

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JULY 2019



Dear Readers,

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

AIMA continues to lay emphasis on its management research related initiatives and released a report on Digital Trade recently, in collaboration with the Hinrich Foundation and AlphaBeta Advisors. The report titled 'The Data Opportunity: The Promise of Digital Trade for India', brings together research on the national and international digital trade in India and recommends strategies for the future course of action. You will find more details inside.

Keeping true to its mandate of providing platforms to young leaders to shape the management destiny of the country, AIMA Young Leaders Council gained new ground with the launch of its Hyderabad Chapter. A session on 'Making Smart Cities for attracting Capital and Talent' was also organised on the occasion with several renowned speakers and young leaders. AIMA Young Leaders Council - Delhi NCR Chapter also organised an interactive session on 'Information & Cyber Security'. A brief report is carried in this issue.

Over the past few months AIMA has been reaching out to management institutes & universities across India with the first of its kind virtual learning platform - AIMA BizLab - an ecosystem which provides simulation-based learning in a risk free business environment. AIMA BizLab is seeing increasing adoption and has been launched at a number of prestigious institutes with several more in the pipeline.

During the month AIMA continued to offer its customisable admission and recruitment testing services to several institutions and organisations. In addition AIMA's interactive sessions, workshops, training and faculty development programmes were conducted during the period. This issue also carries updates from the Local Management Associations and some interesting articles on management.

The forthcoming month will see AIMA's customary change of guard at the 46th National Management Convention to be held at New Delhi on 17th - 18th September 2019, which will be addressed by industry thought leaders and policy makers. We hope you would be able to join us there and further details can be obtained from the AIMA website - [www.aima.in](http://www.aima.in)

I do hope you enjoy reading this edition of AIMA News and look forward to your comments, feedback and suggestions.

Warm Regards

**Rekha Sethi**  
Director General

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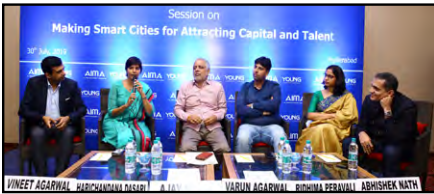
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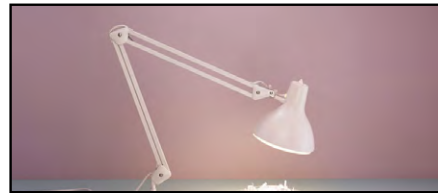
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# Global Advanced Management Programme 2019

Prospects and Challenges for Business in China's new context

November 17<sup>th</sup> – 22<sup>nd</sup>, 2019  
Beijing, China

## Programme Director

**Mr Claude Smadja**, Former Managing Director,  
World Economic Forum and President, Smadja & Associates Inc.

### Programme Background

China has emerged as the new superpower on the basis of an ecosystem which spots, encourages and rewards merit. The policy of encouraging new business models, development and deployment of latest technologies has enabled the Nation to march ahead by creating wealth and lifting millions out of poverty. The focus on robust infrastructure and nation-building has made the country a role model for the countries like India to follow. It has also excelled in developing Artificial Intelligence and Robotics and in some areas of Innovation considered even ahead of the Silicon Valley.

Global Advanced Management Programme in Beijing, China, will cover case discussions, presentations, executive panels, site visits and interaction with the top management teams of some of the best companies in China. The learning experience will be very intensive and interactive and one that will have immediate relevance and impact.

### Objective

To create a programme for the participants that will allow them to get a better understanding of what is going on in China's economic, business, political and social scene, identify key drivers and factors guiding some Chinese corporations strategies, help identify the key opportunities and challenges linked to doing business in and with China and start new relationships with Chinese companies and entrepreneurs.

### Course Fee

USD 8000 + GST per participant (in equivalent INR).

**Inaugural discount** of USD 750 per participant available on registrations, along with the delegate fee received latest by 31<sup>st</sup> August, 2019.

**Early Bird Discount** of USD 500 per participant for registrations received along with participation fees by 30<sup>th</sup> September, 2019

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

For further details, please contact :

**Mansoor Hassan-Manager**

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## Report Launch



*Release of 'The Data Opportunity: The Promise of Digital Trade for India' report (L-R) Rekha Sethi, Director General, AIMA; Ms Berenice Voets, Director of Public Affairs and Policy, Hinrich Foundation; Dinesh Tyagi, Chief Executive Officer (CEO), CSC e-Governance Services India Limited; Genevieve Lim, Associate, AlphaBeta and Raj Agrawal, Director, Centre for Management Education, AIMA*

AIMA in collaboration with the Hinrich Foundation and AlphaBeta Advisors launched a report on 'The Data Opportunity: The Promise of Digital Trade for India' on 25th July 2019 at New Delhi.

Mr Dinesh Tyagi, CEO, CSC e-Governance Services India Ltd released the report. He said that digitisation is driving inclusive growth in India and digitisation will boost many sectors of Indian economy, such as education, banking, insurance and healthcare. He stressed that Aadhar-enabled financial inclusion would raise incomes and boost the economy.

Some of the other eminent speakers who also

addressed the session included Ms Berenice Voets, Director of Public Affairs and Policy, Hinrich Foundation; Dr J S Juneja, Chairman Global Projects & Services (P) Ltd, Former Chairman & Managing Director, National Small Industries Corporation; Ms Rekha Sethi, Director General, AIMA; Ms Genevieve Lim, Associate, AlphaBeta; Mr Vipin Tyagi, Executive Director, C-DOT; Mr Manish Sehgal, Partner, Deloitte Touche Tohmatsu India LLP; Mr Deepak Pareek, Founder, MyCrop; Mr T S Vishwanath, Principal Adviser, APJ-SLG Law Offices, Former Head-International Trade Policy-CII; Mr B Bhattacharya, Former Dean, Indian Institute of Foreign Trade; Mr Aaron Kamath, Senior Member, Technology-





*Dr J S Juneja, Chairman Global Projects & Services (P) Ltd, Former Chairman & Managing Director, NSIC; T S Vishwanath, Principal Adviser, APJ-SLG Law Offices Former Head-International Trade Policy- CII and B Bhattacharyya, International Trade Expert, Former UN Advisor & Dean, Indian Institute of Foreign Trade*

settings. Digital exports represent the second largest export sector of India today with significant potential for growth and there is an opportunity for India to play a leading role in international policy formulation for digital trade rules.

This report was prepared by AIMA and the Hinrich Foundation with analytical support from AlphaBeta. The report brings together research on the national

Media-Telecom (TMT), Intellectual Property (IP) and International Commercial Law Practice, Nishith Desai Associates; Mr Suman Bose, Advisor to Boards and Executive Partner Lumis Partners and Dr Raj Agrawal, Director, Centre for Management Education, AIMA.

and international digital trade in India and recommends strategies for the future course of action. In addition, AIMA has been entrusted by the Ministry of Science and Technology, Government of India with the task of studying the 'Role of Branding in Enhancing Competitive Growth for MSME Sector'.

The report attempts to measure the current value-added of digital trade to the Indian economy, and its potential future contribution for growth. The report includes policy suggestions for capturing the digital trade opportunity. According to the report, digital trade is already adding significant value to India's domestic economy and this value-added could sizably increase with the right



*(L-R) Aaron Kamath, Senior Member, Technology-Media-Telecom (TMT), Intellectual Property (IP) and International Commercial Law Practice Nishith Desai Associates; Deepak Pareek, Founder, MyCrop; Vipin Tyagi, Executive Director, C-DOT and Manish Sehgal, Partner, Deloitte Touche Tohmatsu India LLP*

# Young Leaders Council Chapter Launch



*Vineet Agarwal, Managing Director, TCIL & National Chairman, YLC; Hari Chandana Dasari IAS, Zonal Commissioner (West Zone), Greater Hyderabad Municipal Corporation (GHMC); Ajay Misra, IAS, Special Chief Secretary for Energy Department, Telangana; Varun Agarwal, COO & Head BD, MymoneyKarma; Ridhima Peravali, Prosperity Adviser British Deputy High Commission, Hyderabad and Abhishek Nath, Managing Director & CEO, Ixora & YLC Chair, Hyderabad Chapter*

AIMA Young Leaders Council launched Hyderabad Chapter on 30th July, 2019. The session on 'Making Smart Cities for attracting Capital and Talent' was organised on the launch. Mr Ajay Misra, IAS, Special Chief Secretary for Energy Department, Telangana; Ms Hari Chandana Dasari IAS, Zonal Commissioner (West Zone), Greater Hyderabad Municipal Corporation (GHMC); Mr Vineet Agarwal, Managing Director, TCIL & National Chairman, YLC; Ms Ridhima Peravali, Prosperity Adviser British Deputy High Commission Hyderabad; Mr Varun Agarwal, COO & Head BD, MymoneyKarma; and Mr Abhishek Nath, Managing Director & CEO,

Ixora & YLC Chair, Hyderabad Chapter were the speakers of the session. The session was very well received by the participants.



*Vineet Agarwal, Managing Director, TCIL & National Chairman, YLC presenting a memento to Ajay Misra, IAS, Special Chief Secretary for Energy Department, Telangana*



## Biz Lab



*Inauguration of BizLab*

Experiential learning is the future of education and to fulfil the need of industry business situation sensitisation and to provide a risk free business learning environment, AIMA has developed an ecosystem to deliver best practices by simulation-based learning and launched [www.AIMABizLab.com](http://www.AIMABizLab.com); the first of its kind virtual lab for management students in India.

AIMA BizLab portal allows students to experiment with various management strategies and tactics in a given scenario. Specifically designed keeping the learning habits of the new generation of students, AIMA BizLab provides an unparalleled learning experience.

AIMA BizLab can be played on a self-mode (against autobots), in groups, as a workshop or

business competition; and can also be used as a learning assessment which is handled by AIMA BizLab certified trainer and faculty.

AIMA BizLab has been launched at a few prestigious institutes like AURO University (Surat), BML Munjal University (Gurgaon), Firebird Institute of Research in Management (Coimbatore), GNA University (Phagwara), Meerut Institute of Engineering and Technology (Meerut) and Suryadatta Group of Institutes (Pune). Next in line to be launched are PSIT (Kanpur) and Assam Down Town University (Guwahati) with many more in others parts of India subsequently.

The vision of AIMA is to have a Bizlab in every region of the country by the end of March 2020.



## Interactive Sessions



*Akshay Munjal, YLC Delhi Chapter Chair, President BML Munjal University presenting a memento to Rakshit Tandon, Director Executive Council - Council of Information Security (CIS), Cyber Security Consultant- Internet and Mobile Association of India, Advisory - Cyber Crime Cell (State Police)*

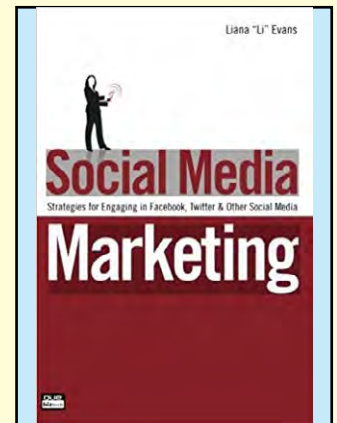
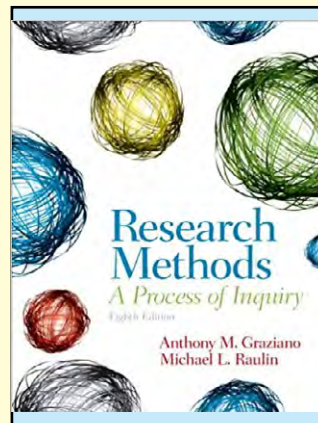
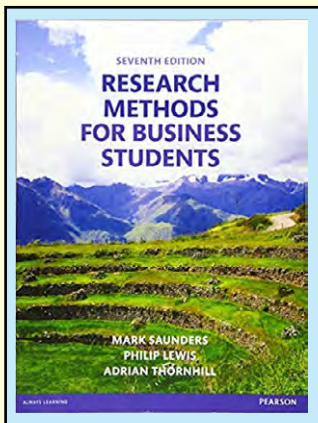
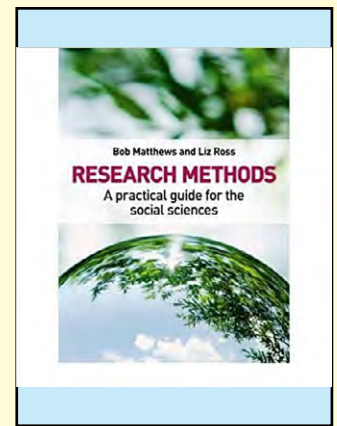
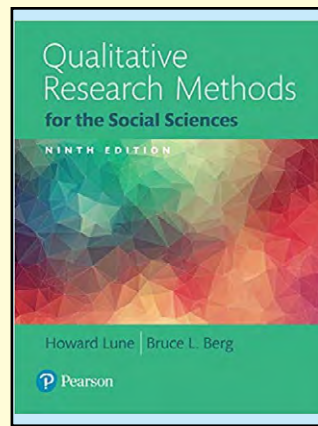
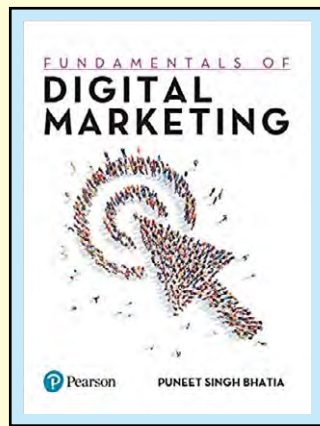
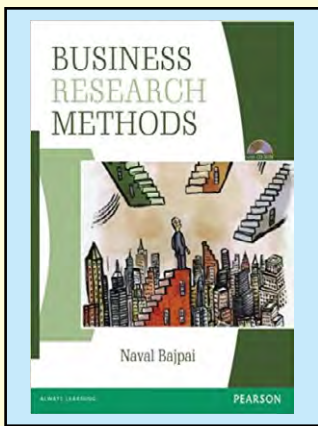
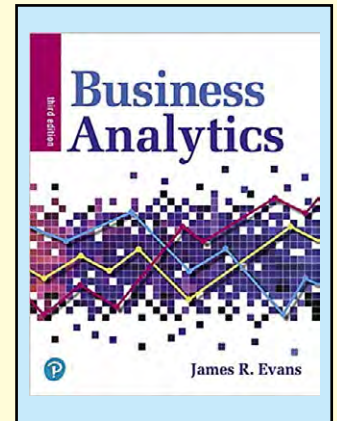
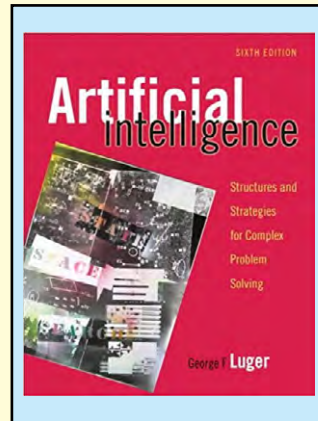
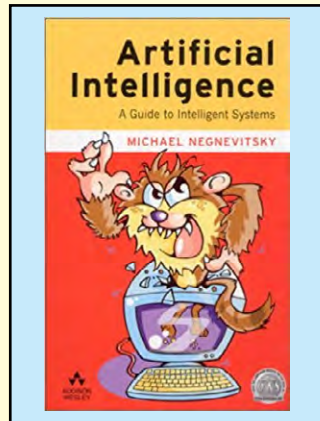
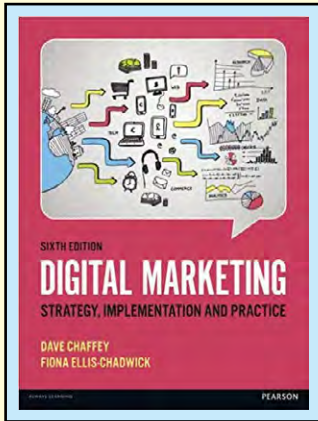
AIMA Young Leaders Council Delhi NCR Chapter organised an interactive session on 'Information & Cyber Security' on 2nd August 2019 with Mr Rakshit Tandon, Director Executive Council - Council of Information Security (CIS), Cyber Security Consultant- Internet and Mobile Association of India, Advisory - Cyber Crime Cell (State Police). The session was chaired by Mr Akshay Munjal, YLC Delhi Chapter Chair President BML Munjal University and covered important topics like Cyber Security, Data tampering, Phishing attack, Device management, Two factor authentication etc. The session was very well received by the participants.

AIMA organised an Interactive Session on 'Marketing at Confluence of Storytelling & Automation' with Mr Kartik Raina, Former CEO, Dabur Foods & Former Managing Director of Bestfoods International (Unilever Bestfoods), Sri Lanka on 26th July 2019. The session enabled the audience appreciate the art of telling brand stories in an automated environment and building profitable brands with a human touch. The session was chaired by Mr Mohit Gupta, Chief Curator, City Book Leaders.



*Kartik Raina, Former CEO, Dabur Foods & Former Managing Director of Bestfoods International (Unilever Bestfoods) addressing*

# New Additions in AIMA e-Library



For more information contact to [rsharma@aima.in](mailto:rsharma@aima.in)  
or visit on [http://apps.aima.in/aima\\_library/landing.aspx](http://apps.aima.in/aima_library/landing.aspx)



# Training Programme



*Participants from Delhi Development Authority (DDA)*

Delhi. The focus of the training was on attitude towards self, customers and organisational. The training was inaugurated and addressed by Mr Rajeev Gandhi, Commissioner Training, DDA; Mr K K Sharma, Director Training, DDA and Dr Raj Agrawal, Director, Centre for Management Education, AIMA. The participants were Assistant Directors and Deputy Directors from Housing and Land Disposal divisions of DDA.

AIMA conducted a series of training programmes on 'Persuasion and Influencing Skills' at Rawatbhata Atomic Power Station, Gorakhpur Haryana Anu Vidyut Pariyojana and Narora Atomic Power Station. The trainings were held on 15-16 July, 19-20 July and 26 July 2019 respectively. The training covered topics like Barriers to Persuasion, Planning Persuasive Communication, Using Persuasion to Influence, Story Telling – a tool for Persuasion, Conclusive Communication, Stakeholder communication Strategy etc. The training was very well received and appreciated by the participants.

A two day programme on management and behavioural training programme was conducted for Delhi Development Authority (DDA) on 10-11 July 2019 in New

An assessment session for the applicants of the AIMA Certified Trainer (ACT) was held on 6 August 2019. ACT helps to create a pool of quality trainers and the certification helps trainers gain competitive advantage at international standards, as it is endorsed by NOCN - UK.



*Training Programme participants from NPCIL, Narora*



# Training Programme on Cyber Security & Ethical Hacking



*Participants of Cyber Security & Ethical Hacking training programme*

AIMA conducted a training programme on Cyber Security & Ethical Hacking for B.Tech students of Bhagwan Parshuram Institute of Technology during June-July 2019 at New Delhi. The objective of the programme was to equip the students with Cybersecurity skills and prepare them to take up cybersecurity as a career option. The programme was well-received by 38 participants

and broadly covered topics like Cyber Security and Cyber Space, Types of Hackers, Networking, Working of Keyloggers, Viruses, Trojans, Ransomware, Phishing attacks, wifi & android devices attacks and the protection methods of getting being hacked. The programme was very well appreciated by the students.

# AIMA

ALL INDIA MANAGEMENT ASSOCIATION

# 45<sup>th</sup> National Competition for Young Managers

**Smart Organisation:  
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**Mumbai, Bengaluru, Kolkata & New Delhi**

## Participation Fee (per team)\*

(*For a team of three persons)	1-2 Team	3-6 Teams	7-More Teams
For Members of AIMA	₹29,000	₹27,000	₹26,000
For Non-members of AIMA	₹30,000	₹28,000	₹27,000

18% GST will be charged extra

AIMA GSTIN No. 07AAATA1644A1ZH AIMA PAN No.: AAATA 1644 A

\* Nomination will only be confirmed on receipt of participation fee. The fee paid is non-refundable/ non-adjustable, though participation by a substitute is allowed, till the written report is submitted.

## Date of the Competition

Kolkata	26 July, 2019
Bengaluru	5-6 August, 2019
Mumbai	8-9 August, 2019
Delhi	22-23 August, 2019

**GRAND**  
FINALE **Delhi**  
30 August, 2019

## Eligibility Criteria

A three member team of executives less than 35 years of age (as on January 1, 2019) is eligible to participate. The team should be from an organisation only. Organisations are also free to nominate as many teams as they wish.

Each team will be required to send the mandatory non-refundable entry fee, along with the registration form. The fees should be sent by a crossed demand draft/cheque in favour of All India Management Association, New Delhi and is payable in advance (at least 10 days ahead of the competition).

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**Online registration also available please visit [www.aima.in](http://www.aima.in)**

## A ROOF FOR FAITH

*Circa 1947; 40 year old Chaudhary Paras Ram – with his wife and 4 children – was living in the refugee camp at New Delhi’s Birla Mandir. The family, used to the high life and luxury in Pakistan, had a small corner to themselves. Filthy toilets, free community kitchen, daily fights over everything; it was a tough existence. Back in Pakistan, this man was a prosperous trader, mill owner and honorary magistrate. This was as high as the natives ever got. Living in great comfort, hobnobbing with the ‘gora sahebs’, children in convent schools, holidays in the hills, the works. The transformation was killing. He couldn’t take it anymore, couldn’t see the kids suffering. “Must find a place to ourselves”, he thought.*

*Every morning he would do the rounds of nearby government colonies. Finally, a deal was made. One of the babus agreed to let out his servant quarter for Rs. 25 per month. They could cook their own food in a little open space at the back. Chaudhary Saheb was happy. He gave the babu one month’s rent in advance and promised to move in next morning. His limited resources would take a big beating but the “camp” living was terrible. He would soon find some work, may be invest in a small business. In any case the Mandir life couldn’t go on. He had faith in God and on his own ability to rebuild their life.*

*Early next morning a ‘tonga’ was hired and the whole family, along with their few belongings, soon reached their new rented house. The tonga fellow was paid, their stuff unloaded and, with great expectations, he proceeded to press the call bell.*

*For several minutes there was no response. Then a lady appeared looking askance at the eager faces. When the head of the family explained that he had settled the*

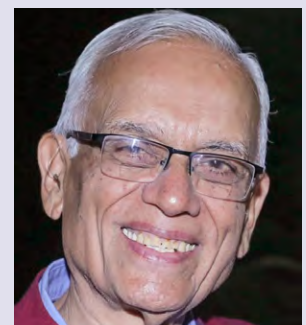
*rent deed on the previous evening, presumably with her husband, she showed great surprise. “But we’ve already taken some other tenant this morning; at Rs 30 per month, any way here’s your refund”, she shoved Rs. 25 into his shaking hands and shut the door.*

*Paras Ram’s world came crashing down. His faith was shattered. Their place in the temple would’ve been taken already by many waiting families. He had nowhere to go. At whose door could he knock. There were some distant relatives in Delhi but no one would put up so many people. “For the first time in my adult life”, as he would confess later, “I cried”.*

*All this time, a man next door was watching. Quietly he walked over to the shocked family and asked them to come into his house. He even picked up their luggage from the road and took them in. “I have a vacant room. You can stay here as long as you like. There will be no rent. I’m sorry for my neighbours’ behaviour”.*

*Paras Ram and his family stayed in Mr & Mrs Bhatnagar’s government quarter in Gole Market for nearly 2 months. They all cooked in the same kitchen and ate together. Later Mr Bhatnagar would also find them a haveli on rent in old Delhi. The owner, his friend Bashir Ali, would even make Paras Ram his partner in ‘Capital Hat House’ near Kotwali in Chandni Chowk. Still later, he would sell the business to him and migrate to Pakistan.*

*Chaudhury Saheb’s faith in humanity was restored. The good samaritan had changed his life.*



*by Krishan Kalra  
Past President, AIMA*



# Champions of change

## Inspiring, Creating and Innovating

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



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Leadership**



**Peer to Peer  
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**Professional  
development**



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

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## New Laws on Data Privacy and Security Are Coming. Is Your Company Ready?

by Andrew Burt

July 31, 2019



Bryan Mullennix/Getty Images

On March 26, Jonathan Leitschuh, a 20-something engineer, emailed Zoom to let the company know about a flaw he'd discovered in its software — one that allowed malicious actors to secretly access the cameras of anyone who'd ever used the popular videoconferencing service. It took Zoom nearly three months to resolve the issue. Leaving nothing to chance, Apple released its own software update to remedy the problem.

Three weeks after Leitschuh first emailed Zoom, the company went public in one of the most successful IPOs of 2019 so far. In other words, at the same time that the market was crowning Zoom with financial accolades, a young software engineer was discovering a vulnerability that jeopardized the privacy and security of nearly all of its users.

How could these two realities exist at once? The answer: Companies are not equipped to sell secure

software, because they are not incentivized to do so, and consumers on their own are in no position to demand it.

But this market failure will not last long. Governments are in the process of passing and implementing new laws to ensure higher standards for software security and data privacy, meaning that the era in which tech companies inadequately test their software for security and privacy vulnerabilities is coming to an end. Late last year, for example, California became the first U.S. state to enact basic standards for software used in the internet of things. A laundry list of proposed legislation on privacy and security at the state level, along with a host of proposals at the federal level, would raise the penalties for harms caused by privacy or security failures. Similar efforts are ongoing around the world, from India to Brazil and elsewhere.

While these new laws will not be quick in coming — regulations are notoriously slow to adapt to new technological challenges — they are indeed on their way, and software companies and their corporate customers shouldn't wait to take action. To start with, they should gauge their level of security in terms of not just the patches they install or the incidents they respond to, but also the labor-intensive, ongoing processes they devote to preventing privacy and security vulnerabilities. That means a central metric in securing enterprise data will become time: the time devoted to testing the software that companies create and purchase, and the time devoted to maintaining that software once it is deployed.

This would mark a dramatic departure from all-too-common practices: leaving it to underresourced quality assurance teams to discover flaws and outsourcing testing to largely ineffective bug bounty programs.

This new approach is, in some sense, the unavoidable consequence of our widespread adoption of digital technologies: The more time we spend using software-based systems, the more effort we collectively require to ensure that these systems are secure. That will translate to more privacy and security personnel spending more time and resources securing all the software we use.

Companies that create and deploy software can ready themselves by adopting two strategies.

First, they must focus on embedding security processes into the software design and deployment life cycle as early and as often as possible. There are a number of existing methods they can draw upon to do so. Software vendors can look to examples like the so-called DevSecOps movement — a cousin of the more widely known DevOps — which inserts security personnel directly into the ongoing course of development and operations (hence the name). Companies that purchase software can continuously track their attack surface and ensure personnel such as “red teams,” which simulate attackers, are actively probing their networks and monitoring their security posture.

Regardless of what method they choose, companies will have to demonstrate that security and privacy controls are not simply an afterthought but are a core requirement in and of themselves. Companies will, as a result, be required to carefully track the time and resources spent testing and securing all the software they create or manage.

Second, companies will also need to connect the resources they spend on privacy and security to the volume and complexity of the code they seek to protect. As the number of lines of code in any given software system grows, or as its user base expands, organizations will have to increase their efforts to



protect the privacy and security of their users as well.

Tying the intensity of data protection programs to the volume and complexity of underlying security needs is precisely what enacted and proposed laws are calling for, many of which — including the Data Protection Act in Ohio and one proposed bill in New Jersey — mandate concrete, evidence-based, and adaptive data-protection programs. This approach aligns with a large body of research connecting the probability of software defects to the complexity and volume of code.

This type of regulatory response should not come as much of a surprise to the software industry. After major security breaches, for example, regulators

already force this approach on some of the worst-offending vendors, requiring highly labor-intensive auditing, testing, and review. This was demonstrated by the settlement that the global networking behemoth D-Link reached in early July with the Federal Trade Commission, in which the former agreed to a process-oriented, audit-heavy “software security program” that will last 20 years. The recent settlement between Facebook and the FTC, which requires a huge new privacy oversight program, is another illustration of this approach.

Soon, the very idea of leaving security testing to the Jonathan Leitschuhs of the world will become more than a public relations liability; it will become a serious legal vulnerability as well.

**Andrew Burt** is chief privacy officer and legal engineer at Immuta.

**Disclaimer:**

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# Ph.D (Business Administration)



## Ph.D Programme

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## For Whom

This programme has especially been designed for working professionals (both in industry & academia) which provide enough flexibility so that they continue to make academic pursuits without compromising on their respective job duties & responsibilities.

## Admission Procedure

Register online at [www.aima.in](http://www.aima.in) in the month of March-April/October-November. Candidates need to appear in Research Aptitude Test (RMAT) to be held in May and December every year. Qualified candidates are interviewed for final selection and admission.

## Eligibility

A candidate will be eligible for admission to a course of study leading to the degree of PhD in Business Administration subject to fulfilling the following criteria:

- **Educational Qualification:** Master's Degree in Management or allied subjects like Commerce, Humanities, Science, Engineering and Law etc. or a PGDM / PGDITM duly approved by AICTE, of two years duration with not less than 55% marks or equivalent grade OR Chartered Accountancy, Cost Accountancy or any other professional qualification which are considered equivalent to Master Degree with at least 55% marks or equivalent grade. In addition, the candidate should have a minimum of 50% marks in Graduation.
- AND
- **Work Experience:** Minimum 5 years post qualification work experience in industry at the managerial level or a minimum 5 years of teaching experience as full time Faculty in a Management Institute approved by AICTE or affiliated to a University.

For further details contact: **Manager (PhD Programme)**  
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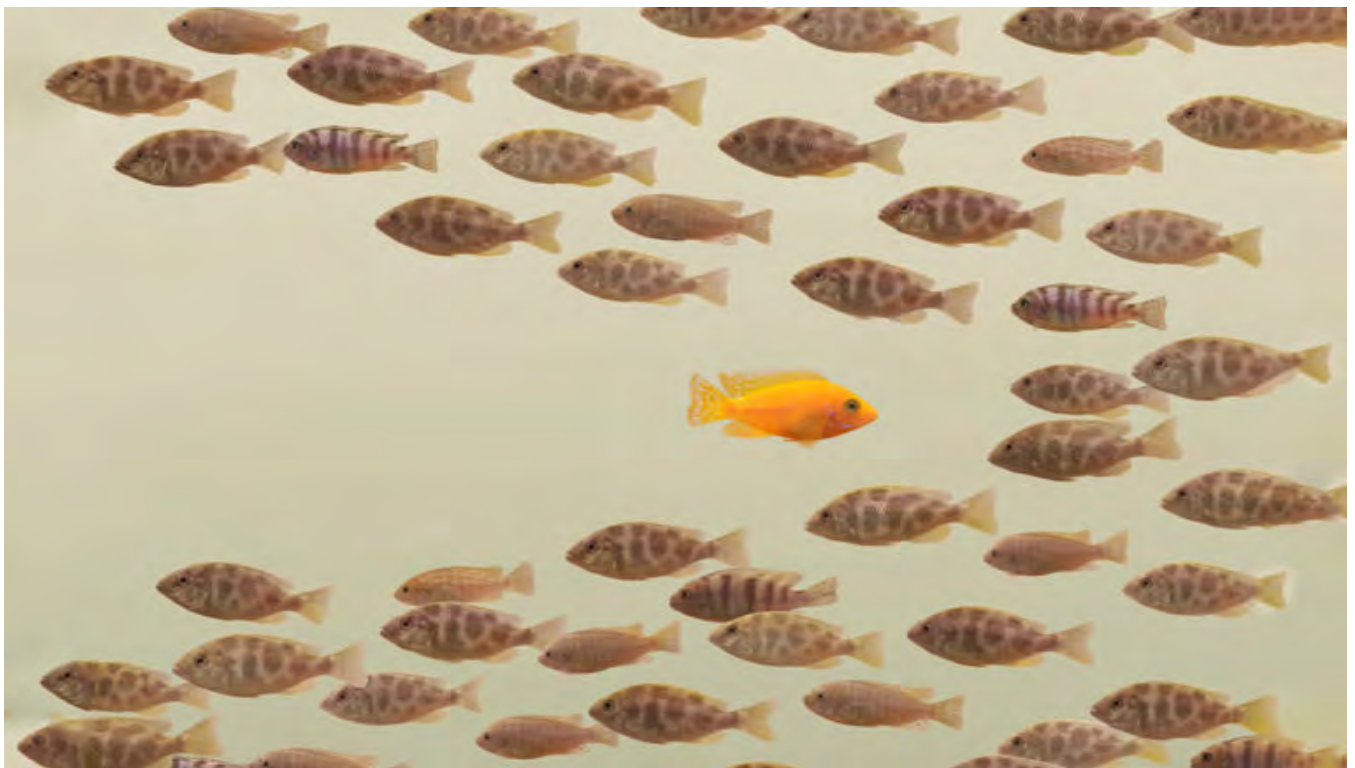
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# Leading Change in a Company That's Historically Bad At It

August 06, 2019 | by Ron Carucci



Organizational change was once a seasonal experience. But today, managing continual disruption is a skill required of most leaders. Change management is the new management, which makes doing it effectively that much more difficult.

Despite our extensive knowledge on the topic, failure rates among organizational change efforts remain high. Most reliable research estimates that 50%–70% of initiatives fall short, largely focusing on change implementation as the culprit. Common

obstacles that organizations face include failure to sustain the effort over the long term, competing priorities, and under-resourcing. But some seeds of failure are sewn long before change is implemented — and some initiatives are set up to fail the moment they are conceived.

An executive client I've worked with for years — let's call him Craig — offers an example. Craig left his last job to overhaul an outdated operations system at another company. A seasoned turnaround expert,

he did a comprehensive assessment to understand major issues and found that, in the previous five years, two different leaders had launched 11 attempts to transform the system. This included two reorgs, one plant upgrade, and three technology platforms, all of which failed to realize meaningful results. Craig was the first operations leader to enter from outside the organization, so he saw this as an exciting challenge and formed a plan for execution. But although he was confident in his historically successful approach, his team's cynical and indifferent reaction gave him pause.

Change fatigue, the exhaustion that comes from excessive change, is one of the most common reasons for failure. It typically occurs when multiple changes are implemented at once and fail simultaneously as a result. Craig wasn't part of his company's past shortcomings, but his team's resilience was still depleted when he needed it most.

This scenario is not uncommon. If you are driving major change at any organization, you are likely stepping into a track record of failure. Until you acknowledge the failures your employees have suffered through, they won't believe that committing to change again will be worth it. To rebuild their resilience and win back their confidence, you'll need to take three important steps at the outset of your initiative.

### **Acknowledge the pain of the past**

Nobody understands the difficulty of change efforts more than those who've watched them fail before. But too many leaders charge ahead, trying to inspire people as though their approach is the first or is better, without acknowledging the pain of the past. Without realizing it, they are erasing the very real frustrations of their employees.

The reality is that every organization has some

track record of failure. That's why it's better to start with the assumption that people don't trust your intentions or approach and are expecting you to fail as well. When Craig asked for my advice, I told him he needed to apologize for all of the past efforts his team had endured. Initially, he was defensive. Because the failures had preceded him, he feared his words would be received as disingenuous and disheartening. But, in fact, they were received as refreshingly honest.

He said to his team, "I know the last five years have been costly. By my calculations, you've spent tens of millions of dollars, invested countless hours and emotional commitment, and you've told me you have little to show for it. Now I come along announcing yet another attempt. If I were you, I'd be rolling my eyes too. I want you to know how sorry I am for all you've sacrificed in exchange for broken promises of change. I haven't earned the right to ask you to try again, but if you'll hear me out, I'd like to tell you why I believe this time could be different."

Craig's team was willing to suspend disbelief long enough for him to explain his approach, which included closely monitoring progress and being fully transparent along the way.

### **Ground your plan in evidence**

Most leaders begin their change efforts with some degree of organizational assessment. Knowing that past efforts failed is helpful, but knowing why they failed can strengthen your credibility. Every organization has ways it naturally undermines change, and diagnosing the saboteurs can help you avert them. It could be a culture of fear or risk aversion. It could be a heavily layered hierarchical structure that makes cascading change difficult. It could be inflexible reward structures that disincentive new behavior. It could be that the strategy of the

organization is too disconnected from the change to make it seem relevant.

One of the most common problems is the fragmentation of uncoordinated changes. One organization I worked with was overhauling performance management in HR, implementing a cloud-based platform in IT, restructuring the sales department, and launching two new products in the marketing department all in the same year, and all in an attempt to aggressively grow. Though each effort could have contributed to this growth, all of them fell short because they were fundamentally disconnected. The lack of integration undermined their shared impact.

Whatever the case for past failures, it is important that you come back to your team with a detailed diagnosis of what went wrong. Craig analyzed how each of the past efforts at his company was conceived, by whom, how far into the initiative signs of failure began to show, and what prevented the organization from correcting course. He incorporated the insights into his plan to demonstrate how he would avoid repeating those mistakes. His no-nonsense forthrightness helped disarm some of the team's cynicism. Honestly naming the reasons they had failed actually increased people's hope of succeeding with Craig's approach.

### **Regularly ask how your plan for change feels different from past efforts**

Many leaders treat major change like a political

campaign. They go on road shows touting the benefits of the change, sharing why it's important for people to commit, and thanking everyone for working hard. They often make a special point of telling people why the change will succeed, proclaiming things like, "It's our great people that will make this work," while inferring their brilliant idea is the true driver of success. Leaders who want to avoid repeating past failures don't tell anyone anything. They ask people to tell them if and how their plan for change feels different in an attempt to learn. Then they use those insights to stay on track.

During the first six months of his initiative, Craig visited every team across the operations department to check on progress. He asked, "How do you feel this change is different from past efforts?" and "Are there any ways it feels familiar that concern you?" By asking team members to reflect on past efforts, Craig helped his entire department learn about the change and about themselves. This enabled them to sustain commitment over time.

Organizational change is one of today's most difficult leadership challenges. Your organization undoubtedly has past failures, some of which may even be yours. That's all the more reason for you to take responsibility for, and learn from, them. Begin your next change effort with an apology for past failures, whether they are yours or not, and then use the steps above to avoid repeating them.

*Ron Carucci is co-founder and managing partner at Navalent, working with CEOs and executives pursuing transformational change for their organizations, leaders, and industries. He is the best-selling author of eight books, including the recent Amazon #1 *Rising to Power*. Connect with him on Twitter at @RonCarucci; download his free e-book on *Leading Transformation*.*

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## Ahmedabad Management Association

The highlight of this month's activities was the panel discussion on 'Analysis of Union Budget 2019' organised on 6th July. The panel of experts consisted of Mr Mukesh Patel, Eminent International Tax Expert, Popular Columnist & Speaker and Dr Jay Narayan Vyas, Leading Management Expert, Veteran Technocrat & Analyst. The discussion was attended by more than 200 people.

The Inductotherm-AMA Annual Supply Chain Summit was organised on 6th July on the theme 'The New Supply Chain Agenda – Steps for Transforming it into Value Chain'. Mr Ashok Sharma, Former World President, International Federation of Purchasing & Supply Management (Vienna) & Faculty, AMA coordinated the Summit.

The other distinguished speakers include Mr Prashant Sharma, Zydus Group; Mr Suhrid Shah, Managing Director, Mavenvista Technologies; Dr Dayal S Prasad, Professor of Operations, Amity Business School and Mr Umesh Malik, Vice President (Learning & Development), Reliance Industries Ltd.

AMA organised the 4th Brand Summit 2019 on 27th July on the theme 'Branding in this Ever-changing World'. The Summit garnered participation of 150 people which included entrepreneurs, branding professionals, managers, executives and students. Speakers included Mr Ambi Parameswaran, Brand Strategist & Founder, Brand-Building.com; Prof Alan D'Souza, Marketing Consultant; Mr Sanjay Chakraborty, Marketing Communication Advisor, EssKsee Consultancy; Mr Jayen Mehta, Sr General Manager (P&M), GCMF Ltd (AMUL); Dr Paresh Kariya, Director, aiqindia.com



Mr Jay Narayan Vyas addressing the Panel Discussion



Mr Prashant Sharma addressing the Annual Supply Chain Summit



Distinguished speakers at the 4th Brand Summit 2019



Dr Darshana Thakker delivering the lecture

Swami Anubhavananda delivered lecture series from 3rd – 8th July. The sessions were conducted in the morning as well as evening; and were attended by a large number of people.

Several Lecture Programmes were organised during the month. Dr Darshana Thakker, Director, Sarjan Healthcare addressed on 'Divinity of a Profession: Doctor-Patient Relationship' on 12th July. Ms Sandhya Sitaram and Mr B R Sitaram, Zeal Education addressed on 'PT-150' on 13th July to mark the 150th



Anniversary of Mendeleev’s Discovery of the Periodic Table. Mr Himal Parikh, Director, Interface Capital Markets Pvt Ltd addressed on ‘Sports Emerging as Business Option’ on 13th July. The session also included a Cricket World Cup 2019 Quiz conducted by the speaker.

Mr Arun Modi, Management Consultant addressed on ‘Importance of 5-S in Daily Life’ on 19th July. Dr Krishnamurthy Subramaniam, Chief Economic Advisor to the Government of India delivered the 16th R L Sanghvi Endowment-AMA Annual Economic Lecture on the topic ‘Strategic Blueprint for \$5 Trillion Indian Economy’ on 26th July. Mr Himanshu Buch, International Motivational Speaker addressed on ‘Leading with Wisdom (Spiritual based Leadership in Business)’ on 28th July.

The Speakers’ Forum was coordinated by Mr Suresh Mashruwala on the topic ‘Joy is not in things; it is in us’ on 20th July. AMA conducted 56 MDPs and 7 In-Company Programmes in this month focusing on a variety of subjects. Total 1356 participants benefitted from these programmes.



Mr Himal Parikh with Cricket World Cup 2019 Quiz winners

## Allahabad Management Association

### Workshop

Allahabad Management Association organised a workshop on ‘Self Improvement’ at Institute of Chartered Accountants, Allahabad Chapter on 18th July. The workshop was conducted by Mr. Vibhav Bajpai, President AMA & Director, HP4. About 46 students were given tips on body language, power dressing, use of stage, voice modulation while making presentations. 35 members of AMA were also present.



Mr Vibhav Bajpai addressing

### Evening Lecture

Allahabad Management Association organised an evening lecture on ‘Financial Planning After Retirement’ for senior executives of IFFCO Allahabad on 20th July. The speaker was CMA AK Prasad, Secretary AMA, Retd. DGM Coal India & practising cost accountant. The lecture was held at IFFCO Phulpur and 35 senior members were present along with 25 AMA members. Mr. Prasad apprised the managers about the new tax provisions in the finance bill 2019 and the benefits for the senior citizens therein. The lecture was followed by a Q&A session which was the highlight of the evening.



Mr AK Prasad, Secretary AMA addressing the executives of IFFCO



**Workshop**

Allahabad Management Association in association with KP Intermediate College, Allahabad organised a workshop on ‘Career Counselling & Self Improvement’ for students of class 12 on 27th July. The workshop was conducted by Mr. Ravi Prakash, Director Big Earners, Vice President– AMA. The workshop was under guidelines of District Inspector of Schools Allahabad under an MOU signed between AMA and DIOS. About 85 students were given inputs on various career choices available after completing their intermediate level. Mr Ravi Prakash also deliberated upon the confidence building and self-introduction methods so that the students improve upon their strengths and eliminate negativity. This was followed by a written aptitude test containing verbal and logical reasoning questions.



*Mr. Ravi Prakash addressing students*

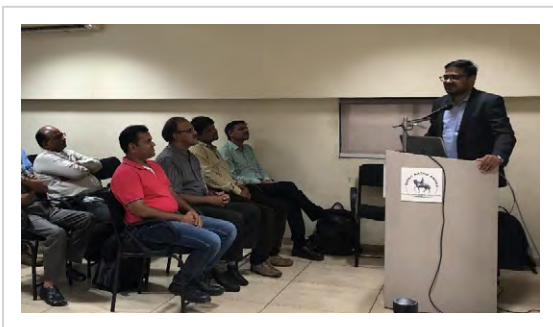
**Baroda Management Association**

**Friday Evening Talks**

Baroda Management Association organised a Friday Evening Talk on ‘Bull Markets and Bear Markets – A Discussion’ on 5th July with CA Rajiv D Khatlawala at BMA. He shared the key characteristics and features which create the phases of the Bull and Bear Market.



*CA Rajiv Khatlawala addressing*



*CA Abhishek Nagori addressing*

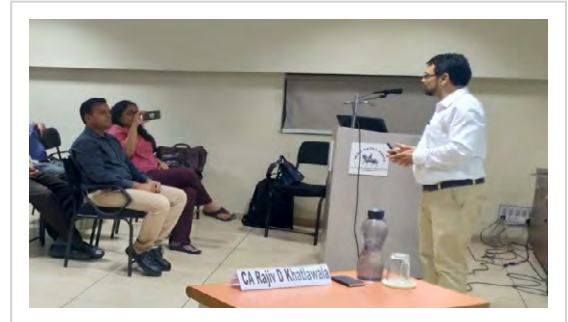
An FET on ‘Budget 2019- Direct Tax provisions’ was held on 12th July by CA Abhishek Nagori at BMA. His talk was focused on understanding the fine prints of direct tax related proposals and understanding its implications.

Another FET on ‘Industrial Pollution Control’ was held on 19th July by Mr. Hemant Shah at BMA. He spoke about Industrial pollution, pollution control devices, cleaner production and current scenario of air pollution.



*Mr. Hemant Shah addressing*

BMA organised an FET on 'Technology of ancient Indians' by Dr. Datatrey Pandya on 26th July. In his talk he gave the scientific base of all ancient rituals and shared that each and every festival based on ancient Indian Vaidik tradition are related with the medical science, astronomy and other scientific laws.



*Dr. Datatrey Pandya addressing*



*MDP on 'Conflict Resolution' by Mr. Snehal Bhatt*

### Management Development Programme

BMA conducted a one-day practical training on 'Conflict Resolution' on 23rd July. The training covered building blocks related to the definition, causes, effects, types, typical scenarios and resolution of conflicts. The programme was conducted by

Mr. Snehal Bhatt, who has been the Global Learning Lead for Accenture and has been in the learning domain for more than 20 years.

## Bathinda Management Association

Bathinda Management Association organised a programme on 'Exodus of Punjab Youth: Social and Economic Impact' on 13th July with Mr. D. S. Bains (IAS) as the Chief Guest. 210 participants took benefit of the programme.



*Mr. Jaideep Nayar, President BMA giving a memento to Mr. D. S. Bains (IAS)*

## Bharuch District Management Association

### Evening Talk

BDMA organised an evening talk cum presentation on a unique concept of 'Ekal Vidyalaya' (One Teacher, One School, One Village) by Friends of Tribal Society - Vanbandhu Parishad on 20th July. Mr Anil Kumar, Nagar Sangathan Pramukh from Vanbandhu Parishad explained the whole concept & activities of Ekal Vidyalaya to the august gathering. The talk was



*Anil Kumar, Nagar Sangathan Pramukh from 'Friends of Tribal Society (Vanbandhu Parishad)' addressing the audience.*

organised in association with Rotary Club of Bharuch, Rotary Club of Bharuch Narmada Nagari & Bharuch Citizen Council. The discussions were productive and participants appreciated the initiative.

**EHS Forum Meet**

BDMA organised through its EHS Forum – A Brainstorming Session on ‘Possible Ways & Means to Recycle Waste within the Institution & Society’ on 25th July as part of celebration of the ‘Swachhta Pakhwada’ in association with Jan Shikshan Sansthan, Bharuch under the leadership of Dr. Zainulabedin Saiyed, Director, JSS. Mr. Nitin Tailor, a Social Entrepreneur, Founder & CEO – ‘Serve Happiness Foundation’ was one of the Guest Speaker and shared his ideas and views on importance of recycling the waste in the prevailing circumstances and eliminate the use of plastic to the extent feasible. Dr. Maya Valecha from Bharuch, another guest speaker at the talk, shared her views on the adverse effects of using plastic and non-biodegradable waste. It was a very interactive session and participants shared their experiences regarding recycling of waste.



*Mr. Nitin Tailor addressing the EHS Meet.*

**31st HR Forum Meet**

BDMA HR Forum organised its 31st meet – Experience Sharing on ‘Challenges in Transfer of Undertaking’ (Divestment, Split, Acquisition) on 30th July. The talk was addressed by Guest Speaker, Mr. Vipul Rana, Head – HR, Deccan Fine Chemicals India Pvt. Ltd., Ankleshwar. It was an excellent presentation appreciated by all participants.



*31st HR Forum Meet in progress*

**Bhopal Management Association**

**AGM and Special Talk**

Bhopal Management Association successfully organised an Annual General Meeting and special talk on ‘Stress Management and Positive Thinking’ on 6th July. Dr. Mahesh Shukla, Chairman BMA gave the welcome address. Mr. N.K. Chhibbar, Hon. Secretary presented the Annual Report 2018-19. Mr. Vishwas Ghushe, Co-Chairman gave a brief about the future road map. Mr. Manoj Jha, Treasurer presented the Audited Accounts 2018-19, which was unanimously approved by the General Body.



*E.C. Members of BMA 2019-21*



In the next session Dr. Mahesh Shukla, Chairman, BMA and CGM, BSNL presided over the function. Dr. Anil Agrawal, Advisor, Sanwaria Group was the Chief Guest on the occasion. Mr. Mahendra Joshi, Motivational Speaker was the keynote speaker. Membership certificates also distributed to the newly members of BMA.

The programme was conducted by Mr. R.G. Dwivedi, Co-Chairman and the vote of thanks was given by Mr. Shrikant Phatak, EC Member (Co-opted), BMA. Over 100 members of BMA attended the programme.

**Business Conclave Post Budget Session**

BMA successfully organised a Post Budget Post Session (Implications of Union Budget 2019-20) on 20th July. Mr. Sanjay Agrawal, Deputy Commissioner, Income Tax Department, Bhopal was the key speaker. CA Abhay Chhajed, S.L. Chhajed & Co., Bhopal and Mr. Pradeep Karambelkar, M.D., Vision Advisory Services Pvt. Ltd., Bhopal were the guest speakers. Dr. Mahesh Shukla, CGM, BSNL and Chairman BMA presided over the function. The programme was coordinated by Mr. R.G. Dwivedi, Co-Chairman, BMA and the vote of thanks was given by Mr. N.K. Chhibbar, Hon. Secretary, BMA.



*Mr. Sanjay Agrawal addressing*

**Workshop**

BMA successfully organised a half day workshop on 'Emotional Intelligence' with Mr. Imran Khan, Motivational Speaker, Corporate Trainer, Leadership Coach & Managing Director at CARVING FUTURE, Mumbai on 24 July. Dr. Mahesh Shukla, CGM, BSNL and Chairman, BMA presided over the function. The programme was conducted by Mr. R.G. Dwivedi, Co-Chairman. The vote of thanks was given by Mr. N.K. Chhibbar, Hon. Secretary and the programme was coordinated by Mr. Aamir Khan, Centre Coordinator, BMA. Mr. G.K. Chhibbar, EC member and Media Advisor BMA was also attended the programme. Over 100 BSNL employees, members of BMA attended the programme.



*(L to R) N.K. Chhibbar, Imran Khan, Dr. Mahesh Shukla, R.G.Dwivedi*

## Bhubaneswar Metropolis Management Association

Bhubaneswar Metropolis Management Association organised a seminar on 'Modern Technology Trends in Hospitality Industry and it's impact on Guest's and Hotels' on 24th July. The speaker on the occasion was Mr S Sameer M Ali, Former Executive Director, Radisson Hotels Group, Philadelphia, USA Former GM with Marriott and Wyndham group. The programme was chaired by Mr. Mohammed Yusha, President BMMA; the welcome address was given by Syed Maqbool Ali, Working President & CEO; introduction by Prof. Dr. Gopal Nayak, Exec. Vice President (Org) and the vote of thanks by Prof. Dr. MN Tripathi, Exec. Vice President (Prog).



*Mr S. Sameer M. Ali addressing the audience*

## Bombay Management Association

### Networking Event

BMA organised a MDS + networking event on 5th July at Welingkar Institute of Management (WE school), Matunga for the directors and faculty of all under and post-graduation institutes in Mumbai. The guest of the day was Mr. Venkatesh Iyer, Founder, GoliVadaPav.

The event commenced with a welcome address by the Dean Admin of WE School, Prof. Santosh Tendulkar who has also been an honorable Former President at BMA. This was followed by a speech from Ms. Chhaya Sehgal, the current President at BMA which included information about the history and work of BMA. Mr. Venkatesh Iyer, elaborated the journey of his startup followed by a Q&A session. The event was effectively hosted and coordinated by Prof. R S S Mani, Vice President of BMA.

### HR Analytics

Bombay Management Association organised an educational training session on HR Analytics on 6th July with an objective of transforming the professional lives of participants. The session was conducted by Mr. Sumeet Varghese with an impulsion of embracing important aspects of HR analytics. The faculty carried out training about tools used to create relevant people models of different types, and correlation analysis in big and small databases.



*Mr. Venkatesh Iyer addressing the participants*



*Mr. Sumeet Varghese with participants*

**Management Development Service**

Bombay Management Association conducted a meeting for BMA Bandra Chapter Members at IES Institute of Management and Research on 6th July to share BMA activities and plan for betterment of Bandra chapter members. After the meeting, a short session was conducted by Mr. Ganesh Iyer who shared how he has grown plants using mineral nutrient solutions in a water solvent.



*Dr. Dinesh Harsolekar, Director, IES; Ms. Chhaya Sehgal, President, BMA and Mr. EA Vimal Nathan, Executive Director, BMA with participants*



*Mr. Farokh Sidhva with participants*

A Management Development Service on ‘What Makes a Great Manager’ was held on 25th July. The session was facilitated by Mr. Farokh Sidhva, Corporate Head -Human Resource, Training and Personnel Functions for Heavy Engineering.

**Theatre Play**

Out of the Box Production organised a two-act English comedy play called the ‘Two Adorable Losers’ on 20th July in collaboration with BMA.



*Ms. Chhaya Sehgal, President, BMA was felicitated by Mr. Abhishek Pattnaik at Opera House*



*Mr. Arun Chitlangia with participants*

**Next Gen Leadership Programme**

BMA organised an interactive, insightful workshop on the 25th July by Mr. Arun Chitlangia, Founder, Training Tree. He elaborated on a structured process towards problem solving. Participants were coached on how to take precise and timely decisions keeping all factors and goals in mind.





*Ms. Chhaya Sehgal, President, BMA addressing the participants*

**Bridge Course Event**

Khalsa College of Management Studies organised the Bridge course programme for the current batch of management students on 22nd July. BMA President, Ms. Chhaya Sehgal was invited as a Motivational Speaker for persuading the new array of management students. The workshop was attended by more than 300 management students along with honorable dignitaries and professors.

**Lego Serious Play**

Bombay Management Association organised an exclusive event on the 27th July called the 'The Lego – Serious Play'. The two hours Management Development Service was led by Ms. Monika Divekar and Ms. Varsha Chitnis. They emphasised on creative and accurate approaches in an organisation's environment.

**Book Reviews**

Book reviews of The Speed of Trust by Stephen Covey reviewed by Mr. Sushil Bahl, BMA Member; and Increase Your Financial IQ by Robert Kiyosaki reviewed by Mr. Anirudh Gupta, Individual Member were uploaded on BMA website this month.



*Ms. Monika Divekar and Ms. Varsha Chitnis with participants*

**Calicut Management Association**

**Annual General Meeting**

CMA held the 23rd Annual General Meeting, on 3rd July. Mr. Anil Balan, Vice President, welcomed the gathering. Mr. K A Ajayan delivered the Presidential address, Capt. Haridas K K shared 'Secretary's Report' and CA Ramakrishnan V S presented the audited report for the year 2018-19. Prof. Philip. K. Anthony, Past President, CMA - the Electoral Officer conducted the Election / Selection procedure to complete the election of the new Managing Committee members. Dr. Saji Kuriakose, Vice President, proposed the vote of thanks.



*Prof. Philip K Antony, Past President, CMA declaring the names of the newly elected Managing Committee members*

**KSI Innovation Meet**

Kerala Startup Industry (KSI) Innovation Meet was organised by Calicut Management Association and Kerala Startup Mission at The Raviz Calicut on 22nd July with the aim of strengthening the collaboration between startups and industries of Kerala. CXOs and MDs of 9 Calicut based hospitals (Baby Memorial Hospital, Malabar Hospital, Aster MIMS, Meitra Hospital, Starcare Hospital, Iqraa hospital, MVR Cancer Centre, KMCT Medical College & National Hospital) attended the Health edition of KSI Innovation Meet. Six startups got an opportunity to pitch their products in front of industry. During the interactions, officials agreed on collaborating further for setting up a Malabar Healthcare Innovation Zone to support healthcare startups. Mr. Saji Gopinath, CEO, KSUM; Mr K A Ajayan, President, CMA; Dr Saji Gopinath, President Elect, CMA; Mr Anil Balan, VP, CMA; Mr Parjeeth Prabhakaran, BDM, KS UM also addressed the participants.



*Dr. Saji Gopinath, CEO, KSUM addressing the participants of KSI Innovation Meet.*

**Workshop**

CMA in association with Department of Commerce and Management Studies, University of Calicut organised a one day workshop ‘Digital Marketing for Strategic Transformation’ on 27th July in honour of Dr P Mohan, Pro Vice Chancellor, University of Calicut and Past President, Calicut Management Association. Dr P Mohan has retired from DCMS and the department dedicated the event as ‘Guruvandana’. During the one day programme Mr Sheen Chungath, Founder Sesame Technologies handled the session on ‘Data Analytics’ and Mr Balaji Chakravarthy, B2B Sales & digital marketing Consultant handled the session on ‘Digital Marketing’. The programme was well received and appreciated by the participants. Dr Mohan was honoured by CMA and Kerala Startup Mission during the valedictory session.



*Mr. Balaji Chakravathy and Mr Sheen Chungath handling the sessions during the Seminar. The participants with Dr Mohan P, PVC, University of Calicut and CMA Honouring Dr. Mohan, PVC, University of Calicut.*

**Managing Committee Meeting**

The Managing Committee meeting of CMA was held on 18th July. President K A Ajayan, welcomed the new team of Managing Committee members elected for the year 2019-20 in the AGM held on 3rd July. The meeting unanimously elected Dr Saji Kuriakose as President; Mr Anil Balan as Sr. Vice President; Mr PMA Gafoor as Vice President; Mr Asif Thammappitil as Secretary, CA Ashique as Joint Secretary and Mr Kaushik Sampat as Treasurer for the period 2019-20. It was also decided to hold the Installation Ceremony of the new team of Office Bearers on 19.08.2019.



*The new team of Office Bearers and the Managing Committee Members*

**Malabar Round Table**

Malabar Round Table is an initiative of Kerala Start-up Mission to bring all stake holders of Startup Eco System to one table. CMA is an active member of the Round Table. The Pan Malabar Round Table, including four districts of Malabar, was held on 12th July. Mr KA Ajayan, President, CMA chaired the meeting. In the meeting KSUM recognised the active involvement of CMA for supporting their initiatives and for being an important part of Kerala Startup Eco System. Dr P Mohan, Pro VC, University of Calicut and Past President CMA; Mr Roashan Kyandi, Past President, CMA and Mr Deepak Balachandran, MC Member also represented CMA in the Malabar Round Table.



*Participants of Malabar Round Table*

**Calcutta Management Association**

**Dynamics of Commodity Derivatives Market**

CMA in association with MCX India’s Head office organised a programme on 4th July. Mr Shrikant Kaundinya, AVP, MCX India; Mr Vibhor Tandon, AVP, MCX India & Mr Vinit Kaler, Sr Mgr, MCX India, were the distinguished speakers at the event. It was a very interesting session which covered workings of MCX & the exchange and also some practical knowledge about commodity derivatives market.



*Mr Kaundinya addressing*



*(L-R) Mr Siddhartha Chatterjee, Mr Sagnik Chatterjee, Prof Asok Kr Banerjee*

**Film Screening**

CMA organised the screening of the documentary movie ‘Feluda: 50 years of Ray’s Detective’ on 12th July. This documentary movie is one of its kind and has touched a string of every Bengali’s heart – Satyajit Ray & Feluda. Mr Sagnik Chatterjee, the Director of the movie spoke about his experience in making of the movie. Mr Siddhartha Chatterjee, who played the first & original Topse in Satyajit Ray’s first Feluda movie ‘Joy Baba Felunath’ & subsequently in ‘Sonar Kella’ was also present to grace the occasion.



**X-Talk at BPCL**

CMA has been organising workshops and talks for BPCL Kolkata employees quite frequently. CMA initiated 'X-Talk', a bi-monthly talk session wherein speakers from any field such as sports, businesses, entrepreneurship, management, etc come and share their life experiences with BPCL executives on given topics or themes. The first session was held on 17th July on 'Digital Detoxing', where Mr Jimmy Tangree, Head, 91.9 Friends' FM & Executive Committee Member of CMA spoke on length about the subject at BPCL.



*Mr Jimmy Tangree interacting with participants on 'Digital Detoxing'*

**Chandigarh Management Association**

**Past Presidents Advisory Meet**

CMA's Past Presidents Advisory Meet and Presidential Dinner for the year 2018-19 was held on 13th July. President CMA, Mr. Manjiv Kumar Vohra discussed a comprehensive growth plan with the Past Presidents about the formation and synergy of different committees. He structured a path for raising the bar of the association by continuous and sustainable growth in line with AIMA's objectives, based on the experiences and suggestions of Past Presidents. The meeting ended with a vote of thanks.



*Mr. Manjiv Kumar Vohra, President, CMA along with Past Presidents*

**Changing Paradigms of Professional Education**

Chandigarh Management Association organised its first event on 'Changing Paradigms of Professional Education' for the year 2019-20 series on 20th July. President CMA, Mr. Manjiv Kumar Vohra, in his welcome address emphasised on continuous change in education practices through active 'co-learning' experiences and adoption of reflective approach to revolutionise the processes and helps achieve this paradigm shift. General Secretary CMA, Mr. Tej K. Magazine introduced the distinguished speaker, Dr. Vinay Kumar Nangia, Eminent Management Educationist to CMA fraternity, who with his deep knowledge on the subject enlightened the CMA members about the evolution of education from Ancient India to now. A total of 50 CMA members attended the event which concluded with a big round of discussions, question and answers followed by a networking lunch.



*President CMA, Mr. Manjiv Kumar Vohra & Chairman - Gian Jyoti Group, Mr J.S. Bedi presenting a memento to the distinguished speaker.*

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association organised several Monday Musings – Evening Talks over the month.

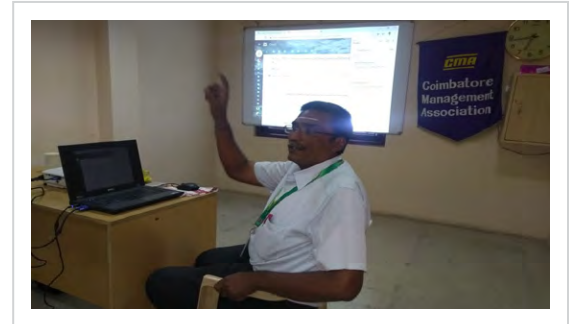


*Dr. A. Satya Nandini, Department of Management Studies, BMS College of Engineering*

On 8th July Dr. A. Satya Nandini, Department of Management Studies, BMS College of Engineering spoke on 'Industry 4.0 – The Road Ahead'. She addressed the opportunities, challenges and good practices to prepare human being for the industrial revolution.



*Ms. Yogeshwari, Faculty and Secretary, Quality Circle Forum of India (QCFI) Coimbatore Chapter*



*Dr. S. Murugappan, Professor, School of Management Studies, Bannari Amman Institute of Technology*

Dr S Murugappan spoke on the topic 'Ultimate Guide to Gmail Productivity' on 1st July. He suggested various ways to use gmail productively.



*Mr. A. R. Lakshmanan, CEO, Trainica addressing*

Mr A. R. Lakshmanan, CEO of Trainica spoke on the topic 'Total Productive Maintenance (TPM)' on 15th July. He emphasised the need for using TPM which will increase OEE. He also explained how TPM could be implanted through true participative management.

On 22nd July the topic for the day was 'Cost of Quality(COQ)' led by Ms Yogeshwari, Faculty and Secretary, Quality Circle Forum of India (QCFI) Coimbatore Chapter. This session dealt with the importance of cost of quality to increase the company performance and she also suggested various ways to improve productivity by using the best COQ.



Mr Sandeep, Assistant Manager, PSG Hospitals.

Mr Sandeep, Assistant Manager, PSG Hospitals spoke on 'Quality Circle' on 29th July. He explained the importance of quality circle in an organisation and the various of quality control and management tools.

### Joint Budget Analysis 2019

Coimbatore Management Association with other associations organised the Joint Budget Analysis 2019 on 11th July. Rtn MPHJ Joseph M. Paul welcomed the gathering.

CA M Ramji the programme coordinator gave an overview on the budget. CA G Karthikeyan spoke on budget and direct taxes, CA Badrinarayanan K spoke on economic and sectoral analysis and CA P Aravind Thangam spoke on budget and GST including recent changes. The programme was well attended by members of various associations, delegates of corporate and students from various institutions.



Mr S Prashanth, President, Coimbatore Management Association introducing CA K Badrinarayanan



(L-R) Ms Lalitha Parameshwari, Professor, Sri Krishna Aditya College; Ms Priya Ramkumar, Executive Officer, Coimbatore Management Association; Prof. Debashis Chatterjee, Director, IIM Kozhikode; Mr Lakshmi Narayanan, President, Indian Chamber of Commerce and Industry, Coimbatore Chapter; Mr Krishna Kumar, Secretary, Coimbatore Management Association.

### Leadership 4.0

Indian Institute of Management Kozhikode in association with Coimbatore Management Association organised a workshop on Leadership 4.0 on 13th July. Professor Debashis Chatterjee, Director, IIM Kozhikode spoke about leadership, learning and the current business scenario. Stating the importance of leadership skills, he said "Leadership in the industrial era has moved from Muscular to Responsive Leadership in the technology era". The session provided some great insights into the diverse perspectives and the need to develop high potential leaders who can create value in the changing world. The programme was attended by more than 150 participants.



## Delhi Management Association

### Fourth Session of NOWE at DMA

A fourth session of Network of Women Entrepreneurs (NOWE) at DMA was held on 10th July under the leadership and guidance of Ms. Veena Swarup, Former Director HR, EIL and Chairperson NOWE at DMA. Mr. Rajan Pandhi, Director, DMA welcomed the Women Entrepreneurs and shared the objectives of NOWE at DMA. In the opening remarks Ms. Veena Swarup shared that NOWE has been formed as a game changer to enhance learning, networking, mentoring for Women Entrepreneurs. Mr. Sameer Garg, Vice President, New Economy Group, Axis Bank shared his views on 'About Bank Loans – the provisions, availability and process to follow' and Mr. Sandro Stephen, Regional Head, North India Operation, Indian Angel Network shared his views on 'The Art of Pitching – How to make proposals for investments, its nuances and nitty gritty'

The programme was attended and appreciated by the women entrepreneurs. Members queries were answered by Ms. Veena Swarup. Mr. Rajan Pandhi gave the vote of thanks.

### Session on 'Win Win'

Inspired by principles of having a clear win for everyone as stakeholders in any act we do, an intellectually stimulating and inspiring session of City Book Leaders themed as 'Win-Win' with Dr. Shashank Shah, a young scholar was organised on 13th July. Other leaders Mr. Rajiv R Gupta, VP Sales & Marketing Honda Cars, India; Mr. Sanjiv Kapoor, Chief Strategy & Commercial Officer, Air Vistara and Dr. Shalini Lal, Founder Infinity, OD & Author talked about the inspiring books and implementable stories on the theme of 'Win Win' with the august gathering of professionals. The programme was supported by DMA and highly appreciated by the participants.

### In-Company Programme

DMA organised an in-company programme on 'Team Building and Community' for Brooke Hospital for Animals professionals on 18th July. Mr. Rajiv Talwar, Former Head TM & OD, Uninor and a Senior HR professional was the Key Facilitator. Brig J S Dharamadheeran, CEO, Brooke Hospital for Animals (India) shared his views with the participants in the Inaugural Session. The programme was well attended and appreciated by the participants. Mr. Rajan Pandhi, Director, DMA gave the vote of thanks.



*Participant at the Fourth Session of NOWE*



*Dr. Shashank Shah addressing the members*



*Mr. Talwar addressing the participants*

## Ghaziabad Management Association

Ghaziabad Management Association, along with IMS Ghaziabad and Rotary Club of Sahibabad, organised a Blood Donation Camp at IMS Lal Quan, Ghaziabad on 22nd July. The camp was inaugurated by Rtn. Deepak Gupta, District Governor, who is also a corporate member of GMA. Apart from this, other GMA members present were Mr. Rakesh Chharia, President GMA; Mr. Vidur Chharia, President of the Rotary Club; Mr. Sandeep Garg; Mr. Asish Das Ms. Garima Aggrawal, in-charge of the Rotary Blood Bank amongst others. A total of 125 units of blood was collected in this camp.



*Blood Donation Camp*

## GOA Management Association

### MOU

With an aim to promote startups in the state, the Goa Management Association (GMA) signed a MoU with the Centre for Incubation and Business Acceleration (CIBA) on 10th July. CIBA is a technology business incubator supported by the Department of Science & Technology, Government of India. The MoU was signed by Mr. Harshvardhan Bhatkuly, Chairman, GMA and Rev. Dr. Anthony Castello, Director, CIBA in the presence of Mr. Amin Ladak, Vice Chairman, GM; Mr. Anup Prabhu Verlekar, Hon. Secretary, GMA; Mr. Amey Karmali, CEO, CIBA and Mr. Samay Shetti, Community Manager, CIBA.

Goa Management Association signed a MoU with Vibrant Goa Foundation on 30th July. Vibrant Goa Foundation will host the Vibrant Goa event in October 2019 and the MoU seeks to promote this global event through the network of Goa Management Association. MoUs were signed by various trade and industry organisations. Chairman, GMA, Harshvardhan Bhatkuly signed the MoU on behalf of Goa Management Association. Mr Rajkumar Kamat (President) and Mr Rasik Naik (Chairman, Organising Committee) signed on behalf of Vibrant Goa Foundation. Mr Manoj Caculo (President of Goa Chamber of Commerce & Industry); Mr Nitin Kunkolienker (President, Manufacturers Association of Information Technology); Mr



*(L-R) Mr. Amin Ladak, Vice Chairman GMA; Mr. Anup Prabhu Verlekar, Hon. Secretary, GMA; Mr. Harshvardhan Bhatkuly, Chairman, GMA, Rev Dr. Anthony Castello, Director, CIBA; Mr. Amey Karmali, CEO, CIBA & Mr. Samay Shetti, Community Manager, CIBA.*



*(L-R) Rajkumar Kamat, Rasik Naik, Nitin Kunkolienker, Manoj Caculo and Harshvardhan Bhatkuly*

Milind Anvekar (Vice President, Goa Technology Association); Mr Manoj Kharde (President, National Institute of Personnel Management - Goa Chapter); Mr Nilesh Shah (Executive Committee Member, Travel & Tourism Association of Goa) were also present at the MoU signing function.

**GMA MasterClass**

Goa Management Association organised GMA MasterClass with Dr. M S Dayanand, Professor and Vice Dean (Research), Goa Business School, Goa University on 27th July. Dr Dayanand spoke on the theme ‘Sustainable Development Goals and Corporate Response’, which was followed by question & answer session. The event was presided by Chairman, GMA, Mr Harshvardhan Bhatkuly; while Vice Chairman Mr Amin Ladak proposed the vote of thanks.



*GMA team with the speaker Dr. M S Dayanand*



*(L-R) Former Chairman, GMA, Dr. R Krishna Gopal; Mr. Manoj Caculo, President, Chamber of Commerce & Industry (GCCCI); Mr. Harshvardhan Bhatkuly, Chairman, GMA & Mr. Anup Prabhu Verlekar, Hon. Secretary, GMA.*

**Interaction**

Goa Management Association delegation led by Chairman Mr Harshvardhan Bhatkuly called upon the newly elected President of Goa Chamber of Commerce and Industry, Mr Manoj Caculo on 29th July to felicitate him on taking over the leadership of the 112-year old trade and industry organisation. The idea to synergise and work together on management related issues between the two organisations was mooted. Former Chairman of GMA Dr R Krishna Gopal and Hon Secretary Mr Anup Prabhu Verlekar were part of the delegation.

**Guwahati Management Association**

**Branding of MSME Products**

Guwahati Management Association organised a joint programme with AIMA and MSME Directorate, Guwahati titled ‘Branding of MSME Products’ on 5th July. The speakers were Mr. M. Sreenivasulu, Director, MSME Guwahati; Mr. Rupam Gogoi, Chairman, IRIDGE Business School; Mr. Arun Kapoor, Dy. Director, Centre for Management Education, AIMA. Mr. M. Sreenivasulu inaugurated the symposium with a introductory talk, where he had elaborated various schemes available to the MSME entrepreneurs and how entrepreneurs can avail



*Mr. M. Sreenivasulu, Director, MSME Guwahati inaugurated the symposium with a introductory talk.*



benefits. Mr. Rupam Gogoi spoke extensively about the benefit of branding, how to get a patent, trade mark etc. Mr. Arun Kapoor in his closing remark elaborated about enhancement of product value through branding. The proceedings was conducted by Mr. Bhabesh Hazarika, Hon. GS, GMA and Mr. D. Gohain, VP, GMA offered the formal vote of thanks.

**Breathe Easy Stay Tough**

Guwahati Management Association organised a joint session with Lung Care Foundation New Delhi on 20th July. The speakers were Mr. Rajeev Khurana, Founder Trustee, Lung Care Foundation and Ms. M.P. Shetty, Director, Lung Care Foundation. Mr. S.B. Sarmah, President, Guwahati Management Association welcomed the gathering and spoke about the role AIMA and LMAs can play in spreading awareness about healthcare. Mr. Rajeev Khurana demonstrated the harmful effect of the polluted environment we are living in, mostly in cities. Ms M.P. Shetty also spoke on similar lines. Mr. O.P. Dahima, Director GMA offered the vote of thanks.



*Chief Guest, Mr. Rajeev Khurana, Founder Trustee of Lung Care Foundation and Ms M.P. Shetty, Director, Lung Care Foundation*

**Hardwar Management Association**

Leaders are the heart of a business and the essence of leadership means inspiring a group to come together for a common goal. To explore the dimensions of leadership, Hardwar Management Association (HMA) organised a session by Mr Anil Khaitan, Chairman, SNK Corp on 'Masterstrokes in Leading Your Business' on 18th July. The Chief Guest of the event was Mr K B Batra, President HMA and the session was attended by more than 50 HMA members.



*Leadership Workshop organised by Hardwar Management Association*

**Hyderabad Management Association**

**Management Committee Meeting**

The Hyderabad Management Association (HMA) has elected Mr Nagesh Vishwanatham, CEO, Sankalp Corporation as its President at its first Managing Committee Meeting held on 11th July. The other Office Bearers elected are Vice President Mr Sanjay Kapoor, Life Member, HMA, Secretary Prof Mahesh Kumar Soma, Associate Professor, IBS Hyderabad, Joint Secretary Dr A R Aryasri, Former Director, School of Management Studies, JNTU, Hyderabad and Mrs B Kavitha Rajesh, Proprietor, Om Sai Andhra Paints.



*Mr Ravi Kumar Peesapati outgoing President welcoming Mr Nagesh Vishwanatham incoming President with flower bouquet along with Mrs B Kavitha Rajesh; Mr Venkat Changavalli; Mr Sanjay Kapoor; Mr Vijay Vedantam; Prof Mahesh Kumar Soma and Dr A R Aryasri.*

**Accolades**

The Hyderabad Management Association received FTCCI Excellence Award for ‘Excellence in Association/Chamber for Serving Industry, Commerce and Economy’ in recognition of outstanding services for promotion of industry and entrepreneurship on 12th July. Mr Nagesh Vishwanatham, President, HMA along Prof Mahesh Kumar Soma, Secretary, HMA received the award from Justice Raghvendra Singh Chauhan, Hon’ble Chief Justice of High Court for the State of Telangana.



*Mr Nagesh Vishwanatham, President, HMA receiving the Award from Justice Raghvendra Singh Chauhan, Hon’ble Chief Justice of High Court for the State of Telangana.*



*HMA Managing Committee Members and audience with the speakers of the Joint Interactive Lecture Meeting*

**Interactive Lecture**

The Hyderabad Management Association in association with All India Management Association and Lung Care Foundation conducted a Management Interactive Lecture on ‘Breathe Easy Stay Tough’ Mr Rajiv Khurana, CMC, FIMC – Founder Trustee, Lung Care Foundation and Ms Matrushri P Shetty, Director – Programmes Strategy, Lung Care Foundation on 27th July.

**Indore Management Association**

**Contemporary Learning**

Indore Management Association organised a contemporary learning session on the topic ‘Lead without Fear, in alignment with your mind’ on 5th July. The facilitator for the session was Mr. Edward Peters, an accredited Performance Coach and Practitioner of NLP at GE Coaching in UK.



*Mr. Edward Peters addressing the participants*



*Mr. Sonik Porwal addressing the participants.*

**Center of Excellence**

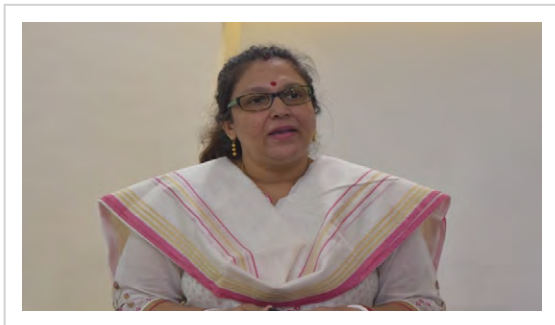
Indore Management Association organised Center of Excellence for management professionals and students. The session featured a discussion on ‘How to keep your job in the Cloud World’ on 17th July. The facilitator for the session was Mr. Sonik Porwal, Founder, Paarangat Consulting.

**Women Forum**

Indore Management Association under the IMA Professional Women Forum organised an exclusive session for women on the topic ‘Why MS Excel is important in your daily life’ on 19th July. The facilitator for the session was Mr. Sandeep M. Tahilramaney, Business Head, Financial Planning at Indira Securities Ltd.



*Mr. Sandeep M. Tahilramaney addressing the participants*



*Ms. Susmita Narayan addressing the participants*

**Learning From Life of a Legends**

Indore Management Association organised Learning from Life of a Legends for management professionals and students. The session featured a discussion on ‘How Founders’ personal principles drive a company’s success’ inspired by the life of Mr. Narayana Murthy, Founder of Infosys, on 24th July. The moderator of the session was Ms. Susmita Narayan, Founder, Paarangat Consulting.

**Reader’s Clique**

Indore Management Association organised a book review session on the book ‘The Fountain Head’ for management professionals and students under the programme IMA Reader’s Clique. The programme was organised on 31st July. The narrator for the session was Dr. Sameer Golwelkar, Counselor at Options Guidance & an author of Epiphanies of a Mortal.



*Dr. Sameer Golwelkar addressing the participants*



*Students, faculty members at Vijayshri Packaging Limited*

**IMA Student Chapter Industrial Visit**

IMA Student Chapter organised an Industrial Visit for the students of Shri Govindram Seksaria Institute of Technology & Science (SGSITS), Indore on 27th July at VijayShri Packaging Limited, Indore.



**IMA Student Skill Enhancement Programme**

IMA Student Skill Enhancement Programme organised ‘How to Face Interview - an Interactive Session’ for students on 27th July. Speakers for the session were Mr. Akhilesh Sengar, DGM, Capability Management at Vodafone Idea Limited, and Mr. Dhruv Mishra, Training & Development Head at Indira Securities, Indore.



*Students during the Skill Enhancement programme*



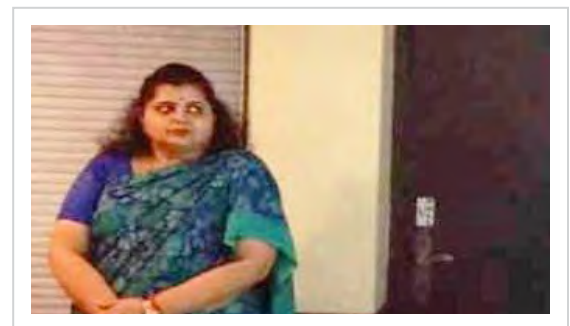
*Session in progress*

**Open House Session**

Indore Management Association in association with Indore Branch of CIRC of ICAI organised an open house session on Live Screening & Analysis of Union Budget 2019 on 5th July. The session was followed by panel discussion by experts.

**Evolution for Excellence**

Indore Management Association organised its Evolution for Excellence, a one-day workshop for the professionals on Connect + on the topic ‘Effective Communication & Interpersonal Skills’ on 26th July. The faculty for this workshop was Ms. Monica Anand, Specialist for Communication Skills training programmes.



*Ms. Monica Anand at the workshop*



*Participants with the trainer*

**In-house Workshop at Industry**

IMA organised its In-house Workshop at Industry, a one-day workshop for the shop floor employees of John Deere India Private Limited, Dewas on the topic ‘Version None to Version One’ on 20th July. The faculty for this workshop was Ms. Archana Sharma, Thought Technologist.

**Exclusive Session**

Indore Management Association took part as an Industry Association Partner of Indore edition, an Exclusive CEO’s event with Zee Business on 22nd July. Zee Business acknowledged the achievements of top entrepreneurs across 8 events in 7 cities last year in Dare to Dream Awards. Continuing quest to sharpen our focus on the entrepreneurial ecosystem of India, this year Recognition series will be preceded by an Enablement series - Dare to Dream Growth Matters forum 2019. It’s a series of highly-engaging roundtable discussions with a select gathering of business promoters, policymakers and management experts.



*Mr. G.S. Juneja, Managing Director, Capco Industries Ltd and EC member IMA, presenting the vote of thanks*

**Kerala Management Association**

**KMA - All Kerala CSR Conclave 2019**

Kerala Management Association (KMA) organised the 2nd All Kerala Annual CSR Conclave on 3rd July. This is a full day event where major stakeholders in CSR participate, deliberate and discuss the best practices and learn from each other.

The event was inaugurated by Ms. Sheeba George IAS, Director WCD. The other speakers included Mr. Karuna Nath Segal, Business Head, Bill & Melinda Gates Foundation; Ms. Santhi Promoth Manghat, Director, Avitis Super Speciality Hospitals and Mr. R. Madhav Chandran, Rotary Governor RI District 3201. On this event KMA distributed CSR Awards on different categories - Education, Health & Hygiene, Child & Elderly Care, Environment & Greenery. The occasion also witnessed KMA Higher Education Scholarship distribution to students from different professional and degree courses, belonging to families who were affected by the catastrophic flood that ravaged the state of Kerala during August 2018.



*Ms. Sheeba George IAS, Director WCD lighting the lamp*

**KMA Annual Award Night 2019**

The fourth edition of KMA Annual Award Night 2019 was held on the 5th July. The event was inaugurated by Mr. Paul Antony, IAS (Retd.), Former Chief Secretary, Government of Kerala. The keynote address was delivered by Mr. Vijay Menon, Motivational Speaker & International Trainer.

As part of the objective of honouring individuals and institutions who had performed exceedingly well in their chosen fields, KMA instituted various awards that are given away annually on the KMA Annual Award Night. This time the



*The Chief Guest Mr. Paul Antony, IAS (Retd.) inaugurating the Award Night 2019*

KMA IT Leadership Award winner was Prof. Dr. Saji Gopinath, Chief Executive Officer, Kerala Start-up Mission & Director, Indian Institute of Information Technology and Management, Trivandrum. Mr. Ramachandran K.K., Assistant Vice President – HR & Administration, AVT McCoormick Ingredients (P) Ltd. won the Manager of the Year Award. The other category of awards distributed include KMA Excellence Awards 2019; KMA IT Nasscom Awards 2019, Young Managers Contest 2019 and Best Student Award 2019.



*Prof. Dr. Saji Gopinath receiving the IT Leadership Award from the Chief Guest*



*Mr. Ramachandran K. K receiving the Manager of the Year Award from the Chief Guest*

## Lucknow Management Association

### Panel Discussion

LMA in collaboration with FICCI, ASSOCHAM, PHDCCI and Kotak Mahindra Bank organised a panel discussion on Union Budget on 13th July. The panelists were Dr. Arvind Mohan; Professor of Economics, University of Lucknow; Mr. Rajat Mehra, Director Rajat Chemicals and Mr. Dhruv Seth, Chartered Accountant and Chairman, CII Yi. Mr. Atul Gupta, former Chief Secretary, Uttar Pradesh and Mrs. Usha Gupta, Former Chief Income Tax Commissioner were Chair and Co-Chair respectively.



*Audience and panelists during the Panel Discussion on Union Budget 2019-20*

### Training Programme

Dr. Rajan Jauhari, Managing Director, Leadwyn and Member LMA addressing LMA in collaboration with National Productivity Council organised a three-day Training Programme for officers of Industries Department, U.P. Govt on 'Modern Office Management-& PQH Model' from 8th – 10th July. The subject covered included productivity as a duty, tools & technique for improving performance, humanity: sharing gains for work culture and quality of life, effective handling of key work areas, quality for identity for peace and prosperity,



*Dr. Rajan Jauhari, Managing Director, Leadwyn and Member LMA addressing*



e office, office procedures, developing positive human relations, automation and communication, personnel matters, role of 5s –housekeeping in offices, emerging role of officers, audit-taxation, MSME promotion policy and RTI.

**Seminar**

LMA joined India Today and Bajaj Electricals in a seminar on 25th July. There were two panels on indoor lighting and outdoor lighting in which importance and latest trends in lighting were discussed. The panels included Mr. Ashutosh Kumar, Principal Architect, Design Square Architects; Dr. Vandna Sehgal, Dean, Faculty of Architecture, APJ Abdul Kalam Technical University; Mr. A.K. Gupta, Director Regional, Centre for Urban and Environmental Studies; Mr. Praveen Kumar, Chief Engineer, Hotel Hyatt Regency; Prof Dipti Pande, Rana Amity School of Architecture & Planning and Dr. Srinu Babu Matta, GM, Tata Motors.



*Panelists of the Seminar on Lighting 2025 and Beyond*

**Ludhiana Management Association**

**Seminar**

Women Forum of LMA organised a seminar on ‘Cardiac health awareness for Women’ on 13th July. Dr. Shibba Takkar, Associate Professor, Cardiology at DMCH enlightened the audience regarding reasons/ symptoms, impact and treatment to be pursued if in the event of a cardiac attack. It was a highly informative session attend by 60 women members of LMA.

**MDP**

Ludhiana Management Association organised a Management Development Programme on ‘The Art of Winning Big Projects: Government & Private’ on 29th July conducted by Mr. Vivek Atray, Former IAS officer and Mr. Upendera Singh, Senior Manager Ernst & Young. Mr. Atray gave detailed inputs how to submit the proposal and to deal with the Government Officers/Officials and the tricks to get the proposal cleared. Mr. Upendera Singh explained how to form the proposal, what precautions are required to be taken while drafting the business proposal. The seminar was attended by 37 senior participants from 20 organisations.



*Dr. Shiba Takkar addressing women members of LMA*



*Mr. Vivek Atray addressing the participants of MDP*

**Session**

LMA organised a session on Leadership, mentored by Mr R. Gopalakrishnan, former Director Tata Sons and Hindustan Unilever, and Past President of AIMA. On this occasion, a new book Doodles on Leadership authored by Gopalakrishnan was also released. Mr Gopalakrishnan underscored the need for strong leaders at each level who excel in leading others, with ideas and driving initiatives to meet the challenges of the competitive marketplace for long-term success. It was a highly informative and knowledge enrichment session attended by 200 members



*Mr. R Gopalakrishnan addressing LMA members on Leadership*

**Madras Management Association**

Madras Management Association held its 63rd Annual General Meeting on 5th July where the new office bearers were elected. Mr A Venkataramani, Managing Director, IP Rings Ltd & Director, India Pistons Ltd was elected as President; Mr Ravichandran P, President, Danfoss Industries Pvt Ltd as Senior Vice President; Mr C V Subba Rao, Managing Director, Sanmar Shipping Ltd as Vice President; Ms Nalini Padmanbhan, Director, Prerana Educational Media P Ltd as Hon. Secretary and Mr Suresh Raman, Vice President & Head of Chennai Operations, Tata Consultancy Services as Hon. Treasurer.



*Mr L Ramkumar outgoing President, MMA was felicitated by MMA Managing Co.*

**Mangalore Management Association**

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangaluru jointly organised a lecture meeting on 'Rain Water Management' by Mr. Rajendra Kalbavi, Project Director D.K Nirmithi Kendra on 31st July. Dr. Seema S Shenoy, Director, SDM PG Centre of Management Studies & Research presided over the function. Mr K. Jairaj B. Rai, Vice President, MMA welcomed the gathering. Mr. P.V. Rai introduced the Chief Guest. Mr Dawn Prakash, Secretary, MMA proposed the vote of thanks and Dr. Prameela S. Shetty, Asst. Prof. SDM PG Centre compered the programme



*Mr. Rajendra Kalbavi, Project Director D.K Nirmithi Kendra addressing*

## Meerut Management Association

Meerut Management Association organised a talk in association with Rotary Club of Saket on 'Rooftop Rain Water Harvesting' on 13 July. Er. P. S. Singhal, Retd. Civil Engineer, Irrigation Department was the distinguished speaker who shared the benefits of rain water harvesting. Mr. Vibhor Agrawal, President, Meerut Management Association and Mr. Tanuj Gupta, Secretary, Rotary Club of Saket were the Programme Convenors. The talk was very well organised by Mr. Kapil Gahlot, Executive Director, Meerut Management Association.



Mr. Sanjeev Jain presenting a token of appreciation to Er. P. S. Singhal.

## Navsari Management Association

### NMA Talk

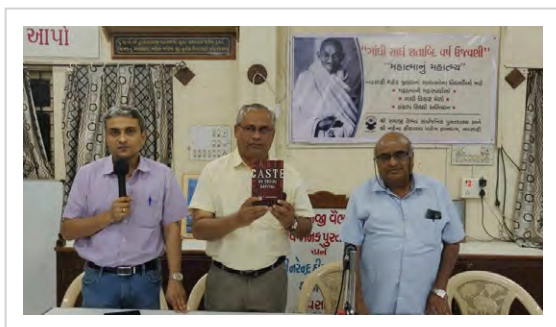
Mr. Krishna Kulkarni, Chairman of IIM Calcutta and great grand son of Mahatma Gandhiji, visited Navsari Management Association and had a talk on socio economic development of India on 20th July. He has travelled all across India and studied rural India in a different way. The session was very interactive and interesting.



Mr. Krishna Kulkarni addressing the gathering

### Book Launch

Navsari Management Association jointly with Sayaji Vaibhav Library organised a book launch programme on 27th July of 'Caste as Social Capital' by Prof Dr. R Vaidyanathan, retired Professor of IIM Bangalore. He has the rare privilege of being in various committees of regulators like SEBI / RBI / IRDA etc. He narrated some issues he covered in the book. The book was launched in the presence of NMA Committee members, NMA Corporate members, citizens of Navsari.



Prof. Dr. R Vaidyanathan with NMA Hon. Secretary Prashant Parekh and Ravin Desai at the book launch

### Award Night

Navsari Management Association organised an Award Night on 28th July. As a practice, NMA's outgoing President appreciates the work done by Executive Committee Members by giving various awards. Seven members won Excellent Award while 11 members won Appreciation Award for their remarkable contribution to the NMA activities.



Mr. Jignesh Desai President NMA announcing the winners



## Pala Management Association

The inauguration of the activities for the year 2019-20 of Pala Management Association was held on 25th June. Mr V S Radhakrishnan, President of PMA presided over the meeting. Dr K N Raghavan IRS, CEO, Rubber Board, Govt. of India was the Chief Guest. In his speech he shared that to improve the profit from the rubber plantation it is necessary to use appropriate management techniques, for which Management Associations can play a pivotal role. Dr R V Jose, Dr Muralivallabhan T V, Mr Shaji Austin, Mr James Mathew, Mr Rajendra Prasad, Mr Santhosh Mattel, and Dr Jubilant J Kizhakkethottam, spoke on the occasion. New Office Bearers for the year 2019-20 were also introduced in the meeting.



*Inauguration of the activities of Pala Management Association by Chief Guest Dr K N Raghavan. Mr Rajendra Prasad, Mr V S Radhakrishnan, Mr P G Mukundan and Dr Jubilant J Kizhakkethottam seated on the dais.*

## Palghat Management Association

### Obituary

Dr PSV Menon, PMA Secretary General passed away on 22nd July 2019. Dr PSV Menon was one of the founders of Palghat Management Association. He was the Secretary of PMA from its inception in 1984 and in 1991 he became the Secretary General of PMA and continued in that position till the very end. He was a permanent individual member of AIMA and life member of the Institution of Engineers (India). Dr PSV Menon is survived by his wife Smt Vijaylakshmi Menon and son Dr Vinaya Kumar & his family.



*Dr PSV Menon, PMA Secretary General*



*Dr CA Santha Kumar K addressing*

### Central Budget Analysis

PMA conducted Central Budget 2019 Analysis on 12th July with Dr CA Santha Kumar K. The presidential address was given by Mr Sumesh K Menon, President, PMA.

### 35th Foundation Day National Management Day

PMA celebrated its 35th Foundation Day National Management Day on 26th July. The Chief Guest was Mr Chetan Kumar Meena IAS, Assistant Collector, Palakkad. The presidential address was given by Mr Sumesh K Menon, President, PMA and Mr Raghunandan P presented a report on PMA Foundation Day.



*Presidential address by Sumesh K Menon, President, PMA*

## Panchkula Management Association

### Management of Services in Buildings

Ar. Vijay Uppal, President Panchkula Management Association and former Architect -in Chief, was invited by Chitkara University on 24th July to deliver a lecture on the importance of services in buildings. It was very informative as the service oriented industries like hotels, resorts, hospitals etc solely depend on the quality of services available and are provided most efficiently. Management of services was also discussed in detail.



*Ar. Vijay Uppal, PMA with students and faculty members of Chitkara University, Punjab.*

### Quality Improvement Programme

President, Panchkula Management Association Ar. Vijay Uppal, Vishwakarma Awardee, was invited by the Nagarjuna University of Govt of Andhra Pradesh to run a two day workshop on Quality Improvement Programme for its faculty and students. The President PMA, has been requested by the University to conduct another five days programme in the month of November.



*Ar. Vijay Uppal, PMA with students of Nagarjuna University*



*Members of PMA interacting during Budget Blues*

### Interaction on Budget 2019

An interactive session was held among members of the PMA to discuss issues related to what turns costlier what is cheaper, Individual Taxation policies post 2014 and new social and infrastructure schemes launched by the Finance Minister in the Budget 2019. The discussion focused primarily on individual tax payers direct and indirect taxes and measures related to MSMEs.

## Pathankot Management Association

Pathankot Management Association organised an Awareness Session on Forest Tree & Tree Plantation drive on 19th July which was presided over by Dr. Sanjeev Tiwari, Divisional forest Officer, Pathankot; Managing Director, Ms Tripta Punj and Chief Managing Director, Er. Kanwar Tushar Punj. On this occasion Dr. Tiwari described the need for plantation due to mass deforestation in the last few years because of the urbanisation and roads expansion. Mr. Rakesh Kumar was the expert at the programme. Mr Vinod Rampal, HOD Agriculture spoke about the importance of trees in human life. 58 staff and 73 students participated in this drive and they planted more than 120 saplings of forest trees.



*DFO, MD & CMD planting the saplings*

## Quilon Management Association

Quilon Management Association conducted a talk on 'Management of Heart' by Dr. Sujay Renga, Interventional Cardiologist on 31st July. Mr. Sreeraj. C, Secretary General QMA, welcomed the gathering. Dr. Riji G Nair, President, QMA presided over the session, Mr. Sunil Kumar, Secretary (Administration) introduced the chief guest. Dr. Sujay Renga, a popular interventional cardiologist of Kerala, made a presentation on 'Management of Heart'. During his talk, he highlighted the statistics of heart patient of Indian especially Keralites. A musical concert by Mr Bharath K Rajesh was also organised along with the above talk. The session was attended by 156 participants. Dr. Sasidharan Pillai, Vice President handed over a memento to the chief guest and Mr. Jayachandran, Treasurer QMA proposed the vote of thanks



*Dr. Sujay Renga, Interventional Cardiologist, delivering his talk on 'Management of Heart'*

## Rajkot Management Association

### Workshop

Rajkot Management Association organised a seminar on 'Thinking a Thought' on 20th July by Mr. Ashish Ambasana. The speaker was given welcome bouquet by the senior most member of RMA. More than 95 participants from different organisations like Rotary Club, Chamber of Commerce, Municipal Corporation, Indian Medical Association, City Women's Club attended the programme.



*Participants with the speaker*



## Ranchi Management Association

### Workshop

Ranchi Management Association, Ranchi in association with Institute of Science & Management Ranchi organised a four day workshop on 'Business Development Plan' from 8th -11th July. The chief guest Dr. Hariharan, Ex-Director, SAIL, Ranchi underlined the need to develop effective business plan after conducting market survey and assessing demand and supply position of the product. Prof. (Dr.) G.P. Singh, Director ISM Ranchi stated that continual growth of the business

demands minimisation of cost, maintaining quality and continuous taking care of customer service. Prof. (Dr.) Sushil Kumar, General Secretary & CEO Ranchi Management Association Ranchi welcomed the guests and participants. Mr Sumit Kumar, Vice President, Atal Bihari Jharkhand Innovation Lab Ranchi explained about the Startup Policy of Jharkhand Government. Mr Vinod Kumar, CS, explained the salient features of Income Tax and GST. Prof. (Dr.) P.K. Sinha, Head (Department of Philosophy), Yogoda Satsanga Mahavidyalaya, Ranchi talked about Industrial psychology and business philosophy in context with global business environment. Mr Satish Kumar, a successful startup entrepreneur, shared his experience with the participants.

### Talk

Prof. (Dr.) Sushil Kumar, GS & CEO, RMA Ranchi delivered a talk on 'Entrepreneurship Development in Plastic Industries Sector' at Central Institute of Plastic Engineering & Technology, Ranchi on 13th July. He explained the basics of entrepreneurial mindset, culture, and traits. He further spoke about steps and formalities of business start-ups, government policies and schemes, institutional network, preparation of business plan. Mr A.K. Rao, Director, CIPET briefed about the future prospect as entrepreneurs in plastic industries.

## Rohilkhand Management Association

Annual General Meeting of Rohilkhand Management Association was held on 2nd July. Annual Report was presented along with Annual Accounts for the year 2018-19 by Secretary. President called meeting to order and welcomed all members present. Election of Executive body was held and the new members were elected unanimously for the year 2019-20 where Dr. Manish Sharma took over as President. Programme committee meetings were held on 16th July and 22nd July.



*Prof. (Dr.) G.P. Singh addressing the participants during the Workshop on 'Business Development Plan'*



*Dr. Neeraj Saxena, Rajesh Gupta, K.K. Damani, Dr. Manish Sharma, Qadir Ahmad, Dr. Swatantra Kumar*



*Dr. Vinay Khandelwal, Dr. Neeraj Saxena, Mr. Qadir Ahmad, Dr. Vivek Sharma, Mr. K.K. Damani, Dr. Manish Sharma, Dr. Swatantra Kumar, Mr. Rajesh Gupta, Mr. Umesh Dhirwani (standing row), Chief Guest Mr Santosh Kumar Gangwar, Hon'ble Minister of State (Independent Charge) Labour and Employment, Special Guest of Honour Mr Dev Murti.*

On 27th July Rohilkhand Management Association organised the Installation Ceremony for new Executive body. Mr Santosh Kumar Gangwar, Hon'ble Minister of State (Independent Charge), Labour & Employment, Govt. of India, New Delhi graced the occasion as the Chief Guest. Mr. Dev Murti, Chairman, SRMS Trust, Bareilly was the Special Guest of Honour. Mr. K.K. Damani, Immediate Past President welcomed the participants and wished new team the very best. Secretary, RMA presented a brief Introduction and activities report of RMA. Incoming President, Dr. Manish Sharma thanked the Chief Guest and Special Guest of Honour for sharing their insights for excelling in managerial skills. Dr. Manish also shared future activities plan of RMA which was hugely appreciated by the participants.

Around 100 entrepreneurs and other professionals attended

the ceremony. Dr. Vinay Khandelwal, Vice President RMA proposed the vote of thanks.

## Tarapur Management Association

### Inaugural Session

Tarapur Management Association (TMA) organised an Inaugural session of 'Advance Diploma in Industrial Safety (ADIS)', a professional Post Graduate Diploma course being conducted by TMA successfully for the past eighteen years and recognised by Maharashtra State Board of Technical Education, on 20th July. Mr A.D. Khot, Joint Director, DISH, Government of Maharashtra was the chief guest of the session. Mr D.K. Raut, President, Industries Association (TIMA) presided over the function. Mr Elangovan R. Mudaliyar, President, TMA and Mr V.S. Raju, Honorary principal of the course felicitated the best performers of the previous year.



*Chief Guest Mr A.D. Khot, Mr. Veljibhai Gogri, Vice-President-TIMA, Mr. Elangovan R. Mudaliyar, President -TMA and Mr. V.S. Raju, Hon. Principal during the felicitation.*

## Thrissur Management Association

### Health and Music Show

TMA conducted a health and music show for its members on 3rd July with Dr. Santhosh Babu M R, Sr. Medical Consultant, National Inst. of Physical Medicine & Rehabilitation as the chief guest. Dr. Santhosh Babu M R interacted with members of TMA on how life style impacts a person's mental and physical health. Around 80 members attended this programme.



*Dr. Santhosh Babu M R, addressing TMA Members*



*TMA Imm. Past President Er. N I Verghese presenting TMA-Beeline Award to Mr. Suresh Unnikrishnan*

**TMA Bee-Line Award 2019**

Presentation of TMA-Beeline award was held on 3rd July. TMA Beeline Special Achievers Award, is an award instituted by TMA in association Beeline, a charitable association, to recognise and honour people with challenges, who have overcome their challenges and become successful role models. This year, the award was won by Mr. Suresh Unnikrishnanan physically challenged entrepreneur. TMA Imm. Past President Er. N I Verghese presented the award.

**Certificate Distribution**

Certificate distribution ceremony for TMA Students Chapter batch 2018-19 was held on 3rd July. TMA Imm. Past President Er. N I Verghese distributed the certificates to representative of TMA's affiliated student chapters.



*Certificate distribution to TMA Students Chapter Members*



*Capital Café- Startup Pitch-fest*

**Startup Pitch-fest**

Startup Pitch-fest competition in in association with TiE Kerala and Kerala Startup Mission was held on 7th July. 10 teams participated in the pitch fest.

**Mentoring Session**

Thrissur Management Association conducted a mentoring session for members and students on the topic 'Developing an Effective Business Plan' by Mr. S R Nair, Co-Founder, Metroguru & Past President TiE Kerala on 7th July. Mr. Nair elaborated how to develop an effective business plan. The session was truly informative and widely appreciated by the 70 members that attended.



*'Developing an Effective Business Plan' by Mr. S R Nair*



*TMA Past President CA Santhakumar K addressing TMA Members*

**Analysis of Union Budget 2019-20**

Post budget analysis of Union Budget 2019-20 was held on 9th July in association with TiE Kerala Chapter. Mr. Mithun D'Souza, Partner E&Y and TMA Past President, CA Santhakumar K were the speakers of the programme. Around 83 members participated in this programme.



### 29th Annual General Meeting

29th Annual General Meeting of TMA was held on 12th July. CA Sony C L welcomed the members. Past President Er. N I Verghese delivered the presidential address. Mr. Seejo P J proposed the vote of thanks. 90 members attended this programme.



29th Annual General Meeting of Thirissur Management Association



CA Sony C L Newly elected TMA President addressing Committee Members

### Managing Committee Meeting

The first Managing committee meeting of newly elected committee members was held on 23rd July. The committee selected CA Sony C L as President, Dr. V M Xaviour as Sr. Vice President, Er. Vinod Manjila as Vice President, Mr. Seejo P J as Hon Secretary, Mr. Prathap Varkey as Hon. Jt. Secretary & CA Manoj Kumar as Hon. Treasurer.

### Mentoring

TMA is assisting the management professionals of Malappuram District in the State of Kerala for the formation of Malappuram Management Association. A meeting of the members of Malappuram District was held on 20th July on the theme 'Thought Interaction and Deliberations' for the formation of Malappuram Management Association.

TMA President CA SONY C.L and Immediate Past President Er. N.I. Varghese addressed the members. During the meeting the first committee was formed with Mr Salam, MD, SAFA Group as President.



Mentoring of Malappuram Management Association

### Vaikom Management Association

The installation of new office bearers was held on 14th July. Er P Rajendraprasad, President; Er A Saifuddin, Secretary General and all the members of the office bearers took charge. Hon'ble Justice, Rtd B Kemal Pasha was the Chief Guest on the occasion.



Immediate Past President M G Radhakrishnan handing over charge to Er P Rajendraprasad, Incoming President.

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# AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
24th AIMA Convocation		New Delhi	19 August 2019
National Competition for Young Managers 2019		New Delhi Grand Finale	22-23 August 2019 30 August 2019
73rd Shaping Young Minds Programme		Shillong	30 August 2019
8th HR Leadership Retreat	Pramod Bhasin Chairman Clix Capital Services	Goa	30 August - 01 September 2019
46th National Management Convention	Sanjiv Goenka Chairman RP- Sanjiv Goenka Group	New Delhi	17-18 September 2019
4th US-India Conference at UC Berkeley	Sunil Kant Munjal Chairman Hero Enterprise & Past President AIMA	UC Berkeley	27 September 2019
CEOs Delegation to Silicon Valley	Sunil Kant Munjal Chairman Hero Enterprise & Past President AIMA	Silicon Valley	30 September- 03 October 2019
AI & Big Data Retreat	Soumitra Dutta Professor of Management Former Founding Dean SC Johnson College of Business Cornell University, New York	Goa	11-13 October 2019
74th Shaping Young Minds Programme		Madurai	18 October 2019
8th Innovation Practitioners Summit		New Delhi	07 November 2019
Regional Management Conclave		Mumbai	08 November 2019
Global Advanced Management Programme	Claude Smadja former Managing Director World Economic Forum	Beijing, China	17-22 November 2019
75th Shaping Young Minds Programme		Thrissur	27 November 2019



Event	Programme Chairman /Director	Venue	Date
16th HRM Summit		New Delhi	29 November 2019
11th Senior Leadership Retreat	Sunil Kant Munjal Chairman Hero Enterprise & Past President AIMA	Goa	13-15 December 2019
Global Advanced Management Programme	Claude Smadja former Managing Director World Economic Forum	Israel	02-06 February 2020
2nd AI & Big Data Retreat		Goa	14-16 February 2020
64th Foundation Day and 14th National Management Day		New Delhi	21 February 2020
AIMA Managing India Awards	Sanjiv Goenka Chairman RP- Sanjiv Goenka Group	New Delhi	27 April 2020
6th National Leadership Conclave	Sanjiv Goenka Chairman RP- Sanjiv Goenka Group	New Delhi	28 April 2020
Global Advanced Management Programme USA	Solomon Darwin Executive Director Garwood Center for Corporate Innovation Haas School of Business University of California Berkeley	Silicon Valley USA	21-26 June 2020

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