

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JULY 2015



Dear Readers,

Last week we lost one of AIMA's strongest pillars, Dr Ram Tarneja.

Dr Tarneja was associated with AIMA for more than 50 years and he played a critical role in establishing AIMA as the apex management body in India. He joined AIMA's governing council in 1962 and in 1972 he was elected AIMA's President. As AIMA President he brought about radical and far-sighted changes and tirelessly continued to contribute to the cause of the organisation over the subsequent years. His unstinting commitment and outstanding contribution will always be a benchmark for all AIMA members. His absence and guidance will be sorely missed.

AIMA expresses its deepest condolences to his family and friends.

Continuing with its mandate of building management capability, AIMA organised the 9th edition of its highly acclaimed Global Advanced Management Programme (GAMP) in the USA, led by Prof. Solomon Darwin. GAMP witnessed active participation of senior executives from various domains who benefitted of the programme's panel discussions, executive briefings and on-site visits to leading organisations in Silicon Valley.

In addition, AIMA was one of the co-organisers of the Horasis India Meeting on 5-6 July 2015 in Interlaken, Switzerland, convened by Horasis. This year too, AIMA contributed with a high profile delegation of speakers and participants. Mr Sunil Kant Munjal was also presented the '2015 Indian Business Leaders of the Year' award by Horasis. You will find more details inside.

AIMA's 41st National Competition for Young Managers was successfully concluded recently after touring the country, with close to 150 teams participating this year. AIMA continued to offer its training programmes and faculty development programmes to professionals and academicians. You will find brief reports in this edition along with updates from the LMAs and some interesting articles on management.

The forthcoming month will see us host the 42nd National Management Convention in New Delhi, on 30 September – 1st October, and I do hope you would be able to join us then.

Warm Regards

Rekha Sethi
Director General

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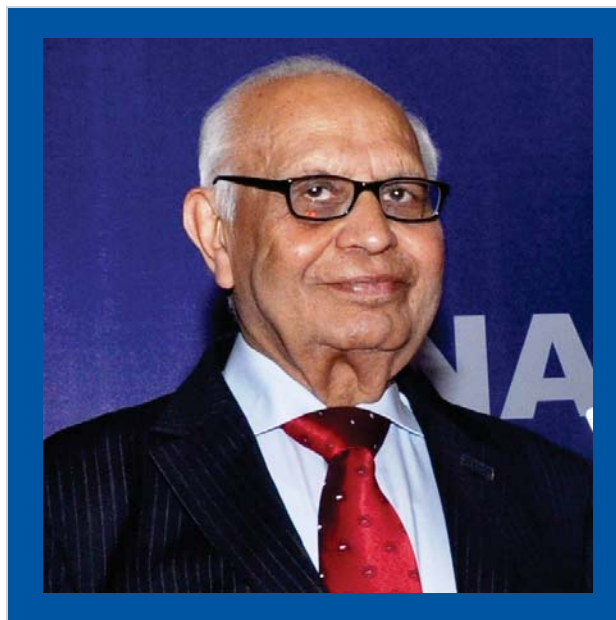
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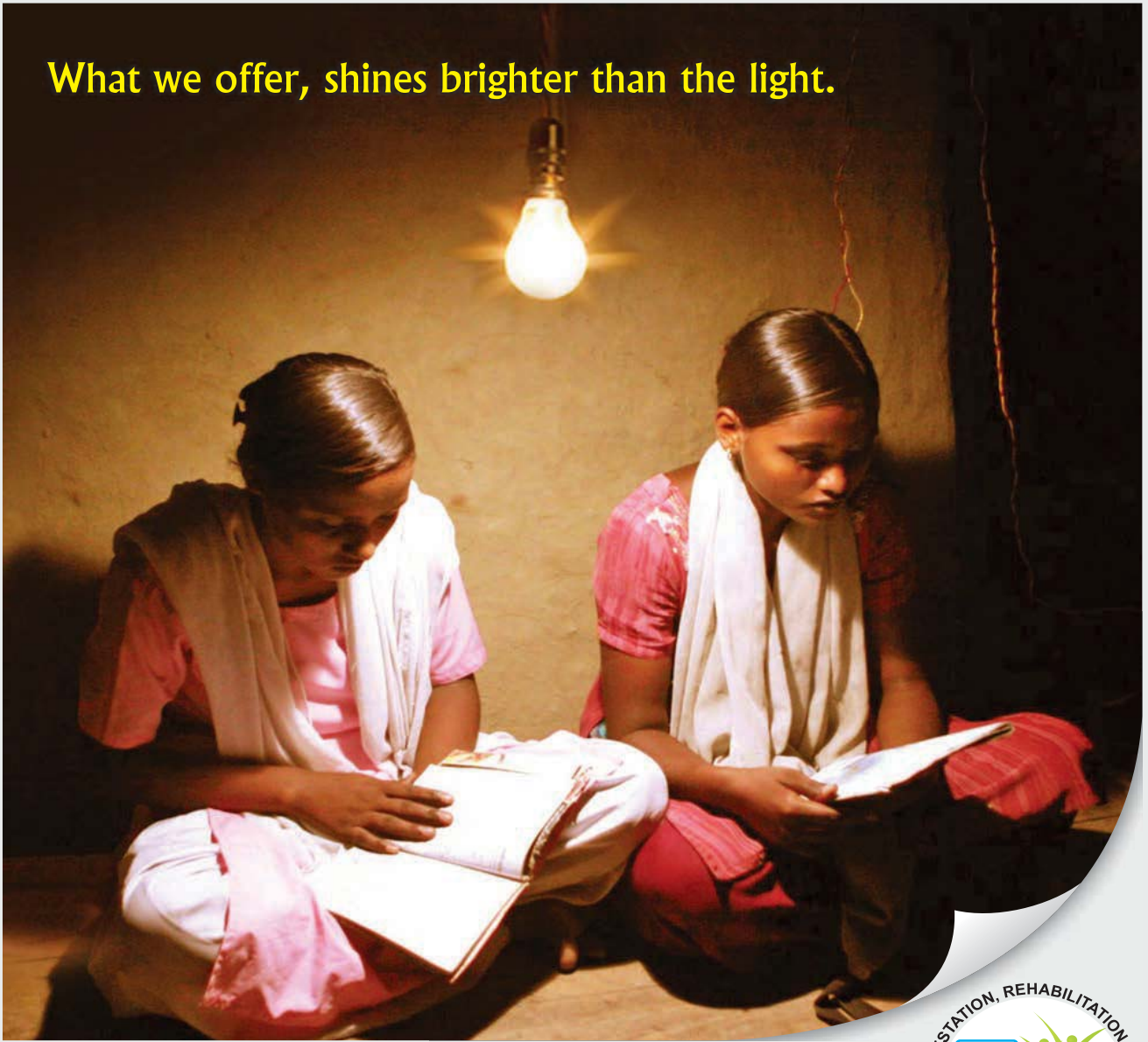
Dr. Ram Tarneja, AIMA Past President (1972-73)

Dr Ram Tarneja was associated with AIMA for more than 50 years and he played a critical role in establishing AIMA as the apex management body in India. Dr Tarneja joined AIMA's governing council in 1962 and in 1972 he was elected AIMA's President. An outstanding mobiliser, he raised funds to finance AIMA's management education and development activities. He founded AIMA's journal 'Indian Management' to promote management research and knowledge sharing and instituted an annual award for the best management writing in the journal.

Dr Ram Tarneja was also a doyen of Indian Industry and a leading figure in management, respected by one and all in the Industry and Government.

AIMA expresses its deepest condolences on the demise of its pillar of strength, Dr Ram Tarneja.

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9th Global Advanced Management Programme



GAMP USA 2015 delegates

AIMA organised its 9th Global Advanced Management Programme (GAMP) and 4th in the series in the US during 5-11 July 2015 in the Silicon Valley, USA. This programme was led by Prof. Solomon Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, University of California, Berkeley.

The Open Innovation executive programme highlighted opportunities for profitable growth, and rapid global economic trends. Sessions included concepts and tools for best business practices on global economic developments, sustainability, and innovative business models. From keynote speakers and panel discussions to executive briefings at top Silicon Valley companies, participants actively engaged in creative problem-solving exercises and relevant topics. Simultaneously, US companies

benefitted from studying and understanding the expansion and evolution of Indian business models. Executives learned from a multitude of inspirational and innovative leaders at on-site



Mr Venkatesan Ashok, Consul General of India in San Francisco addressing the participants



Participants at a session

visits to Standard Chartered Bank, Wells Fargo, Intel, Google, Stanford Medical Center, Cisco, IBM, PayPal, and TechShop.

Mr Venkatesan Ashok, Consul General of India in San Francisco addressed and interacted with the participants at a special plenary session and other keynote speakers included Mr Naveen Jain, Serial Entrepreneur and Founder & Executive Chairman, Moon Express Inc; Mr Vivek Wadhwa, Vice President, Innovation & Research, Singularity University; Mr Navi Radjou, Innovation & Leadership Strategist, Co-Author of Jugaad Innovation & Frugal Innovation; Mr PK Agarwal, CEO and Dean of the North Eastern University hubs in California and Mr Raj Desai, Executive Director, TiE Silicon Valley.

Sharing their feedback on the programme one

of the participants said, "The key takeaway is the need for free exchange of ideas and an open environment is critical for fostering innovation. The sessions are extremely informative and thought-provoking." Expressing his satisfaction with the programme a participant shared, "The programme on Disruptive Innovation was very well conducted,

well conceived and coordinated and above all very well executed...We had an opportunity to meet the top management of these companies and interact and get to know the challenges and the way innovation is practiced/implemented in these companies. On the whole it was an enriching experience!"



GAMP participants at Google

Horasis India Meeting



Virtual ribbon cutting ceremony

AIMA was one of the co-organisers of the Horasis India Meeting on 5-6 July 2015 in Interlaken, Switzerland, convened by Horasis and co-hosted by the Canton of Bern and the Confederation of Indian Industry (CII).

AIMA contributed with a high profile delegation of speakers and participants including Mr H M Nerurkar, Chairman, TRL Krosaki Refractories and President, AIMA; Mr Sunil Kant Munjal, Joint Managing Director Hero MotoCorp Ltd., Chairman Hero Corporate Service Ltd. and Vice President, AIMA; Mr Rajive Kaul, Chairman, NICCO Group; Mr Sudhir Jalan, Co-Chairman, Rieter India Pvt. Ltd. and Ms Rekha Sethi, Director General, AIMA.

The Horasis India Meeting was the first landmark business meeting on India to take stock of the state of the Indian economy after having seen



Sunil Kant Munjal, Jt Managing Director, Hero MotoCorp Ltd., Chairman, Hero Corporate Service Ltd. and Vice President, AIMA receiving the 2015 Indian Business Leaders of the Year Award

the new government one year into power. In his welcoming speech, Mr Suresh Prabhu, Union Minister of Railways, India, stressed the Indian government's commitment to wide-ranging reforms. The minister made a strong pitch for the government's 'Make in India' campaign, announcing the government's accelerating efforts to diversify the economy and develop the manufacturing sector.

Mr Sunil Kant Munjal was also presented the 2015 Indian Business Leaders of the Year by

Horasis together with PwC as the strategic partner.

The Horasis India Meeting is the foremost annual meeting of Indian business leaders and their global counterparts. This meeting provides a platform for business and government to discuss a wide range of issues related to the Indian economy. The meeting this year gathered 300 senior decision makers from business and government from around the globe engaging them to shape India's future directions.



Sudhir Jalan, Co-Chairman, Rieter India Pvt. Ltd.



Rajive Kaul, Chairman, NICCO Group



Rekha Sethi, Director General, AIMA



(L-R) Sunil Godhwani, Chairman, Religare Enterprises, India; Urs Widmer, Chief Operating Officer, SIX Swiss Exchange, Switzerland; Habil Khorakiwala, Chairman, Wockhardt, India and H M Nerurkar, Chairman, TRL Krosaki Refractories Ltd., & President, AIMA at the session on Globalising Indian Firms

42nd National Management Convention

“Making it Happen: Leadership in Times of High Expectations”

30 September - 01 October 2015, Hotel Taj Palace, New Delhi



The National Management Convention is the annual flagship event of the AIMA and it aims to address the challenges faced by corporates in India, their implications on the business scenario and deliberates on key strategies for successful business performance. The Convention addresses a topical theme of national importance and is addressed by eminent speakers.

Eminent Speakers

Suresh Prabhu

Minister of Railways
Government of India

Arvind Kejriwal

Chief Minister of Delhi

Imran Khan

Chairman, Pakistan Tehreek-e-Insaf,
celebrity and former cricketer

Reham Khan

Journalist & Spouse of Imran Khan

Amitabh Kant

Secretary, Department of Industrial Policy &
Promotion, Government of India

Jayant Sinha

Minister of State for Finance, Government of India

S Ramadorai

Chairman, NSDC & National Skill
Development Agency

H M Nerurkar

President, AIMA and Chairman, TRL Krosaki
Refractories Ltd

Naveen Jain

Serial Entrepreneur, Founder & Executive
Chairman - Moon Express, Inc. USA

Firdose Vandrevala

Senior Vice President, AIMA and Executive
Vice Chairman, Essar Steel India Ltd

Sunil Kant Munjal

Vice President, AIMA and Jt. Managing
Director, Hero MotoCorp Ltd. & Chairman,
Hero Corporate Service Ltd.

Rajiv Bajaj

Managing Director, Bajaj Auto Limited

D Shivakumar

Chairman & CEO-India Region, PepsiCo India
Holdings Pvt. Ltd.

T V Narendran

Managing Director, Tata Steel Ltd

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National Competition for Young Managers



NCYM 2015 Winners

AIMA held the 40th National Competition for Young Managers on the theme 'Transformational role of Young Managers in a new-age economy : Towards building Sustainable Organisation'.

The Regional Rounds were held at Bengaluru on 26-27 June, Kolkata on 3-4 July, Mumbai on 10-11 July and in Delhi on 17-18 July, 2015. The Grand Finale was held on 8 August, 2015 at New Delhi. The Jury was chaired by Dr Yogendra Saxena, Regional Director – CASI Global. The other jury members were Mr Sanjeev Roy, Senior

Higher Education Expert EU Public Diplomacy and Outreach in India & SAARC; Mr D V Shastry, General Manager –HRD, GAIL and Ms Nina Chatrath, Founder, Enhance Consulting. 142 teams from across the country participated in the competition. Bosch Ltd, Jaipur emerged as the National Champions; Bosch Ltd, Bangalore were the I Runners up & Mahle Behr India Pvt Ltd were the II Runners-up. Sir Padampat Singhania Award for Best Young Manager was given to Ms Jyothi Seetharaman of Altom T & D India Ltd.

Training Programmes



ICAI participants at the behavioural training programme

AIMA conducted an in company training on 'Finance for Non Finance' for Delhi Integrated Multi Modal Transit System Ltd. (DMITS) on 2 July 2015. The training programme helped participants acquire basic understanding of finance which is needed in their routine job roles training was conducted on 'HR for Non HR' on 28 July 2015. The training was well received by the participants.

A training programme was conducted on 'Behavioural Skills for Professional' for Ministry of Defence on 3 July 2015. AIMA also organised a two day training on 'Interpersonal Skills and Team Building' for SMS Group on 16-17 July 2015.

AIMA has partnered with Institute of Chartered Accountants of India (ICAI) towards building the professional skills of team members. A series of behavioural training programmes for

lower management staff of ICAI was initiated on 17 July 2015. Managing Time and Managing Change were the two topics covered on 17-18 July 2015. The series was inaugurated by Mr V Sagar, Secretary, ICAI. Mr Rakesh Sehgal, Secretary, Human Resource Transformation Committee, ICAI and Mr Syed Afsar, Head & Advisor, AIMA CSDT.

AIMA organised an open training programme on the New Foreign Trade Policy 2015-20 on 4 - 5 July 2015. The programme focused on equipping professionals with deeper understand of India's new Foreign Trade Policy.

A two day training programme on 'Training Management' was conducted on 29 -31 July 2015. The training was successful in helping participants learn various tools and techniques for effective design, delivery and training management.

Interactive Session



(L-R) Mr Ashok Rao, Former Chairman, TIE Global and Dr Sunil Abrol, Advisor, AIMA

AIMA organised an Interactive Session on 'Innovation & Entrepreneurship: The tough road... not for everyone' with Mr Ashok Rao, Former Chairman, TIE Global on 16th July 2015 at AIMA. The session was chaired by Dr Sunil Abrol, Advisor, AIMA. The session focused on the capabilities and traits required for entrepreneurship and the importance of innovativeness in becoming entrepreneur. The session helped participants appreciate the right reasons for turning entrepreneur and the right ways to go about developing their entrepreneurial skills. The programme was very well received by the participants.

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Faculty Development Programme:

AIMA conducted a Faculty Development Programme on 'Research Fundamentals & Data Analytical Tools' from 9 - 11 July 2015 at New Delhi. The workshop focused on foundations of research, research design, forecasting, time series, multivariate analysis model testing. The participants were introduced to latest software's like SPSS 23 and AMOS. The workshop, attended by academicians, Ph.D scholars and researchers from the industry, was very well received.



Participants at the Faculty Development Programme

Members Corner



Prof. S. Sriram, Executive Director, Great Lakes Institute of Management receiving the life Time Achievement award from Ratan Tata, Former Chairman, TATA Group

Prof. S. Sriram, Executive Director, Great Lakes Institute of Management was awarded with the Life Time Achievement Award by the former chairman of TATA group, Mr. Ratan Tata. The award recognises Prof Sriram's contribution to management education over the last 25 years. Mr. Sriram is also the Founder Director of Cloudcherry and has been chairman of SP Jain Institute of Management & Research and consultant to many companies in india and abroad. Great Lakes Institute of Management is an Institutional Member of AIMA.

10th Global Advanced Management Programme 2015

Disruptive Innovation & Open Business Models in the Changing Global Landscape



★ ★ ★ ★ ★ ★ ★ ★ ★ ★ 25 - 31 October, 2015 at Silicon Valley, USA. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Programme Background

AIMA's Global Advancement Management Programme is an annual management development programme designed especially for senior executives, that teaches Open Innovation and Disruptive Innovative Business Model Solutions. Today's executives are facing increasing pressure to achieve profitable growth, and GAMP addresses some of the emerging issues faced by senior executives and provides tools to better navigate their companies. The programme specifically addresses economic and business trends in global markets and high-growth economies. GAMP will provide insights into the latest models and frameworks for understanding business problems and specific strategies for identifying new opportunities and capitalising on them. Professor Darwin will guide in-depth discussions and lead panel discussions, site visits and creative problem-solving exercises.

Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

Programme Modules

- Module 1: Global Economic Trends
- Module 2: Open Innovation
- Module 3: Business Model Innovation
- Module 4: Sustainability Management in the New Era
- Module 5: Visits to World Class Companies

Programme Certificate

Upon the successful completion of the programme, participants will be conferred a "Global Advanced Management Programme" certificate awarded by All India Management Association

Participation Fee

- Delegate Fee per participant: INR equivalent to **USD 8500** per Participant (Plus Service Tax of 14% on the participation fee.)
- Inaugural Discount of INR equivalent to **USD 750** per participant for registrations received along with participation fee by **August 28, 2015**
- Early Bird Discount of INR equivalent to **USD 500** per participant for registrations received along with participation fee by **September 25, 2015**

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3 Ways Firms Can Profit From Environmental Investments

Rebecca Henderson lays out three ways for firms to profit from investing in environmental sustainability: forestalling risk, increasing operational efficiency, and selling to the environmental niche.

by Carmen Nobel

In the course of her work, Rebecca Henderson meets business executives who don't address the threat of climate change because they don't believe that it exists. Her recommendation: They should consider investments in environmental sustainability anyway, assuming that they do believe in generating revenue for their companies.

"For many firms, it's possible to act sustainably and make money at the same time," says Henderson, the John and Natty McArthur University Professor at Harvard University who has a joint appointment in the General Management and Strategy units at Harvard Business School and serves as co-chair of the HBS Business and Environment Initiative.

"FOR MANY FIRMS, IT'S POSSIBLE TO ACT SUSTAINABLY AND MAKE MONEY AT THE SAME TIME"

In her working paper making the Business Case for Environmental Sustainability, Henderson explains how companies like Unilever, Coca-Cola, and Zipcar approach environmental issues with profit margins in mind. The paper lays out three ways for firms to profit from investing in sustainability: forestalling risk, increasing operational efficiency, and selling to the environmental niche.

"The business case for making [environmental investments] cannot only rely on immediate, short term returns," Henderson writes in the paper. "Instead it rests on a sophisticated understanding of the risks entailed in doing nothing and on the opportunities inherent in moving early to prepare for a range of plausible futures."

Henderson notes that corporate history is chockablock with companies whose potentially risky bets paid off in the long term. "Take DuPont's investment in nylon," she says. "They spent many years stabilizing the process and learning to scale it up. And of course once they introduced it, it was an amazing success. Or there's Corning's investment in fiber optics. The entire history of Corning is a history of really significant investments taking a while to pay out. Another really nice example is Walmart's investments in its IT systems, which were quite costly and made over many years. In the beginning, people didn't think Walmart was such a big deal. But then of course it became the largest firm in the world."

FORESTALLING RISK, INCREASING OPERATIONAL EFFICIENCY, AND TARGETING A NICHE

In terms of environmental sustainability, forestalling risk can mean proactively taking environmental

measures in anticipation of future regulatory requirements—thus preserving the legal right to keep operating the company. It also can mean preventing damage to the brand.

Take the Coca-Cola Company, whose brand is worth more than \$81.5 billion, the third most valuable in the world, according to a 2014 report from Interbrand. Following complaints that Coca-Cola was depleting and poisoning local water supplies, the company announced in 2007 plans to achieve

its electricity consumption by 6.4 billion kilowatt-hours between 1990 and 2013, during which time it saved \$513 million through energy conservation alone, according to the company website. Walmart reports having saved more than \$200 million annually through its waste reduction efforts.

“The idea that in particular reducing your waste stream might be profitable is quite well established, going back to research on the chemical industry 30 years ago,” Henderson says. “And there’s a lot of



“water neutrality” by 2020—meaning Coca-Cola will replenish all the water it uses in beverage production. “They’re minimizing the political and consumer risks they face from people who say, ‘You’re taking all the water,’ or ‘You’re polluting local water supplies,’” Henderson says.

Regarding operational efficiency, Henderson lists several companies that saved money by saving energy or reducing waste. For example, IBM reduced

suggestive evidence that saving energy is also often quite a profitable thing to do.”

On the topic of consumer marketing, Henderson acknowledges that the majority of shoppers still aren’t willing to pay a premium for sustainable products. However, the environmentally minded minority make up a growing, powerful niche.

According to a 2014 report from Boston Consulting

Group, some two-thirds of total growth in the grocery sector has come from “responsible consumption” products. For example, organic grocer Whole Foods’ annual revenues have increased steadily in the past five years, from \$9.01 billion in 2010 to \$14.9 billion in 2014. BCG recommended that conventional brands would do well to enter the environmentally friendly product market, as Clorox did by launching its Green Works line of cleaning products, or as Unilever did by acquiring Ben & Jerry’s—which recently announced plans to stop using genetically modified organisms in its ice cream.

There’s also the booming “sharing economy,” which is built around the concept of monetizing shared resources, thus cutting down on carbon consumption and other environmental manufacturing costs. Henderson cites the car-sharing service Zipcar, which Avis recently bought for \$96 million, as well as home rental service Airbnb, noting, “Why build new hotels when we’ve got all this spare capacity?”

Henderson works closely with the STAR Lab, a new initiative focused on research about environmental consumer behaviour. “We’re looking at the best way to communicate sustainability efforts to consumers,” she says. “Part of the challenge is figuring out why they care.”

For instance, MIT and Harvard researchers studied whether jeans would sell better if labeled with information that they had been manufactured in an environmentally conscious facility. Field experiments at 419 Gap stores and 155 Gap Outlet stores revealed that these labels increased sales by 8 percent among

female shoppers in the retail stores. Among male retail shoppers and all Gap Outlet store shoppers, however, the labels had no discernable effect.

CONDUCTING A SCENARIO ANALYSIS

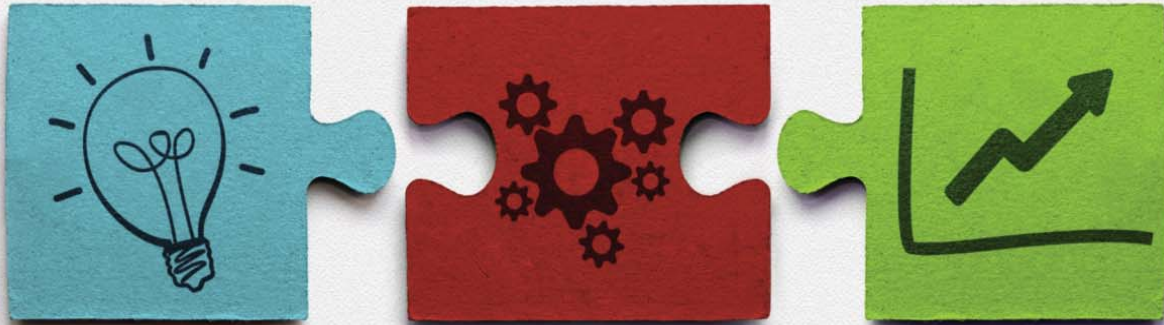
In the paper, Henderson recommends using scenario analysis to identify possible profitable opportunities—a systematic process for considering multiple possible ways that the future might unfold. Henderson says when she works through the process with executives, they’re often surprised to find that their “business as usual” strategy has less than a 50 percent probability of panning out.

“What sustainability analysis does is to really make [executives] stop and think,” she says. “Will consumers start to care about this? Will we face new regulatory pressures? Are there new opportunities we’re overlooking?” It moves from being an all-or-nothing religious war—‘Global warming’s not happening so we don’t need to react’ vs. ‘Yes, it absolutely is’—to a thoughtful process: ‘Well, maybe it is happening, or maybe our customers are going to start worrying about it.’ It’s a very productive way to up both the conversation and the strategic space.

“When every major national academy and every major scientific peer-reviewed paper suggests that there’s a significant risk to doing nothing, to me investing in sustainable ways is a calculated risk calculation that as businesspeople we should all be comfortable exploring,” she says. “The scientists may be wrong, but do we want to gamble 100 percent that they’re wrong? You don’t have to be a believer, you just have to hedge your bets. That’s good business practice.”

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CUSTOMIZED IN-COMPANY TRAINING

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

All India Management Association (AIMA)

AIMA is the national apex body of the management profession in India. Over the last five decades, AIMA known for its role in training and development has contributed immensely to the enhancement of management capability in the country.

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In Technology, Small Fish (Almost Always) Eat Big Fish

Leslie's Law shows how startups can own their markets.



For decades it was inconceivable that anyone could compete against IBM's absolute dominance of the computing industry. It owned 65% of the market, with the rest divvied up between what were then known as the "BUNCH" companies — Burroughs, Univac, NCR, Control Data, and Honeywell. They each had their own proprietary hardware and software

stacks and kept to themselves. Everyone was fat, dumb, and happy.

They were so happy, in fact, that they didn't even blink when, in 1959, Digital Equipment developed and delivered the PDP-1 — a new breed of mini-computer with standard memory of 4K, 18 bit words,

and a 200K clock speed. At the time, this seemed trivial compared to an IBM mainframe. But 30 years later, Digital Equipment had annual revenue topping \$14 billion and had given birth to a new industry, seeding companies like HP, Data General, Prime, Varian and a host of others.

Coinciding with the shift in hardware, the UNIX operating system — developed by AT&T in the late 1960s and early 70s — entered the mix, eating away more of IBM's domain and opening the door to microprocessor-based systems hosting UNIX, such as those from Sun Microsystems, which became the primary computing platform of the 1990s.

"You should always keep one eye looking behind you so that you can see the next young company that wants to eat up your market share someday."

- Mark Leslie

By the end of the decade, these companies had vanquished king IBM, relegating it to its shrinking yet still profitable mainframe business. For the last half of the 20th century, it was almost impossible to find any business or industry article on the IT industry that didn't mention IBM. Now you'd be hard-pressed to find any article mentioning them at all — except to describe their descent.

Eventually, and inevitably, these "small" entrants eat their way up the food chain into the market, capturing a larger and larger share, until the behemoths of the sector are forced to retreat back into a narrowing market niche.

From 1990 to 2000, I was CEO of Veritas Software, with a front-row seat for IBM's demise and many other dramatic changes in the tech space. Time and again, I saw how smaller companies, ideas, and

technologies chewed into the larger, complacent players above them that seemed too big to fail. Let's examine what this means for startup teams today, and how they should take advantage of their size, speed and simplicity to win in the long haul.

Bottom of Form

When you start looking at the world through this lens — that when small meets large, small almost always wins — you see it everywhere, across all tech sectors. It's so prevalent, in fact, that I consider it an industry law, in this case, "Leslie's Law." More examples to follow, but first, let's take a closer look at how this plays out.

When a sleek, small player enters the market, it does so by creating a low-friction, high-fit product that is sold at a low price to a large market. These new products are sold to a portion of the market that cannot access the larger products due to the cost of entry (in dollars and complexity) and the cost of ownership. The larger company may not even notice that the new company has entered the market because there are no mano-a-mano customer confrontations.

This leaves the smaller company free to expand upward into the market. Its leading-edge customers whose needs are expanding, and its own interest in expanding its market upward, spurs it on to increase the features and functionality of its products. From the perspective of the large incumbent companies, this upward migration is imperceptible. They aren't worried, so they don't pay attention to it. But it's happening.

Inevitably, by the time the threat becomes compelling, it's too late. The small company has taken root, developing the advantages of a lower-

cost structure with a simpler, lower-friction product. A new ecosystem has already sprung up around its core offerings. It's here to stay, and its inroads into the incumbent's territory can't be stopped.

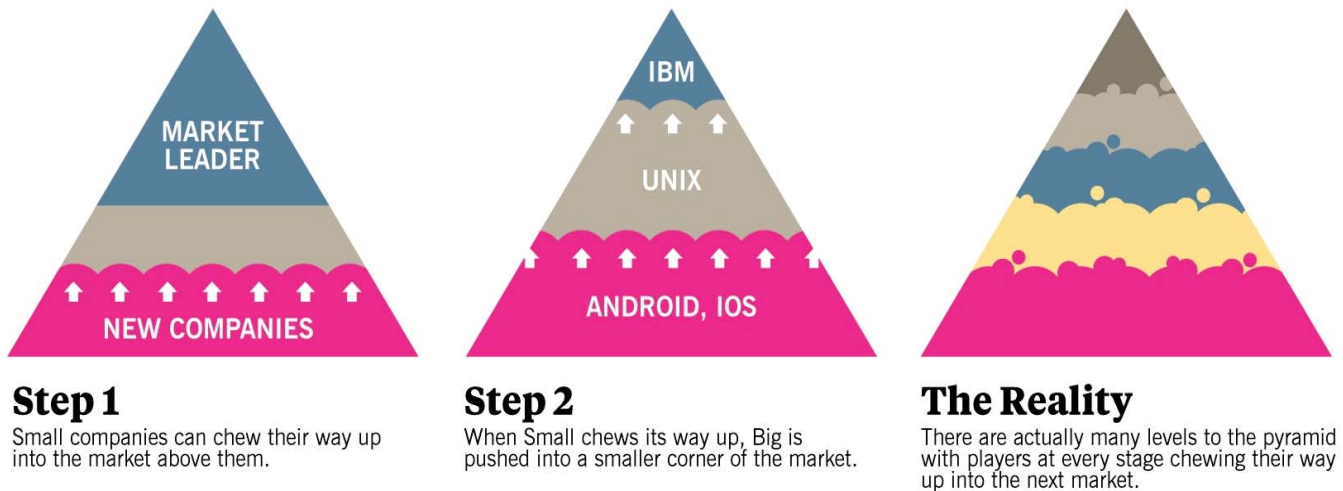
Think about it. Mainframes gave way to mini-computers, which were replaced by Intel microprocessors. Mainframe software was originally based on custom developed products within each company. Those were subsumed by enterprise software packaged products, and then by "client-server" software running on UNIX based servers, which faded in the face of software-as-a-service and open source options. The high-performance workstations of the 1980s were overtaken by PCs, which are now in the process of being overtaken by

effective razors, and Walker & Company by focusing on mission-driven cosmetics. Nest, Dropcam, Ring, Quirky and more are tearing into the smart home market once cornered by Honeywell. All while Shyp, Flexport, Uber and Postmates turn FedEx's universe upside down.

Right now, we're seeing the proliferation of small, lean and mean players poised to attack the big to mid-size players above them.

History Is a Record on Repeat

For over a decade, it seemed unlikely that the sun would ever set on the age of UNIX-based systems from SUN and HP — or the empire of desktop computers that has come after it. But as the incredible trend toward mobile phones as the "first



tablets and smart phones. It looks a lot like

This process is especially relevant today as we enter an age of unbundling. What is just one segment of a major company's offering is now done more efficiently and better by a standalone startup. Look at consumer packaged goods, where P&G reigns supreme. Harry's is winning by focusing only on cost-

screen" in people's lives continues, smartphones will win the day in short order, at least until something else comes along.

Hardware is an easy example to visualize, but the same trends have swept through software again and again. The database industry transformed over multiple generations — mostly under the watchful

eye of Oracle — but now smaller technologies are challenging its relative hegemony.

One sterling example is in the CRM (customer relationship management) space. For as long as anyone could remember, the market was owned by Siebel. It was big, offering an incredibly complex solution that had to be installed for customers on their servers, licensed in bulk, with tons of training and customer service attached. Sounds unwieldy, but it was the norm, and everyone needed it.

Then along came a company called Salesforce.com, offering just one capability of the many Siebel already provided. Only they offered it differently — instead of having to buy hundreds of licenses, customer companies could pay per employee using Salesforce.com, and use it in their web browsers hassle free. They became the automatic choice for the many young companies that couldn't afford to do anything but start small with SaaS.

Even so, the larger incumbents like Siebel comforted themselves that enterprise customers would never entrust their precious data and prospect lists to an offsite cloud-based system. Today, Salesforce.com completely dominates the CRM market and has an enormous ecosystem around it. Siebel, having had their lunch eaten right in front of them, became acquisition bait for Oracle.

Salesforce.com's ascent highlights the momentum of all cloud solutions, led by small, specialized companies purveying simple, easy-to-understand benefits for consumers and enterprises alike. Think Dropbox and Box, respectively. They are now what people think of when they hear the term "cloud," not the large, vertically integrated storage solutions of yesteryear.

Another example is ZenPayroll, founded by one of my students from Stanford's Graduate School

of Business. It focuses on doing one simple thing — payroll — and executing it as easily and simply as possible. People actually like to use this payroll system. By taking the pain out of this one task for customers, they're providing a solution that's more elegant and emotionally engaging than any that has come before it.

Already, they're creeping into territory occupied by Intuit. To adapt, that company will have to also expand upward, pressing on the players above them like Paychex, forcing them into the pinnacle of the pyramid, that much narrower position that precedes becoming obsolete.

If you asked the folks at Paychex what they think of ZenPayroll, they'd probably consider it a little mom-and-pop operation, or maybe say they never even heard of it. That's what makes the startup so disarming. Because it is small, it's the perfect option for small customers — family businesses with 10 employees, bakeries, book stores — of which there are many more. Earning their loyalty will give it the firm foothold it needs to capture more and more market share.

One might argue that Leslie's Law doesn't always apply — that there are some things you simply can't build small. To counter, there's the example of Rocket Lab, a New Zealand-based maker of small rockets powered by small, fast and agile motors that can deliver small satellites at unprecedented low prices and with unprecedented frequency and reliability.

In this case, Rocket Lab is only able to deliver payloads of 100 kilograms, a small fraction of the capacity of a SpaceX rocket. But instead of spacing launches months apart, they think they can do it as often as once a week for just \$1 million a pop. That opens up a whole new field of possibilities for Rocket Lab that will give them the boost they need to start



chewing their way into other markets.

So what does this mean for startups? What's the practical takeaway here?

Your rallying objective should be to build something truly great for the low end of the marketplace, solving an important problem with a simple, low-friction product in a segment of the market that's underserved by the incumbents. Once you've achieved excellent market traction in this arena, you can nibble your way upward until you're competitive with the heavyweights of your industry.

That said, you should always keep one eye looking behind you so that you can see the next young company that wants to eat up your market share someday.

As a side note, I recently wrote a paper called the Arc of Life that speaks prescriptively to the larger, more established companies, giving them advice on how they can continually transform to avoid losing ground and going extinct. It's never too early to start thinking about what you'll do next to survive.

Disclaimer: This article is republished with permission from Stanford Business School (www.gsb.stanford.edu/insights/technology-small-fish-almost-always-eat-big-fish). About the author: Mark Leslie is a Lecturer at Stanford Graduate School of Business where he teaches courses in Entrepreneurship, Ethics, and Sales Organization. He is also the managing director of Leslie Ventures, a private investment company.

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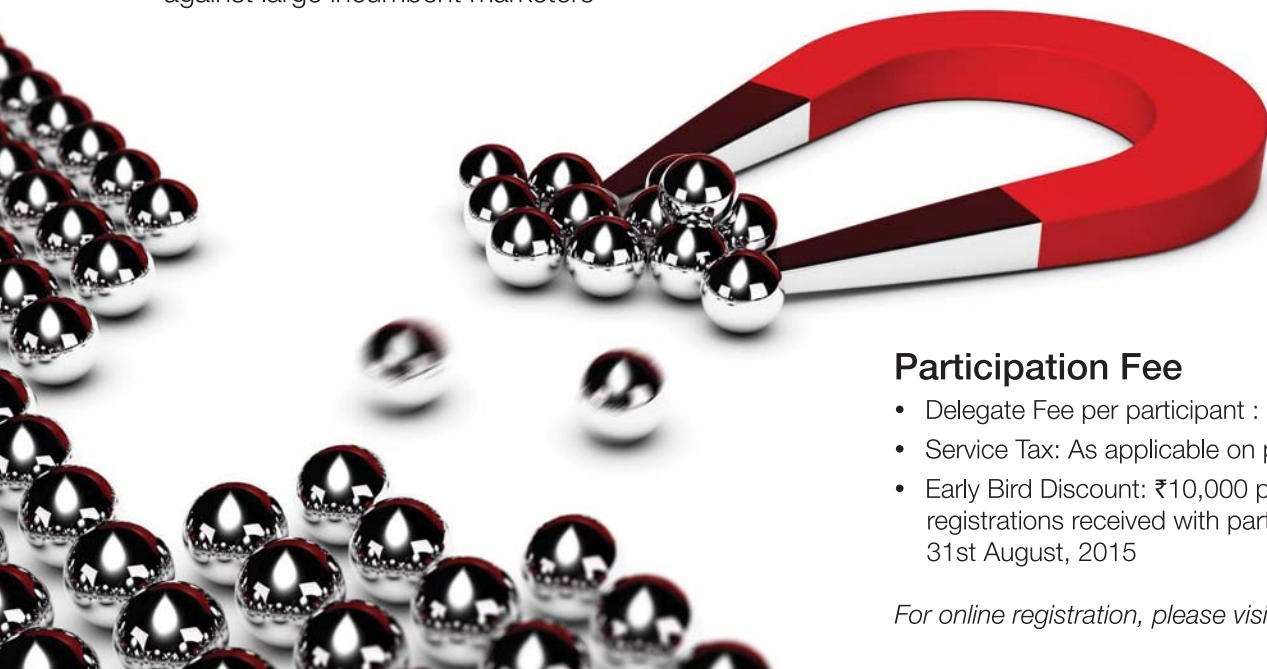
Retreat Chairman

Mr D Shivakumar

Chairman & CEO - India Region, PepsiCo India Holdings Pvt. Ltd.

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For online registration, please visit www.aima.in

For further details, please contact

Surajit Bit

Deputy Director

Ahmedabad Management Association

The momentum for the month of July was mobilised by a seminar on the book, 'The Difficulty of Being Good' authored by Mr. Gurcharan Das. The seminar was addressed by Dr. N. Ravichandran, Professor, IIM Ahmedabad. The activities at AMA began with the seminar series on Doing Business with China, Africa, USA, UAE, Exports & Imports – procedures & documentation, E-commerce for small entrepreneurs, Contract Management, Fundamentals on Business Analytics etc. with a total of 53 wide ranging MDP programmes in this month.



Mr. Nipam Shah delivering the talk

The lofty truths of Vedanta were made at once available and understandable to the common man, as part of continual series of four lectures titled 'Upanishad Ganga' by Br. Atharvanji of Chinmaya Mission. The programme was very well received by the attendees and served beneficial

to all aspiring students ensuring clear understanding of the great Indian thought in an entertaining and engaging manner.



Mr. Jay Vasavada addressing the audience

Mr. Arun Chitlangia, Management Consultant addressed a seminar on 'Ten Point Agenda for Managing Time'. A highly informative lecture was addressed by Mr. Nipam Shah, Managing Director, NRS Advisors Pvt. Ltd on 'Nurturing a Start-up Dream' emphasising the relevance, need and importance of pursuing an e-commerce venture detailing its various aspects.

Mr. Jay Vasavada, Motivational speaker, trainer and an eminent author, delivered a power packed and thought provoking session on 'Managing Aspirations and Expectations from Youth in New India' through which the business thinking mindset and efficient management were addressed. This month's activities propelled further when AMA organised its monthly Book Forum Meeting. Mr. Suresh Pandit, Management consultant, addressed the forum 'Can-Do-Attitude: An entrepreneurial journey' based on the book 'Dream with Your Eyes Open' authored by Ronnie Screwvala.

Mr. Bhaskar Joshi, General Manager (HR), Godavari Bio refineries Ltd. presented a film-based talk on 'Science of Spirituality' by Mr. Mahatria Ra. The lecture proved indeed very insightful and was widely applauded by the management professionals with the speaker sharing insights on thought leadership.

Ahmedabad Management Association commenced the 6-month diploma programmes in collaboration with California State University, San Bernardino for Post Graduate Diploma (July-December 2015) programmes in Human Resource Management, International Business Management, Financial Management, Marketing & Sales Management, Healthcare & Hospital Management and Corporate Communication & Advertising.

Baroda Management Association

Friday Evening Talk

A Friday Evening Talk session was held on 3rd July on the topic 'Mahabharata – A Management Perspective' by Mr. Rakesh Chhabra. Mr. Chhabra, led the HR function in Suhail Bahwan Group (Oman), over the last 9 years, and has been a speaker at World HR Conference, Gujarat Employers Organization.



Dr. Shivani Mishra addressing

Another Friday Evening Talk was held on 10th July on the topic 'Child Sex Ratio, Mirror Effect; Mirror Image India', by Dr. Shivani Mishra, Head of the Department of Social Work, Sardar Patel University.

On 17th July Prof. Dr. Sunita Nambiyar spoke about 'Understanding Generations in Indian Context' and on 24th July Mr. Asim Choudhary from ONGC spoke on 'The New Land Acquisition Act and its Implications'.



Prof. Dr. Sunita Nambiyar addressing.

Management Development Programme

A Management Development Programme on 'Dynamite Sales Presentations' was held on 7th July. The programme was attended by people from different industries, mainly with sales background.

Another MDP on 'Problem Solving Tools' held on 15th July led by Mr. YM Nanavati, a Mechanical Engineer with more than 32 years of industrial experience with Multinational Co., ABB. The programme was attended by people from different industries mainly with quality & production background.



Participants at the session

Bharuch District Management Association

In-house Programmes

Bharuch District Management Association conducted an in-house MDP at PI Industry, Panoli on the topic 'Chemical Safety – Handling Hazardous Substances' on 7th July. The trainer was Mr. Bhagirath Chandak, Safety Advisor & Trainer, Bharuch.



Certificates distributed at PI Industry, Panoli to all the participants

On 14th July an in-house MDP on First Aid was held at Torrent Pharmaceuticals, Dahej. The trainer at the session was Dr. H. I. Shah, DHMS, Bharuch

MDPs

A two day MDP on 'Intelligent Trouble Shooting using Root Cause Analysis Techniques' was conducted from 10-11 July led by Mr. S. Raghavachari, Corporate Trainer, USA. The workshop was inaugurated by Mr. R. P Patel, GM, GNFC, Dahej. The workshop concluded with the valedictory speech of Dr. C. K. Giriya, Founder and CEO, Matru Chemicals, Ankleshwar.



Participants of the workshop at BDMA auditorium

An MDP on 'From "i" to "I" – A workshop to unleash the Hero within you' was held on 16th July led by Mr. Chetan Shah, Corporate Trainer, Team Results Corporate Solutions Ltd. Vadodara. The programme was an attempt to create these common beliefs and positive attitudes, which support each one of us in having a fulfilling professional and personal life.

An MDP on the topic 'Train the Trainers' was held on 24th July by Mr. Apurva Pandya, Director – Inside Out Training Solutions, Bharuch.

Lecture Series

BDMA has been arranging 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 and was organised on 12th and 27th July.



Mr. Apurva Pandya addressing the participants

Evening Talk

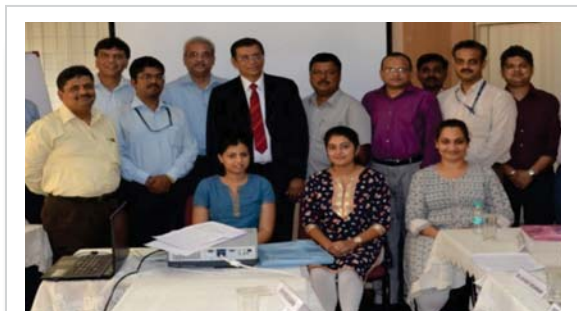
An Evening Talk on 'How Cool is your Cooling System? Does it add to your Profits??' was organised on 28th July with Mr. Shailesh Harani, MD, ARMEC Group, Mumbai.

CEO Think Tank

The CEO Think Tank Forum Meet was held on 31st July on the topic 'Current & Future Development Plans of Reliance, Dahej' with Mr. Pavan Jain, President, Reliance, Dahej. He shared the current and future plans of Reliance, Dahej unit in detail followed by a question & answer session.



Presentation of memento to Mr Pavan Jain, President, Reliance, DAHEJ



Dr. R. Krishna Murthy along with participants

Bombay Management Association

On 8th July a workshop on 'Negotiating a Charter of Demands' by Dr. R. Krishna Murthy was held. The objective of the workshop was to understand the negotiation process and how strategy can shape outcomes.

A workshop on 'HR Auditor Masterclass' by Mr. Sumeet Varghese, SPHR – Founding Partner, Your HR Buddy was held on 17th July.

Another workshop on 'Excellence in Negotiation Skills' by Mr. Vincent D'silva, Director of Silva Management Services was held on 23rd July.



Mr. Sumeet Varghese along with participants



Mr. Ramesh Soni along with participants

'Laws Pertaining to Employees/Labour' by Mr. Ramesh Soni on 30th July. The objective of the workshop was to bring awareness amongst the Small and Medium Business owners and managers about the various Employment / Labour laws and their applicability.

The Western Suburbs Centre and SME Committee of BMA in association with COSMA conducted a one day workshop on

Calcutta Management Association

Annual General Meeting

The 57th Annual General Meeting of CMA was organised on 13th June. The outgoing president Mr Dhruba Mukherjee congratulated everyone for another successful year at CMA. He also thanked the Executive Committee & Past Presidents for their support and encouragements. Thereafter the new committee was elected. Mr Gautam Ray, Executive Director-HR & Admin, CESC Ltd. was unanimously elected the President of CMA for the year 2015-16, Prof Asok Kr Banerjee, Sr Professor at IEM Group & Mr Siddhartha Chatterjee, Country Head, Trustline Securities Ltd were elected Vice President & Treasurer respectively.



Mr Dhruba Mukherjee addressing the members.

Seminar

CMA's Seminar on 'Sexual Harassment at Workplace - Aiming at a Gender Just Work Environment' was organised on 16th July. This seminar is one of CMA's most popular programmes and this year more than 60 participants attended the seminar. The programme was graced by Justice P K Chattopadhyay, Judge, Calcutta High Court and Mr D P Tarenia, IPS, CG & DG - Home Guards, West Bengal. Ms Paramita Chaudhuri, who has been associated with this event since its inception was the Seminar Director. Other faculty included Ms Ruchira Goswami, Asst professor-Social Sciences, NUJS, Kolkata; Ms Chandrayee Alam, Advocate, Calcutta High Court; Ms Neena Bahadur, Head - HRD, Coke Sinter & Iron, Tata Steel Ltd.; Dr Rosina Ahmed, Consultant Breast Surgeon, Tata Medical Centre & Mr Subaschandra Das, Chief Manager - Legal, National Insurance Company Ltd.



Justice P K Chattopadhyay, Judge, Calcutta High court delivering the Chief Guest's address. (Seated) Prof. Asok Kr Banerjee, Dr Rosina Ahmed, Mr S C Das & Ms Neena Bahadur.

Calicut Management Association

Calicut Management Association (CMA) conducted an inhouse discussion on 'Intellectual Bias and Distorted Public Opinion Formation' on 19th June at CMA office Calicut. Mr KT Thomas, MD Milma & Vice President CMA spoke on the subject. More than 20 members participated in this presentation.

Chandigarh Management Association

Chandigarh Management Association (CMA) organised an interactive session on 'Smart and Humane Policing in Smart Cities' on 28th June. The session was addressed by Mr Rajbir Deswal, IPS, Inspector General/Joint Director, Haryana Police Academy. Dr. Anshu Kataria, President CMA presided over the session.



Mr. Rajbir Deswal, IPS addressing the audience

Mr Deswal, while addressing the distinguished audience, said that smart cities face unique challenges of law & order, traffic and crime. Dr. Anshu Kataria, President, CMA said that Chandigarh along with its satellite townships of Mohali and Panchkula are fast taking shape of a metropolis and are confronted with the issues of the inter-state regions.

Delhi Management Association

5th HR Conclave

Delhi Management Association, People Metrics Pvt Ltd. and Thomas Assessments Pvt Ltd conducted Event of the Year - 5th HR Conclave on the theme 'The Changing Role Of Human Capital Management in a Globally

Competitive Environment’ and 3rd DMA- Thomas National Award for Excellence in Talent Management on 3rd July.

In the inaugural session, The Chief Guest, Mr. Vijay K Thadani, Vice Chairman & MD, NIIT spoke about the changing profile of the workforce and Mr. Yogesh Misra, Vice President and Head Consulting People Metrics and Thomas Assessments gave the programme overview.

Some of the other speakers included Mr. Rajiv Kapoor, CPO, Fortis Healthcare; Mr. Vivek Bhargava, Director HR, Dupon; Ms. Kavita Dasan, AVP- HR, Zee Entertainment; Mr. A Sundara Rajan, Founder & Director, Thomas Assessments; Mr. Avdesh Dixit, Vice President & Head HR, GE SBI Capital JV; Mr. Sunil Omanwar, Head L&D, Fortis Healthcare; Dr. Deepak Singh, Director HR, KPMG amongst others.



(L-R) Mr. K K Muthu, Past President, DMA, Mr. Yogesh Misra, Dr (Ms) Pankaj Mittal, Mr. Vijay K Thadani, Mr. A Sundara Rajan and Mr. Rajan Pandhi



Award Winners at the 3rd DMA-Thomas Assessments National Award for Excellence in Talent Management

The conclave culminated with the 3rd DMA-Thomas National Award for Excellence in Talent Management. Distinguished HR professionals and organisations were felicitated for the footprints that they have created in the areas of HR & Talent Management. Mr. Rajan Pandhi, Director, DMA delivered the vote of thanks at the end of the conclave which was attended by large number of HR professionals both from the PSU and private sector.

Women Entrepreneurship 2015

With a view to find a commonality of vision and a greater congruence towards enhancing prospects for women in careers The Indus Entrepreneurs (TIE) organised Women Entrepreneurship 2015 – New Horizons on 24th July at New Delhi. The summit was attended by a large number of corporate delegates, faculty from various management institutes. The event was appreciated by the participants. The programme was duly supported by DMA.

Plant Visit

A group of DMA members visited the plant of JCB India Ltd, Faridabad on 31st July. Mr. Sameer Kumar, Deputy General Manager (L & D Operations), JCB India made a presentation about their organisation, its products vision and mission followed by an interactive session with the participants. Mr. Ajay Patil, Business Head – Skid Steer BU shared the various features of their products and answered the queries raised by the participants.



DMA members with the JCB officials at the plant.

Ghaziabad Management Association

Lecture Cum Interactive Session

Ghaziabad Management Association organised a lecture cum interactive session on Sexual Harassment of Women at Workplace with specific reference to the provisions made under the The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. This session was conducted on 17th July 2015. The speaker for the session was Mr. K N Agrawal, retired Asstt. Labour Commissioner, Govt. of U.P.



Session on the Law on Sexual Harassment

Annual General Meeting

The 32nd Annual General meeting of GMA was held on 24th July. Mr Amit Agarwal, Hony. Secretary shared the GMA activities during the year. Mr. Arun Aggrawal, the outgoing president expressed his satisfaction with the activities of the association and thanked members for cooperating throughout his tenure. Thereafter the new committee was elected and office bearers were announced.



Hony. Secy. presenting the Annual Report

Goa Management Association

Goa Management Association held its Knowledge Series – on 30th July at Goa. The speaker, General (Retd.) Dr. Sunith Rodrigues, PVSM, VSM, Former Governor of Punjab and Administrator, Union Territory, Chandigarh addressed the topic 'The Way Forward'. Welcome address was delivered by Mr. D Kumar Pillai, Chairman, GMA. Mr. Harshvardhan Bhatkuly, Hon. Secretary, GMA introduced the speaker and Mr. K D Bhat, Executive Committee Member, GMA delivered the vote of thanks. The event was well appreciated by everyone.



General (Retd.) Dr. Sunith Rodrigues, PVSM, VSM during the session

Hardwar Management Association

HMA organised a talk by Prof. A. K. Pachauri, renowned geologist and Professor (Retd) from IIT Rookee on the subject 'Disaster Manager & Mitigation: Kedarnath 2013 perspective'. Prof. Pachauri described in detail the sequence of events that led to the widespread catastrophe on the Himalayan ranges of Uttarakhand in 2013, the studies which went into the



Prof. A. K. Pachauri addressing the gathering

disaster and the recommendations thereof wherein the damage caused by such disaster can be minimised. The programme was highly informative and was well received the members of HMA.

Hyderabad Management Association

HMA celebrated the Golden Jubilee Year, 2014-15 and the 50th Annual Report was presented at the AGM held on 30th June. Mr Srinivas Ayyadevara, President, highlighted the achievements of HMA during the last 50 years of its existence. Returning officer, Mr. Sraven Kumar Madap announced the results of Managing Committee elections of HMA for the years 2015-17. The newly elected office bearers were announced at the Managing Committee meeting held on 11th July.



Mr Sraven Kumar Madap, Returning Officer, announcing the results of Managing Committee elections. Seated from left: Mr Vijay Vedantam, Joint Secretary; Mr Srinivas Ayyadevara, President; Mr E N Prasad Reddy, Vice President and Mr T T Reddy, Treasurer.

Indore Management Association

Centre of Excellence

Indore Management Association organised Centre of Excellence (COE) an evening talk on the topic 'ZED: Zero Defect Zero Effect' on 30th June. The speaker for the session was Mr. Luv Bhardwaj. ZED Scheme is an integrated and holistic Certification System, which can account for quality, productivity, energy efficiency, pollution mitigation, financial status, human resource and technological depth including design and IPR both in product and process of manufacturing.



Mr. Bhardwaj during IMA Centre of Excellence.

Management Film Show



CA. B P Inani during the Management Film Show.

IMA organised a Film Show on the film 'Band Baaja Baraat' on 10th July. The moderator for the session was CA. B P Inani

HR Forum Meeting

Indore Management Association organised its HR Forum Meeting, on the topic 'Hiring for high Emotional Intelligence: How to use the EQ Interview process' for management professionals and students on 27th July. The session was moderated by Ms. Nupur Singh, Associate Manager, Human Resource Management & Communication.

Reader's Clique

IMA in its IMA Reader's Clique organised a book discussion on the book 'Unposted Letters' by T.T. Rangarajan, 'Mahatria Ra' for management professionals and students on 15th June. The moderator for the session was CA Girish Agrawal.

Corporate Social Responsibility Initiative

Indore Management Association took an initiative to motivate its members to participate and contribute towards Corporate Social Responsibility (CSR) on 30th June. Under Clean India Initiative, Prime Minister, Mr Narendra Modi has declared that by next 15 August all girl schools in entire India shall have toilets. Indore Management Association and Infobeans Technologies Ltd. contributed to this initiative by donating 23 prefabricated toilets for girl schools of Indore.



Participants during HR Forum Meeting.



CA Girish Agarwal during IMA Reader's Clique.



Training@doorstep participants at Man Trucks India Private Ltd.

Training@Doorstep

IMA organised its Training@Doorstep, a one-day workshop on 21st July at Man Trucks India Private Ltd., Pithampur. The module for the workshop was 'Supervisory Skills for High Productivity' and the speaker for the session was behavioural skills trainer, Mr Pankaj Kothari.

Another training was held on 28th July at Gajra Gears Private Ltd., Dewas led by Mr Pankaj Kothari on the same topic.

Kanpur Management Association

Kanpur Management Association in association with JK Centre for Technician Training celebrated World Youth Skill Day on 15th July by inaugurating a Fitter-Fabrication batch of 40 candidates being trained under 'Pradhan Mantri Kaushal Vikas Yojna'. Mr. Lalit Kumar Khanna, President, Kanpur Management Association, who was present as a chief speaker, interacted with the trainees and explained to them the need of skill development in our country.



Mr. Lalit Khanna motivating the trainees

Kerala Management Association

Strategy Meet

Strategy Meet of the elected members of KMA 2015-16 along with few selected Past Presidents was held on 10th and 11th July at Alleppey to discuss KMA activities for the year 2015-16.

Tribute to late A P J Abdul Kalam & Inaugural Evening Lecture Meeting

KMA paid tribute to the former President A P J Abdul Kalam through a memorial talk entitled 'Remembering A P J Abdul Kalam' by Dr. Christy Fernandez, IAS (Retd.), Former Secretary to President of India. This was followed by the inaugural evening lecture meeting of KMA year 2015-16 addressed by Mr. Paul Antony IAS, Chairman, Cochin Port Trust on the topic 'Cochin Outer Harbour Project & Other Developments' on 30th July at Management House.



Elected MC Members & Past Presidents



Mr. Paul Antony IAS addressing KMA Members

Lucknow Management Association

Workshop

LMA collaborated with a non profit I Care India in organising a Stakeholders workshop on its project 'Transforming 100 Government Primary Schools' on 11th July. Mr. Alok Ranjan Chief Secretary UP & President LMA was the Chief Guest in the valedictory session.



Panelists at the session



Participants with the speaker

Interactive Session

Young Manager's Forum of Lucknow Management Association in collaboration with La Martiniere Girls College organised an Interactive session on 1090 Women Power Line, an initiative of U.P. Government for empowering women in Lucknow. The session was led by Mr. Navniet Sikera, IPS Inspector General Police 1090.

Knowledge Sharing

LMA in collaboration with The Institute of Chartered Accountants of India Lucknow organised a lecture on 'Understanding Cyber Security' by Mr. Gokul Krishnan, an IT and Cyber Security expert and consultant based in the Sultanate of Oman on 14th July.



Mr Gokul Krishnan addressing the gathering

Ludhiana Management Association

Session to foster innovation & passion among city entrepreneurs, Ludhiana Management Association organised a session on 'The Genesis Story & the Luxury Market in India' on 3rd July conducted by Mr Sanjay Kapoor, Managing Director, Genesis Luxury Fashion India Private Limited, Gurgaon. Mr Kapoor is one of the leading entrepreneurs of the country. The session was attended by 250 members and received good feedback.



Mr Kapoor addressing the session

Seminar

Ludhiana Management Association organised a seminar on 'Leadership Challenges : Managing Human Capital in Modern Organization' on 24th July which was attended by 230 industrialists, senior executives, & professionals. Mr Sofi Zahoor, Senior Director, HR & Operations, Quark Software Incorporation was the resource person for the session. He said, "Team vision, speed of change & innovation which operates at the same level will be the key success for organisations". The



Panelists at the session

session was presided over by Dr K N S Kang, Sr. Vice President, LMA.

Lecture

A lecture session on 'Boost Business Power Through Body Language' was organised by Students Forum of LMA on 29th July in University Business School, Panjab University Regional Centre, Ludhiana. Ms Gulneet Chahal, certified Life Skills & Communication Trainer spoke at the session which was attended by 250 teachers and MBA students from 8 management institutes/colleges in Ludhiana.



Ms Gulneet Chahal addressing

Madurai Management Association

Madurai Management Association organised an interactive session, on 26th July, with Mr R.V.B. Babu, ADRM, Southern Railway, who spoke on Digital India and Indian Railways. He shared that rail-road tickets are being proposed to help passengers travel by both train and bus using a single ticket and that the ministry would soon be setting up Wifi connections at major railway stations. Mr M. Shunmugasundaram, Hon. Secretary presided the event and welcomed the gathering.



Mr R.V.B. Babu, ADRM, Southern Railway

Madurai Management Association organised a Panel Discussion meeting on Vaigai River Restoration Project with Mr Richard Allen Murray, Adviser to Asia Initiatives; Ms Geeta Mehta, PhD, Adjunct Professor, Architecture & Urban Design and their team of architecture students from Columbia University, USA. Faculty and students from Fatima College, NPR College of Engg. and Tech also participated. Mr M. Shunmugasundaram, Secretary presided over the session and welcomed the gathering



Participants and speakers

Meerut Management Association

A yoga session was organised on International Yoga Day 21st June at Yog Sadhna Samity, Saket, Meerut. Members from various organisations attended the session. Mr. Abhay Kumar President of Yoga Sadhna Samity chaired the session. Dr. Jyoti a doctor appointed at the centre explained various aspect of yoga and benefits of yoga. Mr. R.P Singh & Mr. Kaushik conducted the yoga session.



Yoga session

A 5 day workshop on 'Practical Quality Improvement Techniques' was organised by Meerut Management Association from 2nd to 6th June. This was the fourth workshop of this kind organised by MMA. Mr. Yogesh Garg, M.D., Systeller Innovation, Meerut; Mr Virendra Kumar Gupta, Consultant and Mr. Aman Dayal, Director, Dayal Fertilizers were the faculty cum speakers, who taught about problem solving, quality analysis, uses of control charts, six sigma, PDCA, implementation of ISO 9000, and the aspect of Practical Quality Improvement Techniques in SMEs. These topics were designed in a very interesting and informative manner. This workshop was attended by more than 70 candidates.

Navsari Management Association

Wealth Conclave

Navsari Management Association organised its flagship event, 'Wealth Conclave' on 19th July. The conclave is one of the largest and the first of its kind in South Gujarat, where renowned speakers from India, Korea, Japan and France shared their thoughts and experiences on the process of wealth creation & protection.

Some of the speakers included Mr. Deepak Jain, Country Head, Knowledge Management, AAFM; Mr. D P Singh, Executive Director, SBI Mutual Fund; Mr. JisangYoo, Chief Executive Officer, Mirae Asset India; Mr. Philippe Batchevich, Associate Director, SBI Mutual Fund; Mr. Takeda San, Vice president, Reliance Mutual Fund amongst others. The conclave was attended by around 800+ retail and high networth individuals and was a great platform to learn about the nuances of wealth creation from the people who have actually seen it happen abroad and are the flag bearers of the concept in India.

Navsari Management Association held a lecture on 26th July on the topic 'Jina Isika Nam Hai' with Mr Bhavin Shah as speaker. Mr Bhavin Shah is a well known motivational coach and national level trainer. The lecture was well received and attended by over 300.



NMA team with Mr Bhavin Shah

Patna Management Association

Prof. R.P. Sahu, President, Patna Management Association conferred the Best Manager of 2014-15 Award on Mr. G. Panda, GM-cum-Circle Head of UCO Bank for the HR initiatives taken by him for the development of his executives.



Prof. R.P. Sahu, President, PMA presenting the award to Mr. G. Panda, GM-cum-Circle Head, UCO Bank

Tarapur Management Association

Advance Diploma in Industrial Safety

TMA successfully commenced XV batch of 'Advance Diploma in Industrial Safety' on 16th July. This course is recognised by MSBTE (Maharashtra State Board of Technical Education), and is being conducted by TMS (TMA Institute of Management Studies) for the benefit by the executives working in and around this area which comprises of more than 2000 small, medium and large scale industries. Till date more than 400 working professionals have benefited of this course. The XV batch was inaugurated by the Chief Guest, Mr Rajesh Katkar, Resident Deputy Collector of newly formed Palghar district in the presence of TMA President, Mr GVS Kumar and Secretary, Mrs Gauri Datir. The function was attended by past Presidents of TMA, members of TMA, past and present batch students of the course and senior executives from industries at large.

Film Show

A film show was organised on 13th July on '8th Habit – Effectiveness to Greatness' by Stephen Covey followed by an interactive session.

Thrissur Management Association

TMA member Dr. P. S. Krishnamoorthy took a class on 'Time Management & Career Development' on 10th July at IMT, Pottoor.



President CA. V. Venugopal addressing the gathering.



Chief Guest Mr Rajesh Katkar, Resident Deputy Collector addressing the audience. Seated on the dais, Past President Mr Narayn Mohite, President Mr GVS Kumar and Secretary Mrs Gauri Datir.



Release of the magazine

The 9th issue of TMA's magazine 'The Management Voice' was also released during the month.

The 25th AGM was held on 25th July and the new team of office bearers took charge. The first MC meeting was also held and 73 members took part in this meeting.

EXPERIENCE THE THRILL OF
RUNNING A COMPANY AND
TAKING IT AHEAD OF YOUR
COMPETITORS.



19TH

Student Management Games (SMG 2015) A National Competition

What is Business Management Simulation?

Management Simulation is a Computer based event that simulates a Business Scenario. It creates an opportunity for the participants to manage a business with multiple functional areas. They get to experience active competition and the perspective to handle it. They take strategic business decisions and see the impact through AIMA's indigenously developed software, 'CHANAKYA'. The essence of Management Simulation is 'Learning by Doing'.

Eligibility

A team of 3-4 members can be nominated by the Institution. Students of MBA, PGDM, Engineering, CFA and equivalent Professional programmes of any college or Institution can participate.

Dates & Venue

Region	Rounds	Dates
Bengaluru	Prelim + Regional	29-30 Sep & 1 Oct
Mumbai	Prelim + Regional	6, 7 & 8 Oct
Online	Prelim + Regional	12, 13 & 14 Oct
Delhi	Prelim + Regional	28, 29 & 30 Oct

Participation Fee (Inclusive of Taxes)

Upto 2 Teams	3 or more Teams
₹ 5,700 (Per Team)	₹ 4,500 (Per Team)

The participation fee is inclusive of Service Tax. AIMA Service Tax no. AAATA1644 AST 001, PAN no. AAATA1644 A
Participation Fee through Cheque/Demand Draft should be sent in favour of "All India Management Association", payable at New Delhi.
The fee paid is non-refundable/non adjustable, although participation by a substitute team is allowed.

For registration, please visit <http://chanakya.aima.in>

Prizes

1 **Champion Team**
Trophy + ₹ 40,000/-
& Tablets worth 20,000

2 **Runners Up I**
Trophy + ₹ 30,000/-
& Gift Hampers

3 **Runners Up II**
Trophy + ₹ 20,000/-
& Gift Hampers

The number of regional finalists will be selected to participate in the National Final based on the number of registration at each region. All participants will get a Certificate.

Grand Finale 31st October 2015, Delhi

Official Tablet Sponsor



Gift Hampers



For Registration Contact

Mini Khurana

All India Management Association

Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110 003

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Email: managementgames@aima.in, mkhurana@aima.in

Website: <http://chanakya.aima.in>

AIMA Events Calendar

Event	Conference Director	Venue	Date
20th Annual Convocation		Delhi	13 August 2015
Two Days Workshop on Transforming Procurement Together		Mumbai	21 August 2015
Training Programme on Export & Import Management		Delhi	27 August 2015
National Competition for Management Students – 2015		Bangalore Mumbai Kolkata Delhi Grand Finale	27-28 August 2015 27-28 August 2015 20-11 August 2015 03-04 September 2015 10 September 2015
Two days Workshop on Effectiveness for Women Professionals		Delhi	10 September 2015
Two days Workshop on MS Excel		Delhi	11 September 2015
42nd National Management Convention		Delhi	30 September – 01 October 2015
Training Programme on E-Procurement		Delhi	September-October 2015
SYMP		Kolkata	11 September 2015
SYMP		Goa	30 September 2015
3rd Marketing Retreat		Goa	16-18 October 2015
10th Global Advanced Management Programme 2015	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	Silicon Valley, USA	25-31 October 2015

Event	Conference Director	Venue	Date
4th Young Leaders Retreat	Sanjeev Bikhchandani Founder and Executive Vice Chairman, Naukri.com & Vineet Agarwal Managing Director, Transport Corporation of India Ltd	Goa	27-29 November 2015
SYMP		Cochin	26 November 2015
13th HRM Summit		Delhi	10 December 2015
Global Executive Management Programme	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	Bangalore, Delhi	13 -19 December 2015
Digital Marketing Retreat	D Shivakumar Chairman & CEO-India Region, PepsiCo India Holdings Pvt Ltd	Goa	22-24 January 2016
6th Senior Leadership Retreat	Sunil Kant Munjal Jt Managing Director, Hero MotoCorp Ltd and Chairman, Hero Corporate Service Ltd	Goa	05-07 February 2016
Foundation Day		Delhi	February 02016
National Leadership Conclave	Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group	Delhi	03-04 March 2016

To view full calendar please visit www.aima.in

For any feedback, suggestions or advertising queries please write to,
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AIMA

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