

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

NOVEMBER 2018



Dear Readers,

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

The past few weeks have been busy at AIMA as the organisation continued to reach out to aspiring and practicing managers through its various services and programmes.

AIMA organised an Academic Conference on the theme 'Managing in The Age of Disruption: Future of Organisations' at New Delhi. The conference was addressed by several eminent thought leaders and academicians including Mr TV Mohandas Pai, Immediate Past President, AIMA; Mr Arun Kumar, Chairman & CEO, KPMG in India; Mr Rajan Saxena, Chairperson, AIMA Case Research Centre and Vice Chancellor & Distinguished Professor, NMIMS; Mr Richard Rekhy, Board Member, KPMG in Dubai amongst several others. The conference was attended and well received by 250 delegates. A brief report is carried inside.

Not confining itself to Indian shores, AIMA in collaboration with Horasis: The Global Vision Community, co-organised the Horasis Asia Meeting in Vietnam. The AIMA delegation led by Mr Harshavardhan Neotia included Mr TV Mohandas Pai, Mr Rajive Kaul, Dr JS Juneja, Ms Rekha Sethi, Mr Richard Rekhy, Mr Pranjali Sharma and Ms Vinita Bajoria. The meeting brought together over 500 top leaders from across Asia to discuss the way forward for the 'Asian Century'. You'll find more details inside.

In addition, AIMA with the support of Ministry of External Affairs, organised another edition of its Awareness Programme on 'Enterprise Development for African students' at Ludhiana. The programme was led by Dr. J S Juneja, Past President, AIMA, and Chairman, AIMA SME Committee.

AIMA has always endeavoured to provide various platforms for young managers and professionals to build and enhance their management skills and capability. The 15th edition of AIMA's popular National Competition for Young India (NCYI) was successfully conducted across India with the Grand Finale held in Delhi. Close on the heels of the NCYI, the 22nd Student Management Games (SMG) successfully concluded at Coimbatore with more than 175 teams participating across the regional rounds.

AIMA continued to reach out to the professional and student community through its educational courses, workshops, open & in-company training programmes and interactive sessions during the period. You will find brief details in this issue along with latest updates from the Local Management Associations and some interesting articles on management.

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

Warm Regards,

Rekha Sethi
Director General

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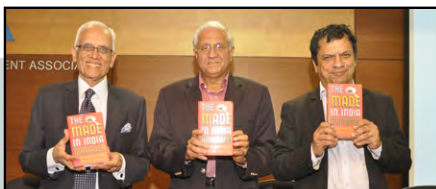


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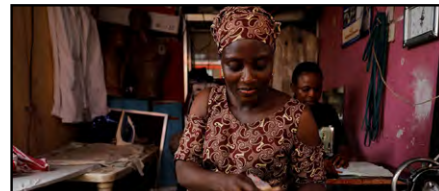
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15th Global Advanced Management Programme

AIMA
ALL INDIA MANAGEMENT ASSOCIATION

Connecting with Israel's innovation dynamics

02-07 March, 2019: Tel Aviv, Israel

Programme Objectives

This five-day Global Advanced Management Programme will allow participants:

- To understand the key factors driving Israel's unique innovation dynamism and the characteristics which make it a 'startup nation'
- To get insights on how Israel's startup ecosystem works
- To interact with top Israeli entrepreneurs
- To explore how their companies can possibly benefit from Israel's technological advances and leverage new insights from, and relationships with, the Israeli innovation ecosystem.

Registration Details

- **Delegate Fee per participant:** INR equivalent of USD 8500 per participant
- **Inaugural Discount:** USD 750 per participant for registrations received along with participation fee by 11th January, 2019.
- **Early Bird Discount:** after 11th January, 2019 a discount of USD 500 per participant available for registrations received along with participation fee by 1st February, 2019.

GST : 18% or as applicable on the date of fee payment will be charged on the participation fee.

AIMA GSTIN ID No. : 07AAATA1644A1ZH

AIMA PAN No. : AAATA 1644 A

For online registration, please visit www.aima.in

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Programme Director



Claude Smadja

President, Smadja & Smadja Strategic Advisory and
Former Managing Director, World Economic Forum

AIMA Academic Conference



(L-R) Rekha Sethi, Director General, AIMA; T V Mohandas Pai, Immediate Past President, AIMA & Chairperson, Manipal Global Education Services Pvt Ltd; Arun Kumar, Chairman & CEO, KPMG in India; Rajan Saxena, Chairperson, AIMA Case Research Center and Vice Chancellor & Distinguished Professor, Narsee Monjee Institute of Management (NMIMS) and Raj Agrawal, Director, Center for Management Education releasing the Academic Conference Souvenir

AIMA organised an Academic Conference on the theme 'Managing in The Age of Disruption: Future of Organisations' during 6th - 7th December 2018 at New Delhi.

Mr T V Mohandas Pai, Immediate Past President, AIMA and Chairperson, Manipal Global Education Services Pvt Ltd delivered the inaugural address and said that companies cannot utilise most of the highly-skilled employees full time and they could hire them by the gig. Companies need to change their organisation structure and management behaviour, he added. Mr Arun Kumar, Chairman & CEO, KPMG in India delivered the keynote address and pointed out that the millennials are making an impact on organisational structure and behaviour because

they want more control of their work and time. The welcome address was delivered by Ms Rekha Sethi, Director General, AIMA and Mr Rajan Saxena, Chairperson, AIMA Case Research Center and Vice Chancellor & Distinguished Professor, Narsee Monjee Institute of Management (NMIMS) set the context of the conference.

Some of the other eminent speakers included Mr Pranjal Sharma, Author Kranti Nation: India and the Fourth Industrial Revolution; Mr Richard Rekhy, Board Member, KPMG in Dubai; Mr Ankur Narang, Senior Vice President - Technology & Decision Sciences, Yatra Online Pvt Ltd and Guest Faculty, IIT Delhi; Mr Vipin Tyagi, Executive Director, C-DOT; Mr Pulak Ghosh, Professor, Indian Institute of Management, Bangalore; Mr



(L-R) Vipin Tyagi, Executive Director, C-DOT; Pranjal Sharma, Author Kranti Nation: India and Ankur Narang, Senior Vice President - Technology & Decision Sciences, Yatra Online Pvt Ltd and Guest Faculty, IIT Delhi and the Fourth Industrial Revolution and

Mr Sougata Mukherjea, Program Director, Hybrid Integration Cloud Centre of Excellence, IBM Global Technology Services; Ms Charru Malhotra, Associate Professor (e-Governance and ICT), Indian Institute of Public Administration; Mr Prem Vrat, Pro Chancellor, The North Cap University; Ms Veena Vohra, Associate Dean and Professor, NMIMS and Mr Sunil Bhardwaj, Senior Analyst and Consultant, SAS.

Vaidyanathan Jayaraman, Principal & Associate Dean, Distinguished Chaired Professor, Great Lakes Institute of Management; Mr Jai Menon, Mentor and Former Chief Technology Officer, HT Media; Mr Prasanjeet Dutta Baruah, Business Head – India, Facebook/Instagram; Mr Aaron Kamath, Senior Member, Technology Practice Nishith Desai Associates; Mr Umakant Soni, Founding Partner, pi Ventures & Investor & Entrepreneur, Artificial Intelligence; Mr Ajey Mehta, Vice President and Country Head, India, HMD Global; Mr Amit Mookherjee, Professor, Delhi Technological University (DTU); Mr Paritosh Basu, Professor, Narsee Monjee Institute of Management (NMIMS), Mr Suman Bose, Advisor to Boards and Executive Partner Lumis Partners; Mr P D Jose, Professor, Indian Institute of Management, Bangalore;

The conference also had 15 research papers presented by academicians and research scholars in the concurrent session of the conference. The conference was attended by 250 delegates and was very well received by the participants



Paritosh Basu, Professor, Narsee Monjee Institute of Management (NMIMS); Richard Rekhy, Member of the Board, KPMG, UAE; Ajey Mehta, Vice President and Country Head, India, HMD Global; Suman Bose, Advisor to Boards and Executive Partner Lumis Partners and Amit Mookherjee, Professor, Delhi Technological University (DTU)

Horasis Asia Meeting



Supachai Panitchpakdi, former Secretary General, UN Conference on Trade and Development, (UNCTAD), Thailand; Harshavardhan Neotia, President, AIMA & Chairman, Ambuja Neotia Group and Jouko Ahvenainen, Founder and Executive Chairman, Grow VC Group, USA at the Plenary session Asia's Dynamism of Horasis Asia Meeting 2018, Vietnam

AIMA was one of the co-organisers of the Horasis Asia Meeting organised by Horasis: The Global Vision Community. The meeting was held on 25th-26th November 2018 at Binh Duong New City, Vietnam. Horasis is an independent think tank that hosts annual meetings to advance solutions to the most critical challenges faced by corporations globally. The Horasis Asia Meeting is Asia's premier gathering of the region's most senior leaders from business and government.

The AIMA delegation led by Mr Harshavardhan Neotia, President AIMA & Chairman Ambuja Neotia Group included Mr TV Mohandas Pai, Immediate Past President AIMA and Chairman, Manipal Global Education Services Pvt Ltd; Mr Rajive Kaul, Chairman, NICCO Group; Dr J S Juneja, Chairman, Global Projects and Services

Ltd; Ms Rekha Sethi, Director General AIMA; Mr Richard Rekhy, Member of the Board, KPMG, UAE; Mr Pranjal Sharma, Contributing Editor, BusinessWorld and Ms Vinita Bajoria, Executive Director, Titagarh Wagons.



Harshavardhan Neotia, President, AIMA & Chairman, Ambuja Neotia Group addressing



Rekha Sethi, Director General, AIMA with the co-hosts and co-organisers at the grand opening of Horasis Asia Meeting 2018, Vietnam

Sharing his perspective on Asia’s Dynamism, AIMA President, Mr Harshavardhan Neotia said, “Asia must find new models to enable better collaboration and growth. It needs more statesmen to help overcome its differences and challenges for a shared future.”

The meeting was an ideal platform to explore and advance regional cooperation and brought together over 500 leaders from across Asia to discuss and lay the road map for the ‘Asian Century’.

AIMA Immediate Past President, Mr Mohandas Pai shared, “India has grown 8.7% for the last 27 years. It is no longer the same country it was in the 60s. China would need to work with India to bring in the Asian century.” Mr Rajive Kaul, Past President AIMA expressed that “India is a young society - an aspirational society. Jobs in India will only come through self-employment”.



TV Mohandas Pai, Immediate, Past President, AIMA & Chairman, Manipal Global Education Services Pvt Ltd and Ken Shibusawa, Chief Executive Officer, Shibusawa and Company, Japan at the plenary session Realizing the Asian Century



01. *Rajive Kaul, Chairman, NICCO Group, India at the session The Economic Outlook*
02. *J S Juneja, Chairman, Global Projects and Services Ltd, India and Past President, AIMA at the session Re-igniting Micro-entrepreneurship*
03. *Richard Rekhy, Member of the Board, KPMG, UAE addressing at the session Envisioning New Business Models*
04. *Rekha Sethi, Director General, AIMA with other panelists at the session on Reducing Asia's Gender Gap*

Awareness Programme on Enterprise Development for African students



Dr J S Juneja, Past President, AIMA, and Chairman, AIMA SME Committee and Dr Raj Agrawal, Director, Center for Management Education with other dignitaries and African students at the Awareness Programme on Enterprise Development for African students, Ludhiana

AIMA with the support of Ministry of External Affairs organised its next Awareness Programme on Enterprise Development for African students at C T University, Ludhiana on 21st-22nd November, 2018 on the theme 'Don't Hunt for the Job-Be your Own Boss'. The programme was led by Dr. J S Juneja, Past President, AIMA, and Chairman, AIMA SME Committee.

The main objective of these programmes is to motivate the African students studying in India, to inculcate the spirit of entrepreneurship and also trigger the thought process to set up their own enterprises in manufacturing and services sector upon returning home instead of looking for jobs. The programme covered topics such as enterprise development in Africa; how to succeed in business; small business

management; modern marketing methods; adding value to SME development through technology and innovation, success stories, preparation of business plan and factory visits.

The eminent speakers included Dr. Harsh Kumar Sadawarti, Vice Chancellor, CT University; Mr Ahsanul Haq, President, Jalandhar Management Association and Mentor on Road, Punjab chapter; Mr Gurmeet Singh Kular, Managing Director, Darshan Group of Companies; Mr Jagdish Singal, Managing Director, Eastman Group; Dr. Kiran Sood, Professor (Finance) CT University; Dr. Amrinder Singh, Professor (Marketing) and Mr Kamal Wadhwa, President, Ludhiana Management Association. The programme was well received and attended by 78 African students.

National Competition for Young India



Christ Institute of Management, National Champion team of National Competition for Young India

AIMA held the 15th National Competition for Young India on the theme 'Turning Potential into Growth Engines: Blueprint to grow Tourism, Sports, Entertainment, Technology and Infrastructure'.

The Regional Rounds were held at New Delhi on 10th -11th October, on 14th November at Bangalore and on 16th November at Pune. The Grand Finale was held on 22nd November, 2018 at New Delhi. The Jury was chaired by Mr. Ashok Swarup, GM-HR, NTPC Ltd. The other Jury members included Mr. Vivek Mehrotra, Head of Learning & Development, Zomato India

Ltd; Ms Tanushri Nair, AVP – HR & Admin, SAGE Publications India and Lt. Rita Gangwani, (Former Officer-Indian Army), Personality Development Mentor. The programmes witnessed a participation of 65 teams from across the country. Christ Institute of Management emerged as the National Champion. Doon Business School, Dehradun and Xavier Institute of Management and Entrepreneurship, Bangalore were the 1st and 2nd runners up. The Best Budding Manager was Mr Vedprakash Bhat of ICFAI Business School, Pune.

Battle of the Titans



CORPORATE MANAGEMENT OLYMPIAD 2018-19

22nd & 23rd January 2019

Management Quiz Competition
Business Simulation Competition (SmartBiz)
Case Study Competition
Business Modelling Competition

www.aimacorporateolympiad.com

Venue : Scope Complex, Lodhi Road, New Delhi

For registration contact:

Ravi Jangra

Deputy Director - Centre for Management Development (CMD)
All India Management Association

22nd Student Management Games



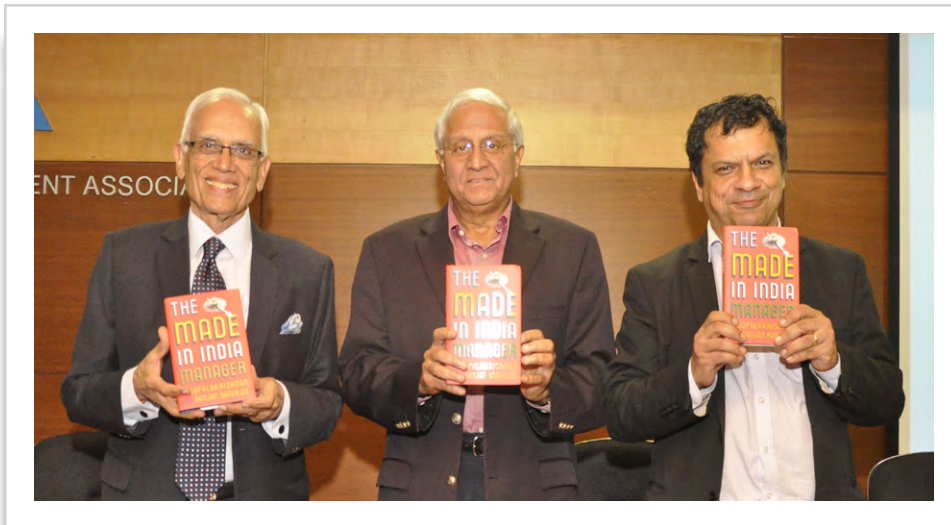
GRG School of Management Studies, Coimbatore National Champions team of 22nd SMG

The 22nd Student Management Games (SMG) popularly known as 'Chanakya' is a National Competition for B-schools, organised by All India Management Association. AIMA has been conducting this competition for the last 21 years in the country. SMG for the year 2018 successfully concluded on 24th November 2018 at Coimbatore. The 22nd SMG 2018 competition was held in the Northern, Western and Southern Region.

'Chanakya' is a computer-based simulated game that sensitises and strengthens business

acumen in students where participants are handed over a hypothetical company to run. A team of 4 students form a company and run it in a virtual environment created by Chanakya. This year more than 175 teams participated in the competition. GRG School of Management Studies, Coimbatore emerged as the national champions; SGT University (Faculty of Commerce & Management), Gurgaon and FMS, Pacific University, Udaipur followed as the first and second runners-up in SMG 2018.

Interactive Sessions



(L-R) Krishan Kalra, Past President, AIMA; R Gopalakrishnan, Corporate Advisor, The Mindworks, Former Director, Tata Sons, Past President, AIMA and Dr Ranjan Banerjee, Dean, S.P. Jain Institute of Management and Research, Mumbai

AIMA organised an interactive session on 'The Made in India Manager' with Mr R Gopalakrishnan, Corporate Advisor, The Mindworks, Former Director, Tata Sons, Past President, AIMA & Dr Ranjan Banerjee, Dean, S.P. Jain Institute of Management and Research, Mumbai on 15th November 2018. The session was based on the book authored by Mr R Gopalakrishnan and Dr Ranjan Banerjee. Mr Krishan Kalra, Past President, AIMA chaired the session. The session was well appreciated by participants.

Another interactive session on 'The 2-Minute Revolution, The Art of Growing Businesses' with Ms Sangeeta

Talwar, Author & Managing Partner, FlyVision Consulting was held on 30th November 2018. The session was based on the book authored by Ms Sangeeta Talwar. Ms Talwar shared experiences of how she helped to launch and establish the marketing legend Maggi 2-Minute Noodles and also how she steered Tata Tea into becoming the largest tea brand in India with the "Jaago Re" campaign. Mr Navneet Saluja, Managing

Director of GSK Consumer Healthcare, chaired the session. The session was very well received by audience.



Navneet Saluja, Managing Director, GSK Consumer Healthcare and Sangeeta Talwar, Author & Managing Partner, FlyVision Consulting

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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**Peer to Peer
Networking**



**Professional
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**Best Practice
Sharing**



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

Young Leaders Council, All India Management Association Management House, 14 Institutional Area, Lodhi Road, New Delhi – 110003

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Training Programme



Participants of In-Company training of DAIL

AIMA organised an in-company training programme for the Delhi International Airport Limited (DAIL) on 12th -13th November 2018. The two day training built managerial skills of those who are preparing to take up senior roles in the organisation and would handle bigger and diverse teams. The training programme was interactive and covered topics like Building Engagement in team, Art of Delegation, Performance Conversation – Driving Excellence and Handling Reviews. The training ended with an action planning by the participants.

The seventh in the series, AIMA conducted an open training programme for EAs / Secretaries on 22nd -23rd November 2018 at Mumbai. The training helped participants expand their skills so they can better support their manager/s and organisation.

The same training was conducted for internal EAs & Secretaries of GMR Group in Delhi. The two day training covered topics

like Managing Pressure and Conflicting Demands, Influencing Skills gaining support and cooperation of others, Managing Human Relations, Communicating with Stakeholders, Effective Management of Client Relationships, Planning, Prioritising & Monitoring and Maintaining Confidentiality. The training programmes were very well received by the participants.

AIMA Certified Trainer (ACT) an assessment session was conducted at Jamshedpur for the internal trainers of Thriveni Earthmovers Pvt Ltd. Mr Zubin Palia, Chief (HRM) Group IR, Tata Steel and Mr T Senthilnathan, HCM Project Director, Thriveni Earthmovers Pvt Ltd. were in the assessment panel. Apart from assessment, the senior panel members added their individual observations and suggested areas of improvement for each applicant. ACT is recognised and endorsed by NOCN, UK, a leading British assessment and awarding organisation.



Participants of GMR Internal training for EAs & Secretaries

Congratulations!



Ashwani Chopra, Deputy Director, Information Technology, AIMA receiving the CIO Change Agents Award 2018

Ashwani Chopra, Deputy Director, Information Technology, AIMA received the 'CIO Change Agents 2018 Award' at the Enterprise IT World Change Agents 200 Mega CIO Summit & Awards 2018 on 30th November 2018 at New Delhi. The 'Red Carpet Awards Ceremony' this year identified and honoured 200 of India's leading technology decision makers. The awardees were recognised for contributions to the industry by fostering growth for their organisation through breakthrough technology deployment. This year's Awards were divided into 11 categories which included Hall of Fame CIO Leaders under the 'Icons of the Industry' title and 'Change Agents of the Year' titles from 10 sectors.

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College Capers

“You’ve changed” is the oft-repeated complaint of many a wife.

“Of course not, Darling” you say and try to make up by taking her out for a meal or – if things are really bad – splurging on a sari or a trinket. Does one really change so much or is it a calculated strategy of wives all over the world?

I did some introspection and, my God, the results were astonishing. The things one did as a youngster – not necessarily while courting your future wife or even during the heady honeymoon days – sound absolutely mad and crazy today.

Like the time, we were checked by a restaurant manager on a silly little technicality and how we got even with him. Carlton Café at Kashmere Gate was our frequent haunt while doing engineering at Delhi Polytechnic. The good owner – later famous TV artist Vinod Nagpal – used to charge eight annas (50 paise) per head for tea or coffee. All we wanted was to have one cup of each brew but he wouldn’t permit.

“Have any amount of one” he would say or “pay double”. Now, this was ‘unfair’ and we tried to teach him a lesson. We got our chance soon. The yearly ‘Boiler House’ practical meant going inside a big coal-fired boiler and when we came out, only the eyes were visible – rest of the body, rather the dungarees we wore, was all covered with a thick black layer of soot. We walked up to the café without washing up or changing clothes and demanded to be allowed in – a crisp rupee note held out by each – ready to pay for both tea and coffee!

The Gurkha at the door was no match for thirty ghostly apparitions; he cried foul and ran for cover. By the time

we occupied half the tables other amazed customers started leaving in a hurry. Soon enough Mr. Nagpal appeared and gauging the situation offered settlement. No more black ghosts in his cafe and Polytechnic boys could have both tea and coffee for the price of one.

Or the time Gian Chand, our classmate from Himachal, ran up to Ritz Cinema and back, without a stitch of clothing, at midnight. He was challenged to do so and at stake was the princely sum of rupees ten. For Gian Chand, the full blooded pahari bania, this was a matter of honour. All he had to do was behave like a lunatic and the prize was his.

Eating up others’ lunch packs in class, taking in noon shows at the Ritz, drinking beer while shuffling around in C.P. were all in the game. Fooling around in the last rows of cinema halls was also the done thing even though there was always the danger of the manager calling a policeman or an uncle giving knowing glances when you came out of the hall.

What takes the cake was an experience at the swanky new Laguna restaurant. At the next table sat a German woman. We were all showing off and talking loudly in Punjabi about doing this and that to the firangan if only she would agree. The lady sipped her coffee silently, paid the bill, came up to our table and asked in chaste Punjabi “Pher kerha jawan mard aj shaamin mainu bahar ley ke jauga” (So which He Man is taking me out tonight) and walked off!



*by Krishan Kalra
Past President, AIMA*

Procurement

AIMA and The World Bank offers

Professional Diploma in Public Procurement (PDPP)

PDPP caters to procurement practices across the globe and the endeavor is to enable anyone interested in Public Procurement to get an overview of the field and to understand the rationale behind Public Procurement decisions.

The course is delivered as a blend of e-Learning, instructor-led-sessions, self-study and social learning. The delivery of this course is governed by the 'Charter on Public Procurement Studies' (CPPS). The ILT sessions (face to face) are spread over five days. At the end of comprehensive online and offline training, a summative assessment will be conducted. On successful completion of the programme, the partner institute will award the Professional Diploma in Public Procurement(PDPP).

Will benefit :

- Procurement Professionals for updating their domain knowledge
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How to Overcome Your Fear of Failure

by Susan Peppercorn

DECEMBER 10, 2018



CAIIMAGE/ANDY ROBERTS/GETTY IMAGES

A client (who I'll call "Alex") asked me to help him prepare to interview for a CEO role with a start-up. It was the first time he had interviewed for the C-level, and when we met, he was visibly agitated. I asked what was wrong, and he explained that he felt "paralyzed" by his fear of failing at the high-stakes meeting.

Digging deeper, I discovered that Alex's concern about the quality of his performance stemmed from

a "setback" he had experienced and internalized while working at his previous company. As I listened to him describe the situation, it became clear that the failure was related to his company and outside industry factors, rather than to any misstep on his part. Despite that fact, Alex could not shake the perception that he himself had not succeeded, even though there was nothing he could have logically done to anticipate or change this outcome.

People are quick to blame themselves for failure, and companies hedge against it even if they pay lip service to the noble concept of trial and error. What can you do if you, like Alex, want to face your fear of screwing up and push beyond it to success? Here are four steps you can take:

Redefine failure. Behind many fears is worry about doing something wrong, looking foolish, or not meeting expectations — in other words, fear of failure. By framing a situation you're dreading differently before you attempt it, you may be able to avoid some stress and anxiety.

Let's go back to Alex as an example of how to execute this. As he thought about his interview, he realized that his initial bar for failing the task — "not being hired for the position" — was perhaps too high given that he'd never been a CEO and had never previously tried for that top job. Even if his interview went flawlessly, other factors might influence the hiring committee's decision — such as predetermined preferences on the part of board members.

In coaching Alex through this approach, I encouraged him to redefine how he would view his performance in the interview. Was there a way he might interpret it differently from the get-go and be more open to signs of success, even if they were small? Could he, for example, redefine failure as not being able to answer any of the questions posed or receiving specific negative feedback? Could he redefine success as being able to answer each question to the best of his ability and receiving no criticisms about how he interviewed?

As it turned out, Alex did advance to the second round and was complimented on his preparedness. Ultimately, he did not get the job. But because he had shifted his mindset and redefined what constituted failure and success, he was able to absorb the results

of the experience more gracefully and with less angst than he had expected.

Set approach goals (not avoidance goals). Goals can be classified as approach goals or avoidance goals based on whether you are motivated by wanting to achieve a positive outcome or avoid an adverse one. Psychologists have found that creating approach goals, or positively reframing avoidance goals, is beneficial for well-being. When you're dreading a tough task and expect it to be difficult and unpleasant, you may unconsciously set goals around what you don't want to happen rather than what you do want.

Though nervous about the process, Alex's desire to become a CEO was an approach goal because it focused on what he wanted to achieve in his career rather than what he hoped to avoid. Although he didn't land the first CEO job he tried to get, he did not let that fact deter him from keeping that as his objective and getting back out there.

If Alex had instead become discouraged about the outcome of his first C-level interview and decided to actively avoid the pain of rejection by never vying for the top spot again, he would have shifted from approach to avoidance mode. While developing an avoidance goal is a common response to a perceived failure, it's important to keep in mind the costs of doing so. Research has shown that employees who take on an avoidance focus become twice as mentally fatigued as their approach-focused colleagues.

Create a "fear list." Author and investor Tim Ferriss recommends "fear-setting," creating a checklist of what you are afraid to do and what you fear will happen if you do it. In his Ted Talk on the subject, he shares how doing this enabled him to tackle some of his hardest challenges, resulting in some of his biggest successes.

I asked Alex to make three lists: first, the worst-case scenarios if he bombed the interview; second, things he could do to prevent the failure; and third, in the event the flop occurred, what could he do to repair it. Next, I asked him to write down the benefits of the attempted effort and the cost of inaction. This exercise helped him realize that although he was anxious, walking away from the opportunity would be more harmful to his career in the long run.

Focus on learning. The chips aren't always going to fall where you want them to — but if you understand that reality going in, you can be prepared to wring the most value out of the experience, no matter the outcome.

To return to Alex, he was able to recognize through the coaching process that being hyper-focused on his previous company's flop — and overestimating

his role in it — caused him to panic about the CEO interview. When he shifted gears to focus not on his potential for failure but on what he would learn from competing at a higher level than he had before, he stopped sweating that first attempt and was able to see it as a steppingstone on a longer journey to the CEO seat. With that mindset, he quickly pivoted away from his disappointment at not getting the offer to quickly planning for the next opportunity to interview for a similar role at another company.

Remember: it's when you feel comfortable that you should be fearful, because it's a sign that you're not stepping far enough out of your comfort zone to take steps that will help you rise and thrive. By rethinking your fears using the four steps above, you can come to see apprehension as a teacher and guide to help you achieve your most important goals.

Susan Peppercorn is an executive career transition coach and speaker. She is the author of *Ditch Your Inner Critic at Work: Evidence-Based Strategies to Thrive in Your Career*. Numerous publications including the *New York Times*, *Wall Street Journal*, *Fast Company*, the *Boston Globe*, and *SELF Magazine* have tapped her for career advice. You can download her free *Career Fit Self-Assessment* and *25 Steps to a Successful Career Transition*.

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Helping Entrepreneurs Grow Small Businesses in Emerging Markets

While most business research in the developing world focuses on finance, a Stanford professor is testing a different set of interventions: marketing.

November 6, 2018 | by Steve Hawk

Many experts believe one of the best ways to improve economic conditions in emerging markets is to help entrepreneurs — especially those running small businesses — grow.



Sometimes nudging an entrepreneur to pivot is the best way to help a small firm grow. | Reuters/Akintunde Akinleye

These small, often times informal, firms include dressmakers, restaurants, auto repair shops, metal fabricators, cleaning services — the list is vast and ever-changing. The World Bank counts about 400 million of them across Africa, Asia, and Latin America,

where they make up about 60% of the jobs and 40% of the GDP.

Stephen J. Anderson is intensely interested in improving the performance of these entrepreneurs. An assistant professor of marketing at Stanford

Graduate School of Business, he knows that even a slight overall bump in growth among this class of firms could translate to greater prosperity for millions of small-scale entrepreneurs and the employees they lead.

Anderson has focused much of his research the past six years on sub-Saharan Africa, where he has overseen several multi-year field studies involving thousands of small firms — all with the aim of measuring the effects of marketing-based interventions.

In one stream of work, he's analyzing the impact of improved marketing capabilities with interventions such as marketing skills training in South Africa, customer resilience strategies in Uganda, insourcing and outsourcing marketing expertise in Nigeria, marketing analytics in Rwanda, digital marketing tools in Kenya, and external customer-facing modernization in Mexico.

In a second stream of work, Anderson is examining interventions focused on product development, including business model innovation in Uganda, locked loans in Ghana, the lean startup method in Kenya, professional service platforms in Nigeria, and scaling minimum viable products in Peru.

He spoke to Stanford Insights recently about what his studies are revealing and exactly how they work.

What's the biggest challenge that small-scale entrepreneurs face in emerging markets?

Lots of people assume that it's access to finance — that they just need money. Something like 80% of the firms I study lack access to credit. And surely that is an important constraint to growth.

You do need cash. But you also need customers. You have to identify or create a market — where people will actually pay you money in exchange for your offering — before the financial capital can be effectively invested in the business. You have to understand what different customers want or need, and how you're going to address those preferences or solve those problems. Do you stick with your existing design or service, do you tweak it, or do you maybe offer something entirely different? How do you address their needs in a way that's differentiated from competitors? Are you targeting a large enough segment of customers? And then once you do that, how do you scale revenues and sustain profitable growth?

Those are universal issues for all entrepreneurs, though, yes?

Right, but it's not typically something people lead with when they come in to help businesses in emerging markets. Often when a multinational or NGO wants to help, it's just, "We've got to come in with money. Money's going to solve it." In recent years, there's been a lot of great work on small firms and how to help them grow, but it has tended to focus on either finance or operations. The marketing aspect has kind of been ignored.

What kinds of marketing interventions are most effective?

That's what I'm trying to figure out with my first research program. I have a few projects completed now and seven more still in progress. My hope is at the end of a study — each one usually takes four years from inception to data completion — we'll have one important takeaway about the role of marketing

and entrepreneurship. Most often, it's how a given marketing intervention increases performance (what we call "the mechanism of change") that offers the key insights that we can use to generalize beyond the context of an individual country.

One of your first studies measured the impact of marketing skills training in South Africa. How did that work?

This project was the start of my work on building marketing capabilities. It involved recruiting hundreds of entrepreneurs across greater Cape Town, then randomly assigning some to a marketing course, others to a finance course, and the remainder to a control group that did not receive any training. To design and deliver a strong intervention, we teamed with a local NGO to recruit successful businesspeople from the area who wanted to give back to their community. They were experienced managers, most with professional degrees who knew that community and that economy. They met the small-scale entrepreneurs in classrooms on a weekly basis for 10 sessions of marketing- and sales-focused training (or finance and accounting classes for those in the other experimental group). The courses were both intense — involving four hours of in-class time and four hours of homework per week — and practical, with an emphasis on changing practices in one's own firm. Dividing the training into two separate interventions not only allowed entrepreneurs to focus on building one business skill at a time, but also gave us the chance to gain an understanding of how each one worked.

What was the primary finding?

With my coauthors [Rajesh Chandy of the London

Business School and Bilal Zia of the World Bank], we found that either type of training can lead to more profitable firms, but in different ways. The entrepreneurs who got marketing training tended to improve and become more profitable through a "growth" focus. They increased sales, purchased extra stock, and added more part-time staff, as well as increased the marketing and sales activities implemented in their businesses, that kind of thing. By contrast, the finance group increased profits by adopting a greater "efficiency" focus. They didn't increase sales substantially, but they did decrease costs and improve the conversion of inputs to outputs. They also implemented more finance and accounting practices.

Any other takeaways from that South Africa study?

We looked at which subgroup of firms benefit the most from marketing training. In line with developing a growth focus, we found that building marketing and sales skills really seemed to help entrepreneurs who (prior to the course) lacked exposure — meaning they'd never lived or traveled outside their existing town or worked in a larger company, so they hadn't been exposed to different products or market contexts. You know, many of these places are quite insular. Social and geographical mobility is constrained. Gaining broader exposure is a challenge for a lot of these entrepreneurs. So they're the ones who tended to get the biggest bang for the buck from marketing training.

How did that study differ from your work on business model innovation in Uganda?

The Uganda project was the beginning of my second

research stream, which examines the role of product development. This initial study looks at business model innovation — also known as pivoting — and whether firms in emerging markets can shift how they create, deliver, and capture customer value. For the marketing intervention, we used a one-on-one remote coaching model that facilitated connections across markets. Through our partner, we recruited hundreds of professionals in advanced markets all over the world, about 40 different countries. The coach could be an MBA grad in New York, or someone working for Deloitte in London, or someone with valuable business experience who just wants to help others. The coaches Skyped with local entrepreneurs from around Kampala once a week or every other week for six months to help them come up with ways to shift the direction of their businesses. While there is inevitably some knowledge transfer, it is difficult to effectively train someone on the other side of the world via email, phone, and Skype. But that was OK. We were more interested in how to stimulate pivots (not business practices) and then measure their impact on firm sales. It was less about skills and more about changing product-related strategies.

“Entrepreneurs who received international coaching increased their monthly sales in the range of 25%.”

Stephen J. Anderson

Can you give a specific example of how that might work?

Say there’s someone with a shop that sells DVDs and prints photos. But after analyzing the market and gathering feedback with the guidance of her coach, the entrepreneur realizes that what her customers

really need is someone to repair their electronic equipment, and that she has that capacity. Or maybe she learns that people are capturing many more short videos (as smartphone usage increases in Africa), but they have no way to edit, compile, and store them. So the entrepreneur shifts the strategic direction of her firm and dedicates resources to offering new services that better solve a growing problem in the market — in other words, she performs a “customer need” pivot. Her coach helped her rethink how to create value for customers and deliver it.

And the coaches have the experience to help them see that?

Exactly. Sometimes the entrepreneurs just need a nudge from someone who’s looking at the firm’s offering or market context from a different viewpoint, who can get them to go out and talk to their customers, or reexamine their product economics, or see what their competitors are offering, or figure out what else they could do with the materials, equipment, and skills they already have to redesign the firm’s value proposition.

This is a woman selling DVDs on the street?

No. Across my studies, I try to stay away from subsistence-level vendors selling stuff on the side of the road. While it’s impossible to get large samples — a must for these field studies — filled with transformational entrepreneurs, we at least try to avoid recruiting survivalist entrepreneurs. We make sure they’re operating out of a physical structure or building or office, so they’re a little more established and serious.

With some potential to scale?

Perhaps. Or at least with the motivation to grow, even if it’s just creating a job or two. That’s one of the trickiest parts of this research: How do you target and screen the entrepreneurs for these types

of interventions? We're looking for the cream of the crop.

How does that work?

We start with thousands of businesses. It's the same for most of my studies.

How do you find them?

Door to door. It's a massive operation. There's a research manager, field coordinators, and a team of 20 to 30 enumerators on the ground. We divide a city into market regions and then hit every business we can find over the next two to three months. I call it the "PTP," or pound-the-pavement, approach — and it tends to be more effective than simply relying on secondary lists passed on by NGOs, companies, or government offices. We also have our recruiting surveys programmed on tablets, which allow for quicker and more accurate data entry of their business characteristics, and which also capture GPS coordinates. Often the small firms in these countries don't have postal addresses, so we obtain a mix of GPS, landmarks, and phone contacts for them and their family. If they turn out to be a good fit for the study sample, it's critical that we're able to find them again.

What kind of businesses?

You might have a tailor shop, maybe someone who's designing jewelry. Lots of restaurants. Grocery stores. Delivery services. Printing shops. Internet cafes. Dressmakers. Some are small manufacturers, like metal fabricators or someone who works with leather. We start out by recruiting thousands of firms and narrow that down to the top 1,500 or so.

And how do you decide who gets the marketing intervention?

Several variables are used to construct what I call a GPI, or growth potential index. For example, we

want to know if they have any skin in the game, so how much startup capital did they invest? Do they have permanent employees? Do they have three months of utility bills to show they're an established business? Prior education? And so on. I use these growth proxies to calculate a GPI score. We score and rank them and move the top 1,500 to the next stage. Then we go back out and perform audits on each of these firms, which is challenging because many don't have financial data. Out of those 1,500, we might find 1,200 who are willing to fully complete our baseline survey and also remain committed to participating in the intervention. This group gets interviewed again by our partner or an intervention team, and only 75% of them might pass this last screening step. So that leaves us with around 900 firms. This final sample is then randomly assigned into a treatment group (offered the coaching intervention) and a control group (not offered any intervention). The intervention typically runs for six to nine months.

What about measuring the impact — how do you do that?

The research team [which includes Pradeep Chintagunta of the Chicago Booth School of Business and Naufel Vilcassim of the London School of Economics], attempts to measure the changes in firm performance over time via two follow-up audits conducted with all firms in the sample, the first at about 12 months and the second at about 18 months after our initial baseline survey. I'm still analyzing the data from Uganda, but so far it appears that entrepreneurs in the treatment group were much more likely than those in the control group to pivot or implement an innovation in their business model. And, in turn, we are seeing that the entrepreneurs who received coaching increased their monthly sales in the range of 25%, compared to those who did not get any coaching.

We also tried to look at what was actually happening, in terms of the marketing phenomenon. The idea behind our intervention was to stimulate business model innovation or create a strategic change. To better understand this mechanism, we first had to create a framework for measuring different categories of pivots.

What were some of these pivots?

Well, in addition to the “customer need” pivot described earlier, another type of pivot is called “zoom in.” Let’s say you have an auto mechanic, and maybe he’s doing repairs for anyone who comes in. Whatever they want, he does it. He has no focus. He offers a broad mix of services — some are profitable, others are not. Then he gets a coach who starts pushing him to analyze what services are the most popular and most profitable, both with his current customers and other potential customers who drive vehicles in the area. He realizes that the things people want the most are just tire rotations and oil changes, done as quickly as possible. So he narrows the focus of his business and sells only the subset of offerings that tend to be in the highest demand. Using his existing skills and resources, he’s also able to train and hire apprentices who can complete these services in a cost-efficient manner. Customers are happy because they get reliable, fast, affordable auto services, and the entrepreneur is happy because his firm increases sales.

Or maybe there’s a tailor who started off just making

traditional African dresses. Then throughout the coaching intervention she discovers that her customers’ husbands also want similar styles of clothes made out of the same materials. And so the entrepreneur implements a “zoom out” pivot and expands her product portfolio by making traditional African clothing for men as well.

Another pivot type could be identifying a new sales channel. Say there’s an entrepreneur who runs a drink shop that sells specialty coffees and juices. He typically sits inside the shop waiting for people to come and buy from him. He’s complacent. But along comes a coach who highlights that this is not a good strategy for growing sales and encourages the entrepreneur to explore other ways of getting his products into the market. Eventually the firm hires a bunch of guys on *bodas* [motorcycle taxis] to go out and deliver the drinks door-to-door, which can now be ordered via phone, text message, or email. The entrepreneur expanded his sales through a different channel.

Are these lessons that would apply in Palo Alto as much as they would apply in Uganda?

Well, these are not your typical Silicon Valley entrepreneurs who we view as being transformative. It’s not always as glamorous and flashy as that. But yes, even though my research takes place in emerging markets, I hope it leads to general marketing lessons that apply to firms across markets. We’re all just trying to create and deliver value to customers.

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Ahmedabad Management Association

The highlight of this month's activity was the 39th Vikram Sarabhai Memorial Lecture on 'Healthcare to Drive Global Economy'. Dr Devi Prasad Shetty, internationally acclaimed Cardiac Surgeon and Founder Chairman, Narayana Group of Hospitals delivered the address on 17th November amidst large number of audience.



Dr Devi Prasad Shetty addressing the 39th Vikram Sarabhai Memorial Lecture



Elite Panel of Speakers at the Seminar on Retail Trade & Services

Commissionerate of Industries, Government of Gujarat in collaboration with AMA organised the 'Seminar on Retail Trade & Services – Opportunities in Gujarat' on 19th November; as a prelude to the Vibrant Gujarat Summit 2019. Representatives of leading retail houses and organisations addressed the Seminar which was well-attended by more than 150 participants from large and small units of the retail sector.

The Ramanbhai Patel – AMA Shreshtha Shikshak Award 2017 felicitation function which was held on 24th November, drew a crowd of more than 230 teachers and educators from various schools of Gujarat. Dr G Immanuel, Chairman, CISEC delivered a motivational talk and presented the award to Dr Mittalkumar K Pandya, PMG Thakar Adarsh High School and Ms Parbati V Patel, Shreyas Foundation.



Dr G Immanuel with the winners of Shreshtha Shikshak Award 2017



Mr Hiroshi Hirabayashi delivering the talk on 'India, the Last Superpower'

Several Lecture Programmes were organised during the month. Mr Hiroshi Hirabayashi, Former Ambassador of Japan to India and President, Japan India Association, Tokyo addressed on 'India, the Last Superpower' on 16th November. Dr Priti Parekh, Founding Director, Fountain of Health Medical Clinic, San Francisco addressed on 'Four Wheels of Health and Success' on 18th November. Mr Geoff Wain, Hon'ble British Deputy High Commissioner addressed on 'Shaping up the

Global Future Generation (UK-India Knowledge Partnership) on 21st November. Mrs Sandra Shroff, Vice Chairman, United Phosphorus Ltd (UPL) addressed on 'CSR – An Enlightened Self Interest' on 27th November.

Swami Anubhavananda delivered lecture series on 'Tejobindu Upanishad Part II' and 'Yoga Vasistha Part II' from 18th – 20th November.

The IP Bal Divas Programme was conducted by Dr Megha Bhatt, Founder, SciKnowTech and Ms Dipti Shah, Partner, IP Wizz on 21st November. A large number of students between the age group of 12 and 18 years participated in this celebrating the IP Bal Divas with the scientists.

A discussion was held on 2nd November on the recent episode, 'Mega Icons – Born Great or Made', released by National Geographic.

On 3rd November, AMA hosted an All-Committee Get-Together after 8 years. This memorable evening witnessed felicitation of 4 faculty members of AMA and the members from each committee was present to grace the occasion.

AMA conducted 29 MDPs and 2 In-Company Programmes in this month focusing on a variety of subjects. Total 634 participants benefitted from these programmes.



Mrs Sandra Shroff addressing on CSR - An Enlightened Self Interest

Allahabad Management Association

Joint Programme

Allahabad Management Association entered into an agreement with Allahabad Chapter of Cost Accountants wherein both the associations will organise joint programmes and seminars on financial & cost management in and around Allahabad.

The first seminar was held on 14th November on the topic 'Role of CMAs in Banking Sector'. The chief guest was Mr A K Gupta, AGM State Bank Of India, Allahabad. Mr AK Prasad, Secretary, AMA was the panel speaker. He deliberated the role of management professionals to help the banking sector in their various operations and how to come out from present financial distress. About 40 members of the AMA attended the seminar.



Chief guest Mr AK Gupta with Secretary AMA AK Prasad.

Workshops

Allahabad Management Association organised a one day Orientation on PRE-PLACEMENT TRAINING for Campus Interviews at The Central University of Allahabad on 19th November. The speaker was Mr. Vibhav Bajpai, Director HP4 and President, AMA. About 46 students participated in the interactive workshop to learn to design an effective resume, use of action words in resume, dress code and power dressing and interview etiquettes.



Mr Vibhav Bajpai, President, AMA and Director, HP4

Allahabad Management Association organised a one day Workshop on ‘How to develop better Interpersonal Relationship’ and become good communicators at S S Khanna Girls PG Degree College Allahabad on 26th November. About 60 students participated in the interactive workshop to learn how to overcome various complexes that act as a hindrance in developing good interpersonal relationship.

Baroda Management Association

Friday Evening Talk

Boaroda Management Association held a Friday Evening Talk on ‘LIE’ within ‘I’ on 2nd November with Ms. Deval Dave. Ms. Dave said how we hide ‘I’ by making it L-lucrative E-exhibiting. She shared the Social media engagement and its impact on young generation and cures for better upbringing.

Another FET on Digitalisation in Travel and Tourism was held on 16th November with Ms. Avani Umatt. Ms. Avani Umatt shared how the digitalisation has impacted the tourism industry. She also spoke about ‘5 Top Digital Transformation Trends in The Travel and Tourism Industry.’

An FET on Efficacy of Homeopathy was held on 23rd November with Dr. Ronak Shah. Dr. Shah shared the statistical data of homeopathy in India & worldwide and the myths and facts about homeopathy.



Ms. Avani Umatt addressing



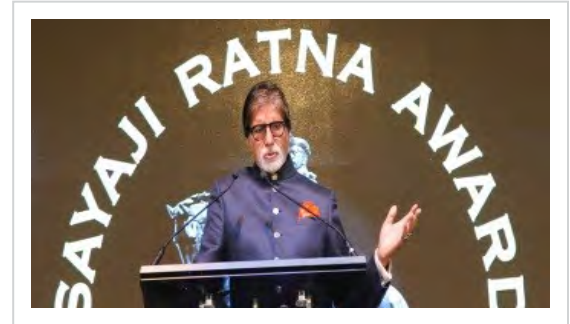
Dr. Ronak Shah addressing

Sayaji Ratna Awards

During the year 2012 – 2013, BMA instituted Sayaji Ratna Award (SRA) to commemorate the 150th birth anniversary of Sir Sayajirao Gaekwad III. This award is conferred on a living Indian who has shown exemplary standards on some of the attributes, which were practiced by Sir Sayajirao in his times.

This year the Sayaji Ratna Award was given to Mr Amitabh Bachchan on 20th November. Mr Amitabh Bachchan has used his position and influence towards the greater good of the society. It takes an empathetic heart to understand the trials and tribulations of lesser privileged. Mr Bachchan through his philanthropic activities has not just touched, but literally, changed lives for many.

On this occasion, the Jury, Members of SRA Governing Council, President and Office Bearers, Members of Steering Committee, Managing Committee and BMA Members congratulated him and wished him well in the years to come.



Amitabh Bachchan delivering his speech



Amitabh Bachchan receiving the Sayaji Ratna Award

Bharuch District Management Association

Interactive Session

EHS Forum Meet

BDMA organised EHS Forum Meet on 21st November on the topics: 'Opportunities for Growth of EHS Professionals & Leaders in India' and 'Industrial Hygiene - An Eye Opener in Safety'. The two eminent speakers were Mr. Ajay Sachdeva (SPEA, AcSAP) and Mr. Utpal Bhavsar (CIH, CSP & Principal Owner - Sustainable EHS LLP). The meet was successful and the participants gave a good feedback regarding the same.

Donate Life

Bharuch District Management Association organised an Evening Talk on the topic 'Donate Life-An Initiation for Organ



Mr. Parag Sheth President BDMA welcoming the speaker Mr. Nilesh

Donation’ on 22nd November. The esteemed Guest Speaker was Mr. Nilesh Mandlewala who is Founder & President of Donate Life Organisation at Surat. The talk was all about the donation of organs and how this donation saves a life.

Women’s Forum Meet

BDMA has successfully organised a Talk About ‘Organic Gardening’ by Ms. Avanee Jain (Founder, UPAJ) under Women’s Forum on 26th November. Around 41 participants attended the talk and the talk was very fruitful and interesting.



Ms. Avanee Jain talking about the Organic Gardening



Participants and the member from Team GFL

HR Forum Meet

BDMA had its 23rd HR Forum Meet on 27th November on ‘Cultural Transformation through Employee Engagement at GFL’ by Team GFL. The discussion was interesting and healthy and was very beneficial to the HR professionals and leaders of various organisations.

Bhopal Management Association

Interactive Session

Bhopal Management Association successfully organised an Interactive Session on ‘Foundations of Open Societies’ on 2nd November at Permali Wallace Pvt. Ltd., Bhopal. Ms. Shikha Chhibbar, Human Rights Lawyer, New Delhi was the Guest Speaker. About 50 members of BMA attended the programme. The programme was coordinated by Mr. Vishwas Ghushhe and the vote of thanks was given by Mr. D.R. Badhwar.

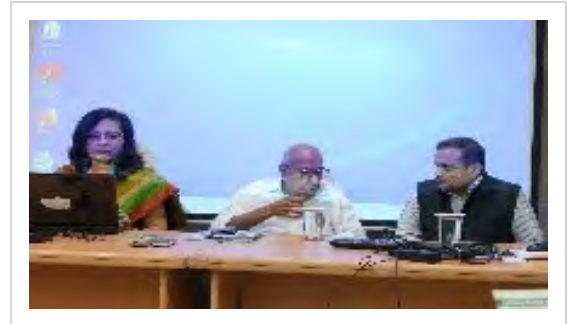


Ms. Shikha Chhibbar addressing

Speaker Meeting

Bhopal Management Association and Rotary Club East Bhopal successfully organised a Speaker Meeting on ‘Diabetic Retinopathy’ on 13th November at Permali Wallace Pvt. Ltd., Bhopal. Dr. Vinita Ramnani, Practicing

Ophthalmologist was the Guest Speaker. About 50 members of BMA attended the programme. The programme was coordinated by Mr. Vishwas Ghushe, Hon. Secretary, BMA and the vote of thanks was given by Mr. D.R. Badhwar, EC Member, BMA.



(L to R) Dr. Vinita Ramnani, Subhash Vithaldas, Chairman and Vishwas Ghushe, Hon. Secretary



Participants with Mr. Rajeev Agrawal

Faculty Development Programme

Faculty of Commerce and Management, Rabindranath Tagore University and Bhopal Management Association successfully organised 3 day Faculty Development Programme on 'Journey from Teacher to Mentor' on 22-24 November at RNTU University, Bhopal. Mr. Rajeev Agrawal, Industrialist, Life Skill Trainer, Master Facilitator, Mentor, Motivational Guru was the key resource person. Mr. N.K. Chibbar, Joint Secretary BMA; Management Department Dean Dr. Neha Mathur, and Commerce Department Dean Dr. Deepti Maheshwari were also present. Certificates were distributed to the participants and gratitude mementos were given to resource person and to BMA officials.

Bombay Management Association

BMA Corporate Connect 2018

BMA Corporate Connect - Innovation, People and Technology, an extension of the monthly Fellowship Meet Series was held on 1st November at Wockhardt Headquarters, BKC. A talk on Innovation and Technology – the key differentiator was done by Dr. Adil Malia, Chief Executive, The Firm. The concluding remarks were given by Dr. Murtaza Khorakiwala, President, BMA and MD, Wockhardt Ltd. BMA members from over 70 corporates actively participated in the engrossing event.



President addressing the BMA Corporate Members

Morning With Expert

Management Development Services (MDS) on ‘What is My PEAK?’ was held on 3rd November at SIES College of Management Studies in Nerul. The talk was facilitated by Dr. Lucky S Kasat, Mch Pediatric Surgery. The session covered various unusual and unique true stories of exceptional fearlessness and the ‘determination’ that sets these persons apart.



Dr. Lucky S Kasat addressing the participants

BMA members and student of SIESCOMS were fully satisfied with the insightful session.

One Little Trip

This Children’s Day was special for the kids who participated in the ‘One Little Trip’ event organised by Bombay Management Association along with Cynergi Writers Forum (CWF) on 17th November. Mr. Abhishek Banerjee, Emotional Intelligence Coach, Theatre Actor & Professional Trainer trained the kids on how to be a good compere. Team CWF had an exciting line-up of activities planned. Pre-event, all the participating kids were intimated to share their stories, poems, video clips, sketches etc. The entries received were showcased on the ‘Wall of Fame’.



Children’s Day celebration at BMA Knowledge Enrichment

Fellowship Meet & Session

BMA Navi Mumbai Fellowship & Networking meet along with Interactive session on Wealth Management led by Mr. Deepak Mehta was held on 29th November. Mr. Mehta explained the process of creating the wealth with least efforts by following some basic principles of wealth creation and financial planning, the workshop focused on the role played by SIP and Investment in Equity can contribute to wealth generation.



Faculty Mr. Deepak Mehta addressing the participants

Over 70 participants including BMA corporate members joined in the event which was followed by dinner and networking.

Calicut Management Association

Student Chapter Lecture Series (SCLS)

It was decided to give more focus for student chapter activities and conduct at least two 'CMA Student Chapter Lecture Series SCLS' every month.

On 2nd November a lecture session was held at the School of Management Studies, Kozhikode. More than 40 MBA students participated in the session. The sessions were handled by Mr. Sheen Chungath, CEO, Sesame Technologies and Mr Deepak Balachandran, MC Member CMA. Mr. M.A. Mehaboob, Vice President, CMA also addressed the participants.

On 29th November a lecture session was conducted for the students of SNES, IMSAR, Kunnamangalam. More than 40 MBA students participated. The sessions were handled by Ms Prajina A.J, Founder, KLUM; Mr. Shamil Salam, Founder and Managing Director of Kenzone. Mr Deepak Balachandran, MC, Member CMA; Mr. K.A. Ajayan, President, CMA and Dr. K.N. Kamalasanan, Director, SNES also addressed the participants.

Start-up Activities

In the 5th Edition of Malabar Round Table of Kerala start-up and the community partners was held on 23rd November, Calicut Management Association was represented by Mr. K.A. Ajayan, President; Mr Anil Balan, Vice President and Mr Deepak Balachandran, MC.

Mr. K.A. Ajayan, President and Mr. P.K. Narayanan, Past president, CMA represented CMA in the review meeting for Community partners held by Kerala Start Up Mission 27th October at KTIZ, KSUM Kochi Office, Kalamassery.

Mr K A Ajayan, President, CMA was selected as State Level Mentor for the Young Innovators Programme (YIP) which is specially designed by the Kerala Development and Innovation Strategic Council (K-DISC), Govt. of Kerala. Mr. K.A. Ajayan also participated in the 3 day Mentor Workshop conducted by Imperial College, London at Trivandrum on 13th, 14th and 15th November.



CMA SCLS at SoMS, NIT, Kozhikode



CMA SCLS at SNES IMSASR, Kozhikode



Participants at the 3 day Mentor Workshop by Imperial College, London

UNARUKA 2.0 Women Entrepreneurship Summit

CMA conducted a one-day entrepreneurial summit 'UNARUKA 2.0' on 25th November at Indian Institute of Management Kozhikode (IIMK) with IIMKLIVE as the ecosystem partner, titled 'UNARUKA II - Women Entrepreneurship Summit'. Dr Debashis Chatterjee, Director IIMK, inaugurated the event and was the keynote speaker.



Dr. Debashis Chatterjee, Director, IIMK; Dr Saji Gopinath, CEO, Kerala Start-Up Mission; Mr: MSA Kumar, President, TiE, Kerala and Mr Sivan Ambatu, Faculty, EDI addressing the participants



Team CMA with the speakers of UNARUKA 2.0

Dr Saji Gopinath, CEO, Kerala Start-up Mission and Chief Guest for the Valedictory Session; Mr. M.S.A. Kumar, President, TiE Kerala; Mr. Sivan Ambat, Faculty, EDI were also resource persons for the event. The event received very good response from the participants and media. Mr. K.A, Ajayan, President; Mr Anil Balan, Chairman, Unaruka 2.0; Er. Ananda Mani, Convener Unaruka 2.0; Mr. M.A, Mahboob, Sr Vice President; Dr Saji Kuriakose,

Vice President and Capt. K.K. Haridas, Secretary CMA also addressed the participants. Nine emerging women entrepreneurs narrated their entrepreneurial story. More than 300 delegates participated in the event.

Monthly Evening Lecture Meeting

Mr. Vinay James Kynadi, Chairman - SmartSparks, addressed the CMA members on the topic 'Angel Investing: An Overview' on 30th November. The session was attended by more than 40 participants. Mr. K.A. Ajayan, President presided over the meeting. Dr. Saj Kuriakose, Vice President welcomed the participants and CA Ramakrishnan V, proposed the vote of thanks



Mr. Vinay James Kynadi, Chairman, SmartSparks addressing the participants

Chandigarh Management Association

‘De-Globalisatin to Re-Globalisation’

CMA organised a session on the topic ‘De Globalisation to Re Globalisation’ by Prof. Jagdish Khatri on 13th November. In his talk Prof Khatri made participants aware about the Cycle of Globalisation, De Globalisation and Re Globalisation. He enlightened the audience on all the three cycles and puts stress on the present situation and shared his thoughts on how with the help of reglobalisation the world can progress. About 35 members participated in the event.



Some of the participants with Prof. Jagdish Khatri

‘Energy Conservation in India’

Chandigarh Management Association in association with foundation for MSME Clusters and Yes Bank limited organised a sensitisation workshop on 18th November at Institution of Engineers Chandigarh. Mr S S Mann an Energy Expert from Delhi was the key note speaker. The speaker explained the benefits of energy conservation or energy audits as bench marking and evaluating potential for improvement and for improving product quality. About 70 persons participated in the event.



CMA President honouring the speaker Mr. S.S. Mann

‘Manage the Life with Hypnosis’

World Renowned Hypnosis Expert Mr. Sajan Galani was the key note speaker of talk on ‘Manage the Life with Hypnosis’ held on 23rd November. He cleared many myths propogated about hypnosis in the world. About 70-75 delegates participated in this event.



Mr. Lalit Bajaj President CMA honouring Mr Sajan Galani

Delhi Management Association

Session

DMA Industry Academia committee led by Mr. R S Dabas, Director- HR In-now India organised a session on Thought Leadership – Envisioning Change by Mr. Sanjay Verma, Chief People Officer, Uniparts Group; Mr. Saurabh Jain, Founder & CEO, Benepik and Mr. Munish Pandhi, Vice President, Accenture on 15th November at Jaipuria School of Business, Ghaziabad. Dr. P L N Raju, Mentor and Coach, Ex Director, Leprosy Mission was the Session Chairman. The session was attended by a large number of students from the B-Schools and professionals from the corporate sector.

National Conference

CPJ College of Higher Studies & School of Law organised its 3rd National conference on 'Innovative Realms in the field of Management, IT & Commerce' on 16th November at their campus. The event was graced with lamp lighting ceremony by Chief Guest Mr. Mohanish Verma, IRS, Principal Commissioner, Income Tax Dept., Gurugram, along with Guest of Honour Mr. Vijay Kumar Gupta, Chairman, CSI Delhi Chapter; Dr. Devender Tayal, Professor, IGDTUW University; Dr. S.K. Jain, Professor IIT Delhi. The various technical sessions were addressed by experts in the field of IT, Marketing, Finance, HRM and Economics etc. Researchers from all over India presented their research work in domains of Management & Information Technology. The event was attended by senior dignitaries from the corporate sector and supported by DMA.

US-India Symposium

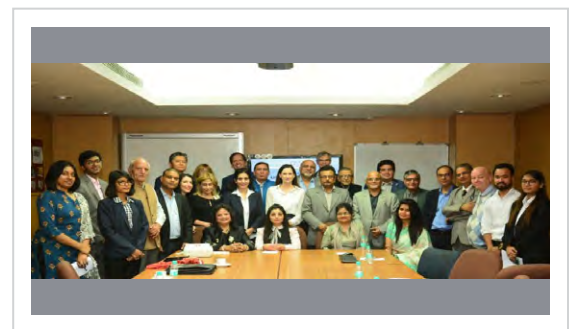
DMA in collaboration with Indian National Bar Association and The Florida Bar International Law Section organised a US-India Symposium on Law, Business and Investments on 27th November. Mr. Rajan Pandhi, Director, DMA welcomed the foreign delegates and the fellow participants. The session was initiated by Mr. Kaviraj Singh, Secretary General, Indian National Bar Association. The Round Table Symposium was dedicated to improving relations between colleagues of the



(L to R) : Mr. Sanjay Verma, Dr. P L N Raju, Dr. S K Mahapatra, Dr. Timira Shukla, Mr. Saurabh Jain and Mr. Rajan Pandhi



Release of Souvenir at the conference



Participants at the programme

U.S. and Indian legal and professional communities. More than 40 delegates including Ms Susanne Leone, President, Welt International Law, P.A. and Ms Neha Dagley, President, Dagley Law, P.A. from Florida attended and discussed on the US India relationship on Law, Business and Investments. The session concluded with the vote of thanks by Mr. Pandhi.

Ghaziabad Management Association

Interactive Session

A National Seminar on the topic ‘Indian Ethos and Indian Models of Economy, Business and Management’ was organised by the Department of Business Administration, ABES Engineering College, Ghaziabad in association with Ghaziabad Management Association and Kautilya International Foundation, New Delhi on 2nd November.



Inaugural Session of National Seminar

After the welcome address by the Director ABES EC Prof Gajendra Singh, Mr Surendra Singh Bisht from Kautilya International Foundation, New Delhi, then addressed and said that we should look at India from an Indian perspective and similarly we should look at the world also from an Indian perspective.

Mr. K. N. Govindacharya, Renowned Environmental, social political activist and thinker Chief Patron: Kautilya International Foundation then delivered his key note address. He said that India’s population was 16% of the world population, however under the WTO regime it was treated at par with other countries of the world.

Some of the other speakers included Dr. Balbir Sihag Professor Emeritus MIT, USA and Dr. B. B. Chakrabarti, Professor IIM – Kolkata and Former Director, IIM Ranchi. In the last session around 27 people presented research papers.

Guwahati Management Association

A Seminar on the theme ‘Make in India’ was held on 21st November. Reputed speakers like Dr B K Das, Former Mg Director N R L & Bharat Oman Refineries; Prof Guatam Barua, Director I.I.I.T, Guwahati; Mr Swapnanil Barua I A S Retd, Former Commissioner Industries and Commerce, Assam; Mr Dipak Chakravarty. Member Assam Power Regulatory Commission & former Mg Director, N R L amongst others. The seminar



Panelists at the session

consisted of the inaugural and two plenary sessions. In his keynote address Dr B K Das gave a road map for planning industries in this region. In the first plenary session Mr Dipak Chakravarty gave the theme address on overall manufacturing scenario including investment in the region. In the second plenary, Mr S Bhattacharya former Dg Director N E R A Mac and Mr Khanin Das, Sr agri Officer (Horticulture) spoke about possibilities of agri and forest based industries.

Hyderabad Management Association

Student Development Programme

The Hyderabad Management Association with the Aurora's Business School, Hyderabad organised Student Development Programme on 1st November. Mr. B Mohan Rao a practicing Advocate and a Consultant delivered the expert lecture on the topic 'Cyber Protection and Awareness'. Mr. Vijay Vedantam, Secretary, HMA welcomed the gathering and congratulated the college for the initiative taken by the college and appreciated the confidence levels of students. President Mr. Ravi Kumar Peesapati explained how a professional manager needs to be alert in respect of Cyber Crimes and how to manage it. Mr. Nagesh Vishwanatham, Vice President spoke about the benefits of becoming a HMA Student Member and role HMA is playing in linking the Industry and Institution. Prof A R Aryasri former Director, School of Management Studies, JNTU and presently Co-Convener, SDP shared that the students of MBA should not only be intelligent but also be disciplined. Mrs. B Kavitha Rajesh, Convener, FDP and Co-Convener, SDP explained that students of MBA must not be looking for executive jobs alone but should also become entrepreneurs.

Students' Chapter

A new Students' Chapter of HMA was inaugurated by the President at Avanthi Institute of Engineering & Technology on 2nd November. The inaugural function was attended by Mr. Vijay Vedantam, Secretary, HMA and Mrs. B Kavitha Rajesh, Convener, FDP and Co-Convener, SDP, HMA. Ms. Sandhya Sripada spoke on the need to identify the requirements of the job/Clarity, do a SWOT Analysis and Develop / Build one's profile. The programme was attended by more than 120 students including students from MVSR Engineering College.

A Faculty Development Programme on 'Data Science Applications: Issues and Challenges' by Dr DV Ramana was conducted by HMA on 2nd November at Avanthi Institute of Engineering and Technology. Dr DV Ramana gave a detailed explanation of applications of 'Data Analytics with practical example. The programme was attended by more 25 faculty members and about 57 students from engineering and management faculty.

Interactive Lecture

The Hyderabad Management Association conducted a Interactive Lecture on 'Digital Revolution: Can A Leader Choose Between Escape And Embrace?' by Dr. Parakala Prabhakar, Managing Director, RightFOLIO Knowledge Services Pvt Ltd on 9th November.

The lecture was preceded by the 4th HMA newsletter release by Dr. V. S. Chakravarthy IAS former Chief Secretary of integrated AP state. The newsletter was sponsored by Badruka group of Institutions. Mr. M. Janakiram Vice-Principal, Badruka College of Commerce represented the Badruka College.



(Left to Right) Mr. Vijay Vedantam, Secretary, HMA; Dr Parakala Prabhakar, Managing Director, RightFOLIO Knowledge Services Pvt Ltd and Mr. Ravi Kumar Peesapati, President, HMA



(L-R) Dr K V Achalapathi, Convener, Joint Secretary & Convener, SDP, HMA, Mr Vijay Vedantam, Secretary and Mr. Ravi Kumar Peesapati, President, HMA inaugurating the Elocution Competitions

Business Quiz and Elocution Competitions

The Hyderabad Management Association conducted a Business Quiz and Elocution Competitions on 24th November. Mr. Ravi Kumar Peesapati, President inaugurated the competitions. The Quiz and Elocution are being conducted by HMA every year in its mission to reach out meritorious candidates and provide access to the employability for students. The HMA Business Quiz is being conducted in the memory of Mr. Erusu Ram Murthy Reddy with the sponsorship from Mr. E. N. Prasad Reddy, Past President, HMA.

For the Elocution Competition Mr. Vijay Vedantam representing Industry, Dr. T. Krishna Kumar Professor of Commerce, OU and Dr. V. Sudha, Department of Business Management OU were the members of the Jury. For Business Quiz Dr. K. Narendranath Retired Professor, OU was the Quiz Master.



Winners of Business Quiz with Officials of HMA and Quiz Master



Mr. Ravi Kumar Peesapati, President HMA lighting the lamp at SDP at JNTU (K)

Student Development Programme

The Hyderabad Management Association organised a Student Development Programme on 29th November at JNTU, Kakinada. Prof. T. Vijay Kumar Director, School of Management Studies JNTU participated in inaugurating HMA students' chapter at JNTU (K) with 55 student members of the chapter.

Management Games were conducted by Mr. Rajesh Pershad faculty from JBIT, Hyderabad and life member of HMA. The District Chapters Convener, Prof. Ramachandra Aryasri initiated the programme. Mr. Ravi Kumar Peesapati, President, HMA inaugurated the students' chapter of HMA. Prof. Achalpathi Joint Secretary, HMA and Convener, SDP spoke on 'Attitudes, Skills and Knowledge for better Employability'. Mr. Hari Vissamsetti MC Member, HMA explained the way the students can connect themselves digitally with HMA and the Industry for better prospects.



Mr. Hari Vissamsetti, Mr. Rajesh Pershad, Mr. Ravi Kumar Peesapati, Prof. A R Aryasri with Mr. Surendra, Ms. Vishalakshi Senior Faculty and Ms. Ashta Sharma Principal, AGBS

HMA conducted another Student Development Programme at Aditya Global Business School on 30th November. Management games were conducted for 125 students of AGBS by Mr. Rajesh Pershad.



Mr. Rajesh Pershad, Prof. Achalpathi, Mr. Hari, Mr. Ravi Kumar Peesapati, Prof. Aryasri with Mr. Zahir Khadri

Outreach in Consultancy

HMA made a visit to M/S Master Bakers, a unit of APIIC, Autonagar on 29th November and made a spot analysis of its challenges. With the support of Cost Accountants, Information Technology and Marketing experts, President HMA gave good consultancy advice to help the MSME unit to overcome its challenges.

Indore Management Association

Centre of Excellence - IMA Student Chapter

Indore Management Association, Student Chapter organised CEO Talk on topic 'Unleashing the winner within' at Daly College of Business School, Indore on 13th November. The speaker for the session was Dr. Subodh Shrivastava, CEO, iNTRED Services Private Limited.



Dr. Subodh Shrivastava addressing the students & faculty members of Daly College Business School.



Mr. Shashank Kasliwal, Director, Emotional Intelligence Inc. addressing to the students during the session.

Indore Management Association, Student Chapter organised Reader's Clique on Book, 'Freedom from the I' at Prestige Institute of Management & Research PG, Indore on 22nd November. The narrator for the session was Mr. Shashank Kasliwal, Director, Emotional Intelligence Inc.

Industry Visit - IMA Student Chapter

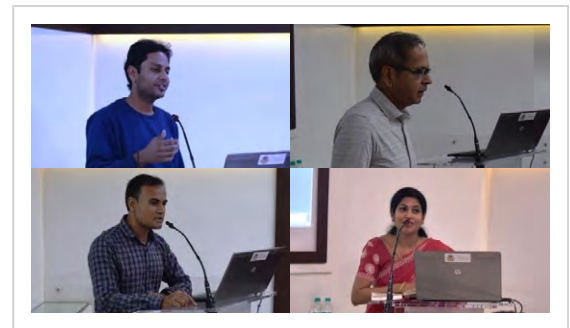
Indore Management Association, Student Chapter organised an industrial visit for students of Daly College Business School, Indore on 15th November at Cummins Turbo Technology, Pithampur.



Industry Visit at Cummins Turbo Technology, Pithampur.

Contemporary Learning

Indore Management Association organised contemporary learning session on the topic 'Life Lessons from Endurance Sports' on 16th November. The facilitators for the session were Dr. Vijay Sohni, Assistant Commissioner State Tax at Commercial Tax Department, Mr. Ashutosh Vyas, Mr. Hemant Barodia and Ms. Preeti Khandelwal.



Mr. Ashutosh Vyas, Dr. Vijay Sohni, Mr. Hemant Barodia, Ms. Preeti Khandelwal addressing the participants during the session.



Mr. Shiv Kumar, President, Corporate Affairs & Business Innovation, Indore Steel & Iron Mills Ltd.

Management Film Show

Indore Management Association organised a Management Film Show on the movie 'Mughal, E, Azam' on 21st November. The moderator for the session was Mr. Shiv Kumar, President, Corporate Affairs & Business Innovation, Indore Steel & Iron Mills Ltd.

Training@Doorstep Workshop

Indore Management Association organised an exclusive workshop on the topic 'Corporate Etiquette- Self, Management and Communication' on 1st November at Cipla Ltd, Pithampur. The faculty for the workshop was Ms. Gul Parvez.



Ms. Gul Parvez addressing the participants.



Captain Jaison Thomas addressing the participants

Inhouse Training

Indore Management Association organised an Inhouse Training on the topic 'Accountability and Ownership' on 12th November at John Deere, Indore. The faculty for the workshop was Captain Jaison Thomas, Senior Corporate Trainer.

Indore Management Association organised an Inhouse Training on the topic 'Conflict Management' on 24th November at John Deere, Indore. The faculty for the workshop was Mr. Shashank Kasliwal, Senior Corporate Trainer.



Mr. Shashank Kasliwal addressing the participants.



Ms. Anjali Pandey addressing the participants.

Tête-à-Tête

Indore Management Association organised Tête-à-Tête with Ms. Anjali Pandey, Head, Components Business Cummins India Limited on 26th November.

20th Quest for Leaders Competition

Indore Management Association organised 20th Quest for Leaders competition in which students of various colleges participated and pitched their opinions and ideas on the IMA International Management Conclave theme, 'India 4.0: Rethink, Redesign, Rebuild.' Mr. Nitin Kulkarni, Plant Head, Cummins



Winner for 20th Quest for Leaders competition, Daly College of Business Management, Indore.

Recon, was the chief guest for the event. The judges for QFL included Capt Jaison Thomas, Corporate Trainer; Mr. Rohit Shukla, Director, Bliss frame Colonisers Ltd. ; Mr. Mudit Thakkar, Founder, EDO Square and Ms. Swati Patidar, Corporate Trainer & Grooming Expert.



Winner for 24th Young Managers Competition, VE PowerTrain, Pithampur.

24th Young Managers Competition

IMA organised the 24th Young Managers Competition (YMC) on the theme of 28th IMA International Management Conclave 'INDIA 4.0: RETHINK, REDESIGN & REBUILD' at Daly College Business School Campus. The Chief Guest was Mr. Ashish Zitshi, Plant Head, Cipla Ltd, Pithampur. The judges for YMC included Mr. Shankey Bansal, Director, Click Multimedia & Data Analytics; Mr. Mudit Thakkar, Founder, EDO Square and Mr. Shiv Kumar, President, Corporate Affairs & Business Innovation, Indore Steel & Iron Ltd.

Jamshedpur Management Association

Jamshedpur Management Association in partnership with AIMA organised AIMA's Shaping Young Minds Programme at Jamshedpur on 9th November. The programme was inaugurated by the Chief Guest Mr. T.V. Narendran, CEO & MD, Tata Steel along with Mr. Anand Sen, President TQM & Steel Business, Tata Steel & Former AIMA Governing Council Member; Mr. Sunil Bhaskaran, Former Vice President Corporate Services, Tata Steel & AIMA Governing Council Member and Mr. Sanjay Grover, Director AIMA. The speakers included Justice N Santosh Hedge, Former Lokayukta of Karnataka State; Mr. Richard Rekhy, Board Member, KPMG in Dubai; Mr. Aquil Busrai, CEO of Aquil Busrai Consulting, Former Executive Director Human Resources IBM India Ltd and Mr. Raghunath Megde, President, Nutan Mumbai Tiffin Box. The programme was attended by more than 600 youngsters from various professional institutions and corporates some of whom also participated in the panel discussion with the four speakers.



Inauguration of the SYMP

Kerala Management Association

Interactive Session

Activities for the month of November kicked off on 5th November with an interactive session on the Topic 'HR here and now!'. The session was presided by Mr. Harish Devarajan and Mr. V. J. Rao who are distinguished Leadership Gurus and Executive Directors at Totus HR School and co-authors on a book of the same title. The session was well received and appreciated by the attendees.



(L-R) Mr. V. George Antony Hon. Sec. KMA, Mr. Harish Devarajan, Mr. Dinesh Thampi, President KMA, Mr. VJ Rao, Mr. C.S Kartha, Chairman, Programme Committee

Evening Lecture

An evening lecture was organised on 9th November on the topic 'Future of Energy'. The lecture was addressed by Mr. P. Raghavendran, President - Refinery Business, Reliance Industries Ltd, Mumbai. The speaker is also Vice Chairman of Governing Council at Petroleum Federation of India.



Mr. P. Raghavendran, President - Refinery Business, RIL, Mumbai, addressing the gathering.



Mr. Jibu Paul, Senior V.P KMA on dais (L-R) Mr. K. Venugopal, CHMN, Pepper Creative Awards Trust, Mr. Sujith Sudhakaran, Sr. Director, Brand Marketing, Myntra

'The Mantra behind Myntra's success'

Mr. Sujith Sudhakaran, Senior Director, Brand Marketing, Myntra, a leading online apparel store shared his experiences on the 'The Success Story of Brand Myntra' organised by Kerala Management Association and Pepper Creative Awards Trust, at The Avenue Regent , Kochi on 16th November.

Evening Oratorion

KMA were the proud hosts of an evening lecture on the topic Made in India Management on 22nd November. The session was co-delivered by Mr. R. Gopalakrishnan, Former Director, Tata Sons, and Dr. Ranjan Banerjee, Dean, SP Jain Institute of Management and Research. The lecture was in connection with the launch of a book of the same title.



(L-R) Mr. Deepak Aswani, Chairman Programme Committee, KMA, Mr. R. Gopalakrishnan, Mr. Dinesh Thampi, President KMA, Dr. Ranjan Banerjee, Mr. V George Anthony, Hon. Sec. KMA

Ludhiana Management Association

Seminar on Culture – The Invisible Differentiator of Profitability

The 15th Sardar Manjit Singh Memorial Lecture Memorial Lecture was delivered by Ms. Apurva Purohit, President, Jagran Group on 21st November. “Kehna Karna & Nibhana is the architecture for developing the culture of an organisation and this leads to profitability” was the mantra shared by Ms. Apurva Purohit. The session was attended by 200 industries, industrialists, professionals, senior executives and management academicians.



Ms. Apurva Purohit delivering the memorial lecture

Entrepreneurship Development for African Students

All India Management Association jointly with Ludhiana Management Association and CT University Ludhiana organised Entrepreneurship Development for African Students on 22nd November. 150 African students participated in the programme and presented their business plans, which was evaluated by J. S. Juneja, Chairman SME Committee and Past President of AIMA. Mr. Kamal Wadhwa, President, Ludhiana Management Association delivered the valedictory session. Mr. Wadhwa also distributed the prizes to the winning students who were given tablets as prizes by AIMA.



Mr. Kamal Wadhwa President, Ludhiana Management Association presenting prizes to participating African students for their best Business Plans

Seminar

Women forum of Ludhiana Management Association organised a session on Work Life Balance and Happiness by a leading Consultant Psychiatrist, Child and Adolescent Specialist Dr. Priyanka Kalra. She elaborated on the ways to attain the balance and happiness in the modern scenario. She also gave practical tips as to how to meet the challenges met by females at homes and work place. The session was attended by 50 women members.



Dr. Priyanka Kalra addressing the Women Forum of LMA

Noida Management Association

A programme on 'Environment/Air Pollution Control in NCR' was organised in Noida Management Association on 23rd November in collaboration with NIPM, Delhi NCR Chapter. The talk was delivered by Dr. Bhure Lal, Chairman of EPCA-Environment Pollution (Prevention & Control) Authority. Dr. Bhure Lal while addressing the NMA members said that a clean environment is essential for healthy living. On the occasion, NMA, President, Mr S.N. Singh welcomed all the dignitaries in NMA and also thanked NMA members for their participation in the programme.



(L-R) Deepak Dwivedi, Editor in Chief, Dainik Bhaskar, S.N. Singh, President, NMA, Dr. Bhure Lal, Chairman, EPCA, Dinesh Jain, Chairman, NIPM and S.C. Kulshrestha, Advisor, Labour Law

Palghat Management Association

Lighthouse

On 9th November Palghat Management Association conducted the second Light House Advisory session – one to one interaction with the SME industry owners to figure out the solutions to the challenges faced by them.



LightHouse Advisory Team Mr Sudhir Menon and Ms Radhika M Menon with Mr Nikhil Mathew, Partner Centroid Polymer Technologies



Address by the Chief Guest Hon'ble Justice M N Krishnan, Former Judge, High Court Kerala

PMA – Kerala Day Function

PMA – Kerala Day Function was held on 1st November. The Chief Guest was Hon'ble Justice M N Krishnan, Former Judge, High Court Kerala and the Guest of Honour Mr. TD Ramakrishnan, award winning Malayalam novelist.

Industries Premier League – 2018

As part of rejuvenating employees of different industries, PMA has joined hands with NIPM Palakkad Group, and Kanjikode Industries Forum in conducting the first Industries Premier League – a Cricket Championship. This was conducted at Ahalia Campus on 11th November where 12 teams participated.



Industries Premier League

Panchkula Management Association

Workshop

The PMA organised a workshop on Stress Management at the PHD Chambers of Commerce and Industries Chandigarh on 11th November. Consultant and Trainer Col Gursevak (Retd) conducted the workshop. He emphasised the need to manage stress in today's fast paced life, as chronic stress is a major cause of lifestyle related diseases such as diabetes and heart attack also resulting in impotency.



Col Gursevak Singh (Retd) conducting the workshop on Stress Management

Lecture

Ar Vijay Uppal, President, Panchkula Management Association was the speaker at Chitkara University on 19th November where he addressed the students and faculty of technical departments. The talk was focused on issues of management stressing on 'Explore Your Potential'.



Ar Vijay Uppal addressing students at Chitkara University

Pathankot Management Association

Pathankot Management Association organised a special Session on 'Need of LinkedIn Profile' on 12th November by Mr. Rakesh Kumar, IT Expert. The session was highly interactive for the students and Mr Kumar gave the tips on making a LinkedIn profile. He said today is the world of IT, and these social media plays an important role in students and freshers life. The students' knowledge was enriched and it was a great session.



Mr. Rakesh Kumar addressing the students

Pathankot Management Association organised a Special Session for management students, who are ready to enter in corporate sector on 28th November with Ms. Supriya Mahajan. Through this seminar the students came to know about the importance, types of psychometric test and what important role this test plays in their life. At the end of the session a test was conducted in the labs so that student came to know what type of questions they will have to answer in this test. 94 management students participated in this session.

Patiala Management Association

On 21st November Patiala Management Association organised a talk on 'Leveraging the power of networks in the 21st century' by Guest Speaker Mr Jaspal Sabharwal, Co-Founder, Tag Taste and Senior Director Everstone Capitol. He spoke about the historical development of networks and about how networks, which started with water, electricity and sewage networks have been a great equaliser in society.

The event also included the felicitation of Dr. Satyen Sharma, VP (Resources) by Sr. VP PMA Dr Dinesh Goyal. Dr Satyen recently was awarded the Global Healthcare Excellence Award for his work in Mental Health and de-addiction in Punjab. Mr. Sanjay Gupta, the Finance Secretary of PMA gave the vote of thanks. PMA advisors Mr Naresh Gupta and Mr PR Mangla presented the award of honour to the key note speaker.



Evening lecture on 'Leveraging the power of networks in the 21st century'

Quilon Management Association

International Child Rights Week

The Inauguration of International Child Rights Week was conducted by Quilon Management Association (QMA) jointly with Child and Youth Finance International (CYFI) on 13th November. The inauguration was done by Dr. M.P. Antoni, Member, Kerala State Commission for Protection of Child Right. During his inaugural speech, Dr. Antoni emphasised that the social obligation of each citizen is to take care the welfare of the children. Some of the other speakers included Mr. J.G. Menon, Indian Representative of CYFI; Dr. Riji G Nair, President QMA; Mr. Padmakumar, Lead Bank Manager, Kollam; Mr. Sreeraj. C, Secretary General QMA; Dr. B.S. Suran, Convener, Management and Skill Development Committee, QMA. A one day trainees training programme for 'Financial Literacy Campaign for School Children' was also conducted thereafter under the leadership of trainer Mr. Jojen.



Inauguration of the International Child Rights Week by Dr. M.P. Antoni, Member, Kerala State Commission for Protection of Child Right

Talk on Rebuilding Kerala

QMA decided to conduct a series of deliberations on rebuilding of Kerala after the recent unprecedented natural calamity. In this connection the third talk on 'Rebuilding Kerala - Politics and Diplomacy of Disaster Relief' by Ambassador T.P. Sreenivasan (Retd) on 18th November. Dr. Riji G Nair, President QMA presided over the

function. Mr. Sreeraj C, Secretary General QMA welcomed the dignitaries, Prof. Biju K, Secretary Programmes introduced the chief guest, Dr. Sasidharan Pillai, Vice President, handed over a memento to the chief guest and Dr. Madhu, Secretary Public Relation proposed the vote of thanks.

Financial Literacy Campaign to School Children

‘Financial Literacy Campaign to School Children’ was inaugurated on 21st November at Lakford School, Kavanad by Honourable Member of Parliament Mr. N.K. Premachandran. This project is a joint initiative of Quilon Management Association with Child and Youth Finance International (CYFI) which will cover 1000 school children in the different schools of Kollam during in coming months.

Mr. Premachandran, during his inaugural speech highlighted that financial empowerment is essentially required along with social empowerment for the existence of our society. Mr. J.G. Menon, the Indian representative of Child and Youth Finance International emphasised that the government direction of providing financial literacy campaign to at least one school by one bank is not fulfilled. Mr. Sreeraj. C, Secretary General, QMA welcomed the participants. Dr. Riji G Nair, President QMA presided over the function. Mrs. Krishna Sandya, Asst General Manager, NABARD; Mr. V. Jayaraj, Asst General Manager, Reserve Bank of India; Mr. K. Amrithlal, Chairman, Lakeford School; Mr. Padmakumar, Lead Bank Manager, Kollam and Mr. R. Sreekumar, Deputy General Manager, Kollam District Cooperative Bank offered felicitation speeches. Dr. B.S. Suran, Convener, Management and Skill Development Committee, QMA proposed the vote of thanks.



Ambassador T.P. Sreenivasan (Retd) delivering the talk on 'Politics and Diplomacy of Disaster Relief'



Mr. N.K. Premachandran addressing on 'Financial Literacy Campaign to School Children'

Rohilkhand Management Association

Lecture Series Event

Rohilkhand Management Association associated with Lucknow Management Association in lecture series on 16th November at Rohilkhand University, Bareilly. Mr. Pravin Dwivedi, Ex Banker and now President of AWOKE and Vice President, Lucknow Management Association delivered a lecture on 'From Financial Literacy to Financial Inclusion'. C.A.



LMA AND RMA teams in lecture series event.

Mr. Vineesh Arora, Bareilly shared his expert knowledge and experience on G.S.T. Mr. K.K. Damani, RMA President appreciated the efforts of Rohilkhand Management Association for organising the event for enhancing the knowledge of students and thanked Mr. Arun Mathur, Sr. Vice President, LMA for inviting RMA to get associated with the Lucknow Management Association in the event.

Management Association Rourkela

Management Association, Rourkela (MAR) in collaboration with Inqizzitive- the official quizzing club of National Institute of Technology (NIT), Rourkela organised 'Jounce' a Biz-tech quiz on 3rd November at NIT Rourkela. More than 300 students from 80 colleges from Odisha participated in the event. The event was organised to further the business and management acumen of the budding engineers, doctors and managers.

Besides sponsoring the event, MAR played a significant role in helping students in organising the entire quiz event. Mr. Sampad Mishra, Executive Committee member, MAR was the Quiz Master. Mr S.S. Panda, Secretary, MAR and Mr Rakesh Dhondiyal, Treasurer, MAR gave away the prizes and certificates to the winners.



Mr. S.S. Panda, Secretary, MAR; Mr. Rakesh Dhondiyal, Treasurer, MAR; Mr. Sampad Mishra, QM & Executive Council member, MAR along with the winners of Biz-Tech Quiz –Jounce at NITR

Tarapur Management Association

Evening Talk

Mr. Gajanan Kelkar, Trustee & Research Director (Manashakti Trust) Life conducted an interesting 'evening talk' session at TMA on 22nd November. This programme covered all the important steps to be followed for a successful life that can also lead to happiness. More than 32 participants from various industries got enlightened by Mr. Kelkar.



Mr. Gajanan Kelkar, Director Manashakti Trust, addressing the participants.

Brand Management

Ms. Ramya Ramamurthy, Broadcast Journalist, Documentary Film Maker & Author, spoke on 'Brand Management' at TMA on 29th November. This interactive session covered how to market your brand and through various case studies she explained how big brands face crisis situations and how they handled the same. Participants enjoyed and learnt the positive and the negative aspects of case studies presented about big brands. More than 70 participants from various colleges, industries attended this programme.



Ms. Ramya Ramamurthy being felicitated by Mr. P. R. Desai-President TMA and college students.

Thrissur Management Association

Inauguration

Inauguration of TMA-ELIMS Student Chapter was held on 31st October at ELIMS Campus Thrissur. Er. N I Verghese TMA President inaugurated chapter activities for the year 2018-19.



Er. N I Verghese TMA President inaugurating TMA-EIIMS Student Chapter



TMA President Er. N I Verghese handing over Student Chapter Affiliation certificate to Dr. George A P (HoD-SIMS)

Inaugural event of TMA-Sahrdya Institute of Management Studies Student Chapter was held on 27th November at SIMS Campus Kodakara, Thrissur. Er. N I Verghese TMA President inaugurated chapter activities for the year 2018-19. TMA Secretary Mr. Padmakumar C, Student Chapter Programme Convener CA Geo Job, Dr. George A P (HOD-NBS) were also part of this function.

Managerial Development Programme

TMA conducted a managerial development programme on 27th November at SIMS Campus. HR Trainer Mr. Francis George was the speaker. He addressed students on the topic 'Skills Required to Grow in Today's Global World'. The lecture was attended by 40 plus students followed by a question & answer session.

TMA-Florence Nightingale Award 2018

TMA constituted an award for nurses, from this year named TMA-Florence Nightingale award for Nursing Excellence. First Florence Nightingale award for Nursing Excellence for 2018 was won by Ms. Rani Jacob, who serving as a Head nurse at General Hospital Thrissur. Er. N I Verghese President TMA; CEO Col. Pratap Chandran; Hon. Secretary C Padmakumar and other office bearers and members of TMA attended this event.



Presentation of First TMA-Florence Nightingale award 2018 for Nursing Excellence



Mr. Suresh Warriar speaking on 'Service to Humanity is the best work of Life'.

Training Session

TMA conducted a training session for nurses on 21st November at Thirssur General Hospital. The training session was led by Mr. Suresh Warriar (HR Trainer) on the topic 'Service to Humanity is the best work of Life'. The programme was well received by the 70 plus staff of General Hospital Thrissur.

Monthly Guest Lecture Programme

TMA organised a Lecture cum Interactive Session on the topic 'Entrepreneurship-Challenges and Excitements' on 23rd November. TMA Patron member and CMD of Jyothy Laboratories (UJALA), Mr. M P Ramachandran addressed TMA members on the topic. Er. N I Verghese, President of the Association presided over the function. About 40 students and 70 members participated in the session.



'Entrepreneurship-Challenges and Excitements' address by Mr. M P Ramachandran (CMD, Jyothy Laboratories)



Book release ceremony of Er. M R Goopalakrishnan

TMA members visited Tashkent between 29th November and 3rd December. A book release ceremony of Er. M R Goopalakrishnan (Past President of TMA) was also held during the period.

Trivandrum Management Association

Trivandrum Management Association organised an Evening Lecture programme on 'Positive Mental Health & Stress Management' by Dr. Unnikrishnan R. Nair, Psychiatrist, Mental Health Centre, Trivandrum on 21st November. The programme was well attended and received by the participants.



Dr. Unnikrishnan R. Nair addressing the participants



Mr N Sethu Madhavan with delegates

Trivandrum Management Association organised a training programme on 'How to improve the soft skills and prepare for job interviews' for B-school students by Mr N. Sethu Madhavan, Management Consultant at IAMS held on 27th November and the programme was well received by the delegates.



The session in progress

Trivandrum Management Association organised 'Coffee with Management Leader Programme' by Col. R.G. Nair on the Prospectus of Management Studies on 29th November at MBA department at Lourdes Matha College of Science & Technology, Trivandrum and the programme was well received by the students.



**2nd Capability
Building Workshop
on Case Writing**

18 - 19 JANUARY 2019
New Delhi, India

For Further Details Please Contact

Dr. Anuja Pandey, Workshop Director
All India Management Association Centre for Management Education
Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003
T: 24645100/43128100 | Ext: 726 | F: 24626689, 24643035
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AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
2nd Capability Building Workshop on Case Writing		New Delhi	18-19 January 2019
69th Shaping Young Minds Programme		Tarapur	19 January 2019
1st AIMA Corporate Management Olympiad		New Delhi/ NCR	22-23 January 2019
Global Procurement Summit		New Delhi	07-08 February 2019
3rd National Competition for Managers		Mumbai	15 February 2019
		New Delhi	18 February 2019
		Grand Finale	25 February 2019
Foundation Day & National Management Day		New Delhi	21 February 2019
2nd Young Managers Simulation Champions (YMS 2018-2019)		New Delhi	21-22 February 2019
		Grand Finale	28 February 2019
70th Shaping Young Minds Programme		Ludhiana	27 February 2019
Global Advanced Management Programme	Claude Smadja President, Smadja & Associates	Israel	02-07 March 2019
71st Shaping Young Minds Programme		Calcutta	15 March 2019
Pragti - A Women Quiz		New Delhi	26 March 2019
Managing India Awards		New Delhi	08 April 2019
National Leadership Conclave		New Delhi	09 April 2019
4th Digital & Social Marketing Retreat		Goa	17-19 May 2019

To view full calendar please visit www.aima.in

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For further details, please contact:

Rahul Bhatia, Programme Manager

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AIMA

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