

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

DECEMBER 2019



Dear Readers,

It gives me great pleasure to present the December issue of AIMA News.

With your support and encouragement AIMA continued to strive to build management capability through its various initiatives and programmes over the month.

The 10th edition of AIMA's Senior Leadership Retreat was organised at Goa on the theme 'Innovation Strategy: Getting Results', under the Chairmanship of Mr Sunil Kant Munjal, Past President, AIMA & Chairman, and The Hero Enterprise. The Retreat aimed to identify some of the emerging issues faced by senior leadership in the current volatile scenario and provided insights into innovative approaches and strategies. Some of the eminent speakers who addressed the Retreat included Mr Suresh Prabhu, Mr Sanjay Kirloskar, Mr Harsh Pati Singhanian, Mr TV Mohandas Pai, Mr D Shivakumar, Mr Akhil Bansal, Mr Richard Rekhy, Ms Ritu Beri, Mr Shrinivas Dempo and Mr Ganesh Natarajan. The Retreat was attended by senior delegates from corporates, PSUs and academia and was very well received. More details are carried inside.

The 9th edition of AIMA's North East MSME Convention was held in collaboration with Ministry of MSME, Guwahati Management Association, Federation of Industry & Commerce of North Eastern Region (FINER) and IndiaSMEforum. The Convention, steered by Dr JS Juneja; was inaugurated by Dr Krishna Kumar Dwivedi, IAS, Commissioner & Secretary, Department of Industries & Commerce, Public Enterprises, Act East Policy Affairs, Personnel and AR&T, Government of Assam. The two day convention, witnessed several renowned bureaucrats and industry experts address over 300 delegates.

In addition, to encourage, recognise and award the best innovation practices across disciplines, AIMA organised the 8th edition of its Innovation Practitioner's Summit in New Delhi. The Summit was based on a Case Study Contest on breakthrough Innovations in various categories and the top winner from each category presented their award winning case studies at the summit. The summit also attracted eminent industry leaders who shared their views and insights on leading innovation trends and challenges of today.

Brief reports can be found inside along with other updates on AIMA's interactive sessions, workshops, book launches and training programmes. During the period AIMA continued to offer its education programmes to aspiring and practicing managers; and its testing and assessment solutions to students and leading organisations & institutions.

This edition of AIMA News also brings you updates from the Local Management Associations and some interesting articles on management.

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

Warm Regards

**Rekha Sethi**  
Director General

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*Managing Editor*  
Ms Smita Das

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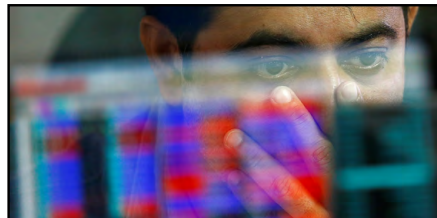
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# 2<sup>nd</sup>



**AIMA**  
ALL INDIA MANAGEMENT ASSOCIATION

# & BIG DATA RETREAT

## AI in an Enterprise: Automating Business

14-16 February, 2020: Taj Fort Aguada Resort & Spa, Goa

### Speakers

Retreat Chairman



**TV Mohandas Pai**  
Chairman  
Manipal Global Education Services

Program Director



**Umakant Soni**  
Co-founder, AI foundry and Advisor  
& Founding Partner, pi Ventures

Speakers



**Pulak Ghosh**  
IIMB Chair of Excellence & Professor Decision  
Sciences & Center of Public Policy, IIM, Bangalore



**Arnab Kumar**  
Program Director  
NITI Aayog



**Devendra Chawla**  
CEO and Managing Director  
Spencer's Retail Limited



**Arjun Jain**  
Co-founder, Priorfree AI Adjunct Professor  
CDS Dept. IISc. and AI Foundry



**Rohit Rathi**  
Co-founder  
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Research Scientist, Google Research &  
Former Head of Data Science & AI - Ola



**Vijay Chandru**  
Co-Founder  
Strand Life Sciences



**Utkarsh B**  
Technology Advisor to CEO &  
Distinguished Architect, Flipkart

### Participation Fee

**Delegate Fee** is ₹ 90,000 per participant + 18% GST

**Early Bird Discount** of ₹ 10,000/- per delegate is available on registrations received, along with the delegate fee, latest by 17 January, 2020

**Group Discount** of ₹ 5,000 per participant is also applicable for 3 or more participants registering from the same organisation.

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## 10th Senior Leadership Retreat



*Speakers & delegates of the 10th Senior Leadership Retreat*

AIMA organised its 10th edition of Senior Leadership Retreat on the theme 'Innovation Strategy: Getting Results' from 13 – 15 December 2019 at Goa. The Retreat was organised under the Chairmanship of Mr Sunil Kant Munjal, Past President, AIMA & Chairman, The Hero Enterprise. The Retreat aimed to identify some of the emerging issues faced by senior leadership in the current volatile scenario and provided insights into innovative approaches and strategies that would deliver real value.

Some of the speakers included Mr Suresh Prabhu, India's Sherpa to the G20 & Former Union Minister of Commerce & Industry; Mr Sanjay Kirloskar, President AIMA, Chairman and Managing Director, Kirloskar Brothers Ltd; Mr Harsh Pati Singhania, Senior Vice President,

AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Mr TV Mohandas Pai, Past President, AIMA and Chairman, Manipal Global Education Services; Mr D Shivakumar, Past President, AIMA and Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group; Mr Akhil Bansal, Deputy CEO, KPMG in India; Ms Ritu Beri, International Fashion Designer & Founder, The Luxury League; Ms Rashmi Bansal, Writer, Entrepreneur and Motivational Speaker; Mr Shrinivas Dempo, Chairman, Dempo Group of Companies, Mr Richard Rekhy, Board Member, KPMG in Dubai; Mr Kartik Sharma, Director, Agnitio and Mr Ganesh Natarajan, Chairman, 5F World & Founder, Center for AI & Advanced Analytics. The Retreat was attended by 24 delegates from corporates, PSUs and academia.





*Richard Rekhy, Board Member, KPMG in Dubai and Suresh Prabhu, India's Sherpa to the G20 & Former Union Minister of Commerce & Industry with participants*



*TV Mohandas Pai, Chairman, Manipal Global Education Services and Sunil Kant Munjal, Chairman, The Hero Enterprise*



*Suresh Prabhu, India's Sherpa to the G20 & Former Union Minister of Commerce & Industry*



*Ritu Beri, International fashion designer & Founder, The Luxury League and D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group*



*Akhil Bansal, Deputy CEO, KPMG in India; Harsh Pati Singhania, Senior Vice President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Shrinivas Dempo, Chairman, Dempo Group of Companies and Ganesh Natarajan, Chairman, 5F World & Founder, Center for AI & Advanced Analytics*



*Sanjay Kirloskar, President AIMA, Chairman and Managing Director, Kirloskar Brothers Ltd*

# 9th MSME Convention



*(L-R) S. B Sarmah, President, Guwahati Management Association; Sanjay Kirloskar, President, AIMA & Chairman and Managing Director, Kirloskar Brothers Ltd; Krishna Kumar Dwivedi, IAS, Commissioner & Secretary, Department of Industries & Commerce, Public Enterprises, Act East Policy Affairs, Personnel and AR&T, Government of Assam; J S Juneja, Chairman, AIMA MSME Committee & Chairman, Global Projects Pvt. Ltd and Rekha Sethi, Director General, AIMA*

AIMA in collaboration with Ministry of MSME; Guwahati Management Association and Federation of Industry & Commerce of North Eastern Region (FINER) and Indiasmeforum organised the 9th AIMA North East MSME Convention on 5th-6th December 2020 at Guwahati.

The Convention was steered by Dr J S Juneja, Chairman, AIMA MSME Committee & Chairman, Global Projects Pvt Ltd and inaugurated by Dr Krishna Kumar Dwivedi, IAS, Commissioner & Secretary, Department of Industries & Commerce, Public Enterprises, Act East Policy Affairs, Personnel and AR&T, Government of



*Krishna Kumar Dwivedi, IAS, Commissioner & Secretary, Department of Industries & Commerce, Public Enterprises, Act East Policy Affairs, Personnel and AR&T, Government of Assam*



Assam. Mr Sanjay Kirloskar, President, AIMA & Chairman and Managing Director, Kirloskar Brothers Ltd delivered the welcome address and Dr. JS Juneja, Chairman, AIMA MSME Committee & Chairman, Global Projects Pvt. Ltd presented the convention overview. Introductory remarks were given by Ms Rekha Sethi, Director General, AIMA.

Some of the other eminent speakers included Mr S. B Sarmah, President, Guwahati Management Association; Mr Kartik Sharma, Director, Agnitio; Ms Indu Singh, General Secretary, North East Women Entrepreneurs Association; Mr John Borgoyary, Regional Head, UNDP, North East India; Mr Chinmoy Sharma, Managing Director, North East Green Tech Pvt. Ltd; Dr. Avinash Choudhary, Zonal General Manager, NSIC Ltd; Mr Vinod Vyas, Deputy General Manager, NSIC

Ltd; Mr Lemli Loy, General Manager, North Eastern Development Finance Corporation. Ltd(NEDFi); Mr Jayant Kr. Samal, Deputy General Manager, NABARD; Mr Vanlalruata Fanai, Deputy General Manager, EximBank ; Mr Ratnesh Jha, Management Specialist; Mr Shantikam Hazarika, former Founder Director, Assam Institute of Management; Mr S Deka, Asst. Director, MSME Development Institute; Dr. Krishan Kumar, Scientist & Snr. Technical Expert, North East Centre for Technology Application and Reach(NECTAR); Mr Girindra Brahma, Asst. General Manager, SIDBI; Mr Pabitra Buragohain, President, Federation of Industry & Commerce of North Eastern Region(FINER)amongst others.

The two day Convention was well received and attended by around 300 delegates.

## Interactive Session



*Jasrita Dhir, Head Brand Marketing and CSR, Fortis Healthcare presented a memento to Professor Anupam Sibal, MD, FIMSA, FIAP, FRCP (Glasg), FRCP (Lon), FRCPC, FAAP, Group Medical Director and Senior Pediatrician, Apollo Hospitals Group*

AIMA organised an interactive session on Finding The Leader Within, with Professor Anupam Sibal, MD, FIMSA, FIAP, FRCP (Glasg), FRCP (Lon), FRCPC, FAAP, Group Medical Director and Senior Pediatrician, Apollo Hospitals Group on 6th December 2019. Ms Jasrita Dhir, Head Brand Marketing and CSR, Fortis Healthcare chaired the session. Professor Sibal shared examples of how common people have achieved extra ordinary success. The session helped the participants to introspect, motivate, inspire so as to unleash the leader within.

## 8th Innovation Practitioner's Summit



*(L-R) Shantanu Saha, Founder & CEO, The Recruiters and Ex – HR Head, Author; Divya Penumetsa, Head - Product and Technology Innovation, PricewaterhouseCoopers; Rama Shankar Pandey, Managing Director, Hella India Lighting Ltd; Monisha Chowla, Director & Founder, Ikigai Communications; Puneet Agarwal, Vice Chairman, MIET Group of Institutions and Samir Ahluwalia, Co-Founder, Content Advisory Group*

To encourage, recognise and award the best innovation practices across disciplines, AIMA organised the 8th edition of its Innovation Practitioner's Summit on 4th December 2019 in New Delhi. The Summit was based on a Case Study Contest on breakthrough Innovations in Manufacturing/Logistic & Supply Chain, Sustainability & Corporate Social Responsibility, Product Development, Learning and Development (L&D) and Digital Transformation. The winners in each category were chosen from shortlisted case studies by a neutral Jury panel, comprising of industry veterans and topic experts, with PwC as the Knowledge partner. The top winner from each category showcased their award winning case studies at the summit.

The summit also attracted the eminent industry leaders who shared their views and insights on the leading innovation trends and challenges. The key leaders who addressed the Summit included Mr Anurag Dua, Partner, PwC India; Ms Monisha Chowla, Director & Founder, Ikigai Communications; Ms Rama Shankar Pandey, Managing Director, Hella India Lighting Ltd; Mr Puneet Agarwal, Vice Chairman, MIET Group of Institutions; Ms Divya Penumetsa, Head - Product and Technology Innovation, PricewaterhouseCoopers; Mr Samir Ahluwalia, Co-Founder, Content Advisory Group and Mr Shantanu Saha, Founder & CEO, The Recruiters and Ex – HR Head, Author.





# 4<sup>th</sup> NATIONAL COMPETITION FOR MANAGERS

## MANAGING CHANGE: ACHIEVING EXCELLENCE

Change is the only constant they say!

But in the times we live change is happening at a very rapid pace and is disrupting all possible functions of management – be it Manufacturing, HR, Finance, Marketing and above everything the business models of the organisations themselves.

The key element to manage and emerge as the winner is to envisage and preempt change and make changes in the business models, technologies and operations.

### Eligibility Criteria

- A two-member team of executives from the same organisation is eligible to participate
- Organisations / Institutions are also free to nominate as many as teams as they wish

### Participation Fee

No. of Teams	AIMA / LMA Members	Non- Members	Academician
1 Team	₹ 30,000 Per Team	₹ 32,000 Per Team	₹ 27,000 Per Team
2 – 4 Teams	₹ 28,000 Per Team	₹ 30,000 Per Team	₹ 25,000 Per Team
5 Teams or above	₹ 26,000 Per Team	₹ 28,000 Per Team	₹ 23,000 Per Team

### Date of the Competition

Region	Date
Mumbai	18 <sup>th</sup> February, 2020
Delhi	20 <sup>th</sup> February, 2020

**GRAND**  
FINALE **Delhi**  
**26<sup>th</sup> February, 2020**

Prize Sponsor

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T: (+ 91) 11 2464 5100 Ext. 241, W: www.aima.in

## Case Teaching & Writing Workshop



*Participants of the Case Teaching & Writing Workshop*

AIMA-ICRC & AICTE organised two days Workshop on Case Teaching & Writing for University/B-School faculty and research scholars on 13-14 December 2019 at Kolkata. The workshop was divided into eight technical sessions and these sessions were taken by Dr Vidyanand Jha Professor, IIM – Kolkata; Mr B. Bhattacharyya, Former Dean, IIFT & UN Advisor; Dr Raj Agarwal, Director, AIMA; Prof Meeta Sengupta, Senior Advisor, Centre for Civil Society; Dr Anuja Pandey, Head, India Case Research Centre, AIMA.

A panel discussion on 'Developing Cases Based on Indian Ethos' was also organised. Prof. Sujit Basu Ex Dean, NSHM, Kolkata & MDI, Gurgaon; Dr Vidyanand Jha Professor, IIM – Kolkata; Prof Santanu Ray Director, Student Affairs, Sister Nivedita University; Prof B K Sarkar Managing Trustee; Prof S K Chakraborty, Memorial Trust; Prof B. Bhattacharyya, Former Dean, IIFT & UN Advisor; Dr Raj Agarwal, Director, AIMA and Prof Meeta Sengupta, Senior Advisor, Centre for Civil Society were the eminent scholars in the panel discussion. The workshop was very well received by the participants



# Training Programme



*Participants of training programme*

AIMA conducted a four day training programme on 'Competency Framework Systems' for NSIC Ltd from 9th to 12th December 2019. Mr.

Ajay Sahoo, Former General Manager, NTPC was the faculty of the programme. The training curriculum focused on the Need for Competency Mapping; Competency Mapping methods; developing Competency models; developing Competence dictionary and developing and designing assessment centers. The training also included a visit to the Power Management Institute of NTPC Ltd to study their Competency Mapping methods. The programme was attended by 20 senior and middle management HR officials and 25 other officials joined from outstation through a webinar.

AIMA organised three days residential training programme on the topic 'Leading Self' for professionals from 18th to 20th December 2019 at Mahabalipuram. The training was conducted by an expert faculty, a clinical psychologist and a spiritual coach Dr Pulkit Sharma. The facilitator used a variety of formats to enable participants to become self-aware and experience self-growth, breath work, guided visualisation exercises, classroom lectures and presentations, writing and experience sharing. The participants were from sectors including energy, insurance, construction, manufacturing, information



*Participants of training programme*

technology, housing finance and academia. The training was interactive and very well received by the participants.

## Book Launch



*Launch of the book 'Mandated Corporate Social Responsibility (CSR): Evidence from India'*

The book 'Mandated Corporate Social Responsibility (CSR): Evidence from India' was released at All India Management Association, New Delhi on 23 November 2019. Dr. Nayan Mitra, Co-editor of the book; Dr. Bhaskar Chatterjee, pioneer of CSR knowledge and practice in India; Dr. Raj Agrawal, Director, CME, AIMA; Dr. Ganesh Singh, Professor, CME, AIMA and the authors - Dr. Sumona Ghosh, Ms. Anushree Poddar, Dr. Manoj Dash, Dr. Tanuja Sharma and Prof. Jones Mathew,

who have contributed articles for the book; were present on the occasion. The foreword of the book is written by Ms Rekha Sethi, Director General, AIMA. This book is part of Springer's CSR, Sustainability, Ethics and Governance series, with series editors Samuel O. Idowu and Rene Schmidpeter. Over 60 CSR authors and practitioners, senior corporate executives, senior academicians, budding researchers and aspiring managers were present for the launch and discussions.



## College of Defence Management Visit



*(L-R) Col Vivek Puri, SM, Lead Directing Staff, Rekha Sethi, Director General, AIMA and Brig Ratan Kumar, Head of Faculty*

AIMA coordinated the visits of a team from College of Defence Management (CMD), Secunderabad, to various LMAs including Indore, Gurgaon, Coimbatore, Bangalore, Bombay, Ahmedabad, Madras, Hyderabad and Calcutta, between 9th to 12th December 2019. CMD, as part of their Management Education Tour of the Higher Defence Management Course sent a delegation of approximately 20 officers of

the rank of Colonel or equivalent, with 22-24 years of service.

The team headed by Brig Ratan Kumar, Head of Faculty and Col Vivek Puri, SM, Lead Directing Staff visited All India Management Association on 12th December 2019 and interacted with AIMA Director General, Ms Rekha Sethi and other AIMA officials including Dr Raj Agrawal, Director, CME; Mr Sanjay Grover, Director, LMA Relations & Membership, IT and Young Leaders Council and Ms Smita Das, Deputy Director, Corporate Communications.

A session on Artificial Intelligence by Mr Kartik Sharma, Director, Agnitio & Member of AIMA Young Leaders Council was organised. Representatives from Delhi Management Association were also present. Mr Rajan Pandhi, Director, Delhi Management Association made a presentation on DMA activities. The interaction was very well received by the CDM delegation.



*Kartik Sharma, Director, Agnitio & Member of AIMA Young Leaders Council addressing*



*Brig Ratan Kumar, Head of Faculty presented a memento to Sanjay Grover, Director, AIMA*



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**Ministry of Finance**  
 Government of India

**AIMA**  
 ALL INDIA MANAGEMENT ASSOCIATION



सत्यमेव जयते  
**Ministry of Electronics and  
 Information Technology**  
 Government of India

# Global Procurement Summit 2020

## Procurement in 21st Century



10-11 February, 2020  
 The Lalit Hotel, New Delhi

All India Management Association in partnership with the World Bank announces 5th edition of the Global Procurement Summit 2020. The summit will bring together the most senior global and regional procurement community to examine the challenges faced during 21st Century.

The summit is expected to be attended by over 300 delegates from government offices, corporates, consultants and regulator from India and abroad. The deliberation will be done by the experts in the area of procurement from international organizations covering like USA, European Union, UK, and South Asian countries etc.

### Registration fee:

Indian Delegate: INR 5,000

Foreign Delegate: USD 200

Foreign Delegate  
 (With Accommodation): USD 300

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Dr. Gurbandini Kaur - Center for Management Education

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## Art of Public Speaking

Everyone wants to be a Public Speaker. It's immaterial whether you know anything about the subject, as long as you have an invitation from one of the ten thousand associations in the country. They'll print your name on the brochure, often send you a pickup car, ask you to join for lunch, perhaps give you a small gift. Later you'll receive a couple of pictures of you at the podium. So, go ahead & accept, in fact go ahead & solicit invites. Say what you want to. In this free country you've a right to express your views. Anyway, here's a short guide to becoming a star on the circuit.

### **The Brass Tacks**

For a 45-minute lecture first 20 mins, tell them 'what you are going to tell them'. "I'll soon come to it"; "Shortly I'm going to talk about it"; "In a few minutes we will discuss this...". Alternatively, you can start with a story; never mind if the audience relates to it or not. In fact, never mind if it has no connection with the topic. Last 20 mins, tell them 'what you've told them' or even 'what others have told them'. "I agree with.... and if I might add/supplement...."; "As I told you a little while ago..."

In between for 5 mins you may want to actually tell them whatever you had come to talk about. Jargon always helps. If you can memorise a few difficult to pronounce words, couple of Sanskrit shlokas, may be a Chinese proverb; you already have a successful talk. If you can cut & paste a few slides & make a power point presentation, you are a winner, if you can show them a few video clips, you don't even have to speak.

### **Tips about Dressing up**

'Dressed to kill' is not enough. You've to be wearing something flashy. A bold Mickey-Mouse tie in red with a yellow shirt & may be green trousers will

definitely attract attention. Or you could colour your hair a bright orange. And of course, long hair and an unkempt beard always give you a scholarly look. Objective is to distract people from listening to you. They should be looking at you.

### **Question & Answer Session**

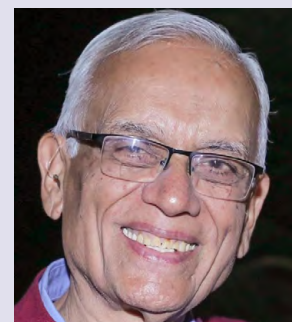
Ask all of them to repeat the question & their name/organisation at least once. Begin your answer with "Excellent question, I knew it was coming". Then try to pose a counter question, in case you don't have an answer. You can also invite more questions under the pretext "I'll club all questions before answering." Hopefully, someone will provide the answers before you have to.

### **Slotting your talk**

Try and ask for the last slot so people are by that time in no mood to listen. After all you've got your name on the programme and hopefully everyone would take more time than what was allotted to them. With luck you may not even have to speak! Of course, don't forget to collect your memento or honorarium or whatever.

### **Curriculum Vitae**

Very crucial part of the entire make up; should run to at least 8 pages + annexures to list all the publications; books, technical papers, articles, letters to the editor, meetings & symposia attended – even if you had gatecrashed there for a free lunch - educational tours as a student, your visits to Disney world (you can just say "widely traveled to USA") etc. etc.



by Krishan Kalra  
Past President, AIMA



# Champions of change

## Inspiring, Creating and Innovating

With a vision to be a leader in Management Development AIMA facilitates individuals and organisations to realise their potential. And in its endeavour to shape the management destiny of the new age India, AIMA has constituted **YOUNG LEADERS COUNCIL** for young leaders. A non-lobbying platform to mentor and nurture young leaders for the next wave transformation.



**Thought  
Leadership**



**Peer to Peer  
Networking**



**Professional  
development**



**Best Practice  
Sharing**



**Be a Young Leaders Council  
Member today!**

For other information and membership please contact: **Rajni Yadav – Assistant Director**

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## Don't Mistake Execution for Strategy

by Graham Kenny

January 07, 2020



Paul Taylor/Getty Images

A business involved in conducting clinical trials for medical and pharmaceutical companies recently sent me a copy of their strategic plan for review in preparation for a forthcoming strategic planning workshop. I studied the nine pages carefully. But despite its promise to outline the company's "Mission, Vision, Strategies, and Actions," the document contained no real strategy.

This is not an unfamiliar experience for me. I come across it all the time because a company's managers

often confuse a strategy's design with its execution. Recognizing the difference between these two will have a major and positive impact on your organization's performance.

Strategy design involves detailing positions to take on what I call strategic factors. These are the decision criteria used by key stakeholders, i.e., the criteria used by customers in deciding to buy from a business, or by employees in deciding to work for an organization, or by suppliers in deciding to supply



to a company. Strategy design concerns the position that, for instance, Ford or Toyota as a company takes to woo customers on factors such as product range, price, retail locations, product quality and image.

Positioning can be quite subtle and can equate to the different brands of a business. Take, for example, the Accor hotels group. Accor carries a range of brands each catering for a different set of target customers with varying positions on customer service, price, and quality. It has a luxury end (Raffles, Fairmont, Sofitel), a premium space (MGallery, Pullman, Swissôtel), midscale (Novotel, Mercure, Adagio) and economy (ibis, hotelF1).

Strategy design must take place at the organization level because each business faces its competitors in the marketplace. They compete, company against company.

The reason executive teams struggle with strategy design is that they don't adopt organization-level thinking at the start. They rush to execution at a strategy retreat, because they invariably arrive ready to address what they need to do. Unless the doing impulse is switched off, until design is ready, the cart gets put before the horse. This has clients leaving their retreat with a hodgepodge of actions but still no clear idea of where their organization is heading or how it differs from competitors in the marketplace.

I could see this in the clinical trial company's strategic plan. It had pages of actions and they were fine – up to a point. The problem, as my pre-workshop interviews with members of the executive team exposed, was that the organization is “drowning in things to do” – the words of the CEO. Another executive suggested that the company needed “clarity about where we're heading.” Yet another proposed that “we need a bigger picture around the strategic stuff” adding that “we get sucked into

micro measurement.” Another executive described this abundance of activity as “leaving staff feeling quite lost.”

What the planned workshop had to achieve was clarity on the company's positioning on the strategic factors for its key stakeholders and a stripping away of non-essential actions leaving only those which clearly drove these positions. To do that I needed to shift the executive team's thinking away from individual action and up to organizational positioning.

What we concluded at the workshop was that there were two fundamentals that would drive the business's success over its rivals – lower prices and superior client service. The CEO described the company's larger competitors as “very expensive.” As work was won from clients on a tender basis, price would be positioned case by case. Where the company stood on service could be stated overall.

To lift the executive team's thinking to the strategy design level I employed a technique which I'd used in the past to yield dividends. I asked, “As an organization what is your position on client service?” The wording and emphasis are deliberately chosen to shift thinking away from individual action.

The team crafted the following response: “A service tailored to each client's specific needs involving a unique combination of pre-clinical planning with the avoidance of regulatory hurdles to streamline the product approval process.” Reduced lead times through the approval process allowed clients to commercialize their products sooner, giving them a first-mover advantage in their markets and delivering income flows from their products much earlier.

Lower prices and better service can be a killer combination, and this has proven to be the case. It has given the company a significant competitive

edge over its rivals. From a base relatively small compared to its larger competitors, the CEO reports a “28 per cent year-on-year sales growth for the last three years.”

In preparation for your next strategy retreat recognize that underpinning the essential difference between strategy design and execution is level of

analysis. While most participants may be unaware of it, it is one of the most important and useful concepts in social science. Strategy design operates at the organization level. Strategy execution operates at the individual level. If you don’t make this distinction, you’ll be committing the error I’ve seen in many clients. You’ll mistake individual action for strategy. And that can be disastrous.

**Graham Kenny** is managing director of Strategic Factors, a Sydney-based consultancy that specializes in strategic planning and performance measurement, and president of Reinvent Australia, an organization that focuses on the nation’s future development.

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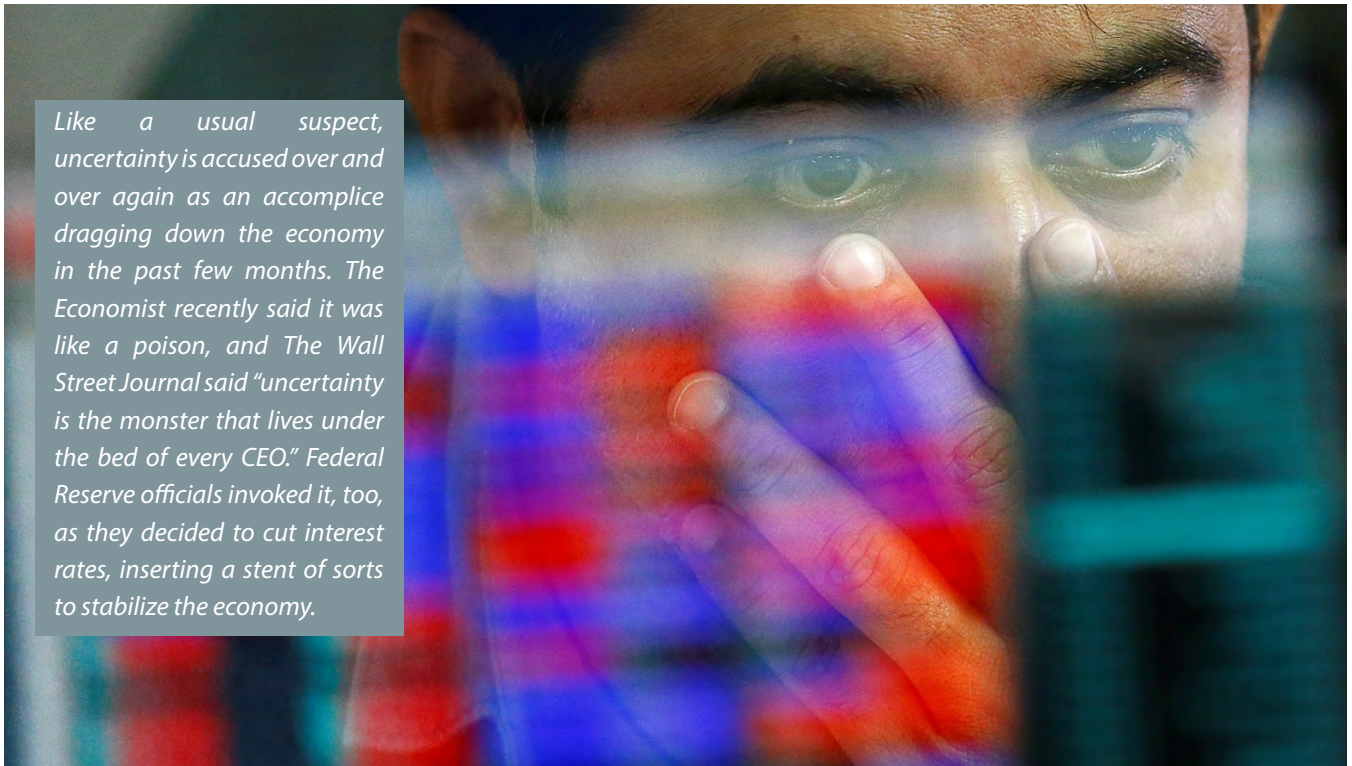
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# Uncertainty Drags Down Global Growth

The uncertainty in the first quarter of 2019 may drag global growth by as much as a half a percentage point for the year, researchers say. | REUTERS/Danish Siddiqui

November 22, 2019 | by May Wong



*Like a usual suspect, uncertainty is accused over and over again as an accomplice dragging down the economy in the past few months. The Economist recently said it was like a poison, and The Wall Street Journal said “uncertainty is the monster that lives under the bed of every CEO.” Federal Reserve officials invoked it, too, as they decided to cut interest rates, inserting a stent of sorts to stabilize the economy.*

The uncertainty in the first quarter of 2019 may drag global growth by as much as a half a percentage point for the year, researchers say. | REUTERS/Danish Siddiqui

Economic and political uncertainty is indeed surging, and it's nothing to be taken lightly. Just ask Stanford GSB economist Nicholas Bloom, whose work is regularly tapped as a barometer for uncertainty — that nagging sense of the unknown, which in turn, can dampen investment and economic growth.

His pioneering Economic Policy Uncertainty Index,

developed in 2016, covers 24 advanced countries and is already regularly used within the public and private sector to provide clarity on an otherwise nebulous disposition. And now, Bloom's newest measure of uncertainty — the World Uncertainty Index — provides the broadest assessment tool yet of a global state of mind for 143 countries. Its current readings of heightened uncertainty — stoked



apparently by the U.S. trade war and Brexit — also foreshadow a significant hit to global economic growth.

In a working paper that details the World Uncertainty Index and has an appendix filled with EKG-like charts for dozens of advanced and developing economies, Bloom and his coauthors from the International Monetary Fund (IMF) estimated that the overall rise in uncertainty in the first quarter of 2019 may drag global growth by as much as a half a percentage point for the year.

“That’s an enormous effect,” says Bloom, a senior fellow at the Stanford Institute for Economic Policy Research (SIEPR). “A half-percent decrease is a huge reduction in growth.”

The grim projection aligns so far with recent economic growth downgrades by the World Bank and the IMF, whose leaders have similarly cast part of the blame for uncertainty to ongoing trade wars and a variety of geopolitical tensions.

The IMF’s latest World Economic Outlook report, released on Oct. 15, forecasts that GDP growth will be at 3% — its slowest pace since the global financial crisis and down 0.3% from its April forecast. Global growth could fall even lower in 2019 if monetary policy interventions or other economic factors don’t mitigate the situation, the report cautioned.

“The weakness in growth is driven by a sharp deterioration in manufacturing activity and global trade, with higher tariffs and prolonged trade policy uncertainty damaging investment and demand for capital goods,” the IMF’s chief economist Gita Gopinath said on Oct. 15 at the group’s annual meeting in Washington D.C. (Gopinath is slated to speak at SIEPR on Nov. 14.)

**“A half percent decrease is a huge reduction in growth.”**

**Nicholas Bloom**

In fact, when Bloom and his research colleagues at the IMF — Davide Furceri and Hites Ahir — recently teased out trade-related uncertainty in their World Uncertainty Index, the estimated effect worsened.

The researchers wrote in an IMF blog that global growth for the year could be reduced by as much as 0.75%.

After staying low and stable for about 20 years, trade uncertainty in particular has now jumped tenfold from previously recorded highs, they say. And it’s surging not only in China and the United States, where trade tensions are highest, but also in many other countries.

### **A Reflection, a Harbinger**

The World Uncertainty Index gauges uncertainty by scouring Economist Intelligence Unit reports — quarterly country reports that provide a standardized snapshot of economic and political developments. The index covers 143 countries starting from 1996, as well as a subset of almost 80 of the world’s larger economies back to 1955.

For each country, it tallies the number of times words such as “uncertain,” “uncertainty,” or “uncertainties” are mentioned. An increase in the index value indicates uncertainty is rising, and vice versa.

To specifically measure trade uncertainty, the researchers look for how often “uncertainty” and its variants appear in close proximity to trade-related terms, including “tariff,” “protectionism,” or the “North American Free Trade Agreement.”

By extrapolating from historical patterns, the researchers use the index to help predict estimated economic effects.

Uncertainty has a stronger and more persistent effect on countries with weaker legal systems, the researchers find.

According to the index, the overall world uncertainty level is nearing its record-high from earlier this decade when the U.S. was still reeling from the financial crisis and was on the brink of a “fiscal cliff”

in 2013 while a debt crisis loomed in Europe.

Earlier large spikes occurred during the 9/11 attacks, SARS outbreak, Iraq invasion, the failure of Lehman Brothers, El Niño, and the European border crisis.

Global uncertainty climbed again in 2016 after the U.S. presidential election and the Brexit vote. The main triggers for the latest surge beginning in the first quarter of 2019 appear to be uncertainty concerning U.S. trade policy and Brexit, the researchers find.

### **“Give Me a Number”**

It’s been long apparent that the risk of the unknown somehow puts a chilling effect on business investments, manufacturing and worker productivity — something that Bloom and other economists before him have studied.

“We knew that uncertainties affect investment, but fine, give me a number,” Bloom says.

In developing the Economic Policy Uncertainty index, Bloom and his co-creators — Scott Baker of Northwestern University and Stephen Davis of the University of Chicago — used what was then a relatively new technique of mining text from major newspapers for data. The subsequent high frequency of citations from academic, public, and private financial institutions affirmed that their work had hit a chord.

“It was like an epiphany,” Bloom says. “I thought, wow, there’s clearly a demand for this.”

Since then, Bloom and his colleagues have spliced the Economic Policy Uncertainty index (EPU) to parse

out uncertainty revolving around key policy areas, such as trade, monetary policy, national security, and health care.

Today, the World Uncertainty Index “fills another gap,” Bloom says. Researchers can use the dataset to foreshadow GDP output or as an alternative measure of economic activity.

“The huge upside is that it covers places like Ghana, where they don’t have a stock market or any totem for forecasts,” Bloom says.

The World Uncertainty Index, along with its trade uncertainty offshoot and EPU forbearer, are not perfect measures, Bloom cautions, but the tools appear to be useful, lending a kind of quantifiable clarity.

Bloom has also blended uncertainty with his other prong of labor economics work. His latest endeavor there is a major survey of firms in the United Kingdom to watch how Brexit and its accompanying uncertainty affects them. That work was featured in a recent SIEPR Policy Brief.

“Uncertainty is world-directed, and it has increased a lot,” Bloom says. “It makes sense to keep going with measuring it.”

The World Uncertainty Index is publicly accessible and updated quarterly. The online portal for the growing number of uncertainty indices that Bloom and other colleagues have constructed since the debut of the Economic Policy Uncertainty Index.

This story was originally published by the Stanford Institute for Economic Policy Research.

#### **Disclaimer:**

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# Identify Next Level of Business Leaders



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Bengaluru	- Training Round	- 14th January 2020
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Delhi	- Training Round	- 21st January 2020
	- Prelim	- 22nd - 23rd January 2020

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### For Registration Contact

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## Ahmedabad Management Association

The highlight of this month's activities was the Seminar on Plastic Waste for Roads, Building and Construction, which was organised on 13th December by AMA in association with Innovative Thought Forum, an India-centric think + act tank. Mr S B Dangayach, Founder Trustee, Innovative Thought Forum and Chairman, Plastindia Environment Committee coordinated the Seminar. Experts representing various segments of the industry addressed on the various topics.

Some of the eminent speakers included Mr. D. P. Joshi, IAS (Retd); Ex Spl Commr, SBM; Mr. Dhimant Vyas, Chief Engineer and Addl Secy, WRD, GoG; Dr. Rasik Kadam, Hindura Infracon; Dr. Medha Tadpatrikar, Rudra Environmental; Mr. K K Ahmed Khan, K K Plastic waste; Dr. Reena Anil Kumar, Ram Biologicals; Mr. Hardik Panchal, WPC Centre; Mr. Anup Patel, Doll Plast; Mr. Aditya Shukla, Saltech; Mr. Dalsukhbhai Vagadia, Dhoraji cluster; Mr. Vijay Kothari, WOW and Dr. B Singh, Chief Scientist (Retd), CBRI.



*Mr S B Dangayach coordinating the Seminar on Plastic Waste for Roads, Building and Construction*



*Mr Himanshu Buch addressing on 'Arjuna - The Incredible Leader'*

Several Lecture Programmes were organised during the month. Dr Himanshu Buch, International Motivational Speaker and Trainer, Zen Institute, Vadodara addressed on 'Arjuna - The Incredible Leader' on 7th December. Mr Sharad Sagar, Founder & CEO, Dexterity Global addressed on 'Relevance of Spirituality in Management' on 12th December. Prof Sudhir Chandra addressed on 'Gandhi: An Impossible Possibility' on 21st December and Mr Kirti Thakar addressed on 'Gujarat's Spiritual Splendour' on 27th December.

AMA conducted the 'Daily Tech Quiz' (based on Technology used in Daily Life) on 28th December. Mr Sanjay Chakraborty, Essksee Consultancy coordinated the quiz.

Pujya Swami Anubhavananda delivered discourses on Vijnan Bhairava between 30th November and 5th December on 'Let Meditation Happen', 'Mind Your Mind', 'Art of Thinking', 'Holistic Life', 'Experiencing Divine Presence in Daily Life' and 'Attitude Affirms Life'.

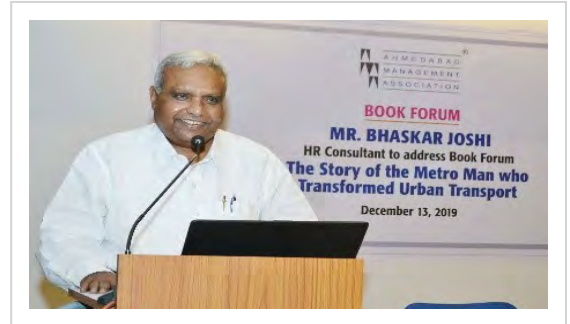
During the month, 3 Forum Meetings were conducted. Mr Bhaskar Joshi, HR Consultant conducted the Book Forum on 'The Story of the Metro Man Who Transformed Urban Transport' on 13th December. Mr Suresh Mashruwala coordinated the Speakers' Forum on the topic 'The Future is Created by What You



*Pujya Swami Anubhavananda delivering the discourse on Vijnan Bhairava*

do Today' on 14th December. Mr B N Dastoor coordinated the 22nd AMA Learners' Forum on the topic 'Employee Engagement' on 22nd December.

AMA conducted 44 MDPs and 2 In-Company Programmes in this month focusing on a variety of subjects. Total 813 participants benefitted from these programmes.



*Mr Bhaskar Joshi coordinating the Book Forum*

## Allahabad Management Association

Allahabad Management Association organised a lecture on 'Management of Forests and Wild life to conserve Biodiversity' on 16th December with Dr Ajai Shankar, IFS (Retd.) Additional Principal Chief Conservator of Forest, Ministry of Forests Environment and Climate Change. Government of India. Dr. Ajai Shankar elaborately explained various management applications to effectively protect animal and wildlife, plantation to prevent earth erosion, check and control the carbon dioxide balance by increasing forest area, bring reduction in deforestation which helps rain fall distribution across the country and help recharging pits & ground water thereby maintain ecological balance.



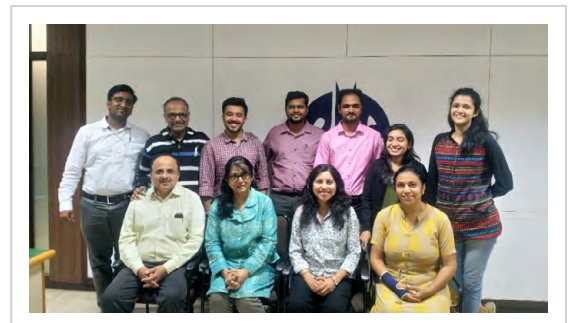
*AMA Secretary, Vice President, President M/s O.P. Goel, Ravi Prakash and Vibhav Bajpai with the audience listening to the details of presentation by Dr. Ajai Shankar (IFS)*

The programme was attended by a large number of professionals with Engineering, Management and Institutional background to create awareness about the management principles involved in environmental chain to have the ecological balance and preserve various components of food chain, land and earth erosion, vegetation flora and fauna.

## Baroda Management Association

### Management Development Programmes

Baroda Management Association organised a two days' management development programme on 'Project Management-The Best Practices' on 6th & 7th December by Ms. Minaxi Vaishnav. The MDP gave the participants a greater and clear understanding of the entire Project Management process



*Participants with Ms. Minaxi Vaishnav*

and its approach. The participants also learned to optimise Project Management Practices which can be applied to projects of all industry segments.

Baroda Management Association organised another Management Development Programme on 'Business Etiquette' on 19th December with Ms. Sharad Mohan. The MDP gave the participants an insight into how to create and maintain an impression of credibility. The participants also learned the art of successfully navigating a business deal and to improve personal professionalism.

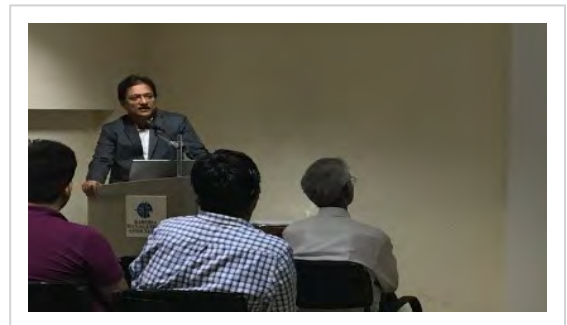
**Friday Evening Talks**

Baroda Management Association organised a Friday Evening Talk on 'Quality Circle, Industrial Safety & Acute need for change in HR/IR policies' on 6th December and the speaker was Mr. Rahul Batavia. In this talk he explained to the audience the importance of Industrial Safety and why is it failing in industries and explained the solutions for it.

A Friday Evening Talk on 'Find the Purpose of Your Life' was held on 13th December and the speaker was Mrs. Deval Dave Joshi. In this talk, she explained how one can find the purpose of their lives. She also explained the 'Morita Therapy' and 'Ikigai'.



*MDP on 'Business Etiquette' with Ms. Sharad Mohan*



*FET on 'Quality Circle, Industrial Safety & Acute need for change in HR/IR Policies'*



*FET on 'Creating Entrepreneurs' with Dr. Sanjeev Chaturvedi*

Another Friday Evening Talk on 'Creating Entrepreneurs' was held on 20th December and the speaker was Mr. Sanjeev Chaturvedi. In this talk, he explained to the audience what an entrepreneur is and the challenges that they face. The participants also learned Eco-Systems for entrepreneurs and how to understand consumer needs.

Baroda Management Association organised a Friday Evening Talk on 'Unlocking the Power of Neuroscience' on 27th December and the speaker was Mr. Andrew Shepherd. In this talk, Mr. Andrew spoke about Neuroscience and how it is connected to meaningful relationships.



## Bharuch District Management Association

### EHS Awareness Programme

The EHS programme (2nd Batch) was conducted at BDMA on 5th December with a view to create awareness for ITI students. Mr. Sanjeev Verma, Chairman - EHS Forum took the session as Guest Speaker. AOCP – 1st year Students & Electrician – 2nd year students along with respective faculty were the participants.



*Mr. Sanjeev Verma taking session on EHS with students for ITI (AOCP & Electrician)*



*Mr. A.K. Agrawal sharing his experience at EHS Session for ITI*

Another EHS awareness programme (3rd Batch) was conducted on 7th December by BDMA. The session was jointly conducted by Mr. A.K. Agrawal, CEO, BDMA & Mr. Sanjeev Verma, Chairman, EHS Forum. The session included AOCP – 2nd Year & Electrician – 1st year students along with respective faculty. The session was very interactive.

### Talk

BDMA organised a talk on 'Entrepreneurship Program of 21st Century' on 10th December. Students of final year BBA, BCom, BSc & Students of MBA, M Com, MSc from nearby colleges of Bharuch/Kosamba participated. Mr. Devang Pancholi, Sr. Manager, Cadila Pharma, Ankleshwar & Entrepreneur was the Guest Speaker. The programme was well appreciated by the young prospective entrepreneurs.



*Participants of the programme*



*CA Mr. Maulin Ganglani delivering the talk*

### Finance & Taxation Forum Meet

Finance & Taxation Forum of BDMA organised its monthly meet on 'GST New Return, Online Invoicing & Recent Changes' on 11th December. CA Mr. Maulin Ganglani of EY graced the meet as esteemed Guest Speaker. More than 70 participants from finance fraternity attended the highly interactive meet.

**MDP**

BDMA organised a two day MDP on ‘Vibration Monitoring & Analysis System’ on 13th & 14th December. The faculty for the MDP was Mr. M.P. Srivastava, MD, IRD Mechanalysis Ltd. The two days summarised training of Vibration Analysis (Level 1) was a highly successful and practical one.



*MDP training at BDMA*



*HR professionals at landmark 36<sup>th</sup> HR Forum Meet*

**36th HR Forum Meet**

The 36th consecutive meet of BDMA HR Forum was held on 26th December. The topic of the meet was ‘Leveraging Employee Accountability’. Mr. Vipin Kumar, Associate Director – HR, Kohler India Pvt. Ltd. was the esteemed speaker. The talk was very interactive with positive feedback. BDMA celebrated the conclusion of 3 years of conducting 36 uninterrupted HR Forum Meets.

**Finance & Taxation Forum Seminar**

A seminar on ‘WTO Ruling on Export Incentives’ was organised by Finance & Taxation Forum of BDMA on 27th December. Advocate Mr. T. Vishwanathan, Principal Advocate & Partner, Lakshmikumaran & Sridharan Attorneys, Mumbai & Advocate Mr. Manish Jain, L&S Attorneys were the esteemed guest speakers at the seminar accompanied by Advocate Jigar Shah. The meet was very interactive.



*Adv. T. Vishwanathan and Adv. Manish Jain delivering the Session*



*Women Forum participants at the workshop*

**Women’s Forum Meet**

BDMA Women’s Forum organised a workshop on ‘The Art of Story Telling’ on 28th December. Ms. Darshan Vyas, Author, Poet & Director, Aloha was the facilitator for the workshop. The feedback from the workshop was very encouraging and lot of enthusiasm was generated.

**EHS Forum Meet**

Monthly EHS Forum of BDMA was organised on 30th December on topic ‘Canadian Water Treatment Technology’. Mr. Kunal Bhattacharya, Business Development Manager from Brisanzia - a subsidiary of Premier Tech Aqua, Canada was the esteemed guest speaker. Students from surrounding institutes participated in the meet along with EHS professionals. The programme was very well appreciated by the participants.



*Participants at the EHS Forum Meet*

**Bombay Management Association**

**Defence Officers Visit**

Bombay Management Association welcomed Defence officers from the College of Defence Management (CDM), Secunderabad on 11th of December. The meeting was presided over by BMA-President, Ms. Chhaya Sehgal and BMA Vice- President, Prof. RSS Mani. Ms. Chhaya Sehgal spoke about the need for embracing the challenges of 2020s for sustaining and scaling up of businesses in the new decade.



*BMA President, Vice President and BMA team with Defence officers*



*The faculty Mr. Sudesh Sharma with participants*

**Leadership Programme**

Bombay Management Association organised NextGen Leadership Programme on ‘Persuasion and Influencing Skills’ on 20th December with Mr. Sudesh Sharma. The workshop was interactive with practical case studies. The session covered how to tackle and deal with a person in all situations. They learned the concept of persuasion and how to influence people.

**Management Development Services**

BMA organised Management Development Services programme on building a strong mental health through physiotherapy on the 13th December led by Dr. Rupa Mehta a highly experienced and successful Physiotherapist. Various body postures were explained to give relief from pain. The programme was very informative and the participants were left with an enriching experience.



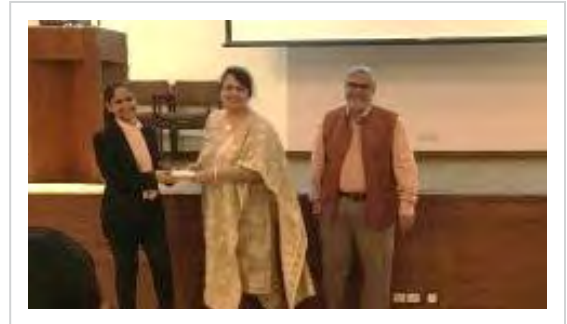
*BMA President with the faculty Dr. Rupa Mehta*



Another Management Development Service was held on 'Demystifying Emotional Intelligence'. The faculty for this programme was Ms. Riti Menda, a certified soft skills trainer. This programme was very enriching and the participants requested to plan more such programmes in the near future.

**Book Reviews**

2 new book reviews were uploaded on the BMA website on the books 'The Leader who had no title' by Mr. Robin Sharma and 'You can win' by Mr. Shiv Khera.



*BMA President with the faculty Ms. Riti Menda*

**Calcutta Management Association**

**Conference**

Try to become a Lessi - that was the mantra advocated by Mr V S Sundaresan, Executive Director, SEBI, while inaugurating a Conference on 'Financial Literacy and Investors Awareness' in Kolkata on 14th December, organised by Calcutta Management Association, in association with The Telegraph. A prudent and well informed investor must be able to (L)earn the skills, (E)arn sufficiently, (S)ave adequately, (S)pend meaningfully and (I) nvest judiciously and that is how one can become a LESSI in the securities market.



*Mr V S Sundaresan, Executive Director, SEBI addressing*

Highlighting the role that SEBI has been playing for protecting the interests of the investors; Mr Sunderasan emphasised the importance of an investor being able to differentiate a 'good investment' from a 'bad investment' and the vital role that Conferences like this can play in making the ordinary investors knowledgeable, informed and matured.

Some of the other guest speakers were Mr Neeraj Kulshrestha, Chief Regulatory Officer, Bombay Stock Exchange; Mr Ratan Saxena, Head-Retail, Tata Asset Management and Mr Yogesh Kundnani, Vice President-Business Development, CDSL. A new kind of workshop, focussing on primarily negotiation skills and brain based Effective negotiations was organised by CMA in collaboration with Coherent Training. Mr Vibhor Tandon, Neuro-Linguistic Trainer & Mr. Ayaz Ahmed Shafi, Corporate Trainer were the trainers at the workshop.

### College of Defence Management

CMA and College of Defence Management, Secunderabad, sat for a meeting on 10th December. College of Defence Management, Secunderabad had come to Kolkata for industrial & factory visits, in which CMA had helped them gain appointments with various company factories in & around Kolkata. CDM & CMA agreed to have joint programmes in the future too.



The CMA & CDM team

### Chandigarh Management Association

Chandigarh Management Association conducted the fifth in the series CMAx Talk on 'Manage Your Stress' and invited Mr. P.K. Khurana, Founder and Chief Mentor, FLY Unlimited Worldwide as a Keynote Speaker of the programme held on 29th December.



Floral Welcome of Keynote Speaker Mr. P.K. Khurana by President CMA, Mr Manjiv K. Vohra



Distinguished speaker Mr. P.K. Khurana and CMA members

President CMA, Mr. Manjiv Kumar Vohra in his welcome address emphasised to inculcate practising or nurturing the feeling of acceptance as a way to manage stress and to help Intelligence Quotient (IQ) and Emotional Quotient (EQ) lead to increase in Happiness Quotient (HQ).

Mr. P.K. Khurana is a seasoned columnist, media manager, prolific writer and a multi-faceted entrepreneur, who has always been there in the list of India's top 100 influential game changers in the domain of public relations. It was an insightful and thought provoking session where Mr. Khurana not only addressed how to manage stress, but also went deeper and shared tools to manage one's guilt and anger as well. Chairperson – Events Management of CMA – Mr. Hitesh Kumar Gulati conducted the programme with sharing of answers of the online survey / quiz towards the end of the session and proposed the concluding remarks and vote of thanks. The programme was attended by 40 CMA members and it was followed by Question and Answer session.



Release of CMA Outlook (CMA e-Newsletter) November 2019 issue by Executive Committee and other CMA members

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association organises Monday Musings, a weekly thought leadership talk on current topics. On 2nd December Mr Antoine, Divisional Manager – HRM & C, Kirloskar Brothers Limited and a specialist in HR, stated that HR discipline has been assuming much more significance in the corporate world. The session dealt with the innovative HR practices being followed at KBL to recruit, train & retain the human resources.



*Mr A. Antoine Baskar, Divisional Manager – HRM & C, Kirloskar Brothers Limited addressing*



*Dr Arthi, Assistant Professor, Avinashilingam University, Coimbatore*

On 16th December Dr Arthi, Assistant Professor, Avinashilingam University, spoke on De-Stress Yourself with Therapeutic Art. She said Art therapy is a broad term used to refer to the practice of creating as a way to heal wounds of the mind or spirit.

On 23rd December, Mr Prashanth Ganesh, Devops Team Lead, REPIO Inc, and Mr Ajay J Balaji, Channel Sales, REPIO Inc, shared their personal experiences at college and work, career options in and out of campus, and personal and career management. They also shared the impact of plastic in the society and how they both created impact in the minds of the general public.



*Mr Prashanth Ganesh, Devops Team Lead, REPIO Inc, and Mr Ajay J Balaji, Channel Sales, REPIO Inc addressing*



*Mr Shyam Prashad Rajasekaran, Founder and CEO, TwirlTact Technology Solutions Private Limited*

On 30th December, Mr Shyam Prashad Rajasekaran, Founder and CEO, TwirlTact Technology Solutions Private Limited, spoke on the topic Green Manufacturing. He shared important concepts related to sustainable manufacturing.



### College of Defence Management Visit

A team from College of Defence Management, Secunderabad came for study tour to Coimbatore on 9th December for 3 days. The team comprised of 14 Officers from Defence College headed by Group Captain JK Sahu. CMA had organised visit to various industries.



(L to R) Mr P.S. Devaraj, Hon. Secretary, Codissia; Mr R Ramamurthy, President, Codissia; Gp Cap J K Sahu, College of Defence Management, Secunderabad; Mr R Vardharajan, Vice President, CMA; Mr N Krishnakumar, Hon. Secretary, CMA



Mr R Vardharajan, Vice President, Coimbatore Management Association, addressing the gathering

CMA organised for a joint meeting with Codissia on 9th December 2019 at Alumni Hall, PSG Institute of Management. Group Captain JK Sahu and Team, College of Defence Management, Secunderabad gave a presentation on 'Defence Technology Corridor and the Impact On India's Defence Industrial Base' jointly organized by Codissia. They also interacted with the members of CMA and Codissia regarding procurement and opportunities for MSMEs in defence corridor.

### Delhi Management Association

Delhi Management Association supported the 27th Global Symposium on the theme of Project Creation- Aligning Present to Future Possibilities organised by Centre for Excellence in Project Management (CEPM) on 9-10th December. CEPM organised the first International Conference in 1992 in association with UNDP, which laid the scientific foundation for the project management in India. DMA was one of the 11 associations who supported the historic First World Project Management Forum (WPMF).



Mr TKA Nair, Advisor to Former Prime Minister of India shared his views with the participants

Founder of WPMF Mr Adesh Jain delivered the Welcome Address. Some of the eminent speakers who addressed the gathering of professionals were Dr Hiroshi Tanaka (Japan), Founder of Project Management Association of Japan; Dr Alok Adholeya, Director, TERI; Mr Raphael Albergarias (Brazil), Founder and President of IPMA Brazil; Mr. Gurdeep Singh, CMD, NTPC Ltd; Ms Sanyukta

Sinha, Director, Product and Marketing, Modern Workplace, Microsoft India; Mr Rajiv Nehru, Head, Training and Product Development Division, RICS South Asia; and Mr. Raman Sopory, President, Defence Council of India.

The programme was supported by Niti Aayog and Central Government Ministries, Indian Oil, NTPC, IGL, BEML and DMICDC. The symposium was attended by 500 participants from 120 institutions including representatives of 15 Indian States, 23 Central Ministries, project management leaders from 14 countries and Senior professionals from NGOs, associations, public and private sector organisations.

**Workshop**

Delhi Management Association (DMA) and New Delhi Institute of Management (NDIM) jointly organised a Workshop on ‘Train the Trainer’ from 18th to 20th December at NDIM Campus, New Delhi. Mr. Nikhil Singh, Dean, India Centre for Global Excellence, NDIM & CEO, International Skills Centre, India and Mr. Rajneesh Mathur, L&D Consultant, Master Trainer and Coach were the programme facilitators. The programme focussed on the essentials of training delivery and on how to make the training sessions enriching, meaningful and fun for the learners. The workshop was attended by a large number of professionals from the corporate sector.



*Participants at the workshop*

**Faridabad Management Association**

Faridabad Management Association (FMA) in collaboration with YES Bank, Foundation of MSME Clusters & Women Entrepreneurs Cell (WEC) IamSMEofIndia organised a Workshop on ‘Digital Marketing for Entrepreneurs’ on 18th December. The session started with a Welcome Address by Ms. Jaya Goyal, Treasurer, FMA and President WEC IamSMEofIndia and a digital marketing overview was given by Mr. Deepak Mahendru, Senior Vice President FMA and Consulting Director – Marketing and Sales of a leading Automobile Company.

Thereafter a Workshop on ‘Digital Marketing for Entrepreneurs’ was conducted by Ms. Bhavna Bhardwaj a Digital Marketing Expert, Director at PSPL and also MSME Training Partner. After the Workshop, a Panel Discussion was conducted by eminent panelists from the field of Digital Marketing. The session Chair



*(L to R) Ms. Bhavna Bhardwaj- Workshop Trainer-Digital Marketing Expert & MSME Training Partner; Ms. Jaya Goyal, Treasurer, FMA and President WEC IamSMEofIndia; Ms. Alisha - Digital Marketing Consultant; Mr. Ishaan, Founder - Inklik.com; Capt. Virendra Singh, Past President - FMA and Business Partner NIIT Ltd and Mr. Navneet Kaushal, CEO- Page Traffic.*

for the Panel was Capt. Virendra Singh, Past President - FMA and also Business Partner NIIT Ltd. Other panelists included Mr. Navneet Kaushal, CEO, Page Traffic; Mr. Ishan, Founder - Inklik.com and Ms. Alisha, a Digital Marketing consultant.

The programme was attended by 75 participants representing various SMEs. The session ended with a vote of thanks by Mr. Abhay Kapoor, President FMA and Senior HR Leader – North India Operations- AMAZON.



*Participants of the Digital Marketing Workshop*

## Ghaziabad Management Association

Ghaziabad Management Association organised a sensitisation workshop for GMA MSME members and other MSME organisations in Ghaziabad on 'Manufacturing Excellence in SME Sector' on 23rd December. The programme was conducted by the Foundation for MSME Clusters (FMC), which has been conceptualised to contribute towards the process of development of MSMEs; and thus enhance their competitiveness & innovativeness. The speaker, Mr. Amit Kumar, who is a Consultant & Trainer (Lean Six Sigma BB), Lean I 4.0(APO, Japan) and an expert with around 12 years of experience in delivering Lean & Six Sigma practices and Project Management in various sectors, elaborated on various nuances of excellence in manufacturing process. The event was held in association with the Yes Bank who funded it under its CSR project to create awareness among MSMEs. This was attended by about 35 to 40 people, most of who were from the manufacturing SMEs.



*Workshop in progress*

## Guwahati Management Association

### AIMA MSME Convention

GMA supported AIMA's 9th North East MSME Convention on 5th – 6th December at Guwahati. The programme was inaugurated by Dr K K Dwivedi, Commissioner & Secy, Govt of Assam. The programme was addressed by Mr Sanjay Kirloskar, President, AIMA & Chairman & Managing Director, Kirloskar Brothers Ltd and Ms Rekha Sethi, Director General, AIMA. Dr.



*Mr Sanjay Kirloskar, President, AIMA & Chairman & Managing Director, Kirloskar Brothers Ltd; and Ms Rekha Sethi, Director General, AIMA with Guwahati Management Association office bearers*



JS Juneja, Chairman, AIMA MSME Committee and Chairman, Global Projects & Services Pvt Ltd presented the keynote address of the seminar. The two day seminar was attended by MSME entrepreneurs, Govt and financial institution officials etc. Also representatives from several MSME associations were present. At the valedictory session Dr Juneja summed up the programme and Mr S B Sarmah offered the vote of thanks.

**Monthly Meeting**

The monthly members meet was organised on the 28th December. Mr S B Sarmah President, GMA delivered the welcome address. The guest speaker Mr Sanjay Aditya Singh, Chairman Jettwings, highlighted the working of the training institute Jettwings. He emphasised on the fast changing job opportunities in the country and so also the changes in the training needs of the institute. After a lively interactive session, Mr Bibhuti Dutta Hony Jt Secy, GMA offered the vote of thanks.



*Mr Sanjay Aditya Singh delivering the Theme Talk*

**Hyderabad Management Association**

**Student Development Programme**

HMA organised a Student Development Programme on ‘Campus to Corporate’ at St. Joseph’s Degree and PG College, Hyderabad on 4th December. Rev. Fr. Dr. D. Sunder Reddy, Principal addressed the students and urged them to be creative and leave a legacy to the coming generations. Mr. Nagesh Vishwanatham, President, HMA appealed to them to start every day with fresh mind and full energy. Mr. Jaywanth Naidu, Co-Convener, SDP expressed his happiness at the participation of MBA students in HMA programmes.

Mr Chandra Shekar, the Resource Person, said that one’s academic qualification is equal to ‘pizza base’ and skills constitute the topping. He explained about various HR functions considering values and ethics and also explained how an individual can sustain in corporates and qualities needed to cope with corporate challenges. 180 students participated in the SDP.



*(L-R) Mr K Chandrashekar, Resource Person; Mr G Jaywant Naidu, Co-Convener, SDP; Rev. Fr. Dr. D. Sunder Reddy, Principal, St. Joseph Degree & PG College and Mr Nagesh Vishwanatham, President, HMA lighting the lamp*

**Lecture Meeting**

HMA organised a lecture meeting on ‘Towards Wisdom Economies in a Digital World’ by Dr. Praveen Chintapanti, renowned Psychiatrist and Corporate Wellness Speaker on 12th December. He delineated the transition of world economies from Informational to Knowledge based and how it is getting into ‘Wisdom based’ in the coming years. He emphasised that a wisdom economy is measured by the act of kindness. The programme was attended by 70 members.



*HMA Managing Committee Members and participants with the speakers*



*(L-R) Mr Sanjay Kapoor, Vice President, HMA; Dr Nori Siva Senani, Speaker receiving memento from Mr Nagesh Vishwanatham, President, HMA as Prof Mahesh Kumar Soma, Secretary, HMA; Mr Ramesh, Individual Member; Mr KA Ramnath, Life Member & HMA look on*

**Lecture Meeting**

HMA organised a lecture meeting on ‘Interpersonal Relationships @ CXO Level: Towards Defining an Indian Framework’ on 21st December. The guest speaker for the day was Dr. Nori Siva Senani, Member on Board of Directors, CtrlS Datacenters Limited, Hyderabad. The erudite speaker discussed an Indian framework for interpersonal relationships at the CXO level of hierarchy and cited examples from Arthashastra and Mahabharata to develop a paradigm for senior management. Leadership is a very tough and unpleasant job and therefore we should be pragmatic in discharging the leadership responsibility. The meeting was attended by 70 members.

**Indore Management Association**

**Home to Business**

Indore Management Association launched a new series i.e. ‘H & B (Home to Business) – Bond that Works’ on 12th December. This series will help couples understand how to successfully navigate the transitions by being relentlessly curious, communicative, proactive and emerge as a power couple.

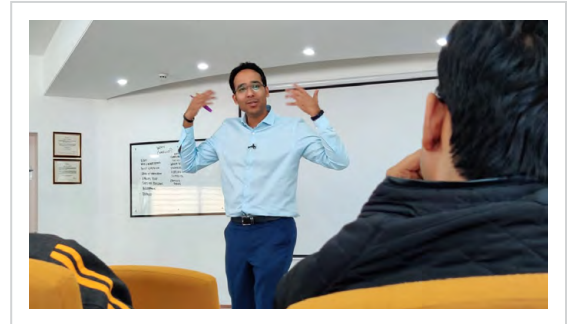
The facilitators for the session were Mr. Deepak Jetha & Mrs. Sonal Jetha - Founder of Deepak Advertising Agency.



*Mr. Deepak Jetha & Mrs. Sonal Jetha during the session*

**Training @ Doorstep**

Indore Management Association organised Training @ Doorstep workshop on the topic ‘Conflict Management and Resolution Essentials’ on 2nd December at Piramal Enterprises Limited, Pithampur. The trainer for this session was Mr. Jitesh Manwani - a Young Business Coach and Consultant.



*Mr. Jitesh Manwani conducting the session*



*Participants with the speaker*

Indore Management Association organised another Training @ Doorstep workshop on the topic ‘Enhancing Supervisory skills through Conflict Management’ on 27th December at MAHLE Engine Component India Pvt., Pithampur’ with Mr. Jitesh Manwani.

**Management Development Programme**

Indore Management Association organised a Management Development Programme on 20th December on the topic ‘Applied neuroscience for Professional Effectiveness – Understanding brain to produce outstanding efficacy at workplace’; and trainer for the session was Dr. Sandeep Atre.



*Dr. Sandeep Atre addressing*

**Kerala Management Association**

**CEO Conclave 2019**

Mr. Sanjay Kirloskar, President, AIMA and CMD of Kirloskar Brothers Ltd inaugurated the CEO Conclave of KMA held on 6th December. In his address he stated that one must look at tough times as an opportunity to review everything. He was happy to note that the government recognises that there is an economic problem in the country and is confident that it will be resolved. CEO Forum Chairman Mr. K. Antony Sebastian



*KMA CEO Forum Chairman Mr. K. Antony Sebastian; Director General of AIMA Ms. Rekha Sethi; AIMA President and CMD of Kirloskar Brothers Ltd Mr. Sanjay Kirloskar; KMA President Mr. Jibu Paul, Honorary Secretary Bibu Punnuran*



welcomed the gathering, KMA President Mr. Jibu Paul presided over the function, Director General of All India Management Association Ms. Rekha Sethi offered felicitations and KMA Honorary Secretary Mr. Bibu Punnuran proposed the vote of thanks.



*Mr. Sanjay Kirloskar, addressing the CEO's*



*Dr. C. V. Ananda Bose addressing the gathering, as Mr. Abraham Thariyan, Mr. Jibu Paul, Mr. K. P. Padmakumar and Mr. Bibu Punnoran look on*

### 10th M.K.K Nayar Memorial Lecture

KMA organised 10th M.K.K. Nayar commemorative lecture on 11th December. Advisor to Meghalaya Government Dr. C. V. Ananda Bose IAS, (Retd) was the Chief Guest. "It is a great opportunity in my life to talk about MKK Nayar," he said. It was the people who gave strength and courage to MKK Nayar. That

belief helped him when he was accused. He added that the Judiciary and the CBI were wrong in the case of MKK Nayar.

Kerala Management Association President, Mr. Jibu Paul presided over the function. Former Federal Bank Chairman, Mr. K. P. Padmakumar delivered the commemorative address; MKK Nayar Memorial Lecture Chairman, Mr. Abraham Thariyan welcomed the gathering and KMA Hon. Secretary, Mr. Bibu Punnoran proposed the vote of thanks.

### Evening Lecture

An Evening Lecture on 'Civil Services & National Interest' was held on 18th December where Income Tax Commissioner, Dr. Neelakantan Jayashankar IRS, said that people can serve the society in any way and do not need the label of the civil service for that. As individuals, we can serve the country and society in many ways. No one can change another person. A Civil Service person can also directly involved in the policy making and governance of the country. But still it cannot even be done directly.

KMA President Mr. Jibu Paul presided over the function. Vice President Ms. L Nirmala welcomed the gathering and Honorary Secretary Mr. Bibu Punnuran proposed the vote of thanks.



*Dr. Neelakantan Jayashankar IRS addressing as Vice President Ms. L Nirmala, President Mr. Jibu Paul, Honorary Secretary Mr. Bibu Punnoran look on*

**Innovation Experience Tour**

The third Industrial Visit of the year from KMA was conducted on 20th December at Transformers and Electricals Kerala Ltd (TELK). It was the first Indian company to manufacture 420 KV Transformers with oil impregnated paper condenser bushings in the year 1970. KMA members along with MBA students visited TELK.



*The participants and the KMA student members along with President, Mr. Jibu Paul; TELK MD - Mr. Prasad and Chairman -Industrial visit, Mr. A C K Nair*

**Lucknow Management Association**

**Corporate Badminton League 2019**

Lucknow Management Association – YMF in collaboration with Lucknow Chartered Accountant’s Sports Association (CASA) organised the ‘Corporate Badminton League 2019’ at Lucknow on 8th December. CA Jayant Pandey, Chairman, Lucknow ICAI and CA Atul Kumar, Chairman, CASA gave away prizes to winners.

**Lucknow Run - The Half Marathon**

On 8th December, LMA-YMF in collaboration with Centrum, Urban Life Style Club IIA, Round Table, TiE, Fusion Fitness, I Care India BNI, Oympic Association, PhD Chamber of Commerce, Red FM and Inner Wheel organised ‘Lucknow Run - the half marathon’ in 4 categories of 3 kms, 5 kms, 10 kms, 21 kms. The programme was followed by dance performances.



*Dance performance after the Half Marathon*



*Mr A.K. Mathur, Sr. Vice President; Mr Pravin Dwivedi, Vice President and Dr Dheeraj Mehrotra, Secretary LMA with LMA members during the outreach visit to Village Narona*

**Outreach Programme**

LMA organised a Horticulture Outreach programme on 9th December at two unique orchards in Village Narona and Yog Vihar owned by Mr. S.C. Shukla, an avid lover of nature and plants. These orchards have a wide variety of fruit trees and other plants. Mr. Shukla interacted with participants and shared his vast know-how on various varieties of plants. The visit was very enjoyable and informative.

**Conference**

LMA in collaboration with Micro-Finance Association of India organised a Conference on Micro-Finance on 16th December. Mr. S S Mundra, Former Dy. Governor RBI was the Chief Guest and keynote speaker in the inaugural session and Mr. Anup Chandra Pandey, Former Chief Secretary Uttar Pradesh and President LMA was the keynote speaker for the valedictory session. A number of Micro Finance professionals including Mr. Harsh Shrivastava, CEO MFIN; Mr. P Satish, CEO, SaDhan; Mr. Govind Singh, MD, Utkarsh addressed the conference. A letter issued by Mr. Anup Chandra Pandey as Principal Secretary Finance U.P. addressed to all District Magistrates, which saved the Micro Finance Companies from loss of thousands of Crores of Rupees was displayed.



*Dr Anup Chandra Pandey, Former Chief Secretary UP & President LMA and Mr A.K. Mathur, Sr Vice President LMA, during valedictory session of Micro-Finance Conference*

**Workshops**

A Workshop on Goods & Services Tax was organised on 16th December. Around 50 participants attended the workshop led by CA Devesh Agarwal, Treasurer LMA.

LMA collaborated with My Place and TiE in organising a Workshop on ‘Success Decoded 1.0’ on 22nd December where entrepreneurs shared their stories with startups. Mr. Anuj Agarwal, MD, C.P. Milk & Food Products Pvt. Ltd; Mr. Vinod Panjabi, MD, ADA Chikan House; Mr. Ashish Kaul, MD, Diya Technologies and Mr. Vivek Tangari, Motivational Speaker were the speakers. More than 55 business owners from Lucknow and nearby attended the event.



*Speakers of the Workshop being felicitated by Mr Vinayak Nath of Venture Catalysts*

**Talk**

LMA in collaboration with My Place, a space sharing company, organised a ‘Tech Talk’ on 14th December. The event was a best practices sharing workshop session where different bloggers, website developers, digital marketing professionals met, shared, and learned. Participants got opportunity to share their experiences.

LMA in collaboration with AMUOBA and ASSOCHAM UP organised a talk on ‘Being Positive and Proactive No Matter What’ on 26th December. The speaker was Dr. BK Sunita Chandok, a reputed International consultant and Rajyoga teacher at Bhrahma Kumaris.



*Dr. BK Sunita Didi being felicitated by Mr A.K. Mathur, Sr Vice President and Dr Dheeraj Mehrotra, Secretary LMA*



## Ludhiana Management Association

### 41st Annual Awards Function

Ludhiana Management Association organised its 41st Annual Awards Function on 3rd December where Mr Bandaru Dattatraya, Hon'ble Governor of Himachal Pradesh was the Chief Guest and conferred the annual awards, which included the LMA – Vardhman Award for Entrepreneur of the year, LMA – Dayanand Munjal Award for Manager of the year, LMA – Trident Award for Young Innovative Entrepreneur of the year, LMA – Hari Chand Award for Corporate Citizen of the year, LMA – Sohan Lal Pahwa Award for Emerging SME of the year 2018 and LMA – Sat Paul Mittal Life Time Achievement Award.

“Knowledge is the most important resource for the development of any economy, therefore its creation and dissemination should be the focus of policy – makers, organisations, academicians and professionals”, shared Mr Bandaru Dattatraya in his address after conferring the awards.

On this occasion Mr. Gaurav Sarup, Managing Director, Marshall Machines Limited delivered the keynote address on the theme, Cloud Based Universal Machine Monitoring (UMM) for Smart Manufacturing.

### Seminar

Mr. Sumit Rai, MD & CEO, Edelweiss Tokio Insurance Company Limited addressed a seminar on ‘Opportunities in Current Economic Turbulence’ at an LMA session on 23rd December. Mr. Rai also shared his optimism about the growth possibilities in Indian economy by asserting that our demographic profile would ensure high economic growth due to the enormous consumption potential of our society. The session was attended by 150 members.

### 41st Annual General Meeting

The 41st Annual General Meeting of Ludhiana Management Association was held on 23rd December and was attended by 95 members.

Dr. Paramjit Kaur, General Secretary read out the annual report and highlighted various activities/events organised during the year. Mr. Kamal Wadhwa, President LMA on completion of his two-year term, thanked all the Past Presidents, Executive Committee and Members for their support. Mr. Anil Kumar, Past President



*H.E. Hon'ble Governor of Himachal Pradesh presenting Corporate Citizen of the year-2018 award to Mr. Onkar Singh Pahwa, Chairman Avon Cycles Limited*



*Mr. Gaurav Sarup, MD, Marshall Machines Limited delivering the keynote address*



*Mr. Sumit Rai, Guest Speaker addressing the members*

conducted elections for the next term of two years and the new Office Bearers were announced. The LMA President is Dr. Sandeep Kapur, Prof. of Business Mgt. & Comptroller, Pb. Agril. University, Ludhiana; Sr. Vice President is Mr. Surinder Singh Bhogal, Director, Bhogal Sons (Regd.) Ludhiana; Vice President is Mr. Neeraj Jain, Joint Managing Director, Vardhman Textiles Limited, Ludhiana and Gen. Secretary is Ms. Harpreet Kang, Director International Affairs, PCTE Group of Institutes, Ludhiana.



Mr. Kamal Wadhera, President LMA addressing the members at 41st AGM

## Navsari Management Association

Navsari Management Association organised an Industrial Visit for management students of Agrawal College, Navsari on 27th December. 40 students joined to visit Kiran Hospital, Surat – a very famous hospital known for management excellence. It was a very good experience for all students. Hospital management warmly welcomed all of them and it was a very fruitful visit.



Students of Agrawal College Navsari at Kiran Hospital



Students of NaranLala College, Navsari at Kiran Hospital Surat

Students of NaranLala College of Navsari are members of NMA – under student membership category. Navsari Management Association organised an Industry Visit for them on 30th December. 40 students of NaranLala College also visited Kiran Hospital of Surat to study management of various department and digital reporting.

## Pala Management Association

The monthly meeting of the Pala Management Association was held on 11th December. Mr V S Radhakrishnan, President of PMA presided over the meeting. Mr Shaji Austin, Secretary Programmes was the Chief Guest. Mr Austin has several years of experience in the field of Business Development, Operations and Training and is currently engaged in the Manufacturing



Mr Shaji Austin addressing as Mr James Mathew, Dr N K Mahadevan, Mr V S Radhakrishnan and Mr. P G Mukundan look on

business at Rubber Park, Irapuram. He spoke in detail on the subject 'Customer Service Excellence as a Vital tool to Augment Your Business'. He emphasised the need to improve the customer service especially to make them feel delighted, to help us to stay in the market during the online business models gaining momentum. Mr Mukundan P G, Secretary General and Mr James Mathew, Secretary Administration also spoke on the occasion.

## Palghat Management Association

PMA organised an Industrial Visit to United Breweries Ltd on 19th December. Palghat Management members visited United Breweries factory, a very advanced yet one of very old breweries in India; to learn and understand the process of making beer.



*Team PMA inside the UB Brewery*

## Quilon Management Association

Quilon Management Association conducted a talk on Energy Conservation and Climate Change by Er. K.M. Dharesan Unnithan, Director, Energy Management Centre, Govt of Kerala on 20th December. This session was organised by QMA in connection with the Energy Management Day Celebrations on 14th December.

Mr. Sreeraj. C, Secretary General, QMA, welcomed the gathering. Dr. Riji G Nair, President, QMA presided over the session, Prof. Biju. K, Secretary (Programmes) introduced the chief guest. Er. K.M. Dharesan Unnithan, delivered a talk on 'Energy Conservation and Climate Change' by quoting the international studies and data on temperature rise and carbon emissions. He highlighted the importance of energy management by individuals and the role of management organisations like QMA in this area. The energy management pledge taking ceremony was also conducted as a part of the session. Dr. J. Sasidhranan Pillai, Vice President, QMA handed a memento to the chief guest and Mr. Sunil Kumar, Secretary (Administration), proposed the vote of thanks.



*Energy Management Pledge - Dr. Riji G Niar administered the oath in the presence of Er. K.M. Dharesan Unnithan, Director, Energy Management Centre, Govt of Kerala and Er. Sreeraj. C, Secretary General QMA.*



## Rajkot Management Association

Rajkot Management Association partnered and supported a seminar on 'Success at every step' by Dr. Vikas Arora at Sunshine College, Rajkot on 12th December. More than 1100 participants from different colleges, industries attended. Government officers were also present in this seminar which was very well received.



RMA Ex. Chairman, Mr. Deepak Sachdev & Hon. Secretary, Mr. Paresh Gosai felicitating Dr. Arora.

## Rohilkhand Management Association

### Meeting

A meeting of programme committee was held on 9th December. Members shared their concern and thoughts on present economy of India at length and wished that whatever shortcomings are there will be taken care of soon by the Govt. Fort coming RMA events were also discussed and finalised.



Programme Committee Members



Dr. Manish Sharma, Mr Qadir Ahmad and Dr. Neeraj Saxena.

### Social Event

RMA celebrated 'Manavta Divas' in association with Khandelwal College of Management and Science. Blankets, sweaters and clothes sponsored by KCMT, RMA and other business leaders were distributed among poor and needy people. Eminent senior citizens were honoured by presenting them with a memento and appreciation letter in appreciation of their contributions to the society.

## Rourkela Management Association

### Meeting

Management Association of Rourkela organised a talk on 'Implementation of Pollution Control measures in Industries of Odisha' on 11th December. Mr. G. Banerjee, ED (W) & President, MAR welcomed the gathering and introduced the relevance of the topic and the key challenges before industry professionals about pollution control and our role as responsible professionals.

Dr. A.K. Swar, Chief Environmental Engineer, Odisha State Pollution Control Board then gave a lucid presentation about the subject. Starting from a brief history of Industrial revolution, its evolution to the present days, its impact

on environment and climate. He highlighted the key challenges before the Industry, the regulatory bodies of government and society as a whole and the role of professional manager in this regard. The talk was followed by interaction with the audience.

Members of Management association, Rourkela chapter, officials of SAIL (RSP), NSPCL, MECON, attended the session. Mr. S.S. Panda, Secretary, MAR; Mr. C.R. Mohapatra, VP, MAR and Mr. R.K. Dhoundial, Treasurer, MAR were also present on the occasion.



Mr. G. Banerjee, President, MAR addressing as Dr. A.K. Swar, Chief Environment Engineer, OSPCCB looks on

## Tarapur Management Association

An evening talk on the topic of 'How to make your mind peaceful' was organised on 21st December. The faculty Mr. GVS. Kumar, Head – Projects & Operations -VBHC Value Homes Private Limited delivered an interesting lecture where more than 60 working professionals took benefit of the programme.



Mr GVS. Kumar addressing the participants

## Thrissur Management Association

### Inauguration

Inauguration of TMA-Kerala Agricultural University Agri MBA Student Chapter was held on 10th December at Kerala Agricultural University. TMA President, CA. Sony C L inaugurated the Chapter Activities. Student Chapter Coordinator CA. Shaji P J handed over the affiliation certificate.



Inauguration of TMA-Kerala Agricultural University Agri MBA Student Chapter



TMA- Kerala Agri University MBA students with the Chief Guest

### Management Development Programme

TMA conducted a half day joint programme with Kerala Agricultural University, Agri Business School Management Development Programme on the topic 'Life is Like That' on 10th December at KAU Agri MBA Department. TMA Past President, Dr. CA. Santhakumar K was the session speaker. Around 80 students attended this event.

### Employability Skill Development Programme

As part of the enhancement of capabilities of the students and empower them to be more employable, TMA organised a one-day Workshop on ‘Employability Skill Development Programme’ on 14th December. Dr. A Sukumaran (Founder Director, MBA Agri. Business, KAU); Prof. T S Nagarajan General Manager, Union Bank of India (Retd.) Principal, Staff Training College Dhanlaxmi Bank (Retd.); Mr. M Neelakandan and Mr. T V Ramaswamy were the key resource persons.

Some of the session modules included Ice-Breaking Session, How to Write a Resume, How to be successful in Group Discussion, Practical Tips to Face an Interview, Mock Interview & Mock Group Discussion. Around 10 students participated in this one day programme.

### Monthly Guest Lecture

A monthly guest lecture on the topic ‘Power of the Mind’ was conducted on 20th December. Morpho Thinkers Founder & CEO, Ay. Thomas Louies was the speaker of the day. Dr. V M Xaviour (Sr. Vice President, TMA) welcomed the delegates. CA Sony C L delivered the Presidential Address; CEO Er. Francis George introduced the chief guest and Seejo Ponnore, Hon. Secretary proposed the vote of thanks. Around 70 members participated in this event.



*Dr. A Sukumaran (Founder Director, MBA Agri. Business, KAU) addressing a session*



*TMA Executive Committee Members with the Chief Guest*

## Trivandrum Management Association

### TMA Student Chapter Inauguration

TMA Student Chapter Inauguration initiated at Rajadhani Business School, Attingal, Trivandrum was held on 18th December, followed by an interactive talk on ‘Group Dynamics, Personality and Leadership’ by Col. R.G. Nair, Chairman, TMA Student Chapters. The programme was well received by the college management, faculty members and students.



*Col. R.G. Nair, Chairman, TMA Student Chapters inaugurating the event by lighting the lamp.*



**Christmas & New Year Celebrations**

TMA organised Christmas & New Year Celebrations with great pomp and show on 21st December. Dr. M.K.C. Nair, Former Vice Chancellor, Kerala University of Health Sciences, inaugurated the Celebrations and delivered a talk on ‘Health Management – Newborn to Elderly’ followed by a music programme. Around 65 members and their families attended the celebrations.



*TMA Christmas & New Year Celebrations*

**Vaikom Management Association**

The monthly programme of VMA was held on 22nd December. Er Sashi Gopalan and Mr Sujith Karun deliberated on the various aspects of ‘Solid Waste Management’. VMA President, Er P Rajendra Prasad presided over the function. Mr P Sashidharan, Chairman, Vaikom Municipality formally inaugurated the session. Mr A Saifuddin, Mr D Narayanan Nair, Mr V G Krishnakumar, Dr Syriac Palakkal and Mr M Raju also spoke on the occasion.



*Mr P Sashidharan, Chairman, Vaikom Municipality inaugurating the program*

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# AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
3rd Young Managers Simulation Championship (YMS)		Bengaluru / Mumbai New Delhi Finale	20-21 January 2020 22-23 January 2020 24 January 2020
75th Shaping Young Minds Programme		Rajkot	22 January 2020
76th Shaping Young Minds Programme		Vaikom	08 February 2020
Global Procurement Summit		New Delhi	10-11 February 2020
2nd AI & Big Data Retreat		Goa	14-16 February 2020
4th National Competition for Managers		Mumbai New Delhi Finale	18 February 2020 20 February 2020 26 February 2020
64th Foundation Day and 14th National Management Day		New Delhi	21 February 2020
1st National Management Fest		Meerut	03-04 March 2020
North East Regional Management Conclave		Guwahati	13 March 2020
8th Pragati – A Women Quiz		New Delhi	16 March 2020
77th Shaping Young Mind Programme		Jamshedpur	16 March 2020
AIMA Managing India Awards	Sanjiv Goenka Chairman, RP- Sanjiv Goenka Group	New Delhi	27 April 2020
6th National Leadership Conclave	Sanjiv Goenka Chairman, RP- Sanjiv Goenka Group	New Delhi	28 April 2020



Event	Programme Chairman /Director	Venue	Date
National Management Quiz		Bengaluru Kolkata Mumbai New Delhi	May 2020
29th National Competition for Business Management Simulation (NMG 2020)		Bhubaneswar Mumbai Bengaluru New Delhi	May-July 2020
Global Advanced Management Programme USA	Solomon Darwin Executive Director Garwood Center for Corporate Innovation Haas School of Business University of California Berkeley	Silicon Valley, USA	21-26 June 2020
National Competition for Young Managers		Bengaluru Kolkata Mumbai New Delhi	August 2020

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

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