

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

SEPTEMBER 2015



Dear Readers,

It gives me great pleasure to present the next edition of AIMA News to you. This particular edition holds special significance as it heralds the beginning of a new chapter at AIMA.

September saw the customary change of guard at AIMA with Mr Firdose Vandrevala, Executive Vice Chairman, Essar Steel India Ltd. taking over the presidential baton from Mr HM Nerurkar, Chairman, TRL Krosaki Refractories Ltd. at the recently concluded 42nd National Management Convention (NMC). AIMA has always had the privilege of being led by illustrious and erudite leaders, and I am confident that this year, with Mr Vandrevala's guidance and your support, we will see the AIMA banner reach new heights.

In addition, Mr Sunil Kant Munjal, Jt. Managing Director, Hero MotoCorp Ltd. and Chairman, Hero Corporate Service Ltd. took over as the Sr Vice President and Mr TV Mohandas Pai, Chairman, Manipal Global Education Services, joined the AIMA management team as the Vice President. Mr Nikhil Sawhney, Vice Chairman and Managing Director of Triveni Turbine Limited took over as Treasurer.

AIMA's 42nd NMC put the spotlight on 'Making it Happen: Leadership in Times of High Expectations'. The two day Convention witnessed political & industry leaders from different spheres share their views and opinion on the subject over several sessions, details of which are carried inside. On the occasion Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group was awarded Honorary Life Fellowship. The AIMA- Kewal Nohria Award for Academic Leadership in Management Education 2014 was presented to Mr Pradip Khandwalla, Former Director, IIM, Ahmedabad. Several other awards were also presented on the occasion including the annual LMA awards. You will find detailed coverage in this issue.

In addition, this edition carries brief reports on the recently concluded 12th National Competition for Young India, Shaping Young Minds Programmes held at Goa and Kolkata in association with the respective LMAs, in-house business simulation & training programmes, skill development initiatives, workshops, interactive sessions and updates from the LMAs. This issue also carries some interesting articles on management.

I do hope you enjoy this issue and look forward to your feedback and suggestions.

With best wishes for the festive season,

Warm regards,

Rekha Sethi
Director General

AIMA OFFICE BEARERS

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Mr Firdose Vandrevala

Executive Vice Chairman

Essar Steel India Ltd

SENIOR VICE PRESIDENT

Mr Sunil Kant Munjal

Joint Managing Director

Hero MotoCorp Ltd &

Chairman, Hero Corporate Services Ltd

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Mr T V Mohandas Pai

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Triveni Turbine Limited

IMMEDIATE PAST PRESIDENT

Mr H M Nerurkar

Chairman

TRL Krosaki Refractories Ltd.

DIRECTOR GENERAL

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Fostering Sustainable Development

42nd National Management Convention



Release of the AIMA 42nd National Management Convention Souvenir (L-R) Rekha Sethi, Director General, All India Management Association; H M Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd; Nitin Gadkari, Minister of Shipping, Road Transport and Highways, Government of India; Sunil Kant Munjal, Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd and Chairman, Hero Corporate Services Ltd and Jaijit Bhattacharya, Partner, Infrastructure and Government Services, KPMG in India

AIMA held its 42nd National Management Convention (NMC) on 30 September – 1 October 2015 on the theme ‘Making it Happen: Leadership in Times of High Expectations’ at New Delhi. Delivering the inaugural address, the Chief Guest, Mr Nitin Gadkari, Minister of Shipping, Road Transport and Highways, Government of India said, “Management and managerial skills are very important for your future and your vision; for vision, knowledge, science and technology play a very important role and conversion of knowledge into wealth is the future.” “Time bound decisions are important



Nitin Gadkari, Minister of Shipping, Road Transport and Highways, Government of India addressing AIMA's 42nd National Management Convention



(L-R) H M Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd; Arvind Kejriwal, Chief Minister, Delhi; Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group and Rajiv Bajaj, Managing Director, Bajaj Auto

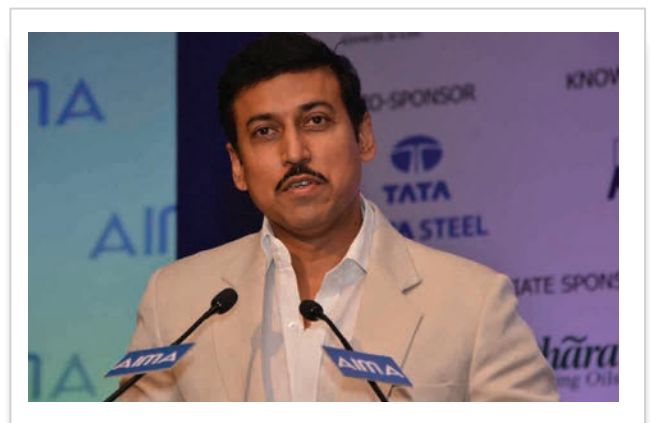
and without positive approach and collective team spirit problems cannot be solved," he further added.

Mr H M Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd gave the welcome address and Mr Jaijit Bhattacharya, Partner, Infrastructure and Government Services, KPMG in India, elaborated the theme of the convention.

The inaugural session came to an end with the concluding remarks by Mr Sunil Kant Munjal, Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd. and Chairman, Hero Corporate Services Ltd.

Some of the other high profile leaders who addressed the NMC included Mr Arvind Kejriwal, Chief Minister of Delhi, who said, "It is important to promote the belief that the system can be changed if one is committed to improvement.

But it is not easy for an outsider to break into the system and win. But we are an example of winning against all odds". Col. Rajyavardhan Rathore (Retd.), AVSM, Minister of State for Information & Broadcasting, Government of India, shared "There is a difference between dreams and delusions. Dreams are always



Col. Rajyavardhan Rathore (Retd.), AVSM, Minister of State for Information & Broadcasting, Government of India



(L-R) H.M. Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd; Col. Rajyavardhan Rathore (Retd.), AVSM, Minister of State for Information & Broadcasting, Government of India; Firdose Vandrevala, Senior Vice President, AIMA and Executive Vice Chairman, Essar Steel India Ltd and Sunil Kant Munjal, Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd and Chairman, HeroCorporate Services Ltd

aspirational and you try to achieve them with high energy as it is the target that you have set for yourself; but you should not have delusions or unrealistic dreams”.

The session on ‘Make in India: Realising India’s Manufacturing Potential’ was also addressed by Mr Atul Chaturvedi, Joint Secretary, Department of Industrial Policy & Promotion, Government of India, who discussed the challenges of the manufacturing sector and also deliberated the role of multinationals as well as MSMEs in promoting the country as a manufacturing destination.

This year, the Honorary Life Fellowship was presented to Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group and Mr Pradip Khandwalla, Former Director, IIM Ahmedabad, received the AIMA Kewal Nohria Award for Academic Leadership in Management

Education 2015.

In another session, Mr Amin Hashwani, Director, Hashwani Group, Pakistan, talked about disruptive innovation and ways to create an eco-system for the emerging technologies.

Some of the other speakers included, Mr Firdose Vandrevala, Senior Vice President, AIMA and



Arvind Kejriwal, Chief Minister, Delhi addressing AIMA’s 42nd NMC



(L-R) Tanmoy Chakrabarty, Vice President & Global Head-Government Industry Solutions Unit, Tata Consultancy Services Limited; T V Narendran, Managing Director, Tata Steel India and South East Asia; Atul Chaturvedi, Joint Secretary, Department of Industrial Policy & Promotion, Government of India; H M Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd; Kamal Bali, Managing Director, Volvo India Private Limited and P Balaji, Director-Regulatory & External Affairs, Vodafone India Ltd

Executive Vice Chairman, Essar Steel India Ltd; Mr Tanmoy Chakrabarty, Vice President & Global Head-Government Industry Solutions Unit, Tata Consultancy Services Limited; Mr TV Narendran, Managing Director, Tata Steel India and South East Asia; Mr Kamal Bali, Managing Director, Volvo India Private Limited; Mr P Balaji, Director-Regulatory & External Affairs, Vodafone India Ltd; Ms Anisha Motwani, Business Strategist & Columnist; Mr Santosh Desai, Managing Director & CEO, Future brands Ltd; Mr K V Sridhar, Chief Creative Officer, Sapient Nitro, India; Mr D Shivakumar, Chairman & CEO – India Region, PepsiCo India Holdings; Mr Vineet Nayar, Founder, Sampark Foundation & Former CEO, HCL Technologies; Mr Saugata Mitra, Chief People Officer & Member of Apex Management Team, Mother Dairy; Mr Rajiv Bajaj, Managing Director, Bajaj Auto; Mr Nalin Mehta, Consulting Editor, Times of India; Mr

Kris Srikanth, Former Captain of the Indian Cricket team and Former Chairman of the Selection Committee; Mr Arun Lal, Former Indian Cricketer and Cricket Commentator, Mr Venky Mysore, CEO & MD, Kolkata Knight Riders & Red Chillies Entertainment; Swami Sukhabodhananda Ji, Founder Chairman, Prasanna Trust; Mr Pranjal Sharma; Host - The Appointment, Zee Network; Mr N K Singh, Former Member of Parliament (Rajya Sabha) and Senior Member of BJP; Mr TV Mohandas Pai, Chairman, Manipal Global Education Services; Mr Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Ltd and Mr Subir Gokarn, Director of Research, Brookings Institution India Center.



(L-R) Nalin Mehta, Consulting Editor, The Times of India; Kris Srikanth, Former Captain of the Indian Cricket team and Former Chairman of the Selection Committee; Venky Mysore, CEO & MD, Kolkata Knight Riders & Red Chillies Entertainment and Arun Lal, Former Indian Cricketer and Cricket Commentator



H M Nerurkar, President, AIMA and Chairman, TRL Krosaki Refractories Ltd and Swami Sukhabodhananda Ji, Founder Chairman, Prasanna Trust

The NMC also witnessed the distribution of awards to the winners of AIMA National Management Games and AIMA National Competition for Young Managers. Awards were also presented to the best LMAs in different categories. The Convention Souvenir was also

released by the Chief Guest on the occasion.

On 29th September a LMA CEO Workshop was organised where 50 representatives from 40 LMAs participated. They also had a Breakfast Meeting with Mr Firdose Vandrevale on 1st October.

The NMC heralds a new beginning and the office bearers for 2015-16 were announced. Mr

Firdose Vandrevale, Executive Vice Chairman, Essar Steel India Ltd has taken over as the new AIMA President. He succeeds Mr H M Nerurkar, Chairman, TRL Krosaki Refractories Ltd. Mr Sunil Kant Munjal, Joint Managing Director,

Hero MotoCorp Ltd and Chairman, Hero Corporate Services Ltd is the new Senior Vice-President of AIMA and Mr TV Mohandas Pai, Chairman, Manipal Global Education Services, joins the ranks of AIMA office-bearers as Vice-President. Mr Nikhil Sawhney, Vice Chairman and Managing Director of Triveni Turbine Limited takes over from Mr. P Dwarakanath, Advisor, Group Human Capital, Max India Ltd as Treasurer.



(L-R) Nikhil Sawhney, Treasurer, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd; Sunil Kant Munjal, Sr Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd and Chairman, Hero Corporate Services Ltd; Firdose Vandrevale, President, AIMA and Executive Vice Chairman, Essar Steel India Ltd; Rekha Sethi, Director General, AIMA; H M Nerurkar, Immediate Past President, AIMA and Chairman, TRL Krosaki Refractories Ltd and TV Mohandas Pai, Vice President, AIMA and Chairman, Manipal Global Education Services



1. (L-R) TV Mohandas Pai, Chairman, Manipal Global Education Services; Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Ltd; N K Singh, Former Member of Parliament (Rajya Sabha) and Senior Member of BJP; Pranjal Sharma, Host - The Appointment, Zee Network and Subir Gokarn, Director of Research, Brookings Institution India Center
2. Pradipt Khandwalla, Former Director, IIM Ahmedabad, with the AIMA-Kewal Nohria Award for Academic Leadership in Management Education 2015
3. Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group after receiving AIMA Honorary Life Fellowship
4. (L-R) Vineet Nayar, Founder, Sampark Foundation & Former CEO, HCL Technologies; D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings and Amin Hashwani, Director, Hashwani Group, Pakistan



5. (L-R) Santosh Desai, Managing Director & CEO, Futurebrands Ltd; Anisha Motwani, Business Strategist & Columnist and K V Sridhar, Chief Creative Officer, Sapient Nitro, India
6. Baroda Management Association, Special LMA Award winner



7. (L-R) T V Narendran, Managing Director, Tata Steel India and South East Asia; Kamal Bali, Managing Director, Volvo India Private Limited; Tanmoy Chakrabarty, Vice President & Global Head-Government Industry Solutions Unit, Tata Consultancy Services Limited and Atul Chaturvedi, Joint Secretary, Department of Industrial Policy & Promotion, Government of India
8. Ghaziabad Management Association, Category IV Runners Up winner
9. Madras Management Association, Winner of LMA award Category 1
10. Jaijit Bhattacharya, P Balaji, Rajiv Vastupal, Rajive Kaul, M Damodaran, Sanjiv Goenka, KL Chugh, Sudhir Jalan, Krishan Kalra and Uddesh Kohli





LMA representatives with Firdose Vandrevala, Incoming President, AIMA and Executive Vice Chairman, Essar Steel India Ltd and Rekha Sethi, Director General, AIMA.

Winners of Best LMA Award 2015

<i>Category I</i>	-	<i>Madras Management Association</i>
<i>Category II</i>	-	<i>Lucknow Management Association</i>
<i>Category III</i>	-	<i>Ludhiana Management Association</i>
<i>Category IV</i>	-	<i>Trichur Management Association</i>
<i>Runners Up</i>	-	<i>Ghaziabad Management Association</i>
<i>Emerging LMA</i>	-	<i>Vaikom Management Association</i>
<i>Special Award</i>	-	<i>Baroda Management Association</i>



Firdose Vandrevala, Incoming President, AIMA and Executive Vice Chairman, Essar Steel India Ltd addressing the LMA Breakfast Meet.



Vaikom Management Association, Emerging LMA winner

- 11. Lucknow Management Association, Category II winner
- 12. Ludhiana Management Association, Category III winner
- 13. Incoming President, Mr Firdose Vandrevala presenting a memento to Mr HM Nerurkar
- 14. D Shivakumar, Past President, AIMA and Chairman & CEO - India Region, PepsiCo India Holdings and Rekha Sethi, Director General, AIMA at LMA CEO Workshop.
- 15. Trichur Management Association, Category IV winner



12th National Competition for Young India



Panelists and judges with the winning team from Indian School of Business

AIMA's 12th National Competition for Young India was successfully held pan India on the theme 'Make in India - Enabling Supportive Ecosystem'. The Regional Rounds were held at Mumbai on 3-4 September; at Bangalore on 10-11 September; at Kolkata on 15 September & New Delhi on 17 September. The Grand Finale was held on 23 September 2015 at New Delhi and the Jury was chaired by Col Sunil Chandra, Vice President, Sujan Luxury Hotels.

The other Jury Members included Mr. Prabhat Sinha, Founder CEO of SMG Community Ventures for Best Global Advantage; Mr Kanwal Krishen Muthu, President, Corporate Consultancy Services & Visiting Professor, Fore School of Management; Dr G Ganesh Das, Head

of Department Strategy & Business Relations, Tata Power Delhi Distribution Limited & Mr J K Mehta, Regional Manager (South Asia), World Energy Council & Secretary General, South Asia Forum for Energy Efficiency.

97 teams from across the country participated in the competition. Indian School of Business emerged as the National Champions. Indian Institute of Social Welfare and Business Management were the I Runners up and Xavier Institute of Management & Entrepreneurship were the II Runners-up. The award for the Best Budding Manager was given to Ms Shrishti Jain of Indian School of Business, Bangalore.

Shaping Young Minds Programme



Ms Anu Aga, Member Rajya Sabha & Director, Thermax Ltd lighting the inaugural lamp at the SYMP at Goa

The 47th SYMP was held on 8 September 2015 at Goa in collaboration with Goa Management Association. The programme was addressed by Ms Anu Aga, Member Rajya Sabha & Director, Thermax Ltd; Mr Prabhu Chawla, Editorial Director, The New Indian Express Group; Justice N



Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka at the Goa SYMP



Mr D Shivakumar, Chairman and CEO - India Region, PepsiCo India Holdings Pvt Ltd. at Kolkata SYMP

Santosh Hegde, Former Lokayukta, Government of Karnataka and Mr Sanjeev Kapoor, Celebrity Chef.

Another SYMP was held on 11 September 2015 at Kolkata in collaboration with Calcutta



Mr Sanjeev Kapoor, Celebrity Chef with other panelists at the Goa SYMP

Management Association. The programme was addressed by Mr Bibek Debroy, Economist and Member, NITI Aayog; Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka; Mr Raghunath Medge, Former President Nutan

Mumbai Tiffin Box (The Mumbai Dabbawalas) and Mr D Shivakumar, Chairman and CEO - India Region, PepsiCo India Holdings Pvt Ltd. Both programmes were very well received and witnessed a participation of 650 students.



Mr Bibek Debroy, Economist and Member, NITI Aayog at Kolkata SYMP



Mr Raghunath Medge, Former President Nutan Mumbai Tiffin Box (The Mumbai Dabbawalas)



Mr Prabhu Chawla, Editorial Director, The New Indian Express Group at the Goa SYMP

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- Social Media Marketing
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All India Management Association

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Workshop on Zero Defect Zero Effect – Tool for Application



Dr. J.S. Juneja, Past President, AIMA and Chairman, AIMA MSME Committee addressing as Mr. Avik Mitra, Advisor, National Board for Quality Promotion, Quality Council of India looks on.

AIMA organised a one day awareness programme 'Zero Defect Zero Effect-Tools for Application' on 19 September 2015 at New Delhi to help industry professionals understand the tools and techniques that are essential to achieve the goal of Zero Defect and Zero Effect. 'Zero Defect Zero Effect' is an initiative under the umbrella programme of 'Make in India' which signifies production mechanism wherein products have no defects and the processes through which products are made have zero adverse environmental and ecological effects.

The programme contents included what is meant by Zero Defect Zero Effect; Leadership role for Zero Defect Zero Effect; Tools and techniques that work-Lean manufacturing,

Six sigma, How do lean and six sigma relate to environment, Mistake Proofing, Connecting Lean, Six Sigma and Environmental efforts at facilities and an overview of the proposed ZED maturity model of the Government of India.

The workshop was chaired by Dr. J.S. Juneja, Past President, AIMA and Chairman, AIMA MSME Committee and the programme was conducted by Mr. Avik Mitra, Advisor, National Board for Quality Promotion, Quality Council of India. The workshop was well received and attended by senior industry professionals from manufacturing corporations such as Moser Baer Ltd, Minda Corporation Ltd, Kiran Udyog Ltd, Minda Sai, Polycab Cables & Wires Pvt. Ltd, Uniproducts (I) Ltd amongst others.

In Company Training

AIMA conducted in-company training programmes for 200 professionals over 12 days during September. The topics covered

included Conceptual Thinking, Motivation, Power of Positive Attitude, Managing Time and Prioritising, Managing Change, Managerial Skills, Train the Trainer, Team Building and Soft Skills. These customised trainings were conducted for organisations like Delhi Integrated Multi-Modal Transit System Ltd., Engineers India Limited, The Institute of Chartered Accountants of India and the Biotechnology Industry Research assistance Council, Ministry of Science and Technology amongst others.



Participants from Biotechnology Industry Research Assistance Council at the training programme

Interactive Session



Mr Anil Kumar Khaitan, Chairman – SNK Group; Sunil Abrol, Advisor, AIMA

AIMA organised an interactive session on ‘Growth Strategies in the Post Crisis Economy’ with Mr Anil Kumar Khaitan, Chairman – SNK Group on 23 September 2015 at AIMA. The session provided greater understanding of the prevailing complexity and offered clarity on growth options in the post-crisis world. It enabled a better understanding of the growth challenges and ways to overcome those challenges. The session was chaired by Dr Sunil Abrol, Advisor AIMA. The programme was very well received.

Training Programme on Effectiveness for Women Professionals



The training programme for women professionals

AIMA organised a two day training 'Effectiveness for Women Professionals' on 10-11 September 2015 at New Delhi. Fourth in the series, the training programme aimed to groom women leaders and helped the women participants achieve their full potential. Some of the speakers

including Ms Harpreet Datta, Vice President, Human Resources & Administration, SMS India Pvt. Ltd; Dr Reena Ramachandran, Member Task Force, Performance Management Division, Cabinet Secretariat, Former CMD, HOCL and Mrs. Manvi Sharma, Advocate & Trainer of Gender Sensitisation.

24 women professionals participated in the training programme from organisations like Blue Dart, Centre for Development of Telematics, Directorate General of Hydrocarbons, DMRC, GAIL, Indian Oil, JM Financial Services Ltd, Jubilant Food Works Ltd, Medtronic, Power Finance Corporation Ltd, and Quest Diagnostics. The training was very well received by the participants.

Workshop on MS Excel

AIMA conducted a two days' workshop on MS Excel on 11-12 September 2015 at New Delhi. It was a new initiative to provide a conceptual understanding on the topic and to make participants experience the relevant aspects of MS Excel. It comprised of several interdependent modules/sessions each focusing on different

functionalities of MS Excel. Special emphasis was given to the Data Analysis and Reporting through MS Excel. The workshop attracted corporates and professionals along with IT faculty. About 18 participants attended the workshop which was very well received.

Chanakya

AIMA conducted an in-house Business Simulation programme, Chanakya, for ABES Institute of Management from 16-19 September 2015 at Ghaziabad. The AIMA Business Simulation training programme created a virtual world in which students explored and participated in the critical management issues facing a range of industries and organisations. Business Simulation helps them in bringing an experiential aspect to learning about

complex economic systems. This type of action learning has more impact on students adding to their regular classroom lectures or case study discussion. Students who participated in the programme experienced the immediate consequences of business decisions and learned what it's truly like to juggle between competing priorities amidst a constant influx of information. Over 150 students participated in the programme.

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

All India Management Association (AIMA)

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

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How managers can see the future more clearly

By Joseph Pistrui



Management is a lens. It's the best way yet invented to focus the organization's capital, human, and time resources toward the goals of the business. Many have observed that companies can have admirable goals; but, if poorly managed, success proves elusive.

Suppose the management lens was smeared, even opaque. In this case, management could easily misapply resources. Or suppose the lens was a mirror looking only at past ways to deploy resources.

There are signs that this is very much today's state of management, as managers face the digitization of business. Too many surveys show that managers are either confused about what to do or uncertain of how to change their priorities.

- In a recent global survey done by the Institute for the Future, "Business Leaders Admit 'We're Not Ready for the Digital Future,'" only 30 per cent of those surveyed felt they could act on the data they had, and half of those surveyed said they did not know how to get value from all the data they receive. Less than one in 10 firms said they "innovate in an agile way."
- A 2014 survey by Deloitte of top U.S. business executives revealed that although most are confident about beating the competition in the future, "they are not acting with confidence when it comes to making business decisions or addressing specific obstacles."
- My own conversations with top-level business managers reveal that most are in a state of disruptive ambiguity for many reasons, with today's digital onslaught leading the list. More and different types of data are now generated

and delivered in real time. Moreover, disruptors have rendered legacy business model structures and patterns unreliable, even useless.

As part of our Nextsensing Project, we found four skills that managers need to clean their management lens, see the future more clearly, and lead more effectively tomorrow:

Stretch your sensibilities. Managers need a change of mindset and a commitment to exploration, moving beyond reading business bestsellers for guidance.

How to start? Create a leadership circle, a group of senior leaders working outside a hierarchical reporting framework brought together by a specific set of business challenges that transcend any one person's (or group's) scope of responsibility. This will import and share many views about emerging trends and organize them into probable patterns. No one person, or one small group, is smart enough to know and command all. Use a circle to arrive at a presumptive hunch about a possible productive opportunity in the future.

The Uber phenomenon is one example. While some see it simply as a "taxi hailing app," others see Uber as a new taxi service platform while others still view Uber as a natural step toward a future when taxis are driverless. The hunch that tomorrow's taxi is going to be profoundly different gives managers opportunities to take steps to prepare for a future which they cannot predict with certainty, but which can provide their companies a new trajectory.

Stand for change. Once a leader commits to a new direction, there must be no doubt about the commitment to move that way. Leaders must define the new direction and how it will change everyone's priorities. And the leader must insist that returning

to old ways is blasphemy.

In the 1950s, Boeing was an insignificant player in commercial airliners. Douglas and Lockheed kept refining propeller aircraft. Boeing moved the company's emphasis to building jets, a presumptive hunch that did not pay off for years. Yet, Boeing's leaders did not flinch. Today, companies with the best chance for survival have leaders who personally stand for change — not talk about change, not hint about it nor suggest that others change.

Create a new order. Standing for change is about creating a new agenda, projecting a novel point of view. Creating a new order is retooling the enterprise, triggering the actions required to accomplish goals that perhaps no one else has ever set or achieved.

Nintendo has roots back to 1889, as a company making playing cards. When Hiroshi Yamauchi took over the company in 1948, there was considerable resistance by insiders to innovation. At one point, he fired every manager, installing those aligned with his views. Nintendo tried a number of different toy products without sustainable success. In 1977, the focus of the company became locked on a new target, electronic games. Even when electronic gaming was still an unproven business, he kept allocating resources to experiment with new products. Creating a new order begins when leaders shape new priorities and norms that are more productive and harmonious with the firm's new trajectory.

Lead with foresense. When a presumptive hunch becomes a new corporate vision, the entire company must be led toward where the company needs to be. Employees bound to status quo ways of being successful must become motivated to behave differently. Leaders must remove all doubt that

everyone needs to develop the skills and behaviours that will achieve something novel and special.

In its 1980s “Quality is Job 1” campaign, Ford delegated key decisions to teams of workers instead of single managers. In 1998, the workers at Confinity had to abandon cryptography to a focus on managing online financial transactions — or PayPal would not have evolved.

For an example of how several of these skills fit together, consider Microsoft’s new CEO, Satya Nadella, who is transforming Microsoft. Under him, the company has expanded its cloud platform so it is the umbrella for the whole company. Using the banner “One Microsoft,” Nadella’s leadership circle has been tying everyone to the cloud with data managed on servers and not on desktops or devices.

Nadella has also been changing Microsoft’s culture so that the customer is the central focus. The new Windows 10 software has a universal app configuration and offers free upgrades to attract new

users, and Nadella has pushed Microsoft to create winning apps for Apple products to place Microsoft prominently on Apple desktops and devices. In this way, Microsoft is learning to forget old rivalries and think first of its own best interests.

Finally, he’s branching out into the Internet of Things, so the company can be a leader when it comes to computers talking directly to other computers, and pushing Microsoft speedily into holography, an entirely new field.

Every leader must cultivate these four skills in his or her own way. When leaders are not sure about the future, the entire organisation suffers. Turbulence becomes the norm. Confusion reigns. What lies ahead is painfully unclear; and, for humans working inside the firm, there can be little joy. These four skills will equip your leadership circle to clarify what’s next for your organization, and focus your management lens on the future.

About Author :

Joseph Pistrui is Professor of Entrepreneurial Management at IE Business School in Madrid. He also leads the global Nextsensing Project

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Working Across Genres Can Dilute Your Brand

Combining categories makes it harder for people to understand what you are doing.

by Elizabeth MacBride



Imagine you're picking a place for dinner, and you stumble upon a restaurant that advertises itself as Indian-Japanese-Mexican fusion. You're thinking: Saag paneer sushi with poblano sauce? Confused and doubtful, you keep on searching.

That's the problem with working across genres. People are uncomfortable with entities that they have difficulty categorizing and, therefore, understanding, says Michael Hannan, the StrataCom Professor of Management, Emeritus, at Stanford GSB.

His research and more like it in the field suggest that if you want a quicker and easier route to success — with your personal brand, a product, or your company — you are better off placing it squarely in one category or genre.

If you cross boundaries, it will be harder for people to

grasp who you are or what you're doing. "It takes a lot of cognitive effort to try to understand what's going on there," says Hannan. "Humans don't like cognitive effort."

Working across genres also risks what is known as the jack-of-all trades problem: It is more difficult to acquire skills across boundaries. And even in the rare cases where someone does achieve a high level of mastery in several areas, a genuine polymath, people have a hard time believing that he or she has acquired the skills.

Along with Balázs Kovács of Yale University, Hannan authored research that establishes more precise and nuanced ways to measure people's discomfort with what the researchers call "spanners," or cross-genre entities. Among other things, the researchers found people are more uncomfortable with spanners who cross genres that are far apart in cognitive space. So a romantic comedy works well; a romantic horror film, not so much.

"Some categories are quite similar to each other, and combining those might not be nearly so problematic, like an Italian-French restaurant," Hannan says.

To develop the new methodology to measure people's responses, the researchers did two studies. They analysed Yelp reviews posted between October

2004 and September 2011. The sample contains 767,268 reviews written by 59,473 reviewers about 3,976 producers; the restaurants were in 78 categories. The key innovation was measuring distances among genres and creating measures of ambiguity based on the number of genres applied to an entity and the distances among them.

The conclusion: At the “cheap” level, consumers appear to value a broad categorical niche, consistent with the popularity of “food courts” in many takeaway food venues. However, as the stakes rise, consumers place more value on genre focus.

The researchers also looked at book reviews on goodreads.com, downloading 650,594 reviews posted by 111,185 reviewers in February and March 2010. “According to these results, books that hew to genre conventions and eschew themes associated with other genres, especially crisp ones, have higher appeal to this general audience. Net of these effects, books that get associated with many dissimilar genres fail to appeal,” the researchers wrote.

This latest research backs up previous studies, which have found:

- An actor who works across genres has a lower probability of gaining additional roles.
- Contractors operating in more than one occupational category have lower odds of winning a bid for work.
- Sellers who post items for sale in more than one category have lower odds of completing a sale on eBay.
- Cross-genre feature films tend to have less favorable reviews from critics and general audiences, and lower box-office sales.
- Software producers who market products in several categories have lower sales.
- Companies operating in more than one market are less likely to receive coverage from stock market analysts.

That’s not to say you should never cross boundaries, Hannan says. Sometimes there might be synergies that are worth the loss in valuation that occurs in the eyes of the public or other people.

It is also possible to change people’s thinking somewhat, Hannan says. If you can entice someone to engage with you in a deeper, analytical way, crossing boundaries might be seen as a positive. A person who rejected a book because it crossed genres but was then asked to write an essay about it for class could become the book’s strongest promoter.

“You can tend to overcome the issue we’ve been talking about,” Hannan says. “If you pay close attention and understand the artistic vision, you might end up liking it.”

You can also learn to position yourself differently at different points in a buyer’s decision-making process. If you are bidding for a project, it may serve you well to pitch a narrow, simple message at the beginning, based on your strongest skill set and identity. If you’re among the three finalists for a job, identifying yourself at that point as a jack-of-several-trades could help.

And it is possible, too, for genres to change over time, as more people try to combine them. At some point, Hannan notes, romance and comedy were separate genres.

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Ahmedabad Management Association

The momentum for the month of September was mobilised by a seminar on 'Journey to Success' – Teachers' Day Programme for the Youth which was conducted by Mr. Achal Rangaswamy, Sales Coach & Management Trainer. He focused on maximising the effectiveness of the resources and potential the youth has today by applying broader concept of creative learning. The activities at AMA began with Small Enterprise Development Programme on Women Entrepreneurship, Legal Aspects of Purchasing & Contracts, Certificate Programme in Six Sigma and E-commerce for small entrepreneurs and businessmen.

An interesting and highly interactive panel discussion on 'World Indigenous Knowledge Day' was organised to make people aware about the importance of indigenous knowledge and use it as an instrument for achieving sustainable development. The discussion was led by distinguished panel members, Dr. S. K. Nanda, Chairman & Managing Director, GSFC Ltd.; Dr. Harinath Jha, Chairman Ayurveda Sankul; Prof. (Dr.) Palpu Pushpangadan, Director General, Amity Institute of Herbal and Biotech Products Development and Mr. Manish Singh, Director, Abhumka Herbal Pvt. Ltd.



Dr. S.K. Nanda addressing during the panel discussion

Prof. Pankaj Chandra, Former Director, IIM Bangalore, addressed a session on 'Pivoting India's Manufacturing Policy Differently'. He presented insights from his research and addressed Indian manufacturing, volume versus variety, manual versus capital intensive, and low tech versus hi-tech production that have created a misalignment between capabilities and strategies.



Dr. Indira Nityanandam addressing the lecture

The 8th Dr. Lalita Iyer Memorial Lecture on 'The Woman of Today' was delivered by Dr. Indira Nityanandam, Writer, Author and Academic Advisor. AMA held a book launch function of the book 'Success is a Thief' (Inspirational Convocation Speeches) edited by Dr. N. Ravichandran, IIM Ahmedabad. Mr G. Narayana was the Chief Guest and addressed the function.

'Intricacies of Relationship', a thought provoking session was addressed by Ms. Sagarika Shah, Co-founder, Thought Counsel. She effectively talked about individuals and couples by supporting them to catalyse higher levels of self-mastery and foster deeper and more meaningful connections in their relationships. Mr. Prakash Nair, Chairman, Institute for Development of Food Industry delivered a motivational talk on 'Why Do Most People Fail' and highlighted the modern management mantras.

AMA is pleased to announce the inauguration of PVRN Iyer-AMA Centre for Research in Management with a view to facilitate and support students who are undergoing Doctoral Studies in Gujarat. Mr. D.

Shivakumar, Chairman & CEO, India Region PepsiCo India Holdings Pvt. Ltd. was the Chief Guest of the function and Dr. Paresh Kariya, Director, Business Development, Otis Elevators India Ltd. co-ordinated the function.

The lofty truths of Vedanta were made at once available and understandable to the common man, as part of the continual series of four lectures by Pujya Swami Anubhavananda. The programme was very well received by the attendees and served beneficial to all aspiring students ensuring clear understanding of the great Indian thought in an entertaining and engaging manner.

AMA conducted 59 Management Development Programmes this month focusing on Commercial Negotiations for Sales, Relationship Management Skills Using Emotional Intelligence, Youth Empowerment Programme, Marketing Effectiveness, First AID training, Certificate Course on Art of Copywriting, Diploma in Sales etc.

Allahabad Management Association

Allahabad Management Association celebrated Teacher's Day on 5th September in a big way by honouring teacher members, by a special certificate of honour and a memento to recognise their excellent contribution in the field of education. The chief guest was Prof. KK Bhutani, Director UPTECH, who gave a talk on 'Allahabad the Smart City'. Twenty one teacher members were honoured. Mr. Ravi Prakash, Hon. Secretary, Director Academics HP4 conducted the proceedings. Prof. Jagdish Khatri, Immediate Past President introduced the chief guest and Mr. G K Khare, Ex. Chairman, Railway Board proposed the vote of thanks. The event concluded with high tea and was well received by the members.



Mr. D. Shivakumar addressing



Mr. Ravi Prakash being honoured by Dr. KNN Singh and Dr. KK Bhutani



The session in progress

Allahabad Management Association in association with HP4 conducted the second management development programme at S S Khanna Girls Degree College Allahabad. Mr Vibhav Bajpai, Vice President AMA conducted the programme on 'How to Manage and Improve Interpersonal Skills Through Effective Communication Skills'.

Baroda Management Association

MDP

An International Management Development Programme on 'Etiquette for Global Business' was conducted by Ms. Sabira Merchant on 2nd September. The session mainly focused on pronunciation, diction, voice modulation, communication skills, phone etiquette and table manners in particular. The medium of training included, lectures, role plays, exercises, interactive discussions supplement for social and business grace of international protocol which are proved to be the best case examples providing individuals to master the art of public speaking.



Participants with Ms. Sabira Merchant.

Round Table Conference

BMA organised the 2nd Round Table Conference (RTC) on Power on the theme 'Renewable Energy- Dream into Reality' on 10th September. The Chief Guest on the occasion was Mr Saurabh Bhai Patel, Hon'ble Minister, Energy & Petrochemicals, Government of Gujarat.

Inaugurating the RTC and delivering the keynote address, the minister touched upon key issues of the Energy Sector in general and scenario and various inactive measures taken by the Government to make Gujarat a benchmark state for others as far as power sector is concerned.



Mr. Alok Desai, President, BMA addressing the inaugural session



Chief Guest, Mr. Saurabh Bhai Patel, Hon'ble Minister, Energy & Petrochemicals, Government of Gujarat.

Some of the other speakers included Mr S B Khayaliya, MD, MGVCCL; Mr. Rajesh Mediratta- Director, IEX; Mr. Amit Khurana, MD- Madhav Group; Mr. Chintan Shah, President, Suzlon; Mr. Sanjeev Gupta- Founder & MD- Next Gen; Mr S K Negi, MD, GETCO; Mr. S K Soonee- CEO POSOCO; Mr. Harish Mehta, Director, Suzlon; Mr. Raghvan Mahapatra, Strategist, Welspun Ltd; Mr. Hemant Patel, Muni Seva Ashram; Mr. B B Mehta, Chief Engineer, SLDC amongst others.

Friday Evening Talk

A Friday Evening Talk session was held on 4th September on the topic 'Cloud Computing for Common Man' by Mr Sameer Rohadia, Assistant Professor, C. K. Shah Vijapurwala Institute of Management, Vadodara.



Mr. Suneel Karkare addressing the FET session

Another Friday Evening Talk session was held on 11th September on the topic 'Emotional Literacy' by Mr. Suneel Karkare and one on 18th September on the topic 'Know your Personality and Career in 3 minutes' by Mr. Manish Soni.



Mr. Manish Soni addressing the FET session BMA

On 25th September Ms. Bharti Naik, Founder, Inspire Human Potential Pvt Ltd spoke on Neuro Linguistic Programming (NLP).

Bharuch District Management Association

MDP

An MDP on 'The Art of Leadership' was held on 10th September with Mr. Suresh Pandit, Corporate Trainer, the Centre for Excellence, Mumbai. The programme was very well received.



The trainer with the participants

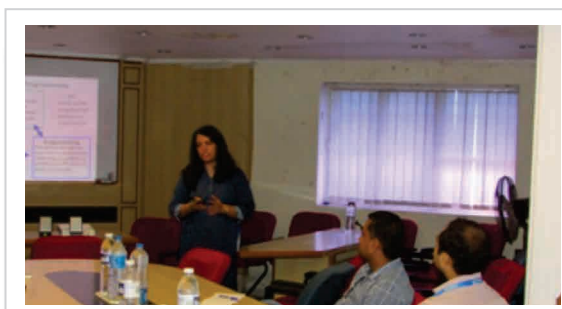


Mr. Kailash Parmar interacting with the participants

An in-house MDP on the topic 'Building a Professional Image' was held on 16th September led by Mr. Arun Chitlangia, CEO -Training Tree, Mumbai

An MDP on 'Internal Auditor Course based on OHSAS 18001:2007 (Occupational Health and Safety Management System)' was held on 18th September with Mr. Kailash Parmar, Proprietor, Akshar Management Consultant, Vadodara.

An MDP on 'Neuro Linguistic Programming (NLP)' was held on 29th September with Ms. Bharti Naik, certified NLP Trainer, Director - Inspire Human Potential Pvt. Ltd., Vadodara as the trainer.



Ms. Bharti Naik sharing the details of NLP with the participants

Seekers' Forum Meet

The Seekers' Forum Meet, a lecture series by Swamini Shraddanandji Saraswati, Param Praman Darshanalaya, Pardi was held on 16th and 27th September.

EHS Forum Meet

An EHS Forum Meet on 'Accident Prevention and Human Error' was held on 21st September with Mr. P. S. Keswani, Safety Officer, GNFC Ltd. Bharuch. Mr. P. S. Keswani discussed the importance of accident investigation, role of case studies for accident investigation and its effectiveness and discussed some case studies in chemical industries. The discussion was made in the presence of Chairman of Safety Forum, Mr. V. K. Nema and Vice President of BDMA, Mr. S.I. Thakar.



EHS Forum Meet by Mr. Keswani

Annual General Meeting:

The Annual General Meeting organised on 24th September was inaugurated by the present executive body members, the Past Presidents of BDMA and Chairman of Evening Talk Forum. Vice President, Mr S. I. Thakar gave the welcome speech and Hon. General Secretary, Mr. Devang Thakore shared glimpses of the activities of year 2014-2015 of BDMA. He also appreciated the initiative taken by the Chairmen of various forums. The Treasurer, Mr. D. P. Sonagra announced the financial accounts of the year 2014-2015. President, Mr. P.S. Vayeda welcomed the new corporate members and also addressed the members.



Annual General Meeting

Bhopal Management Association

Bhopal Management Association in association with Department of Management Studies, Sagar Group of Institution (SIRT/ SIRT/ SIRTE) organised a Workshop on 'Role of Inner Strength for being a successful Manager' on 18th September. Management expert, Mr Vishwas Ghushe, CEO, Anant Management Services & Hon. Secretary BMA was the resource person. He stated the four elements as the basics of good management i.e. behaviour, will power, determination and principals oriented character building. Above 80 MBA students and faculty from Sagar Group of Institutions and members of BMA attended the workshop.



Mr Vishwas Ghushe, Chairman, BMA delivering the address



Panelists at the workshop

BMA organised a management talk on 12th September with Mr Subhash Vithaldas, Chairman, BMA. The other speakers were Mr D R Badhwar, Advisor, Trident group and Mr Rajendra Trishal, Vice President, HEG Ltd. Mandideep. They spoke on 'Management of Change' and 'Business Strategies in Present Business Scenario' respectively. Mr Sanjay Singh, GM, HEG Ltd.; Mr Rajesh Tiwari, Vice President, Vardhman group; Mr Vishwas Ghushe, Hon. Secretary, BMA; Mr Sanjay Khandelwal, President, Mandideep Industries Association; Mr Manoj Modi, President All Industries Association and

Ms. Anuradha Singhai, Hon. Director, Indo -European Chamber of Commerce also shared their views in open forum.

BMA organised a Workshop on 'Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013' on 26th September at Satya Sai Agroils Pvt. Ltd. under the expert guidance of Co-Chairman, BMA Advocate, G.K Chhibbar, who has above 30 years experience of Labour law, Women Law & Child Law. Over 30 employees of Adani Wilmar Ltd attended the programme. Mr. Aamir Khan, Centre Coordinator, BMA gave brief about the activities of BMA.



Participants and speakers at the workshop

Bombay Management Association

Workshop

A workshop on 'Sustainability of Family Business' by Prof Parimal Merchant and Mr. Rohit Arora was held on 2nd September by the SME Cell of Bombay Management Association in association with Vashi Electricals Pvt. Ltd. The objective was to help ensure that the family business continues on its path of glory and lives beyond its life time.

A one day workshop on 'Effective Interviewing – A Key to high-quality talent pool' by Mr. Leslie Rebello, Director, L R Associates Pvt Ltd was conducted on 30th September, 2015 by the SME Cell of Bombay Management Association. The objective was to help participants make better hiring decisions and ensure that goodwill towards the company is promoted.



Mr. Leslie Rebello along with Mr. Se b Fatehi, Chairman of the SME Cell and participants



Mr. Dharmendra Satapathy addressing the participants

Evening Talk

On 10th September an Evening Talk on ‘Social Media for SMEs’ by Mr. Sanjay Mehta, Co-founder and Jt CEO of Social Wavelength was organised by the BMA Eastern Suburb Centre in association with K J Somaiya Institute of Management Studies & Research. The talk emphasised on the importance & relevance of image building.

The Evening Talk on ‘Better Security Through Better Financial Planning’ by Mr. Dharmendra Satapathy was organised at the BMA Thane Centre in association with Dr. V N Bedekar Institute of Management Studies.



Participants at the Evening Talk on Power of Personal Appearance

An Evening talk on ‘Power of Personal Appearance’ by the team of Excel 3600 was organised by the Navi Mumbai Centre in association with Oriental Institute of Management on 11th September at their Institute. It helped participants understand the importance of self-presentation.

Calcutta Management Association

Shaping Young Minds Programme

AIMA’s ‘Shaping Young Minds Programme’ seeks to help young people find common ground between managing self, choosing a career and finding the right work environment. SYMP in Kolkata was a joint initiative of AIMA and CMA and was held on 11th September at IIM Calcutta auditorium. More than 500 students and young executives participated in the programme. This year’s icons were Mr D Shivakumar, Chairman & CEO, PepsiCo India Holdings Private Limited; Justice N Santosh Hegde, former Supreme Court Judge & Lokayukta of Karnataka; Prof Bibek Debroy, Economist & Member, NITI Aayog; Mr Raghunath Medge, Former President, Nutan Mumbai Tiffin Box (The Mumbai Dubbawalas).

Session on Money Skills

With an aim to spread financial literacy among the management fraternity of Kolkata, an interactive programme was organised by CMA in association with The Telegraph and jointly with Calcutta Stock Exchange and Multi Commodities Exchange (MCX) of India on 19th September on the topic ‘Investment in Commodity Market’.



(L-R) Prof Bibek Debroy, Member, NITI Aayog; Prof Biju Paul Abraham, Dean – Academic, IIM, Calcutta; Mr Sanjay Grover, Director, AIMA; Mr D Shivakumar, Chairman & CEO, PepsiCo India Holdings Private Limited; Justice N Santosh Hegde, former Supreme Court Judge & Lokayukta of Karnataka; Prof Asok Kumar Banerjee, Vice President, CMA and Mr Gautam Ray, President, CMA.



Mr Vibhor Tandon, AVP, MCX addressing the session

Mr. Vibhor Tandon, Assistant Vice President-Business Development, MCX was the speaker at the second edition of the five session series. During the programme, there were extensive sessions on Introduction to Commodity Derivatives, History of Commodity Derivatives Markets, Regulation, Trading and Settlement, Benefits of Hedging, and Economic Benefits of Commodity Derivatives, among others. The programme was a great success, with overwhelming participation from students, corporates, executives and individuals.

Chandigarh Management Association

Chandigarh Management Association (CMA), in collaboration with National Stock Exchange of India Limited, New Delhi, celebrated its 49th Management Day on 23rd September on the theme 'Empowerment through Financial Management'. Mr. J S Nayyar, President, CMA, MD, Nayyar Air Travels and Nayyar Real Estates Pvt. Limited presided over the function.

The key note speaker, Mr. Nishant Srivastava, Manager, NSE enlightened the members by enumerating the reasons for choosing stocks for investment over other options and also explained the DOs and DONTs of investment in stocks.

Both the chief guest, Prof Suresh Chadha, Chairman, University Business School (UBS), Panjab University (PU) and the guest of honour, Prof. Manoj Kumar Sharma, Past President, CMA and Professor, UBS, PU also presented their views on the thematic subject.



Mr. J S Nayyar, President, CMA addressing the elite gathering of CMA members.

Delhi Management Association

Talk

A talk on 'The Art of Balancing Work and Life' by Sh. P Lakshminarayanan, a senior disciple of internationally renowned philosopher Swami Parthasarathy was organised by DMA on 9th September at New Delhi. Mr. Rajan Pandhi, Director, DMA welcomed the eminent speaker and the participants. Sh. Lakshminarayanan shared that a balanced

life is one where one can spread his/her energy and effort - emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. The talk was very well received by the participants from different walks of life.



Participants at the talk

Roundtable Meet

The Mumbai Roundtable session – second in the series on ‘Best Practices for the Banking and Finance Services segment of Indian Industry’ was organised by People and Management in collaboration with DMA on 10th September in Mumbai. HR experts and professionals within the sector came together to devise a strategic approach to the workforce strategies in banking and finance sector. Mr. Sundra Rajan, Founder Director, People Metrics and an Entrepreneur moderated the session.



Professionals at the Roundtable breakfast meet

After successfully conducting Delhi Roundtable Session on ‘Health and Wellness’ Sector and Mumbai Session on ‘Banking and Finance’ Sector, the third breakfast meet on the theme ‘Best Practices for the Manufacturing and Engineering segment of Indian Industry’ was organised by People and Management in collaboration with DMA on 11th September in Pune. The session was chaired by Mr. Sundra Rajan, Founder Director, People Metrics.

6th CSR Expert Talk

DMA in collaboration with APE Communication organised its 6th CSR Expert talk on ‘Social Entrepreneurship’ addressed by a galaxy of eminent speakers on 18th September.

Mr. Rajan Pandhi, Director, DMA welcomed the eminent speakers. Ms. Surabhi Kapoor, Programme Director, APE Communication gave the programme overview and introduced the eminent speakers. Ms. Bharati Chaturvedi, Founder, Chintan Environmental in her keynote address shared the challenges of being a social entrepreneur. Mr. Raj K. Pathak, President APE Communication thanked the keynote speaker for sharing her valuable thoughts. Mr. Subhash Mittal, Partner, Subhash Mittal and Associates & Promoter, Socio Research and Reform Foundation and the session moderator, Dr. Vibha Tripathi, MD and founder, Swajal (Drinking Water based Social Enterprise), Mr. Subrata Bhattacharya, Chief Manager (M&E), Gramin Vikas Trust and Dr. Seema Singh, Associate Professor, Delhi Technological University shared their views on CSR: Opportunities land scape for social entrepreneurship. In the open-house session member’s queries were answered by the panelist.



Participants at the talk

Expert Talk

DMA in collaboration with IMCI Delhi and Project & Technology Management Foundation (PTMF) organised an Expert Talk on



Participants at the talk

'Reflections on Managing and working with Chinese Employees in China' by Dr. Ken Gordon, Emeritus Professor of University of Colorado at Boulder's Leeds School of Business on 21st September. The session was chaired by Dr. Rajat K Baisya, Chairman, IMCI. The talk was very well received by the participants.

Annual General Meeting

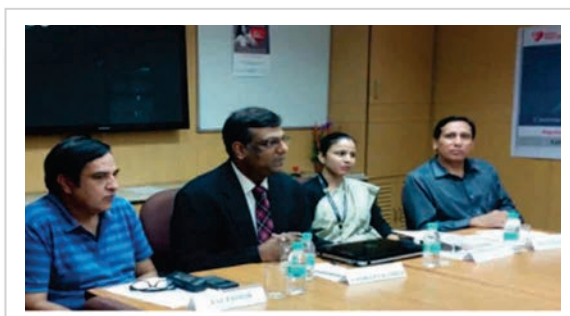
The 59th Annual General Meeting of the Delhi Management Association was held on 26th September. The meeting was chaired by Ms. Moutushi Sengupta, Vice President, DMA who welcomed members to the 59th AGM of DMA and shared that the year gone by has been a very good for DMA. Mr. Rajan Pandhi, Director, DMA shared the successes and achievements during the financial year 2014-15 in his presentation. Members appreciated the various initiatives taken by DMA.



(L-R) CA Raj Chawla, Treasurer; Ms. Moutushi Sengupta and Mr. Rajan Pandhi, Director, DMA

Seminar

On the occasion of World Heart Day, DMA in association with Indus Health Plus and APE Communication organised a Preventive Health Care Seminar to spread awareness about heart disease and stroke prevention on 29th September. Mr. Raj K. Pathak, President, APE Communication welcomed Mr. Sandeep Chamber, State Head and Ms. Gurpreet Kaur, Territory Manager, Indus Health Plus and the participants. Members appreciated the niche initiative taken by DMA and the programme was well received by the participants and their queries were answered by the panelists.



(L-R) Mr. Raj Pathak, Mr. Sandeep Chamber, Ms. Gurpreet Kaur and Mr. Rajan Pandhi,

Goa Management Association

For the first time, Goa Management Association (GMA) in collaboration with Vaikom Management Association (VMA) organised a Students Exchange Programme from 22nd to 29th September. SV's Sridora Caculo College of Commerce and Management Studies, Mapusa, Goa hosted the 16 students and 2 faculty members from Sreemahadeva College of Vaikom, BBA Department for one week. In the 3rd week of November, students from Saraswat College will be visiting Sree Mahadeva College, Kerala along with the faculty. GMA EC members will also be visiting Vaikom Management Association during the same period.



Student Exchange Programme

Guwahati Management Association

Award Ceremony

Guwahati Management Association held a glittering award ceremony function of the 'North East Young Manager Competition 2015' on 19th September in the presence of 100 distinguished guests. In this flagship event, Mr K.V. Eapen, Addl. Chief Secretary, Planning & Development Dept., Govt of Assam & Chairman APDCL was the Chief Guest and Mr Kula Saikia, IPS-Additional Director General, Police, Assam was the Guest of Honour.

The prizes were awarded to Mr. Rupam Goswami (Numaligarh Refinery), Mr. Imran Ali Khan (Guwahati Refinery), Mr. L Prasanna Venketesan (Guwahati Refinery) and Mr Abhishek Lama-NEDFI for best innovative idea contributing to the society. Mr Gohain Vice President, GMA offered the vote of thanks.



Chief Guest Mr K.V. Eapen, Guest of Honour Mr Kula Saikia, Mr Barua President GMA, Mr S B & r ma Vice President GMA and judges with the winners

Hyderabad Management Association

Hyderabad Management Association and Dhruva College of Management jointly conducted an Evening Lecture on 'Why we are taken a ride. Again and again' on 23rd September. The speaker on the occasion was Dr. Mathukutty Monippally, Former Professor, IIM, Ahmedabad. Dr Monippally spoke about how most intelligent and most educated among us fall prey to the swindlers. He explained how fraudulent persuasion works and how to resist it.



Mr S avan Kumar Madap, Vice President, HMA and Dr S Pratap Reddy, Chairman, Dhruva College of Management, presenting bouqe t to Dr Mathukutty Monippally, former Professor, IIM Ahmedabad

Indore Management Association

IMA Management Film Show

IMA organised a Management Film Show based on the famous Hollywood movie 'The Devil Wears Prada' for management professionals and students on 11th September. The moderator for the session was Mr. Subodh Shrivastava, AM Core-HR Diaspark Infotech Pvt Ltd.



Mr. S bodh Shrivastava during IMA Management Film Show .

IMA Students Chapter

IMA organised its Students Chapter programme an Exclusive Session @ Acropolis Institute of Technology and Research, Indore. The facilitator for the programme was Dr. Shailesh Danani, Director, Omega Rubber Industries. The IMA Students Forum aims to bring together young leaders, innovative minds and pioneering institutions across Indore region and offers participants a set of fascinating events.

IMA Training@doorstep

Indore Management Association (IMA) organised its Training@doorstep, a one-day workshop for professionals on 16th September at Cummins Turbo Technologies India Ltd, Pithampur. The module for the workshop was 'Assertiveness skills: Communicating with Authority & Impact'. The speaker for the session was Dr. Vikrant Singh Tomar -National Trainer and Management Consultant.

IMA organised another Training@doorstep, for Indore Composite Pvt. Ltd., Pithampur on 20th September. The module for the workshop was 'Leadership & Team Building Essentials' and the speaker for the session was Capt. Jaison Thomas, Chief Mentor & MD, Incisive Training Pvt. Ltd.

IMA Reader's Clique

Indore Management Association in Reader's Clique organised a book discussion on 'Playing It My Way', an autobiography of Mr. Sachin Tendulkar. The programme was organised on 16th September and the moderator for the session was CA Navin Khandelwal.



Participants at the workshop at Indore Composite Pvt. Ltd.



Mr. Navin Khandelwal during IMA Readers Clique .



Lt. Bal abh Agrawal during IMA Center of Excellence.

IMA Center of Excellence

IMA organised Center of Excellence (COE), an evening talk on the topic 'Accelerate Profitability, Growth: Leading Through Organization Lifecycle Transitions' on 23rd September with Lt. Shalabh Agrawal. Lt. Agrawal brought out the fundamental working principle that all organisations have a lifecycle and exhibit predictable and repetitive patterns of behaviour as they grow and age.

IMA HR Forum Meeting

IMA organised its HR Forum Meeting, on the topic 'How to Turn HR Expenses into Profit' for management professionals. The programme was organised on 29th September and was led by Mr. Sunil Kalyankar, Head- Manufacturing HR, CASE New Holland Construction Equipment (India) Pvt. Ltd. Pithampur.



Mr. Sunil Kalyankar during HR Forum Meeting.

Kerala Management Association

Evening Meetings

An Evening Lecture addressed by Mr. C J Mathew IRS, Member, Customs, Excise & Service Tax Appellate Tribunal Mumbai on the topic 'GST: The Thorny Road Ahead?' was held on 4th September.



Mr. C.J. Mathew IRS addressing KMA Members

Another Evening Lecture Meeting addressed by Dr. Bipin Prabhakar, Chairman of Information Systems Graduate Programs and Clinical Associate Professor of Information Systems in the Kelley School of Business at Indiana University on the topic 'Emerging trends in technology that are impacting businesses' was held on 22nd September.

Women Managers Forum

The Curtain Raiser Event of KMA Women Managers Forum Activities 2015-16 was held on 21st September on the theme 'A Fulfilling Life – Challenges & Choices'. The Chief Guest of the



Dr. Bipin Prabhakar interacting with KMA Members



Ms. Pamela Anna Mathew inaugurating the Women Managers Forum

function was Ms. Pamela Anna Mathew, Managing Director, O/E/N India Ltd and Ms. Molly Cyril, Dean & Director, The Charter School, Kochi was the Keynote Speaker. The Guest of Honour was Ms. Apoorva Bose, Cine Art & Dancer.

Management Education Programme

A one day workshop was held on 'Blue Ocean Strategies' by the Programme Facilitator Mr. S.R. Nair, Director, MentorGuru Professional Services Pvt. Ltd. on 30th September. 45 participants attended the workshop.



Mr. S.R. Nair interacting with the participants

Lucknow Management Association

Seminar

Young Managers Forum of Lucknow Management Association in collaboration with Institute of Corporate and Industrial Research organised a Seminar on 'Sharpen Your Entrepreneurship Skills' for management students at Integral University on 3rd September. Mr. Sanjay Shivani, Technical Head, ICIR and Mr. Ashwani Jaiswal, Chartered Accountant were the resource persons in the seminar.



The seminar at Jhunjhunwal Business School, Faizabad

Lucknow Management Association and Institute of Corporate and Industrial Research-Samadhan organised a seminar on 'Sharpen Your Entrepreneurship Skills' in collaboration with Jhunjhunwal Business School, Faizabad and Faizabad Management Association on 10th September. Presentations were made by Mr. Rohit Mehrotra and Mr. Sanjay Shivani, both from ICIR. These were followed by group discussion by student participants.

Talk / Lecture

LMA organised a talk on 'From Expertise to Excellence' by Professor Debashis Chatterjee, Former Director IIM Kozhikode and tenured professor at IIM Lucknow for the faculty of King George's Medical University on 9th September.

Lucknow Management Association in collaboration with CSIR-Central Drug Research Institute organised a lecture on 'Leadership for Large Scientific Organisations' by Prof Sushil Kumar Professor, Centre for Business Sustainability and Dean (Academic Affairs), IIM Lucknow on 16th September.



Professor Debashis Chatterjee addressing

Another talk was organised on ‘How to live a sustainable life for producing happiness’ by Dr. Anil K Rajvanshi, Director and Hon. Secretary, Nimbkar Agricultural Research Institute(NARI) Phaltan (Maharashtra) on 28th September.



Panelists at the session



Dr. Anil K Rajvanshi addressing the gathering

Ludhiana Management Association

Seminar

Dr Rakesh Jain, Managing Partner, The Learning Hub Consulting & Advisory LLP, New Delhi and former Managing Director, General Electricals, USA & Aditya Birla Group delivered a seminar organised by Ludhiana Management Association on 8th September on ‘Taking India to the Globe & My Experiences’. Dr Jain interacted with the members of LMA by taking the examples from the global companies he led. Mr Sachit Jain, President, LMA gave the presidential remarks and Dr KNS Kang, Sr Vice President, LMA proposed the vote of thanks.



Panelists at the seminar led by Dr Rakesh Jain, Managing Partner, The Learning Hub Consulting & Advisory LLP, New Delhi



The seminar in progress

Guru Nanak Dev Engineering College gave the presidential address.

Students Forum of Ludhiana Management Association organised a session on ‘Entrepreneurship – The Shift in Business Scenario’ on 24th September. The seminar was conducted by Mr Vishal Vinayak, Managing Director, Nanotech Chemical Brothers Private Limited, Ludhiana. He interacted with 300 student members of LMA. Earlier Ms Harpreet K Kang, Chairperson Students Forum, LMA welcomed the guest speaker & also gave brief about activities of students forum of LMA. Dr Sukhdev Singh, Head Dept of Business Management,

Madurai Management Association

The Annual General Meeting of Madurai Management Association was held on 23rd September. The Annual Report and the audited statement for 2014-15 were presented by the Hon. Secretary, Mr. Shunmugasundaram. Er. M. Shunmugasundaram as President, Mr. N. Sriram as Sr. Vice President, Mr. K. Alagumani as Vice President, Dr. G. Suresh as Hon Secretary, Dr. P. Kannan as Hon. Jt. Secretary, Mr. K. Ramasudharsanam as Hon. Treasurer, Dr. P. Uma, Er. R. Ganagaraj, Mr. A. Samuel, Dr. V. Thilagarajan, Dr. B. Arun, Dr. M. Palanivel Rajan, Mr. C. Muralidaran were unanimously elected as executive committee members for 2015-17.



Office bearers and executive committee members of MMA

erected as executive committee members for

Mangalore Management Association

Mangalore Management Association (MMA) in association with S.D.M. PG Centre for Management Studies & Research, Mangalore organised a talk on 'Statistics in Development of Management Theory' by Mrs. Shubharekha, HOD, Dept., of Statistics, St. Agnes College, Mangaluru, on 10th September. Mr U. Rama Rao, Former Secretary of MMA rendered the invocation. Mr Edward J. Coelho, Treasurer, MMA, welcomed the gathering and introduced the Chief Guest. Dr. Devaraj K. Director, SDM PG Centre, presided over the meeting and Mr M. R. Vasudeva, President, MMA honoured the Chief Guest.



Mrs. Shubharekha, addressing the audience on 'Statistics in Development of Management Theory'.

Mangalore Management Association (MMA) in association with S.D.M. PG Centre for Management Studies & Research, Mangalore organised a talk on 'Tourism Development in Karnataka with special reference to Dakshina Kannada' by Dr. K.S. Nagapathy, Tourism Consultant, Bengaluru, on 11th September. Mr R.M. Sharma, rendered the invocation while Mr U. Rama Rao, Former Secretary of MMA welcomed the gathering. Mr Nagesh Kondaji introduced the Chief Guest and Dr. Devaraj K., Director, SDM PG Centre presided over the meeting.



Dr. K.S. Nagapathy addressing the gathering

Meerut Management Association

The event for the Dr. B. Devdutt Memorial Award for Professional Excellence was held on 11th September at Western U.P. Chamber of Commerce and Industries by Meerut Management Association. Dr. B. Devdutt Memorial

Award for Professional Excellence is sponsored by Dr. Poonam Devdutt, Past President, MMA. Col (Dr) Naresh Kumar Goyal, Executive Director of Dewan VS Group was honoured with this award for his excellent work done in the field of Education. Mr. Shashank Jain, Director SARU Smelting (P) Ltd was the chairman for this event.



(L-R) Mr. Shashank Jain, Col (Dr.) Naresh Kumar Goyal, Capt. V. K. Gupta and Dr. Poonam Devdutt.

Patna Management Association

Patna Management Association organised a one-day state level seminar on 'Contribution of Banks and Financial Institutions in Development of Bihar' on 11th September. Regional Director of Reserve Bank of India, Mr. Manoj Kr. Verma inaugurated the seminar and commended the role of banks in implementing various welfare schemes of the government. Presiding over the function, the Director of IIBM and ZHI Group, Dr. A K Nayak highlighted the bottlenecks in the economic development of the state and the ways by which banks can help removing those bottlenecks. Special Guest and Managing Director of Vaishali Industrial Park Mr Arun Kumar stressed upon the need to develop entrepreneurship in the state. The seminar was addressed by many industry representatives and academicians. Technical papers were presented by Mr. S Nayak, Mr. A Priyadarshi, Mr. S Kumar, Mr S Shahi and Mr. H Jha.



Inauguration of the seminar

Tarapur Management Association

TMA organised an interactive session with Mr S. Vijaya Kumar, Director MSME – Testing Centre, Ministry, Government of India, Mumbai on 12th September. The session was exclusively organised for the executive committee members of TMA for understanding the initiatives taken by Government of India for MSME and also to work out an action plan for a joint programme with MSME body for the benefit of the industries of this part of the country.

On 2nd September, TMA organised a film show on 'Business Legends – A series of success stories of business tycoons' covering the success story of Dr. Subhash Chandra Goel, Chairman - Zee Media & Essel Group.



Mr S Vijaya Kumar, Director MSME and Mr. G.V.S Kumar, President TMA along with the executive committee members and office bearers of TMA

Thrissur Management Association

Onam Celebration

Thrissur Management Association celebrated Onam with members and their families with great enthusiasm. A host of cultural shows by the members and their families were exhibited. The programme was well attended and very well appreciated.

Guest Lecture

Thrissur Management Association organised a guest lecture by Dr. M. Ayyappan, Chairman & Managing Director of HLL Lifecare Limited on the topic 'Building Winning Organisations'. Dr M Ayyappan has been at the helm of HLL Lifecare Limited as Chairman and Managing Director since 2003 and is a very powerful orator and speaker. Around 100 members attend this lecture. The feedback from the participants was very positive and the speaker elaborated on the theme by sharing real time experiences.

Student Chapter Visit

Thrissur Management Association organised a student chapter visit to Kerala Solvent Extraction. Kerala Solvent Extraction is one of the leading solvent extraction companies in India. The students were given a detailed tour of the factory where the various processes & technology applied within the factory were explained. This helped them to have a real time feel of the factory. Around 60 students from TMA chapters attended this factory visit and the response from the students was very encouraging.



Onam celebrations



Dr M Ayyappan addressing the audience



Participants at Kerala Solvent Extraction plant

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AIMA Events Calendar

Event	Conference Director	Venue	Date
Student Management Games		Coimbatore Mumbai Pune Online Delhi Grand Finale	29-30 September 2015 06-07 October 2015 06-07 October 2015 12-13 October 2015 28-29 October 2015 31 October 2015
3rd Marketing Retreat		Goa	16-18 October 2015
10th Global Advanced Management Programme 2015	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	Silicon Valley, USA	25-31 October 2015
National Student Quiz		Delhi	November - December 2015
4th Young Leaders Retreat	Sanjeev Bikhchandani Founder and Executive Vice Chairman, Naukri.com & Vineet Agarwal Managing Director, Transport Corporation of India Ltd	Goa	28-30 November 2015
SYMP		Kochi	9 December 2015
13th HRM Summit		Delhi	10 December 2015
Global Executive Management Programme	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	Bangalore, Delhi	14-17 December 2015
SYMP		Baroda	08 January 2016

Event	Conference Director	Venue	Date
Digital Marketing Retreat	D Shivakumar Chairman & CEO- India Region, PepsiCo India Holdings Pvt Ltd	Goa	22-24 January 2016
6th Senior Leadership Retreat	Sunil Kant Munjal Jt Managing Director, Hero MotoCorp Ltd and Chairman, Hero Corporate Service Ltd	Goa	05-07 February 2016
Foundation Day		Delhi	20 February 2016
National Leadership Conclave	Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group	Delhi	03-04 March 2016
SYMP		Ludhiana	10 March 2016

To view full calendar please visit www.aima.in

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