

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JANUARY 2016



Dear Readers,

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

The past few weeks saw AIMA achieve some significant milestones while successfully conducting several events and educational, testing & training programmes during the period.

The Management & Entrepreneurship and Professional Skills Council (MEPSC), was successfully incorporated as a Section - 8 (Not for Profit Company) under the Companies Act 2013. MEPSC is being promoted by AIMA as its sole promoter. Mr Sunil Kant Munjal, Sr Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Ltd. is leading this initiative as Chairman of the Council. Mr Mohandas Pai, Chairman, Manipal Global Education has been appointed as the Vice Chairman. The MEPSC Board is comprised of several other equally renowned and experienced business leaders, academicians, NSDC and Ministry officials. You will find more details inside.

In another first, AIMA organised the inaugural Digital & Social Marketing Retreat at Goa recently. The retreat was co-chaired by Ms Kirthiga Reddy, Managing Director, Facebook India and Mr D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings Pvt Ltd. and was addressed by leading professionals and academicians. A brief report can be found in this issue.

In addition AIMA recently concluded the 6th edition of its Senior Leadership Retreat on the theme 'From Catch up to Leadership: Transforming Indian Outlook and Strategies'. The retreat was led by Mr Sunil Kant Munjal and addressed by several senior thought leaders from diverse sectors. The retreat was designed for senior professionals with an aim to enhance their leadership skills while learning from the best minds in business. More details are carried inside.

The period also saw AIMA conduct its popular Shaping Young Minds Programme in collaboration with Baroda Management Association which was very well received by the student and management community of the region. Several open and in-company training programmes and workshops for working professionals and students were also conducted. The programmes were extremely interactive and saw active participation. AIMA continued to reach out to various organisations and institutions with its customised recruitment and admission test services. An interactive session was also organised during the month. Detailed reports are carried in this issue.

This edition of AIMA News also brings you updates from the LMAs and some interesting articles on management. I hope you enjoy reading this issue of AIMA News and look forward to your feedback and suggestions.

Warm Regards

Rekha Sethi
Director General

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Management & Entrepreneurship and Professional Skills Council (MEPSC)



(L-R) Y K Upadhyay, National President, Indian Society for Training and Development; Richard Rekhy, CEO, KPMG India and Jayant Krishna, Managing Director & CEO, NSDC

Management & Entrepreneurship and Professional Skills Council (MEPSC), has been successfully incorporated as a Section - 8 (Not for Profit Company) under the Companies Act 2013 on 15th December 2015.

MEPSC is being promoted by AIMA as its sole promoter. As an emerging Sector Skills Council, MEPSC is committed to create technically and professionally competent workforce and industry professionals for both national and international markets.

The Skills Council is being steered by senior

industry captains and experienced thought leaders. Mr Sunil Kant Munjal, Sr Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Ltd. is leading this initiative as Chairman of the Council. Mr. Munjal is also a member of Prime Minister's Council on Trade & Industry and has been involved in areas of skill development, vocational training, CSR and tribal development.

The MEPSC Board is comprised of several equally renowned and experienced business leaders, academicians, NSDC and Ministry officials.

Mr Mohandas Pai, Chairman, Manipal Global Education has been appointed as the Vice Chairman. Other members on the MEPSC Board include Mr Jayant Krishna, Managing Director & CEO, NSDC; Mr Firdose Vandrevala, Executive Vice Chairman, Essar Steel Ltd; Mr HM Nerurkar, Chairman of Mining SSC; Ms Preetha Reddy, MD, Apollo Hospitals Enterprise Ltd; Dr Naresh Trehan, Chairman, Healthcare SSC; Prof Dr Ashish Nanda, Director, IIM Ahmedabad; Mr Sanjeev Bikhchandani, Founder and Executive Vice Chairman of Info Edge (India); Prof Dr Rajan Saxena, Vice Chancellor, Narsee Monjee Institute of Management Studies; Mr Richard Rekhy, CEO, KPMG India; Ms Rekha Sethi, Director General, AIMA; Mr. Y.K. Upadhyay, National President, Indian Society for Training and Development; Dr Sunil Abrol, President, Institute For Consultancy and Productivity Research and Lt Gen Dr S P

Kochhar, CEO Telecom SSC. Col Anil Kumar Pokhriyal, has been appointed as the Chief Executive Officer of MEPSC.

MEPSC successfully organised and conducted its first Board of Directors and Board of Governors Meeting on 14th January 2016 at its registered office in New Delhi.

MEPSC shall be leading skill development initiatives in four key segments of management support functions eg. HR, Administration, Receptionist, Public Relations etc., Behavioral Skills (Soft/Generic Skills component of all job roles across sectors), Professional Skills (Entrepreneurship skills, Employability skills etc) and Management Services Functions (Training, Assessment, Consultancy etc).



(L-R) Rekha Sethi, Director General, AIMA; A K Pokhriyal, CEO, MEPSC and Dr Sunil Abrol, President, Institute For Consultancy and Productivity Research

Digital & Social Marketing Retreat



Participants at AIMA's first Digital & Social Marketing Retreat

AIMA organised its first Digital & Social Marketing Retreat on the theme 'Marketing in a Mobile-First World : Strategies for the Connected World' from 22nd to 24th January, 2016 at Goa. The retreat was Co-Chaired by Ms Kirthiga Reddy, Managing Director, Facebook India and Mr D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings Pvt Ltd. The retreat aimed to help marketers develop new go-to-market strategies, including building mobile footprint to connect with the customers

anytime and anywhere. The delegates learnt how to use consumer data captured from digital platform. The objective was to help them acquire social media skills and gaming savvy to connect with the millennial, and adoption of high end technologies to stay ahead of rivals.

The retreat was conducted in an experience sharing mode and the learning was very intensive and interactive, encouraging high level of active participation and interaction by the delegates.



(L-R) D Shivakumar, Chairman & CEO – India Region, PepsiCo India Holdings; Kirthiga Reddy, Managing Director, Facebook India; Rekha Sethi, Director General, AIMA and Hari Menon, Chief Executive Officer, BigBasket.com

Some of the other eminent speakers who addressed the participants included Mr Alok Kejriwal, CEO & Co-founder, Games2win; Mr Hari Menon, Chief Executive Officer, BigBasket.com; Mr Devendra Chawla, Group President - Food FMCG, Brands, Future Group; Ms Anusha Shetty, Co-Founder & CEO, Autumn Worldwide; Ms Dolly

Jha, Executive Director, Marketing Effectiveness, Nielsen India; Mr Gautam Mehra, Vice President and Head–Social Media, iProspect and Mr Ashish Khazanchi, Managing Partner, Enormous Brands. The retreat was attended by over 25 participants.



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6th Senior Leadership Retreat



Participants and speakers at the Retreat

AIMA organised its 6th Senior Leadership Retreat during 05th – 07th February, 2016 at Goa on the theme 'From Catch up to Leadership: Transforming Indian Outlook and Strategies'. This retreat was led by Mr Sunil Kant Munjal, Senior Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Ltd.

The retreat was an interactive onsite learning programme designed to enhance leadership skills of the participants and take them to the next level. The programme was designed to

develop effective leaders who is capable to transform and design competitive strategies that deliver real value in a global context, promote continuous innovation, and build high-performance organisations. The programme enabled participants to learn from the best minds in business.

The leaders who addressed retreat included Mr TV Narendran, Managing Director, Tata Steel Limited; Swami Sukhabodhananda, Founder Chairman of Prasanna Trust; Gen Bikram Singh, PVSM, UYSM, AVSM, SM, VSM (Retired),

Former Chief of the Indian Army & Chairman, Chiefs of Staff Committee; Mr Rajdeep Sardesai, Senior Journalist and Consulting Editor, India Today Group; Mr Prasoon Joshi, Chief Executive Officer, McCann World Group India; Mr Richard Rekhy, CEO of KPMG in India; Ambassador Deepak Vohra, Special Advisor to Prime Minister, Lesotho, South Sudan, Guinea-Bissau and to Ladakh Autonomous Hill Development Councils, Leh and Kargil; Indranil Chakraborty, Founder, StoryWorks.



Sunil Kant Munjal, Senior Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Ltd. addressing the session

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Shaping Young Minds Programme



*Justice N Santosh Hegde, Former Lokayukta,
Government of Karnataka*

AIMA in collaboration with Baroda Management Association organised its Shaping Young Minds Programme on 8th January 2016 at Baroda. The speakers who addressed the programme included Mr Piyush Pandey, Executive Chairman & Creative Director, South Asia, Ogilvy & Mather; Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka; Ambassador Deepak Vohra, Veteran Diplomat & Special Advisor to the Prime Minister of the Republic of Guinea Bissau, Ladakh Autonomous Hill Development Councils, Leh and Kargil. The programme was very well attended with over 750 participants.



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



*Mr Piyush Pandey, Executive Chairman & Creative Director,
South Asia, Ogilvy & Mather*

Training Programme on Public Procurement



Participants of Jharkhand State Livelihood Promotion Society (JSLPS) at Ranchi

All India Management Association (AIMA) organised a training programme on Public Procurement for Jharkhand State Livelihood Promotion Society (JSLPS) during 11-13 January 2016 at Ranchi. The training programme was specially designed to enable participants to understand and excel in the country's Public Procurement system. It focused on training public procurement and enabling the officials involved in public procurement to work efficiently and effectively. The training programme was developed by The World Bank and is a part of AIMA Professional Diploma in Public Procurement Programme (PDPP).

The programme not only focused on the content

of the PDPP programme, but also covered the needs of Jharkhand State Rural Livelihood Mission. The programme was well attended by programme managers, associates, specialists, and consultants from Procurement, Finance and Accounts departments.

Another training programme on Public Procurement was conducted for Bihar Rural Livelihoods Promotion Society (BRLPS) during 14-16 January 2016 at Patna. The objective of the programme was to impart required knowledge and skills to undertake effective procurement using best in class practices. Various topics like Public Procurement, Good Governance, Public Procurement Framework,

Operations, e-Procurement, Contract Management etc. were covered during the workshop. The participants actively engaged in creative problem solving exercises and case studies on the relevant topics. The programme was well received.



Participants of the Bihar Rural Livelihoods Promotion Society (BRLPS) at Patna

Interactive Session on ‘Entrepreneurship & Innovation’



(L-R) Mr Sumit Chaudhuri, Chairman and Managing Director, Third Millennium Business Resource Associates Private Limited and Dr Anuradha Basu, Professor, Lucas College and Graduate School of Business, and Director of the Silicon Valley Center for Entrepreneurship, at San Jose State University, California

AIMA organised an Interactive Session on ‘Entrepreneurship & Innovation’ at AIMA on 20th January 2016 with Dr Anuradha Basu, Professor, Lucas College and Graduate School of Business,

and Director of the Silicon Valley Center for Entrepreneurship, at San Jose State University, California. The interactive session provided the participants an opportunity to learn the latest ideas in entrepreneurship and the best practices in managing relations with investors and other entrepreneurs. The session included discussion on identifying new opportunities and acquiring entrepreneurial competencies. Dr Anuradha Basu also shared examples from the Silicon Valley - its entrepreneurial ecosystem, elements and linkages. The session

was chaired by Mr Sumit Chaudhuri, Chairman and Managing Director, Third Millennium Business Resource Associates Private Limited.



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His Excellency Sheikh Nahyan bin Mubarak Al Nahyan
UAE Minister of Youth, Culture and Community Development



India Conference - UAE
Building Human Capital for the Knowledge Economy
Tuesday, 15th March, 2016 | Hotel Taj, Business Bay, Dubai



Conference Chairman

Sunil Kant Munjal
Senior Vice President, AIMA
and Joint Managing Director, Hero MotoCorp Ltd. & Chairman,
Hero Corporate Service Ltd.

Interactive Sessions On

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Who Should Attend

The conference will bring together policy makers, CEOs, thought leaders, entrepreneurs, investors, senior and mid-level managers from both India and UAE to discuss strategies to promote cooperation between the two countries and win in the emerging knowledge economy.

Some of the other eminent speakers include

- **Tayeb A Kamali**, Chairman, Emirates Driving Company and Former Vice Chancellor, Higher Colleges of Technology
- **T P Seetharam**, Ambassador of India to the United Arab Emirates
- **Anurag Bhushan**, The Consul General of India, Dubai
- **TV Mohandas Pai**, Vice President, AIMA and Chairman, Manipal Global Education Services
- **B R Shetty**, Executive Vice-Chairman & CEO, NMC Healthcare
- **Richard Rekhy**, Chief Executive Officer, KPMG in India
- **Rajive Kaul**, Chairman, NICCO Corporation Ltd
- **Naresh Trehan**, Chairman & Managing Director, Medanta - The Medicity
- **Pramod Bhasin**, Founder and Vice Chairman, Genpact and Chairman, The Skills Academy
- **Karen Symms Gallagher**, Dean, University of Southern California - Rossier School of Education

Participation Fee

- **Delegates from India:** Administrative Fee per participant (including conference fee): INR 15000 per Participant
- **Service Tax:** 14.5% will be charged on the participation fee
- Cheque / Demand Draft drawn in favour of All India Management Association, New Delhi
- Online registration is also available, please visit www.aima.in

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Web: www.aima.in

Training Programmes



Participants at the training programme

AIMA organised an In-Company Programme on Labor Laws & Compliance for CEC International Corporation India Pvt. Ltd. (CICI) on 20th January 2016. Mr Hari Parmeshwar was the faculty for the programme. The objective of the training programme was to create awareness about applicability of laws for the Building and Construction Industry, work undertaken by both Public/Central & State Projects and Private Builders, Compliance Management tips, records/documentations tips, do's and don'ts for employers of the industry & inspections and checklists for statutory compliance.

A three day training was conducted on Corporate Etiquette, Communication Skills and Team Building on 21-23 January 2016 for EIL employees. The training included topics like importance of a good first impression and how to make one, protocol training, office etiquette, effective communication skills and team building skills.

AIMA organised a two day training on Women Development for women employees of Engineers India Ltd on 28-29 January 2016. The training was delivered in two parts covering self-effectiveness for women professionals and

enhancing managerial capacities and potential of women professionals. The programme was well received by participants.

A two day training programme was conducted on Recruitment and Retention Strategies on 28-29 January 2016 at New Delhi. This workshop was designed with tools and techniques for effective recruitment and retention that organisations can use to assess and address workforce challenges they face. The objective was to guide how to identify the tools and techniques in recruitment and retention strategies, measure the needs of workforce

in the organisation, learn how to understand candidate's profile – KPI's, competencies, abilities, personality, know what financial and non-financial benefits keep our employees loyal, understand what is personal and employers branding, recognise new talents. Mr. A C Chaturvedi, Former Executive Director, PMI-NTPC; Mr Sanjiv Narang, Director, Innovative Systems Consulting & Mr Sumeet Varghese, Founding Partner, Your HR Buddy were the faculty of the training programme. The training was very well received by the participants.



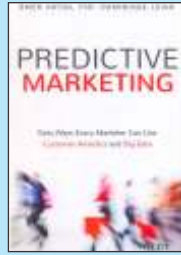
Participants at the workshop

New Additions in AIMA Library



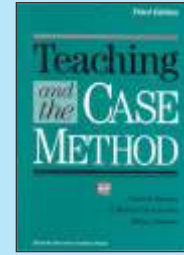
Ravi Arora

Making innovations: how you can develop a culture of innovation in your organization. Gurgaon:Penguin Books , 2015, P 314



Omer Artun

Predictive marketing:easy ways every marketer can use customer analytics and big data. New Delhi: Wiley India Pvt. Ltd., 2015, P 246.



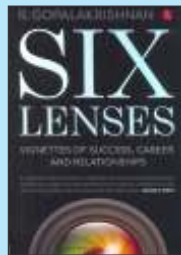
Louis B. Barnes

Teaching and the case method/Louis B. Barnes, C. Roland Christensen, Abby J. Hansen. Boston: Harvard Business School Press,1994, P 333.



Sean V Bradley

Win the game of googleopoly. New Delhi: Wiley India Pvt. Ltd., 2015, P 249.



R. Gopalakrishnan

Six lenses:vignettes of success , career and relationships. New Delhi: Rupa Publications India Pvt. Ltd.,2016 . P 205.



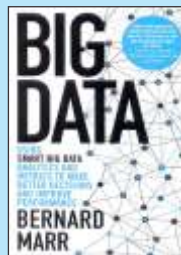
Harvard business essentials

Coaching and mentoring ;how to develop top top talent and achieve stronger performance Boston:Harvard Business School Press,2004, P 155.



Harvard business essentials

Marketer's toolkit; the 10 strategies you need to succeed. Boston: Harvard Business School Press,2006, P 230



Bernard Marr

Big data: using smart big data analytics and metrics to make better decisions and improve performance. New Delhi: Wiley India Pvt. Ltd., 2015, P246.



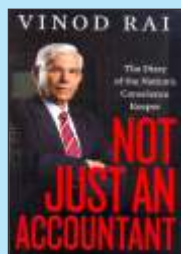
Morgan W. McCall

High flyers:developing the next generation of leaders. Boston: Harvard Business School Press,1998, P 254.



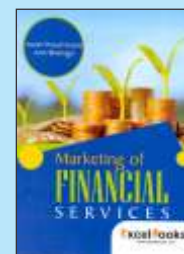
Nandan Nilekani

Rebooting India: realizing a billion aspirations/Nandan Nilekani, Viral Shah. Gurgaon: Penguin Books , 2015, P 337.



Vinod Rai

Not just an accountant :the diary of the Nation's conscience keeper. New Delhi: Rupa Publications India Pvt. Ltd.,2014, P267.



Swami Prasad Saxena

Marketing of financial services/Swami Prasad Saxena, Amit Bhatnagar. Delhi: Excel Books, 2015, P 358



Suhel Seth

Mantras for success: India's greatest CEOs tell you how to win. New Delhi: Rupa Publications India Pvt. Ltd.,2015. P 259.



2nd National Leadership Conclave

Breaking Through: Making India a Creative Superpower

03 - 04 March, 2016 Hotel Le-Meridien, New Delhi

All India Management Association has helped Indian enterprises adapt to changes through the past six decades and it continues to be thought leader in bringing about change in leadership vision and strategies. It has set up the National Leadership Conclave as a platform for India's leaders from the government, business and intelligentsia to deliberate on the most urgent issues facing the country today.

Conclave Chairman: Sanjiv Goenka, Past President, AIMA and Chairman, RP-Sanjiv Goenka Group

Eminent Speakers Include

Piyush Goyal
Minister of State (IC) for Power,
Coal and New & Renewable Energy
Government of India

Amitabh Kant
Secretary,
Department of Industrial Policy and
Promotion (DIPP) Government of India

Firdose Vandrevala
President,
AIMA and Executive Vice Chairman
Essar Steel India Ltd

Sunil Kant Munjal
Sr Vice President, AIMA and Joint
Managing Director, Hero Motocorp Ltd
and Chairman
Hero Corporate Services Ltd

Jayant Sinha
Minister of State for Finance
Government of India

Tayeb A Kamali
Chairman of the Board, Emirates Driving
Company and Former Vice Chancellor,
Higher Colleges of Technology (HCT) -
the United Arab Emirates

R C Bhargava
Non-Executive Chairman of the Board
Maruti Suzuki India Limited

S Ramadorai
Chairman, National Skill Development
Agency & National Skill Development
Corporation

D Shivakumar
Chairman and CEO
PepsiCo India Holdings Pvt Ltd

Shashi Tharoor
Member of Parliament, Lok Sabha and
Chairman, Parliamentary Standing
Committee on External Affairs

Rahul Bajaj
Chairman,
Bajaj Auto Limited

Vineet Nayar
Former CEO of HCL Technologies and
Founder of Sampark Foundation

Sanjeev Bikhchandani
Founder and Executive Vice Chairman
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Chairman, Neo Foods Pvt Ltd

Patu Keswani
Chairman and Managing Director,
Lemon Tree Hotels

Jairam Ramesh
Senior Leader, Indian National Congress,
Member of Parliament, (Rajya Sabha)

Pramod Bhasin
Founder and Vice Chairman, Genpact &
Chairman, The Skills Academy

Deep Kalra
Chairman & Group CEO
MakemyTrip

Raaja Kanwar
Vice Chairman & Managing Director,
Apollo International Limited

Sam Balsara
Chairman and Managing Director of
Madison World and Madison
Communications

This edition of the Conclave aims to assess the country's preparedness for the new economy and identify ways to harness the intellectual and institutional resources to make India a creative superpower.

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Before a Meeting, Tell Your Team That Silence Denotes Agreement

By Bob Frisch and Cary Greene



The meeting seemed to go smoothly. Bill, the executive vice president of sales at a global company, had gathered his extended leadership team — a group of more than 20 people — and outlined his latest plan to reconfigure the sales organization. When he asked if anyone had concerns, there were

a few questions, but no one raised any significant obstacles or issues, and a few of the more senior team members spoke up in support of the plan. Bill felt that everyone was on board and ready to go.

But, later that week, one of the meeting attendees came into his office. “Do you remember when

you were talking about reconfiguring the sales organization?" he said. "I'm not sure we've got Latin America quite right." Similar scenes played out with other direct reports and more junior employees in the halls and cafeteria over the next few days. People had opinions they hadn't shared at the meeting. The plan, which had seemed unanimously popular, was now unraveling. What happened?

Most bosses assume that, when they directly ask for feedback, people will offer their thoughts candidly and directly. It's great when that happens. But it often doesn't, especially in public settings and high-stakes situations. If you get unanimous, but mostly unvoiced, support for a decision that you thought might be contentious, it should be a warning sign.

Why do people hold back from weighing in? In some cases, junior people may hesitate to disagree with bosses or senior colleagues. In others, the most powerful team members may be disinclined, for political or other reasons, to express candid opinions in front of the group because they know they can always get access to decision-makers or launch a covert campaign to sway support their way after the fact.

How can you prevent this from happening? Set one key ground rule: "Silence denotes agreement" or "qui tacet consentire videtur," as it's been known for centuries.

These three words do a great job of forcing people to open up, no matter how reluctant (or passive-aggressive) they may be feeling. Explain to people that if they don't say anything when given a proposal or plan, they're voting "yes" to it. Silence doesn't mean "I'm not voting" or "I reserve the right to weigh in later." It means "I'm completely on board with

what's being discussed."

You must then commit to enforcing the rule. If someone — even a powerful team member or friend — buttonholes you after a meeting to express reservations about what was said, the response should be: "You should have spoken up at the meeting. Now everyone is on board and the ship has sailed. Next time, say something."

Sometimes the establishment and reinforcement of "silence denotes agreement" as a ground rule is enough to get the opinions flowing. But if you sense that some participants are still finding it difficult to express themselves freely, consider the following tactics, which allow perspectives to be aired in a way that focuses on the ideas rather than the individuals voicing them.

Take anonymous polls. Ask people to write down questions or concerns on index cards, put them into a bowl and read them aloud without using names. Better yet use a polling app or device to query meeting participants and see their answers in real time.

Heat map the topic. Put poster-size charts of the components of an idea or plan on the wall. Ask participants to place yellow dots on the charts where they have a question, and red dots where they have a significant concern. Use the dots to guide the conversation.

Break up a big group. People are more likely to participate in small group discussions. So divide people into teams with specific instructions to discuss any challenges to the proposal at hand. Appoint a representative from each group to summarize their and their colleagues' thoughts.



Ask them to empathize. People are often more willing to speak on others' behalf than their own. So when you solicit opinions with a question like "What objections or concerns might your direct reports have?" it can open the floodgates of reaction. That's because it allows those in the room to externalize criticism. It's not what they don't like. It's what they think their people won't like.

When you enforce the discipline of "silence denotes agreement" and use the tactics above, everyone is incentivized to say what they really think immediately, and discuss it openly, rather than flagging problems after the fact.

About Author:

Bob Frisch is the managing partner of the Strategic Offsites Group, a Boston-based consultancy, and author of *Who's In The Room? How Great Leaders Structure and Manage the Teams Around Them* (Jossey-Bass, 2012) and coauthor of *Simple Sabotage: A Modern Field Manual for Detecting & Rooting Out Everyday Behaviors That Undermine Your Workplace* (HarperOne, 2015).

Cary Greene is a partner of the Strategic Offsites Group, a Boston-based consultancy, and co-author of *Simple Sabotage: A Modern Field Manual for Detecting & Rooting Out Everyday Behaviors That Undermine Your Workplace* (HarperOne, 2015).

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Rahul Bhatia - Programme Manager
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Managers Are Not Always the Best Judge of Creative Ideas

A professor turns to circus acts to determine how to predict the success of ideas.

by Louise Lee



Innovations begin as creative ideas, but having a good idea is not enough. Too often, experts reject creative ideas that later prove to be smash hits: Harry Potter, Star Wars, the graphical user interface, and even the telephone were all initially rejected.

When someone has a new idea, who's in the best position to predict whether it'll be a hit: the creator of the idea, or the manager in charge of evaluating the idea? It turns out the answer is "neither," according to research by Justin Berg, a professor at Stanford Graduate School of Business. He studies "creative

forecasting," or the skill of predicting the success of new ideas. Berg's research suggests that even with all their knowledge and experience, managers are usually not the best at predicting the success of a new idea, nor is the creator of the idea. Instead, the best judges are peers of the creator, who have spent

time generating their own ideas, but not the idea in question. The research by Berg will be published in a forthcoming issue of *Administrative Science Quarterly*.

Berg conducted a large study on creative forecasting in the circus arts industry. He teamed up with James Tanabe, a former creative director for Cirque du Soleil, and Lena Gutschank, a veteran circus artist. In the circus industry, innovation is typically divided into two separate roles: Creators generate ideas for new acts, and managers evaluate whether to include these acts in future shows. So managers act as gatekeepers in between creators and the audience, which is similar to how roles are structured in many organizations and industries.

He and his team collected over 150 videos of circus acts from creators around the world. Next, they had 339 circus professionals — including both creators and managers — watch 10 videos and try to predict how successful each video would be with the audience. Specifically, participants forecasted the extent to which the videos would be liked, shared, and financially supported by the audience. The accuracy of these predictions was then tested using a sample of over 13,000 audience members.

Berg found that creators were poor forecasters of their own ideas: They overestimated how well their videos would do with the audience. However, creators were more accurate judges of their peers' videos than managers. A key to creators' advantage over managers was that creators were able to recognize value in the more novel ideas, or the performances that deviated from conventional circus art. Managers tended to undervalue novel ideas in favor of conventional performances. While

some novel ideas did poorly with the audience, some of the most successful videos were highly novel acts. Creators were better than managers at predicting these novel hits.

What will succeed in the future may not resemble what succeeded in the past.

Justin Berg

What made the results especially surprising is that most of the managers were previously creators. "One might think that if you're a successful creator, you have good taste, and when you get promoted to a manager role, it stays with you," Berg says. "But this research suggests that the creator role may promote good taste, while the manager role may undermine it."

Berg attributes creators' greater accuracy to a key distinction between the roles: Creators focus on idea generation, while managers focus on idea evaluation. Berg explains: "When we generate ideas, we first engage in divergent thinking, which involves searching for novel connections or combinations that may be valuable. After we generate possible ideas, we engage in convergent thinking as we evaluate the ideas based on our previous knowledge and experience. Since managers evaluate ideas after creators have generated them, they skip divergent thinking and go straight to convergent thinking." In evaluating ideas, "convergent thinking alone is dangerous because you're just relying on the past," says Berg. "What will succeed in the future may not resemble what succeeded in the past. Divergent thinking helps people stay more open-minded about new ways ideas may succeed."

As a follow-up to the circus study, Berg tested the effects of this key distinction between roles using a lab experiment. He randomly assigned participants to roles: Creators spent time generating new product ideas, and managers spent time describing criteria for evaluating new product ideas. All participants were then asked to rank a set of four product ideas based on how successful they'd be with consumers. The products had been pretested with consumers to determine a correct ranking, and the best idea was also highly novel. Consistent with the circus study results, creators were significantly more likely than managers to correctly rank the best idea at the top.

Because creators as a group outperform managers in forecasting the success of new ideas, companies, particularly those in creative industries, may want to rethink how they define creator and manager roles. An organization in which creators only create and managers only manage may miss out on the benefits of applying different types of thinking to a task, says Berg. Instead of allowing only managers to evaluate and select ideas, companies could ask creators to weigh in by, for instance, letting them vote on their peers' ideas. "Creators have built up this wisdom about others' ideas that is rarely used," says Berg. Likewise, managers could consider incorporating more idea generation into their roles, which may

help improve their forecasting accuracy. "We found that hybrids — managers who also have creator duties — are more accurate than pure managers," explains Berg.

But shouldn't people specialize and focus their energies on one area and become extremely competent at it? Specialization is useful when a company needs to accomplish a task in the most efficient and cost-effective way, but for an organization seeking to innovate, specialization isn't always the answer. "When it comes to creative forecasting and staying open-minded to new ideas, it may not be the best strategy to completely separate out creators and managers," says Berg. "Moving away from specialization is a trend in the business world. More people are wearing more hats. For creative forecasting, that's probably a good thing."

Justin Berg is assistant professor of organizational behavior at Stanford Graduate School of Business. "Balancing on the Creative High-Wire: Forecasting the Success of Novel Ideas in Organizations" will be published in a forthcoming issue of Administrative Science Quarterly.

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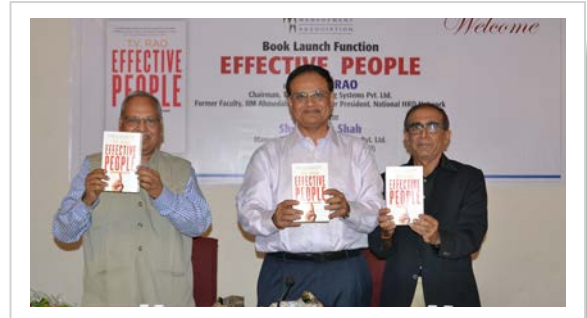
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Ahmedabad Management Association

The month of January commenced with a seminar on 'Act East Policy and Myanmar's Role' addressed by Mr. Rajiv Bhatia, Former Ambassador to Myanmar. He emphasised on the bilateral relations, India-ASEAN relations, and role of Myanmar and trident of commerce, connectivity and culture. Mr. Anurag Mehta, Founder, Teenage Wisdom, delivered a lecture on 'Effective Parenting'.



Book Launch of 'Effective People'

A book launch function and lecture on 'Effective People' was addressed by Dr. T.V. Rao, Chairman, TVRS Pvt. Ltd. Former faculty IIM-A and Mr. Nipam Shah, Managing Director, NRS Advisors Pvt. Ltd chaired the function. Dr. Radhakrishnan Pillai, Director, Chankaya Institute of Public Leadership delivered a motivational and vibrant lecture on 'Chanakya's Leadership and Management Ideas' accentuating the management principles in a simple and easy to comprehend way with reference to work life balance.

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



Round Table Discussion on Microfinance

Indore and faculty at IIM-A.

A seminar on 'Leading and Managing Family Business' was conducted by Dr. Hitesh Shukla, Professor, Department of Business Management, Saurashtra University and was coordinated by Dr. P. V. Desai, Academic Advisor, AMA.

An insightful lecture cum discussion on 'Learning Culture in Organisational Development' was conducted by Dr. Paresh Kariya, Director-Services, OEC Ltd. A unique and creative programme on music and management 'Juxtaposing management and Music – New Perspectives' was addressed by Mr Rajiv Bhatt, Director, Ernst & Young LLP.

Round Table Discussion on 'Microfinance – A Way forward for Inclusive Growth' was addressed by the distinguished panel of speakers including Mr. S Srinivasan, DGM, Mudra Bank; Mr. Sanjeev Nautiyal, CGM, SBI, Ahmedabad; Mrs. Daksha Shah, Managing Director, Pahal Financial Services; Mr. Kamlesh Gandhi, CMD, MAS Financial Services.

'Re-imagining India – A framework from Swami Vivekananda', a lecture marking Swami Vivekananda's birth anniversary was addressed by Prof. N. Ravichandran, Former Director, IIM



Mr Rajiv Bhatt addressing the session

Mr Rajiv Bhatt, Director, Ernst & Young LLP.

'Teacher as a Counsel', a highly motivating session was conducted by Mr. Anurag Mehta, Inspirational Speaker & Corporate Trainer. A thought-provoking and insightful address on 'The American & Indian Legal Systems- A Comparative Overview' was addressed by Ms. Shikha Patel, University of Connecticut, USA. Mr. Nihar Suthar, International Author (Gujarati), USA addressed a stimulating session on 'Corridor of Uncertainty'.

Allahabad Management Association

Allahabad Management Association in a special programme on 22nd January welcomed YES Bank Allahabad as its new corporate associate. YES Bank was represented by Mr. Manish Bhatia, Manager, Mr Mohd. Arif and Ms. Sangeeta Gupta. AMA and YES Bank will together organise new events in the banking and wellness sector.

The executive body also released the new year calendar of AMA. Mr Ravi Prakash, Secretary welcomed the team of YES Bank. A management quiz was also organised by the team from YES Bank .



Mr. Manish Bhatia, Branch Manager, YES Bank addressing the executive committee of Allahabad Management Association

Alleppey Management Association

Alleppey Management Association held an evening lecture meeting with Mr. Navas Meeran, CMD of Eastern Group of Companies on the theme 'Changing Trends in Modern Business' on 18th December. The installation meeting was also held where founder President Mr. Jacob Neroth made his farewell address and introduced the newly elected President Mr. R. Krishnan and handed over the AIMA affiliation certificate to him.



Founder President Mr. Jacob Neroth handing over the Affiliation Certificate

Baroda Management Association

Shaping Young Minds Programme

Baroda Management Association was the co-organiser of AIMA's SYMP held at Baroda on 8th January. The speakers who addressed the programme included Mr Piyush Pandey, Executive Chairman & Creative Director, South Asia, Ogilvy & Mather; Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka; Ambassador Deepak Vohra, Veteran Diplomat & Special Advisor, Prime Minister of the Republic of Guinea Bissau, Ladakh Autonomous Hill Development Councils, Leh and Kargil.



Mr Piyush Pandey, Executive Chairman & Creative Director, South Asia, Ogilvy & Mather addressing the session

The President of BMA, Mr. Alok Desai, welcomed all the speakers, moderators, panelists and participants. BLING awards were also distributed to the school students for their participation in Social Impact Project and Digital India – Make in India Project. BMA’s second publication ‘The Awakened Youth’ was released by Mr. Deepak Vohra, Maj. Gen. K. Eswaran-VSM, Mr. Sanjay Grover, Mr. Alok Desai and Ms. Amita Jaspal.

Friday Evening Talk

A Friday Evening Talk session, held on 1st January on the topic ‘Women are Great’ was led by Mr. Rohit Dave, CEO of Nirdesh Education Foundation, Ex-Manager - GSFC Ltd., Motivational Speaker & Soft Skill Trainer. The topic revolved around the qualities of women, their importance in our society, achievements and contribution of women in different fields.

On 8th January, Dr. P.G.K. Murthy, Dean (Doctoral Studies), Faculty of Management, Parul University, Faculty of Management and Gujarat Technological University delivered a Friday Evening Talk.



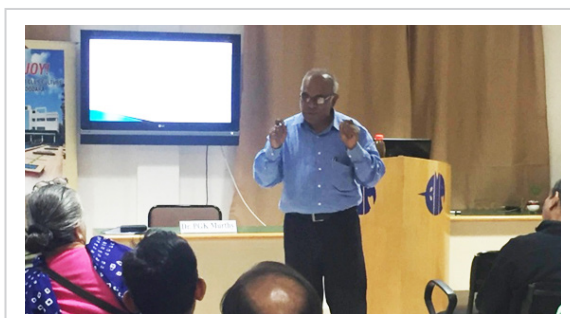
Mr. Nitin Deshpande addressing

Bathinda Management Association

Bathinda Management Association organised a talk on ‘Discover the Zero in You’ on 9th January with Mr. Akash Sharma, Marketing Head of Raffles University, Delhi. The programme was very well received.



BMA’s 2nd Publication ‘The Awakened Youth’ by G Narayana was released during the SYMP event.



Dr. PGK Murthy addressing

Dr. Ruhi Shah, Consulting Physiotherapist delivered a Friday Evening Talk on 22nd January on postures and how it influences one’s way of life, fitness in general and what kind of exercises and activities one should incorporate in their daily activities.

On 29th January, Mr. Nitin Deshpande, Fellow Member of Company Secretary FCS delivered a Friday Evening Talk on motivation and how it affects human behaviour and performance.



The speaker being presented a memento

Bharuch District Management Association

Lecture Series

BDMA has been arranging regular lectures on Shrimad Bhagwad Gita as part of a lecture series on the 'Great Song of Lord - Gita' by Swamini Shraddhanandaji of Param Praman Darshanalaya, Pardi. The lecture was conducted on 3rd January.

Gyanyagna

BDMA organised 'Gyanyagna' a lecture series on 'Dhyan Yog' based on Adhyay 6, Shrimad Bhagwad Gita from 9th – 13th January with Swami Nijanandji Saraswati Param Praman Darshanalaya Ashram, Pardi, Valsad.

Training Programme

BDMA organised a training programme on 'Making Powerful Presentation and Effective Communication' on 20th January with Ms. Avi Sabavala, Corporate Trainer, Vadodara.

EHS Forum Meet



Mr. V. K. Nema, Chairman – EHS Forum with Mr. Anil Choumal

MDP

An MDP on 'Effective Stores, Inventory & Materials Management' was conducted on 28th January by Mr. Suresh Pandit, Corporate Trainer, The Centre for Excellence, Mumbai. This practical programme gave the participants much needed self-confidence and useful ideas that can be implemented straightaway.



Swami Nijanandji and Mr. P. A. Mankad, Executive Director, GNFC Ltd. on the first day of the Lecture Series



Participants with the faculty Ms. Avi Sabavala

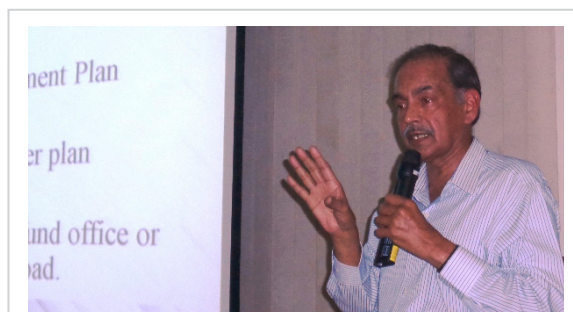
An EHS Forum Meet was held on 21st January on the theme 'Concept of Safety Integrity Level Study in Chemical Industry' for safety professionals. The speaker was Mr. Anil Choumal, Management Consultant, Quest Management Solutions, Bharuch. The programme was well received by the participants who requested that similar programmes be conducted in the future as well.



Mr. Suresh Pandit explaining the concepts of Stores and Inventory Management

Bhopal Management Association

The Bhopal Management Association (BMA) successfully organised a workshop on 'Personal Finance Management' on 16th January. Subject expert Mr P.K Shukla, member BMA was the key resource person. About 30 employees of Permal Wallace Pvt. Ltd., Bhopal and other industrial organisations and members of BMA attended the workshop. Mr Subhash Vithaldas, Chairman BMA; Mr G.K Chhibbar, Co-Chairman, BMA and Mr Vishwas Ghushhe, Hon. Secretary, BMA also attended the workshop.



Mr P.K Shukla explaining the finer points of Personal Finance Management

The Bhopal Management Association (BMA) and WeSchool, Mumbai successfully organised a Seminar on 'How to Grow and Manage your Family Business for Young Business Owners' on 31st January. Prof. Dr. Shrinivas Gondhalekar (Dr. G), Head-Entrepreneurship Management, WeSchool, was the keynote speaker. Mr Subhash Vithaldas, Chairman BMA and Director, Permal Wallace Pvt. Ltd, Bhopal presided over the programme. About 200 participants, including the members of BMA, young entrepreneurs, family business owners, teachers and students from different Institutions benefited from the session.



Prof. Dr. Shrinivas Gondhalekar (Dr. G) is addressing a seminar

Chandigarh Management Association

Chandigarh Management Association organised a lecture series on 29th January. The speaker for the occasion was Major General Raj Mehta who spoke on 'Coping with failure'. Past President, Mr A. K Gandhi was the Guest of Honour. President J S Nayyar welcomed the honorable guests and all dignitaries. The session was a huge success as it invoked all to look back on their own struggles and how they coped with it.



Participants and speakers at the programme

Delhi Management Association

Interactive Session

DMA in collaboration with Tech-Mahindra organised an interactive session on 'Mobility Innovations for Talent Acquisition Strategy: Demystifying Indian Recruitment Needs' on 20th January. The inaugural session was addressed by Mr. Mayuk Dasgupta, Business Head-Saral Rozgar, Tech Mahindra and Keynote speaker-Mr. Vivek Chandok, Head - Consumer Businesses Tech Mahindra Ltd.

Some of the other speakers included Mr. Yogesh Misra, Vice President, Thomas Assessments & Vice President, DMA; Mr. Ramesh Agarwal, Managing Director, Agarwal Packers and Movers; Mr. Sandeep Tyagi, Director – HR, Samsung; Mr. Deepak Bharara, Director HR, Lanco Infratech; Dr. Anup Kalra, Executive Director, AYURVET; Dr. Manoj Kulshrestha, Director, Campus Placement Cell, IGNOU; Dr. (Mrs.) Pankaj Mittal, Additional Secretary, University Grant Commission & Former Vice Chancellor, BPS Women University, Govt. of Haryana; Dr. Rajender Dhar, Addl. Labour Commissioner Govt of NCT, Delhi and Mr. Jaikant Singh, Head, Partnership & State Alliance, NSDC.

Mr. Rajan Pandhi, Director, DMA thanked the eminent speakers for sharing their expertise, corporate professionals for their participation, the Tech-Mahindra and DMA team for their valuable support. The programme was well attended by over 100 professionals

DMA organised another interactive session ‘Kinship’ on 20th January. Mr. Rajan Pandhi, Director, DMA welcomed Dr. Sushy Singh, Governing Body Member & Convener –



(L-R) Ms. Sushy Singh, Dr. Amit Nagpal and Mr. Michael Margolis



Participants at the workshop



(L-R) Mr. Mayuk Dasgupta, Mr. Sandeep Tyagi, Mr. Ramesh Agarwal, Mr. Yogesh Misra, Mr. Deepak Bharara, Dr. Anup Kalra and Mr. Vivek Chandok



(L-R) Mr. Rajan Pandhi, Mr. Mayuk Dasgupta, Dr. Manoj Kulshrestha, Dr. Pankaj Mittal and Dr. Rajender Dhar

Centre of Excellence in CSR & Sustainable Development, BRICS CCI and CEO, Educomp Foundation; Dr. Amit Nagpal, Business Storyteller, AL Services; Mr. Michael Margolis, CEO, Get Storied & Founder, Story U and the participants. Ms. Sushy Singh shared her words of wisdom in the session. The participants highly appreciated the niche initiative taken by DMA.

Workshop

DMA organised an interactive workshop on ‘Interim Management’ on 22nd January. Mr. Ranjit Shastri, MD, X-PM India was the programme facilitator. Mr. Shastri shared that Interim management is the temporary provision of management resources and skills and can be seen as the short-term assignment of an interim executive manager to manage a period of transition, crisis or change within an organisation.

Ghaziabad Management Association

Ghaziabad Management Association organised a half day programme on 22nd January to provide suitable inputs to middle team leaders and assist them in managing their stress for improving productivity. The programme was conducted by Dr. Amita Srivastava, Director of Bencis Group and her team. There were a total of 20 participants from 7 organisations who were from middle and senior management cadre.



Dr. Amita Srivastava addressing

Goa Management Association

GMA Knowledge Series

Rt. Hon. Keith Vaz, Member of Parliament, UK addressed Goa Management Association (GMA), Executive Committee on 14th January. Mr. Narayan Bandekar, President, GCCI was also present as the Guest of Honour.

Mr. Keith Vaz started his address by appreciating the contribution made by GMA for the last 40 years towards promoting excellence in management. He offered to arrange top business leaders to address in forth coming Knowledge Series. The meeting ended with a vote of thanks by Dr. Pradeep Salgaonkar, Vice Chairman, GMA.

Joint Programme

Goa Management Association (GMA) associated with SMB Connect for a joint programme 'Start Manage Expand' on 22nd January. The target audience was small and medium scale industries. The inaugural address was delivered by Chairman GMA, Mr. D Kumar Pillai. The other speakers for the event were Ms. Nandini Vaidyanathan, Founder & Mentor, CARMA; Mr. Mahesh Menon, GM, Vodafone; Mr. Vekatesh Naga D, Goa Institute of Management and Prof. Nandakumar Mekoth, DMS, Goa University. The event was attended by many medium scale industries and others.



Mr. D Kumar Pillai presenting a memento to Rt. Keith Vaz, MP, UK



Chairman, GMA, Mr. D Kumar Pillai during the inaugural address at the event

GMA BizQuiz

GMA organised its most popular Business Quiz on 29th January which attracted participants from major corporates, students and quiz enthusiasts. Mr. Rajiv D'Silva, renowned quiz master conducted the quiz. There were around 40 teams, who participated in the quiz. Beside cash prizes there were lot of audience prizes also.



Mr. Srijit Kumar and Mr. Nitish Wagle receiving the prize from Chairman GMA, Mr. D Kumar Pillai

Guwahati Management Association

44th AGM

The 44th AGM of the Guwahati Management Association was held on the 7th January for the financial year 2014-15. The AGM was well attended by the members. An open session was held on the theme 'New Skill Development Policy of the Government'. The discussion was initiated with a keynote address by Mr K Ahmed, ex Director, Indian Institute of Entrepreneurship, Guwahati, who elaborated the new skill development policy of the Government of India.

Training

A joint 10 day training programme was organised by GMA with NB Institute for Rural Technology on 'Entrepreneurship Development on Renewable Energy' starting on 22nd January. This programme was supported by the Department of Non-Conventional and Renewable Energy, GOI. As many as 35 prospective entrepreneurs attended the training.



44th AGM of Guwahati Management Association



Ten days training on entrepreneurship development in renewable energy projects.

Hyderabad Management Association

Panel Discussion

The Hyderabad Management Association in association with Federation of Telangana & Andhra Pradesh Chambers of Commerce & Industry, Institute of Company Secretaries of India (ICSI - Hyderabad Chapter) and Institute of Cost Accountants of India (ICAI - Hyderabad Chapter) jointly conducted a Panel Discussion on 8th January on 'Governance on Compliance in Corporate World'.

The panelists included Mr P Sudhakar, Chairman & MD, Electronics Corporation of India Ltd, A Government of India Enterprise (Department of Atomic Energy); Mr Ashish Kumar Mundada, Company Secretary & Compliance Project Lead, ADP Private Limited and Mr Anirban Mukherjee, Partner – Advisory Services, Ernst & Young LLP. The moderator was Mr Jayaraman Ravi Kumar, Chief Financial Officer, L&T Metro Rail (Hyderabad) Ltd.



(L-R) Mr Anirban Mukherjee, Partner-Advisory Services, Ernst & Young LLP; Mr P Sudhakar, CMD, ECIL; Mr Jayaraman Ravi Kumar, Chief Financial Officer, L&T Metro Rail (Hyderabad) Ltd and Mr Ashish Kumar Mundada, Company Secretary & Compliance Project Lead, ADP Pvt Ltd

Lecture Meeting

Hyderabad Management Association conducted a lecture meeting on 'Innovate & Excel' on 29th January with Mr Ramesh Datla, Chairman & Managing Director, Elico Limited as the speaker. During his lecture Mr. Datla gave examples of how Mahindra Tractors survived in USA by innovative practices. He cited his own company which had been surviving competition and broke the monopoly of foreign companies since 1960s.



Mr. Ramesh Datla Chairman & Managing Director, Elico Ltd delivering the lecture. Mr. Ravi Kumar Peesapati, Secretary, HMA, Mr. E N Prasad Reddy, President, HMA, Mr. Kaushik Kathuri, Convener Lecture Meetings, HMA look on

Indore Management Association

Centre of Excellence

Indore Management Association (IMA) organised, Centre of Excellence, an evening talk on the topic 'Business Excellence through Quality Tools' on 12th January. The facilitator for the session was Mr.Tarun Chhugani, CEO and Co-founder, Maxim Consultants. It was a session explaining different Business Excellence tools like Lean and Six Sigma for attaining excellence in business and other walks of life.



Mr. Tarun Chhugani addressing the session

Film Show

IMA organised a Film Show, based on the movie 'The Imitation Game' for management professionals and students on 4th January. The moderator for the session was Capt. Jaison Thomas, Managing Director of INCISIVE Training Pvt. Ltd.

Curtain Raiser

The Curtain Raiser of the 25th IMA International Management Conclave was held on 17th January. The Conclave is scheduled to be held on 5th-6th February, on the theme 'India Inc. - Reinventing Growth'.

The chief guest for the programme was Mr. Ravi Shankar Prasad, Union Minister for Communications and Information Technology. Mr. Prasad addressed the participants with his insightful thoughts on the theme.

21st Young Managers Competition

IMA successfully organised its 21st Young Managers Competition - Final Round. The prestigious competition wherein the young managers from leading organisations participated was held on the theme, 'India Inc.- Reinventing Growth'. Mr. Madhusudan Goyal along with his team from VE Commercial Vehicles Limited, Pithampur Commercial won the final held on 15th January.



Winners of 21st Young Managers Competition 2016 along with judges.

17th Quest for Leaders Competition

IMA successfully organised Quest for Leaders on 16th January. QFL is a prestigious competition wherein the students from leading Business Schools participate. The competition theme was same as this year's conclave theme 'India Inc. - Reinventing Growth'.



Capt. Jaison Thomas in discussion with the participants.



Mr. Ravi Shankar Prasad addressing

The Chief Guest on the occasion was Mr. Rajendra Joshi, Vice President, John Deere India Pvt. Ltd.. The opening remarks were delivered by Mr N. Mohan, Conclave Chairman- IMC'16 and Global Head-Leather Products Tata International Ltd. Mr. Rajendra Joshi in his speech emphasised on managers' attitude, leadership quality, interpersonal effectiveness and way of presentation.



Winners of IMA 17th Quest for Leaders Competition

The programme started with lightning of the lamp by the Chief Guest, Mr. Kumar Purshottam, Managing Director, MPAKVN, Indore along with judges and other dignitaries. The opening remarks and introductory speech was delivered by Mr. Sandeep Naolekar, MD, Darling Pumps. The judges announced Team DCBS as the winner.

Kerala Management Association

Annual National Management Convention

Kerala Management Association (KMA) conducted its flagship event of the year – the Annual National Management Convention 2016 on 21st & 22nd January at Kochi. The Convention was the 35th in the series of Annual Conventions held by KMA over the years. The theme for this year’s convention was ‘Nation on the Move – Dynamics for Growth’.

Mr. R. Gopalakrishnan, former Director of TATA Sons Ltd & Chairman of TATA Autocomp system, Honeywell and Rallis



Mr. R. Gopalakrishnan inaugurating Annual National Management Convention



Dr. Rishiksha T Krishnan delivering the Keynote Address

India was the Chief Guest and Dr. Rishiksha T Krishnan, Director, IIM, Indore, delivered the keynote address.

Some of the other speakers included Former Union Minister for Commerce, Law & Justice, Dr. Subramanian Swamy; Mr. Jiji Thomson IAS, Chief Secretary of Kerala; Mr. K Ananth Krishnan, Vice President & Chief Technology Officer, Tata Consultancy Services; Mr. Srikanth P. Gathoo, Director - Human Resources, Bharat Petroleum Corp. Ltd; Mr. Dilip Gaur, Deputy Managing Director & Business Head, Ultra Tech Cement Ltd; Mr. Prabhat Singh, Managing Director & CEO, Petronet LNG Ltd.; Mr. T.K. Arun, Editor - Opinion, The Economic Times.



Dr. R. Seetharaman delivering the Keynote Address at the Valedictory Session of Annual National Management Convention

During the Valedictory Session on 22nd January Dr. R. Seetharaman, Group CEO Doha Bank delivered the keynote address and Rev. Fr. Johnson Vazhappilly CMI, Executive Director & CEO, Rajagiri Hospital also addressed the programme.

Book Release

A book release event of 'Six Lenses' authored by Mr. R Gopalakrishnan, former Director Tata Sons, Mumbai was held on 22nd January at Cochin. Dr. Christy Fernandez, IAS (Retd.) formally released the book.



The release of the book 'Six Lenses'

Lucknow Management Association

Workshop

LMA collaborated with Centre for Uttar Pradesh Policy Studies (CUPS), a field partner of Centre for Public Policy Research (CPPR), a think tank based in Kochi, TiE Lucknow Sub Branch and Entrepreneur Cell of IIM Lucknow in organising a workshop on 'Doing Business in Uttar Pradesh The Way Forward' on 9th January as a part of LMA-IIML-JIML evidence based research study on 'Ease of Doing Business in Uttar Pradesh'.



The session on 'Stress Free Living and Value Based Education'

LMA organised a workshop on 'Stress Free Living and Value Based Education' which was hosted by Bhrama Kumaris on 10th January and was led by B.K. Radha Didi and B.K. Soni Didi of Bhrama Kumaris World Spiritual University.

Young Managers Forum (YMF) of LMA organised a leadership workshop on 'Discover the Leader in You' on 19th January by Dr. Amrita Dass, a leading Educationist, Career Consultant and Founder-Director of ICS-International.

YMF in collaboration with the Modern Girls College organised a workshop on 'Efficient Communication' on 20th January with Mr. Chandrashekhar Verma, a soft skills trainer.

Seminar

YMF/LMA in collaboration with the Institute of Management Sciences, Lucknow University and non-profit Medha organised a seminar on 'Key to Professionalism' on 21st January. The resource person of the seminar was Mr Kush Tripathi, Lead Trainer at Medha.

Panel Discussion

On launch of 'Start-up India, Stand-up India' programme by Government of India, a joint LMA-FICCI-TiE panel discussion



Speakers at the panel discussion

on the theme 'Imperatives for Success of Start-up Programme - U.P. Perspective' was organised on 16th January followed by the direct telecast of the Prime Minister's speech at the launch of the programme at Vigyan Bhawan.

Knowledge Sharing

LMA in collaboration with Institute for Corporate & Industrial Research, TiE and CSIR- Central Drug Research Institute organised a talk on 'Bio Entrepreneurship Opportunities through Natural Products-R&D Leads' by Dr. S.P. Khanuja, Former Director of CSIR-CIMAP and a well known scientist turned entrepreneur on 19th January.



Dr. S.P. Khanuja addressing

LMA in association with the Lucknow Branch of CICASA of The Institute of Chartered Accountants of India organised a talk on 'Interviews and E-mail Etiquette' by Ms. Priyanka Tiwari, Former HR Business Partner at Oracle India Ltd on 29th January.

As a part of LMA's research project 'Ease of doing Business in Uttar Pradesh', an interactive session was organised on 16th January in which Indian Industries Association and LMA Research Group comprising of Prof Debashis Chatterjee and Prof Jabir Ali of IIM Lucknow and Prof Kavita Pathak and Prof Hemendra Gupta of JIML besides LMA core group participated.



Panelists at the session

A Panel Discussion on 'Role of IT industry in the success of Digital India Initiative' was held on 30th January. The panelists included Dr. Bharat Bhasker, Prof of IT, IIM Lucknow; Mr. Manan Sharma Founder Indiagift.com and Mr. Vikas Tripathi, Sr. Software Engineer TCS.

Research Project

As a part of the Government sponsored evidence based research study, LMA organised an interactive session on the subject 'Ease of Doing Business in Uttar Pradesh' on 21st January. The session was attended among others by Mr. Mahesh Gupta, Principal Secretary, Industrial Development; Ms. Kanchan Verma Special Secretary & Jt. Executive Director Udyog Bandhu; Ms. N. Sharma Commissioner & Director Industries, Uttar Pradesh; Mr. Alok Kumar, Secretary Govt. of U.P & Principal Staff Officer to CS; Mr. Pushyapati Sexena, Secretary, Horticulture; Dr. S. K. Chauhan, Director RFRAC; Dr.



Interactive session on Ease of Doing Business in Uttar Pradesh

R. P. Singh, Joint Director Food Processing. A team from Indian Industries Association and LMA office bearers, LMA Research Group member Prof Kavita Pathak, Dean JIML also participated in the session.

Capacity Building Programme

LMA organised a one day Capacity Building Programme on ‘Core Values & Value Based Management’ for senior and middle level officers of Lucknow Development Authority on 23rd January. Dr. Himanshu Rai, Dean, MISB Bocconi & Professor of Organisation & Human Resources Management, SDA Bocconi School of Management, Milan, Italy Bocconi India and Mr. Varun Vidyarthi, Founder Director, Manvodaya India & U.K were the faculty. Mr. Satyendra Singh Vice Chairman LDA was present in the valedictory session.



Capacity Building Programme

Ludhiana Management Association

Seminar cum Presentation

Ludhiana Management Association organised a seminar cum presentation on 4th January by Mr Anshuman Vohra, Founder & CEO, BULLDOG Gin Company Limited, New York, USA. Mr. Vohra addressed members of Ludhiana Management Association on ‘E-Journey: From Employee to Entrepreneur’.



Mr Anshuman Vohra, speaking on ‘E-Journey: From Employee to Entrepreneur’

Diploma in French Languages



Mr Anil Kumar, Executive Director, Shreyans Industries Limited, & Past President, LMA inaugurating Diploma In French Language.

Ludhiana Management Association started a course Diploma in French language at PCTE Group of Institutes, Mr. Anil Kumar, Executive Director, Shreyans Industries Limited and Past President, LMA was the Chief Guest on the occasion. While inaugurating the programme Mr Anil Kumar appreciated the efforts of Ludhiana Management Association to start French classes. More than 25 professionals from different industries

of Ludhiana are participating in French language programme.

Training Programme

Ludhiana Management Association has started organising training programmes on different aspects for support staff in corporate houses. LMA organised the first training programme



Mr H M S Pahwa, Chairman, Nova Cycles Limited inaugurating Training Programme on Corporate House Keeping

on 'Corporate House Keeping' in collaboration with PCTE Institute of Hotel Management on 27th January. Mr H M S Pahwa, Chairman, Nova Cycles Limited was the Chief Guest at the inaugural function.

Programme of Students Forum

LMA organised a seminar/presentation on Fast Forward Career. The session was conducted by Mr Mahesh Munjal, Managing Director, Majestic Auto Limited & Past President, LMA on 29th January. Four hundred MBA students from eight management institutes attended the session & actively participated in open house session.

Mangalore Management Association

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangalore jointly organised a lecture meeting on 'Our Constitution & National Managerial Principles' by Dr. P. Ananthkrishna Bhat, Retd. HOD of Political Science, Canara College, Mangaluru on 27th January.

Dr. Devaraj K., Director, SDM PG Centre of Management Studies & Research gave the presidential address. Prof. J.H.G. Anchen, Vice President, MMA welcomed the gathering & introduced the Chief Guest. Mr M. R. Vasudeva, President, MMA expressed his views and presented a memento to the Chief Guest. Mr Prasanna Mallya, Secretary, MMA proposed the vote of thanks.



Dr. P. Ananthkrishna Bhat, addressing the gathering

Meerut Management Association

Seminar

A Seminar cum Exhibition was conducted on 12th January at IIA Bhawan, Mohkampur, Meerut. The topic was 'Solar Power & Renewable Energy Resources'. It was a joint venture between IIA and MMA.



(L-R) Mr. Manoj Pandey, MD, Statlon Energiaa, Noida; Mr. Atul Bhushan Gupta, Chairman, IIA; Mr. Ankit Singhal, President MMA; Mr. G. R. Singh, Director, MNRE, New Delhi.



(L-R) Ms. Ruchira Singhal, Mr. Rajeev Jain, Mr. Ankit Singhal, Mr. Kapil Gahlot, Dr. Anil Bansal, Mr. Ashok Jain, Ms. Lili Gupta and Mr. Sunjeev Gupta

Republic Day

Republic Day celebration was conducted on 26th January at Disha School of Special Education and Rehabilitation Centre. The programem was very well received.

Nagpur Management Association

The speed of spreading Dr. R.D. Mohota teaching technique accelerated during the month. A meeting was held with a few luminaries of Nagpur in the field of education, prominent amongst them being the Chairman of Education Committee of Nagpur Municipal Corporation, Mr. Dayashankar Tiwari and Mr. Rajesh Loya, Chairman of Nagpur Nagpur Sahkari Bank Ltd. and a political worker as well. Other meetings and demonstrations were also held to spread awareness of the programme.



(L-R) Dr. Pravin Bhatia, Mr Dayashankar Tiwari, Mr Rajesh Loya, Mr Pawan Jalan and Mr Kamal Singh Chopra

Navsari Management Association

Workshop

A full day workshop on Work Effectiveness through Communication was held on 3rd January with Mr. Pramod Palekar, a well-known corporate trainer from Mumbai. The learning of how to be effective through proper communication and how to avoid long and unproductive communication was emphasised.



Mr Haardik Nayak and Mr. Palekar with the participants.



Dr. Vikram Patel addressing the gathering

NMA also organised an informative talk on 'Pain Management' with a speaker from USA, Dr. Vikram Patel. Dr Patel is a member of Advisory Board for Pain Fellowship at Cornell University, New York.

Talk

A talk was organised by NMA on 5th January to explore the new and innovative ideas in social media as an advertising tool. NMA initiated a club in Navsari named NMA AD CLUB and invited general public to share their views on social media as an advertising tool for business growth. Nearly 40 interested people participated. Mr Rajul Parekh conducted the event very successfully.



One of the participants speaking

Inauguration

Navsari Management Association started three permanent activities: NMA Counseling Centre, NMA Vocational Education Centre and NMA Employment Assistance Centre. The inauguration of all above three centers was held on 26th January in the presence of Navsari District Collector, Ms. Ramya Mohan and Navsari MLA, Mr. Piyushbhai Desai.



The inauguration function

Quilon Management Association

The Quilon Management Association organised a programme on 28th January with Dr. Rakesh P S, Asst Director, Centre for Public Health Protection and Dr. Reena Nalini, Consultant Gynecologist Victoria Hospital, Kollam who spoke on the topic 'Preventing Cancer through healthy food and life style' and 'Cancer among women- early detection' respectively.



Speakers and participants at the programme

Rohilkhand Management Association

Rohilkhand Management Association organised a one day workshop on 'Power of Responsibility' on 23rd January. 30 delegates from different industries and management institutes participated in the workshop. The speaker Mr Tapas Dasmohapatra is an eminent corporate trainer, Co-founder and Director of Possiblers, New Delhi. The workshop was appreciated by one and all.



(L-R) Prem Babu Sharma (Sr. Manager B.L. Agro Ltd.), Tapas Dasmohapatra (Speaker), Roshan Lal (Dy. Labor Commissioner), K. K. Damani (President RMA), Dr. S. P. Singh (Independent Director, B.L. Agro Ltd.), Qadir Ahmad (Secretary RMA)

Tarapur Management Association

Session

Tarapur Management Association organised a half day session on the topic 'Parenting' on 16th January. The session was conducted by a prominent speaker and an authority on the subject, Swami Damodardasa of ISKON. The session was well attended by the members of TMA and the executives/parents working in the industrial belt of Boisar - Tarapur.

Film Show

A film show on 'Last Lecture – Really achieving your childhood dreams' by Randy Pausch, was organised on 11th January. The content of this film was filled with emotionally charged, thought provoking positive messages from a man who was aware of his last journey of life.



Shri Damodaradasa, being felicitated by the ECM Mr. Yousuf Marikar along with Mrs Gauri Datir and Mr PS Rao

Thrissur Management Association

Management Student Chapter

Mr Gopi Kallayil, Chief Evangelist of GOOGLE, USA, spoke to students of TMA Student Chapter on the topic '9 Principles of Innovation at Google'.



Mr Gopi Kallayil addressing



'Spirituality & Management' address by Swami Bodhananda Sarasvati

Monthly Guest Lecture

Swami Bodhananda Sarasvati spoke on the topic 'Spirituality & Management' on 11th January. The programme was very well received.

Silver Jubilee and New Year

This being the Silver Jubilee year TMA decided to honour the Charter members and the Past Presidents of TMA in a special celebration. The Mayor of Thrissur, Mrs. Ajitha Jayaraj was the Chief Guest on the occasion.



Mrs. Ajitha Jayaraj addressing the gathering

TMA-Hykon All India Business Plan contest

This year the All India Business Plan contest was held at Kerala Agriculture University (KAU) on 14th January. The Vice-Chancellor of KAU, Dr. P. Rajendran was the Chief Guest on the occasion. Forty five teams from all over India took part in the contest and a cash prize of one lakh was given to the winners.



Inauguration of the programme

Trivandrum Management Association

Trivandrum Management Association organised an evening lecture programme on 'Reaching Your Dreams: Some Ancient Indian Technology Perspectives-With special reference to Astrology' by Prof. S. Sreekumar, Astrologer & Associate Professor, English Department, Mahatma Gandhi College, Trivandrum on 29th January. The programme was well attended and received by the audience.



The speaker addressing the audience

10th

National Research Conference



Integrating Technology in Management Education

28 - 29 March 2016

India International Centre,
Lodhi Road, New Delhi, India

For further details/Research Paper Submission / Registration, please contact:

Dr. Anuja Pandey - Conference Director

All India Management Association, Centre for Management Education

Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003, Tel No.: 24645100/43128100 - Ext. 709;

Fax: 24626689, 24643035; Email: nrc@aima.in; sjames@aima.in; Website: www.aima.in

AIMA Events Calendar

Event	Conference Director	Venue	Date
60th Foundation Day & 9th National Management 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	Veena Swarup, Director HR, EIL	New Delhi	23 March 2016
SYMP		Thrissur	20 April 2016
Global Procurement Summit 2016		Delhi	21 April 2016
Managing India Awards 2016	Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group	Delhi	28 April 2016
5th HR Leadership Retreat	TV Mohandas Pai Chairman, Manipal Global Education	Goa	17-19 June 2016
National Management Games 2016		Bhubaneswar Bengaluru Mumbai New Delhi Grand Finale New Delhi	05-06 May 2016 12-13 May 2016 19-20 May 2016 24-27 May 2016 27 May 2016

Event	Conference Director	Venue	Date
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	19-21 August 2016
India Conference - Berkeley, USA	Preetha Reddy Executive Vice Chairperson Apollo Hospitals Enterprise Ltd	Anderson Auditorium, University of California Campus, Berkeley USA	08 July 2016
SYMP		Guwahati	02 September 2016
43rd National Management Convention		New Delhi	21-22 September 2016

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