director, Hero MotoCorp Ltd and Chairman, Hero Corporate Service Ltd	Goa	05-07 February 2016
Foundation Day		Delhi	20 February 2016
National Leadership Conclave	Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group	Delhi	03-04 March 2016
SYMP		Ludhiana	10 March 2016
India Conference in UAE		UAE	15 March 2016
Pragati – Women Quiz		New Delhi	23 March 2016
SYMP		Thrissur	20 April 2016
Global Procurement Summit 2016		Delhi	21 April 2016
Managing India Awards 2016		Delhi	28 April 2016

Event	Conference Director	Venue	Date
5th HR Leadership Retreat	TV Mohandas Pai Chairman, Manipal Global Education	Goa	May 2016
National Management Games 2016		Bhubaneswar Bengaluru Mumbai New Delhi Grand Finale New Delhi	04-06 May 2016 11-13 May 2016 18-20 May 2016 25-27 May 2016 03 June 2016
11th Global Advanced Management Programme	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	USA	26 June-02 July 2016
42nd National Competition for Young Managers		Mumbai Kolkata Bangalore New Delhi Grand Finale New Delhi	15-16 July 2016 22-23 July 2016 29-30 July 2016 05-06 August 2016 13 August 2016
4th Marketing Retreat	D Shivakumar Chairman & CEO- India Region, PepsiCo India Holdings Pvt Ltd	Goa	August 2016

To view full calendar please visit [www.aima.in](http://www.aima.in)

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# AIMA

ALL INDIA MANAGEMENT ASSOCIATION

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