

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

SEPTEMBER 2017



Dear Readers,

It gives me great pleasure to present a very special edition of AIMA News to you. Special – because it heralds the beginning of a new chapter at AIMA.

September saw the customary change of guard at AIMA with Mr TV Mohandas Pai taking over the presidential baton from Mr Sunil Kant Munjal at the recently concluded Diamond Jubilee National Management Convention (NMC).

In addition, Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group took over as the Sr Vice President and Mr Sanjay Kirloskar, Chairman and Managing Director of Kirloskar Brothers Limited joined the AIMA management team as the Vice President. Mr Nikhil Sawhney, Vice Chairman and MD of Triveni Turbine Limited continues as Treasurer.

AIMA's Diamond Jubilee NMC put the spotlight on 'Folding the Future In: Reimagining India'. The two day Convention witnessed thought leaders from different spheres share their views and opinion on the subject over several sessions. Some of the eminent speakers included Mr Nitin Gadkari, Mr Ravi Shankar Prasad, Mr Babul Supriyo, Mr Amitabh Kant, Baba Ramdev, Mr Rajat Sharma, Lord Karan Bilimoria, Mr Arnab Goswami to name a few. The Diamond Jubilee NMC was co-chaired by Mr Sudhir Jalan, Chairman, Neo Foods Pvt. Ltd. The NMC witnessed the release of a Special First Day Cover & Postage Stamp to commemorate AIMA's Diamond Jubilee Year and the Diamond Jubilee Convention Souvenir. Several awards were also presented on the occasion. You will find detailed coverage in this issue.

On the same day a Gala Evening was held, to celebrate 60 years of AIMA. Celebrated fashion designer, Mr Raghavendra Rathore displayed his creations specially curated for AIMA's Diamond Jubilee. It was a fun filled night and Past Presidents of AIMA present on the occasion were also felicitated as part of the celebrations.

AIMA's conducted another edition of its unique India Africa Student Awareness Programme led by Dr JS Juneja, Past President & Chairman, MSME Committee, AIMA. This edition also carries brief reports on training & skill development programmes, updates from the LMAs and a few interesting articles on management.

The theme for this year is 'LEADERSHIP IN THE AGE OF DISRUPTION - Leadership in Thought, Leadership in Action, Leadership for Outcome'. I am confident that this year, with Mr Pai's able guidance and your support, we will see the AIMA banner reach new heights.

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 TV Mohandas Pai

Chairman

Manipal Global Education Services Pvt Ltd

SENIOR VICE PRESIDENT

Mr Harshavardhan Neotia

Chairman

Ambuja Neotia Group

VICE PRESIDENT

Mr Sanjay Kirloskar

Chairman & Managing Director

Kirloskar Brothers Ltd

TREASURER

Mr Nikhil Sawhney

Vice Chairman and Managing Director

Triveni Turbine Limited

IMMEDIATE PAST PRESIDENT

Mr Sunil Kant Munjal

Chairman

The Hero Enterprise

DIRECTOR GENERAL

Ms Rekha Sethi

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

Eligibility

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

Prizes for National Winners

- 1st Champion Trophy + ₹40,000/- & Gift Hampers
- 2nd Runners Up I Trophy + ₹30,000/- & Gift Hampers
- 3rd Runners Up II Trophy + ₹20,000/- & Gift Hampers

Prizes for Regional Winners

Team Trophy and Individual Medals with Certificates

Participation Fee (Inclusive of Tax)

Up to 2 Teams ₹ 5000 per team	3 or more Teams ₹ 4000 per team
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AIMA GST NO 07AAATA1644A1ZH, PAN No. AAATA1644 A
Participation Fee through Cheque / Demand Draft should be sent in favour of "All India Management Association", payable at New Delhi.
The fee paid is non-refundable / non adjustable, although participation by a substitute team is allowed.

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

Dates & Venue

Regions/City	Prelim Rounds	Regional Finale
Chandigarh	4 th - 5 th October	6 th October
Coimbatore	12 th - 13 th October	14 th October
New Delhi	6 th - 7 th November	8 th November
Vadodara	14 th - 15 th November	-
Pune	15 th - 16 th November	17 th November
Bangalore	22 nd - 23 rd November	24 th November
Assam	22 nd - 23 rd November	24 th November

National Finale

Coimbatore 30th November, 2017

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In Association



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National Management Convention



(L-R) Sudhir Jalan, Co-Chairman, Diamond Jubilee NMC and Chairman, Neo Foods Pvt Ltd; Nitin Gadkari, Minister of Road Transport & Highways; Shipping and Water Resources, River Development and Ganga Rejuvenation, Government of India and Sunil Kant Munjal, then President, AIMA & Chairman, The Hero Enterprise

AIMA held its Diamond Jubilee National Management Convention (NMC) on 27-28 September 2017 at New Delhi on the theme 'Folding the future In : Reimagining India'.

Speaking on day one of the NMC, Mr Nitin Gadkari, Minister of Road Transport & Highways; Shipping and Water Resources, River Development and Ganga Rejuvenation, Government of India shared that nothing is impossible if we have a strong political will, appropriate vision, fast track decision making process, 100 per cent transparency and zero tolerance against corruption.

Mr Ravi Shankar Prasad, Minister of Law and

Justice; Electronics and Information Technology, Government of India addressed the second day of the NMC. "Young people, who are full of ideas and confidence, are brimming with hope and we are creating enabling atmosphere for them," he shared. He also mentioned measures that have been taken for digital inclusion in the judicial system.

Mr Babul Supriyo, Minister of State for Heavy Industries and Public Enterprises, Government of India, in his keynote address, said that patience and solidarity towards honest endeavours of the government are required.

Elaborating the theme, Mr Sunil Kant Munjal,



(L-R) Sunil Kant Munjal, then President, AIMA & Chairman, The Hero Enterprise; Ravi Shankar Prasad; Minister of Law and Justice; Electronics and Information Technology, Government of India; Sudhir Jalan, Co-Chairman, Diamond Jubilee NMC and Chairman, Neo Foods Pvt Ltd; and TV Mohandas Pai, then Senior Vice President, AIMA & Chairman, Manipal Global Education Services

then President, AIMA and Chairman, The Hero Enterprise said, "It's not just the competition one has to work on in the industry but also think of who is getting to the future first." The Diamond Jubilee NMC was co-chaired by Mr Sudhir Jalan, Chairman, Neo Foods Pvt. Ltd.

A Special First Day Cover and Postage Stamp to commemorate AIMA's Diamond Jubilee Year was released. AIMA's Diamond Jubilee Convention Souvenir was also released on the occasion.

Some of the other speakers who addressed the NMC included Mr Amitabh Kant, CEO, NITI Aayog, Government of India; Mr TV Mohandas Pai, then Senior Vice President, AIMA and Chairman, Manipal Global Education Services; Ms Rekha Sethi, Director General, All India Management Association; Mr Sanjay Kirloskar,



Raveesh Bhatia, Executive Vice President & Head of Corporate Banking, HDFC, receiving the AIMA - R K Swamy High Performance Brand Award 2017 from Nitin Gadkari, Minister of Road Transport & Highways; Shipping and Water Resources, River Development and Ganga Rejuvenation, Government of India



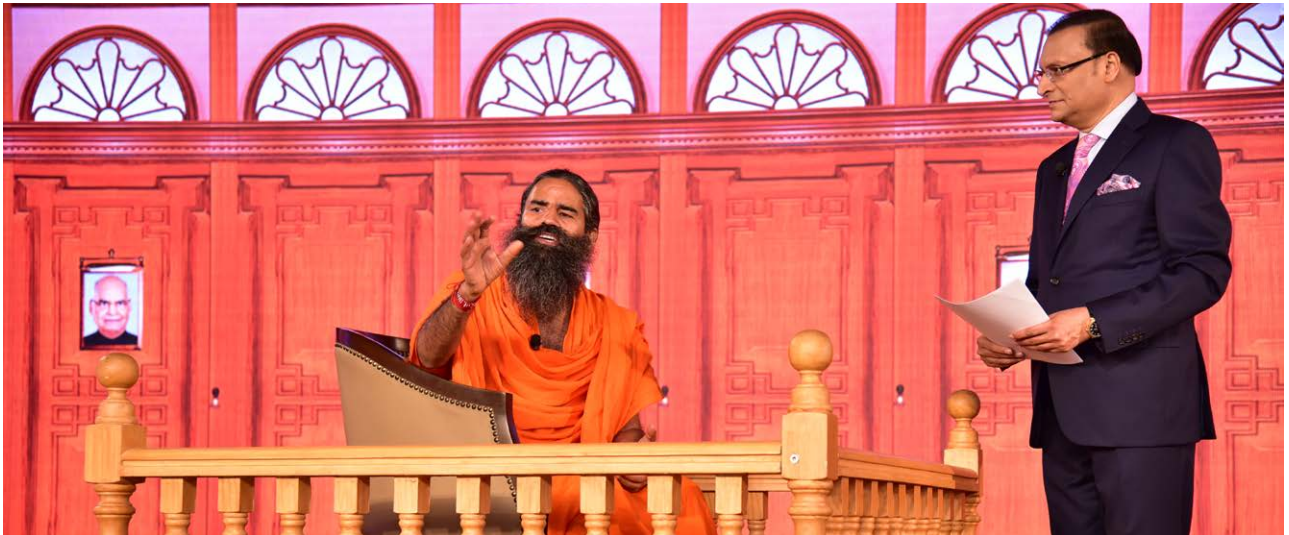
Release of Special First Day Cover and Postage Stamp to commemorate “AIMA’s Diamond Jubilee Year”. (L-R) Rekha Sethi, Director General, All India Management Association; Sudhir Jalan, Co-Chairman, Diamond Jubilee NMC and Chairman, Neo Foods Pvt Ltd; Babul Supriyo, Minister of State for Heavy Industries and Public Enterprises, Government of India; Sunil Kant Munjal, then President, AIMA and Chairman, The Hero Enterprise; Amitabh Kant, CEO, NITI Aayog, Government of India; T V Mohandas Pai, then Senior Vice President, AIMA and Chairman, Manipal Global Education Services and Sujit Kumar Chowdhury, Postmaster General Delhi Circle, New Delhi

Chairman & Managing Director, Kirloskar Brothers Ltd.; Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospital Enterprise Ltd; Lord Karan Bilimoria CBE DL, Chairman, Cobra Beer Partnership; Mr Rajiv Kumar, Vice Chairman, NITI Aayog, Government of India; Mr Arnab Goswami, Founder & Editor-in-Chief, Republic TV; Mr Raamdeo Agrawal, Jt. Managing Director, Motilal Oswal Financial Services Ltd; Ms Supriya Shrinате, Executive Editor – News, ET Now; Mr Akhil Bansal, Deputy CEO, KPMG in India; Mr Rakeysh Omprakash Mehra, Film Director, Producer, Screenwriter; Mr Pranav Pai, Founding Partner and Chief Investment Officer, 3one4 Capital; Mr Kiran Menon, Co-Founder & CEO, Tydy; Mr Jayant Prasad Paleti, Co-Founder, Darwinbox and Mr Rishabh Kaul, Co- Founder and Head of Demand Marketing, Belong.

In a live session of Aap ki Adalat, Baba Ramdev,



Firdose Vandrevala, Past President, AIMA, receiving the AIMA Honorary Life Fellowship from Ravi Shankar Prasad, Minister of Law and Justice; Electronics and Information Technology, Government of India



Baba Ramdev, Yoga Guru and Founder, The Patanjali Group of Institutions and Rajat Sharma, Chairman and Editor-in-Chief, India TV, during Aap Ki Adalat at AIMA

Yoga Guru and Founder, The Patanjali Group of Institutions, was interrogated by Mr Rajat Sharma, Chairman and Editor-in-Chief, India TV, and he defended himself against all the

allegations in his trademark style, regaling the audience.

Local Management Associations CEO workshop was also conducted during the event.



(L-R) Chris Parsons, Chairman, India Practice, Herbert Smith Freehills LLP; Lord Karan Bilimoria CBE DL, Chairman, Cobra Beer Partnership; Sunil Kant Munjal, then President, AIMA & Chairman, The Hero Enterprise; and T V Mohandas Pai, then Senior Vice President, AIMA & Chairman, Manipal Global Education Services



Release of AIMA's Diamond Jubilee Year Souvenir. (L-R) Rekha Sethi, Director General, All India Management Association; Sudhir Jalan, Co-Chairman, Diamond Jubilee NMC and Chairman, Neo Foods Pvt Ltd; Babul Supriyo, Minister of State for Heavy Industries and Public Enterprises, Government of India; Sunil Kant Munjal, then President, AIMA and Chairman, The Hero Enterprise; Amitabh Kant, CEO, NITI Aayog, Government of India and T V Mohandas Pai, then Senior Vice President, AIMA and Chairman, Manipal Global Education Services



Preetha Reddy, Executive Vice Chairperson, Apollo Hospital Enterprise Ltd and Rakeysh Omprakash Mehra, Film Director, Producer, Screenwriter

AIMA's Honorary Life Fellowship was awarded to Mr Firdose Vandrevale, Past President, All India Management Association. The AIMA-R K Swamy High Performance Brand Award 2017 was also presented to Mr Raveesh Bhatia, Executive Vice President & Head of Corporate Banking, HDFC. Best Local Management Associations Awards were also presented on the occasion.



01. *Rajiv Kumar, Vice Chairman, NITI Aayog, Government of India and Sanjay Kirloskar, Chairman & Managing Director, Kirloskar Brothers Ltd*

02. *(L-R) Supriya Shrinete, Executive Editor – News, ET Now; Raamdeo Agrawal, Jt. Managing Director, Motilal Oswal Financial Services Ltd and Akhil Bansal, Deputy CEO, KPMG in India*

03. *(L-R) Jayant Prasad Paleti, Co-Founder, Darwinbox; Pranav Pai, Founding Partner and Chief Investment Officer, 3one4Capital; Rishabh Kaul, Co-Founder and Head of Demand Marketing, Belong; and Kiran Menon, Co-Founder & CEO, Tydy*

04. *LMA CEO Workshop participants*



The Best LMA Award Jury led by Mr. D Shivakumar, Past President, AIMA & then Chairman & CEO - India Region PepsiCo India Holdings Pvt Ltd met on 31st August 2017 to select the best

LMAs in various categories. Winning LMAs were presented their awards during the Diamond Jubilee NMC. PricewaterhouseCoopers were the knowledge partners.



Madras Management Association winner of Best LMA Award 2017 - Category I



Kerala Management Association winner of Best LMA Award 2017 - Category II



Baroda Management Association winner of Best LMA Award 2017 - Category III



Chandigarh Management Association winner of Best LMA Award 2017 - Category IV



Pathankot Management Association receiving the Special Commendation Award 2017



Meerut Management Association Runner up for Category IV and Most Improved LMA 2017

AIMA's New Office Bearers



(L-R) Rekha Sethi, Director General, AIMA; Sunil Kant Munjal, Immediate Past President, AIMA & Chairman, The Hero Enterprise; TV Mohandas Pai, President, AIMA & Chairman, Manipal Global Education Services; Sanjay Kirloskar, Vice President, AIMA & Chairman & Managing Director, Kirloskar Brothers Ltd and Nikhil Sawhney, Treasurer, AIMA & Vice Chairman & MD, Triveni Turbine Ltd; (Inset) Harshavardhan Neotia, Senior Vice President, AIMA & Chairman, Ambuja Neotia Group

AIMA also announced the new Office-Bearers for the year 2017-18. Mr TV Mohandas Pai, Chairman, Manipal Global Education Services Pvt Ltd., has been elected the new AIMA President by AIMA Council. He succeeds Mr Sunil Kant Munjal, Chairman, The Hero Enterprise. Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group, is the new Senior Vice- President

of AIMA. Mr Sanjay Kirloskar, Chairman and Managing Director of Kirloskar Brothers Limited, joins the ranks of AIMA office-bearers as Vice-President. Mr Nikhil Sawhney, Vice Chairman and Managing Director, Triveni Turbine Limited, is the Treasurer for the third consecutive year. Ms Rekha Sethi is the Director General of AIMA.

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1957-2017

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18th National Management Quiz

Topics

The quiz will consist of questions from the world of brands, business, marketing, advertising, HR, management theories, personalities and current affairs.

Eligibility criteria

AIMA invites participation from entrepreneurs, employees of private and public sector and academicians from professional institutes. There is no age criteria and no limit in the number of teams participating from an organisation.

Format

In every regional round, a team of 2 members from the same organisation will participate in a written round of 25-30 questions. The best 6 teams from the written round will qualify for the on stage regional final. The best teams from each region will then qualify for the national final to be held in New Delhi.

Participation fee (per team)*

1 Team	2-5 Teams	6-10 Teams	11 Teams Onwards
₹ 8,000/-	₹ 7,000/-	₹ 6,000/-	₹ 5,000/-

Plus 18% GST, GST No. AAATA 1644 AST001, PAN No. AAATA 1644 A

Online registration is also available, please visit www.aima.in

*Each Team consists of 2 members

Regionals	Date of event
KOLKATA	25 th November, 2017
BENGALURU	1 st December, 2017
MUMBAI	2 nd December, 2017
DELHI	9 th December, 2017
Grand Finale - 9th December	

Quiz Master - Ajay Poonia

Cash prize

Champion Team

₹ 75,000/-

I Runner-up Team

₹ 50,000/-

II Runner-up Team

₹ 25,000/-

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Tel.: +91 11 24608510, 43128100 Ext 241, Fax: 011-24626689, E-mail: prawat@aima.in, Web: www.aima.in

Diamond Jubilee Celebrations



Felicitation of AIMA Past Presidents and Office Bearers

Serving as a befitting finale to the AIMA Diamond Jubilee National Management Convention, Office Bearers and some of the Past Presidents of AIMA walked the ramp for celebrated fashion designer, Mr Raghavendra Rathore. The gala evening started off with the magician and psychological illusionist Mr Karan Singh reading the mind of people which

left many awestruck. The evening unfolded to showcasing Raghavendra Rathore's collection that was inspired by the spirit of Jodhpur and the sporting event, royalty and elegance. The creations were exclusively curated for the Diamond Jubilee celebration of AIMA. After the ramp walk and magical show, AIMA Diamond Jubilee ceremonial cake was cut in the presence of distinguished guests of the evening.







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Training Programme



Participants of Advance Management Development Programme

AIMA organised an in-company advance management development programme for National Fertilizer Ltd on 4-9 September 2017 at Udaipur. The programme was divided into various sessions on Managerial Effectiveness, Motivating Employees for Peak Performance, Building & Development High Performance Teams, Inter Personal Communication, Sharpening Business Presentation Skills. Prof. Parvaiz Talib, Dean, Faculty of Management

Studies and Research, Aligarh Muslim University; Mr Vinay Sharma, Corporate Trainer and Mentor and Mr Sudhir Agarwal, Corporate Trainer, Chairman, IPS Business School were the speakers of the programme.

The programme was very well received and attended by senior level executive NFL from Noida, Panipat, Nangal and Bhatinda units.

Awareness Programme on Enterprise Development for African Students



Participants of the Awareness Programme on Enterprise Development for African Students at an industrial visit

MSME Committee, AIMA; Mr. R K Gupta, Executive Director, Bank of Maharashtra; Dr. Nachiket Thakur, Director, Innovation & Entrepreneurship Development, Science & Technology Park; Mr. Manish Pungliya, Founder & director, Ayugen Biosciences Pvt. Ltd; Mr. Milind Kshirsagar, MD & CEO, Tirubaa Technologies Pvt. Ltd; Ms. Amruta Ruikar Head-International Promotion & Student Relation, Symbiosis University and Mr. Dilip Thosar, CEO, Symbiosis Centre for Entrepreneurship & Innovation.

AIMA in collaboration with Ministry of External Affairs organised Awareness Programme on Enterprise Development for African students at Symbiosis International University, Pune on 5-6th October, 2017. The theme of the programme is 'Don't Hunt for the Job-Be your Own Boss'. The main objective of programme is to motivate the African students studying in India, to inculcate the spirit of entrepreneurship and also motivate them to consider setting up their own enterprises upon returning home.

The programme was well received and attended by 75 students from different African countries.

Some of the eminent speakers included Mr. Sanjay Kirloskar, CMD, Kirloskar Brothers Ltd & Vice President, AIMA; Dr J S Juneja, Past President & Chairman,



Dr JS Juneja, Chairman, MSME Committee, AIMA and Sanjay Kirloskar, CMD, Kirloskar Brothers Ltd & Vice President, AIMA with winners of the Best Business Plan Competition

To Be a Great Leader, You Have to Learn How to Delegate Well

By Jesse Sostrin



make is the shift from doing to leading. As a new manager you can get away with holding on to work. Peers and bosses may even admire your willingness to keep “rolling up your sleeves” to execute tactical assignments. But as your responsibilities become more complex, the difference between an effective leader and a super-sized individual contributor with a leader’s title is painfully evident.

In the short term you may have the stamina to get

face. But the inverse equation of shrinking resources and increasing demands will eventually catch up to you, and at that point how you involve others sets the ceiling of your leadership impact. The upper limit of what’s possible will increase only with each collaborator you empower to contribute their best work to your shared priorities. Likewise, your power decreases with every initiative you unnecessarily hold on to.

While it may seem difficult, elevating your impact requires you to embrace an unavoidable leadership paradox: You need to be more essential and less involved. When you justify your hold on work, you're confusing being involved with being essential. But the two are not the same — just as being busy and being productive are not necessarily equal. Your involvement is a mix of the opportunities, mandates, and choices you make regarding the work you do. How ancillary or essential you are to the success of that portfolio depends on how decisively and wisely you activate those around you.

This means shaping the thoughts and ideas of others instead of dictating their plans, having a sought-after perspective but not being a required pass-through, and seeing your own priorities come to life through the inspired actions of others.

On the surface this advice may sound like common sense; it's what motivational leaders should do. Yet too many of us are in a constant state of overextension, which fuels an instinctive reaction to "protect" work. This survival instinct ultimately dilutes our impact through an ongoing, limited effect on others.

To know if you're guilty of holding on to too much, answer this simple question: If you had to take an unexpected week off work, would your initiatives and priorities advance in your absence?

If you answered no or if you're unsure, then you may be more involved than essential. To raise the ceiling of your leadership potential, you need to extend your presence through the actions of others. Regardless of your preferred methodology for delegation, here are four strategies that I've found work for leaders at all levels.

Start with your reasons. When people lack understanding about why something matters and how they fit into it, they are less likely to care. But if you give them context about what's at stake, how they fit into the big picture, and what's unique about the opportunity, then you increase personal relevance and the odds of follow-through. Instead of giving just the business justification, make it a point to share your reasons. You can't motivate somebody to care when you can't express the reasons why it matters to you, so this essential step sets the table for effective partnering. Otherwise, you leave people to come to their own conclusions about what you're asking them to do and why. The risk of misalignment is highest during the first conversation, so make sure you articulate your reasons from the start.

Inspire their commitment. People get excited about what's possible, but they commit only when they understand their role in making it happen. Once you've defined the work, clarified the scope of their contribution, and ensured that it aligns with their capacity, carefully communicate any and all additional expectations for complete understanding. This is crucial when you have a precise outcome or methodology in mind. They can't read your mind, so if the finished product needs to be meticulous, be equally clear-cut in the ask. Once clarity is established, confirm their interpretation (face-to-face, or at least voice-to-voice, to avoid email misinterpretations). "But I told them how I wanted it done!" will not be the reason the ball got dropped; it will simply be the evidence that you didn't confirm their understanding and inspire their commitment.

Engage at the right level. It's essential to stay involved, but the degree matters. You should maintain engagement levels sufficient for you to deliver the

agreed-upon mix of support and accountability. However, there are risks when the mix is not right: Too involved, and you could consciously or inadvertently micromanage those around you; too hands-off, and you could miss the critical moments where a supportive comment or vital piece of feedback would be essential. To pick your spot, simply ask people what the right level is based on their style. This not only clarifies the frequency of touchpoints they will find useful but also gives them autonomy in how the delegated work will move forward.

Practice saying “yes,” “no,” and “yes, if.” This is the art and science of being selective. Successful investors don’t divert their money into every opportunity that comes their way, so we should be equally discerning with our time. Start by carefully assessing every demand that comes your way, and align the asks with the highest-valued contributions that you’re most skilled at making. For those requests that draw on this talent, you say yes and carve out the time and attention to be intimately involved. But for those requests that don’t align, you say yes, if... and immediately identify other people to accomplish the goals through their direct involvement. You may still consult, motivate, and lead — but you’re essential as the catalyst, not as the muscle doing the heavy lifting. This discerning approach may mean delegating some tasks to others, negotiating a reduction in your direct contribution, or just saying no while making the business case for why your effort and attention will have a greater impact elsewhere.

To illustrate these strategies in action, consider Anika. The word no was not in her vocabulary, and as a result she involved herself in every team priority. As demand continued to rise, Anika could no longer remain credibly engaged in everything. But since

she staked out her territory in the middle, various initiatives began to stagnate. As members of her team stood idly by waiting for some of her precious time to consult on, review, or approve various items, their frustration grew. Anika found herself on the edge of burnout, while confronting a potential loss of credibility with her team.

The first step for Anika was challenging the definition of her leadership mandate. Up to that point, she defined her core responsibility like this: “I’m the one in charge of getting the job done.” As she reflected on this, she recognized it as doer’s mindset that lowered the ceiling of her potential impact. The proof was that in recent months her peers were included in various strategic conversations and business development opportunities with senior leaders, yet Anika, with no energy or space for these endeavors, was dealt out of these opportunities to demonstrate her upside.

She recognized that her focus on executing work was not only holding her back from the big-picture work of leading but also was the source of frustration among her junior staff. Although it was uncomfortable, she wanted to start giving them more rope. As Anika considered her obligation to develop others — upskilling, providing tangible leadership experience, and so on — she redefined her leadership mandate to avoid being involved and not being essential: “I lead people, priorities, and projects — in that order — and the work will get done because the right people are focused on the right tasks.”

With this refreshed vision, her next step was to reassess her portfolio. She looked at her calendar for the two weeks prior and two weeks ahead, then she counted the hours devoted to each effort (for

example, through meetings, working sessions, and conference calls). Once she finished the time count, she ranked each item on a 10-point scale to assess how important the initiative was to the team's overall success.

This two-column exercise quickly revealed a few mismatches where Anika was devoting too much time and energy to priorities that were not in the top five. These were candidates for delegation, so her next step was to consider each team member's unique mix of skills and development needs in order to make an intelligent match regarding who could take on more responsibility. Some of the initiatives could be completely handed off, while others could be broken down into a few smaller pieces in order to involve others without a full transfer of responsibility.

With these new assignments in mind, she devoted 15–20 minutes preparing for each conversation. She brainstormed ways to share her reasons for the change, as well as how she could inspire their commitment. With eight team members, this was a significant investment of time on an already overloaded schedule, but Anika recognized it as a short-term cost to create long-term benefits.

Within a short period of time, Anika became

considerably less involved in the details, but she remained essential to the purpose and momentum of each critical initiative. Said differently, her influence was ever-present, but the bottleneck dissolved.

Finally, with the additional bandwidth she created for herself, Anika was concerned that her knee-jerk tendency to say yes could quickly erase the gains. So moving forward she made a commitment to apply the strategy of saying yes, no, or yes, if to new requests in order to avoid diluting her impact through involvement in areas that didn't align with her desired growth and personal brand. And to ensure an objective perspective, Anika asked a colleague to act as an ongoing sounding board for her when the factors were ambiguous and the right answer wasn't evident.

Staying mindful of these four strategies, working out the kinks like Anika did, and becoming proficient at empowering others to deliver their best builds your capacity to get the job done through the contributions of others. With this momentum you'll be able to focus on the secondary potential of your deliberate collaboration: to leverage each delegated task as an opportunity for others' development. Then, over time, they too can be more essential and less involved.

About Author:

*Jesse Sostrin, PhD is a Director in PwC's Leadership Coaching Center of Excellence. The author of *The Manager's Dilemma, Beyond the Job Description, and Re-Making Communication at Work*, Jesse writes and speaks at the intersection of individual and organizational success. Follow him at @jessesostrin.*

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Is Your CEO Irreplaceable?

A new survey highlights a tough CEO talent pool and which business leaders would be nearly impossible to replace.

by Bill Snyder



Amazon President, Chairman and CEO Jeff Bezos. | Reuters/Mike Segar

CEO salaries are higher than ever. But finding the right person to fill that job is harder than ever, especially when a board must replace a visionary founder.

The market for top-flight talent is now so tight that nearly 100 directors of Fortune 250 companies estimate that fewer than four people — including those both inside and outside their company — would be capable of stepping into the CEO role today and running it at least as well as their current CEO, according to a survey by researchers at Stanford Graduate School of Business and the Rock Center for Corporate Governance at Stanford University.

“I have never seen the CEO labor market tighter. With traditional industries such as retail, restaurant, and packaged goods under such pressure to transform, the pool of available candidates is small. There is no such thing as ‘stepping’ into a CEO role,” one of the directors told the researchers.

“These findings have profound implications for talent development and CEO compensation,” says David Larcker, the James Irvin Miller Professor of

Accounting at Stanford Graduate School of Business, who led the research. “How you groom senior executives, how you plan for a CEO transition, and how you structure CEO pay really hinge on just how available replacement talent is.”

The survey, conducted this summer, queried 113 directors and 18 executive recruiters and compensation experts.

Tightening Pipeline

The shallow pool of top-flight talent was evidenced by the difficulty major companies, including Symantec, General Electric, Walt Disney, and Uber, have had replacing their chief executives, says Nick Donatiello, a lecturer in corporate governance at the business school. Walt Disney, for example, recently extended the contract of CEO Robert Iger for another year as it struggles to fill the top job. Symantec has gone through four CEOs in the past decade. “Frankly, there is a lot of pressure on directors to get it right. This likely results in directors being risk averse, which of course only serves to narrow their view of who might be acceptable,” says Nicholas Donatiello, one of the researchers in the study.

The directors were also asked how difficult it would be for their company’s major competitor to find a new CEO: Sixty-eight percent said fewer than five people could fill the job, and when it comes to finding a CEO to turn around a troubled company in their industry, 58% said the choice was also limited to five.

Finding a qualified CEO is more difficult in some industries and types of companies than others.

“Visionary founders” such as Amazon’s Jeff Bezos, Elon Musk of Tesla, and Warren Buffett of Berkshire Hathaway would be harder to replace than CEOs

of large, well-established public companies, the directors indicated.

They said that just two people could replace Bezos, and three could replace Buffett or Musk. But the talent pool likely includes 15 people who could replace David Taylor of Procter & Gamble or IBM’s Virginia Rometty, while 14 people would be qualified

“How you groom senior executives, how you plan for a CEO transition, and how you structure CEO pay really hinge on just how available replacement talent is.”

David Larcker

to fill the shoes of Mary Barra of General Motors or Ian Read of Pfizer.

While it’s not surprising that it is more difficult to replace a founder than a professional CEO, the difference between the two is surprisingly large, the researchers commented.

Finding qualified high-level executives is by far the most challenging in the technology industry, followed by traditional retail, financial services, and the automotive sector, the directors indicated.

Impact on Pay

Although the survey did not deal directly with executive pay packages, the talent shortage and soaring compensation are obviously related issues, says Larcker. “These numbers [of qualified CEOs] are shockingly small and put issues such as CEO compensation in an entirely new light. If only a limited number of people are qualified to run large public companies, it helps to explain why today’s pay packages are so large,” he says.

But money may not be enough incentive to compensate for the stress of today's management jobs. "It is one of the most extreme roles out there today and becoming less desirable based on the political landscape. A person taking the job for the money is going to fail as CEO," said one of the directors in the survey.

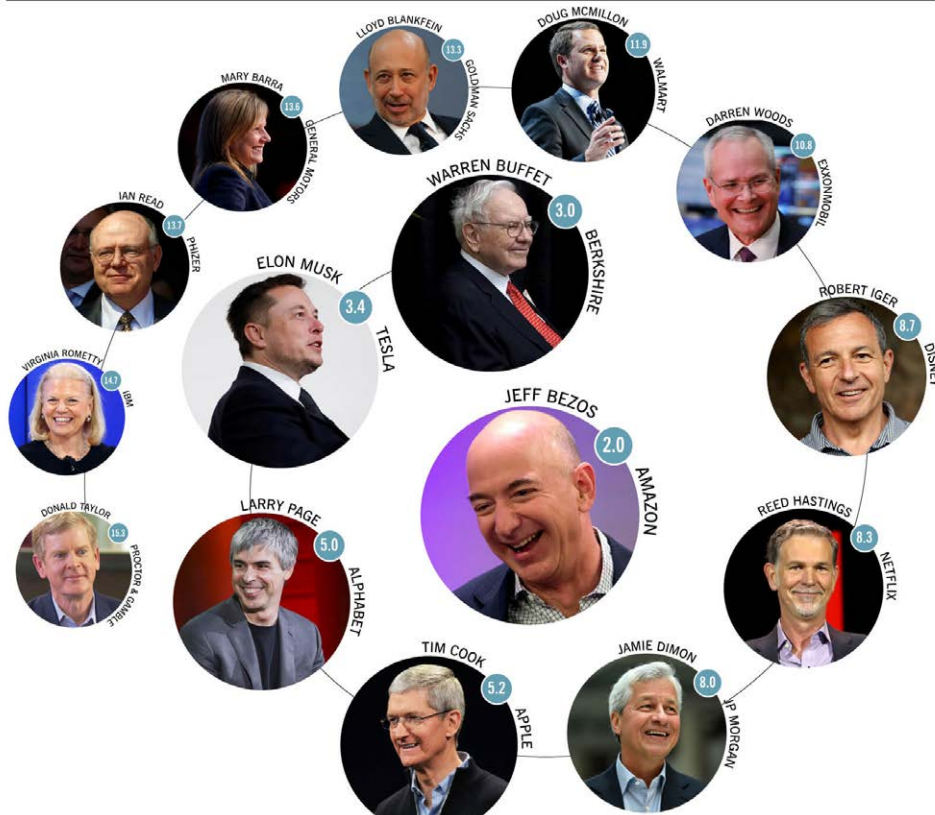
Whether big salaries are the best way to corral talent isn't clear and wasn't the point of the survey, notes Brian Tayan, a researcher at the business school. "We're not saying high compensation levels are efficient, but if directors perceive the talent pool

as very tight, they're not likely to let \$1 million be a barrier."

Since CEO tenure is decreasing and the pool of available CEOs is small, directors need to be certain that their companies have real succession plans in place and that they take care to groom less senior executives for higher-level jobs, Larcker says.

The clear consensus of the directors surveyed was that the corporate environment moves faster and is less forgiving of mistakes in selecting the CEO than in the past. As one respondent said succinctly: "Talent is scarce, the job is tough, and the runway for success narrower every day."

HOW MANY PEOPLE COULD REPLACE THESE CEOs?



Photos by Reuters/Mike Blake, Reuters/Aaron Bernstein Reuters/ Dylan Martinez, Reuters/ Steve Marcus, Reuters/Elijah Nouvelle, Reuters/Rick Wilking, Reuters/Brendan McDermid, Reuters/Ruben Sprich, Reuters/ Robert Galbraith, Reuters/Mike Segar, Reuters/Luke MacGregor, Reuters/Rebecca Cook, Reuters/ Joshua Roberts

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Ahmedabad Management Association

Origami Mahotsava

The activities of the month began with an inauguration of “Origami Mahotsav”, which was organised from 7th to 16th September. ‘Origami Contest’ was held on 7th September to pre screen the final contestants. The next round of the contest was held on 10th September, where finalists displayed their fine origami skills. The ‘Origami Mahotsava’ was inaugurated on 14th September by the First Lady of Japan, Ms Akie Abe. Ms Abe also interacted with a large group of students of Japanese Language Programme at AMA. An ‘Origami Workshop’ was also organised on 16th September. Large number of students from various schools of Gujarat eagerly participated in the contest.



Madam Akie Abe's visit To AMA

In addition, Dr Shailesh Thakkar, Motivational Speaker and Trainer; addressed on ‘The Role of Wisdom in Leadership’ on 8th September. Dr U K Srivastava, P S Management Consultants; addressed on ‘Agriculture Marketing – Opportunities for Quantum Growth of Agro Processing & Value Addition’ on 9 September.

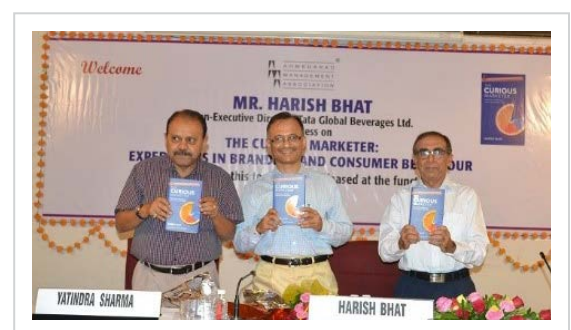
The Final Round of “S R Bhandari – AMA Best Speaker Award 2017” was also held. Mr Suresh Mashruwala and Mr Narendra Pandya were the coordinators for the contest.

Mr Ripal Vyas, President, Softweb Solutions, Chicago, USA; addressed on “Emerging Scenario in Artificial Intelligence” on 15th September.

Dr Nimrat Singh, Psychologist, Trainer and Author; addressed on “Proactive Parenting” (Strategies to Practice Mindful Parenting on 22nd September. Her address was a confluence of experiential sharing and cases generated during her personal counselling sessions, parental training and workshops. Conference on “Processed Food Exports – Opportunities for Gujarat” was also organised. The Conference was inaugurated by Ms Mamta Varma, Industries Commissioner. Other speakers included Dr. D.C. Joshi, Dean Faculty of Food Processing and Bio-energy, Anand Agricultural University; Dr. Sudhanshu, DGM, APEDA & Head Horticulture Division New Mumbai and Mr. Suhayl Abidi, Research Analyst, GoG-AMA Centre for International Trade. The Conference was very well-received by the participants.

Speakers Forum was organised on the topic ‘Good things come to those who wait. Better things come to those who try’. Mr Suresh Mashruwala, Professional Commentator & Trainer was the event coordinator.

A book launch and talk was organised on 27th September. Mr Harish Bhat, Non-Executive Director, Tata Global Beverages Ltd launched his book ‘The Curious Marketer’. He shared few excerpts from the book with the attendees AMA also delivered 68 MDPs and training programmes to a staggering 1070 number of beneficiaries during this month.



Book Launch by Mr. Harish Bhat

Allahabad Management Association

Allahabad Management Association in collaboration with Indraprastha Apollo Hospitals New Delhi organised a healthcare workshop on 16th September. The workshop started with welcoming and introduction of the Chief Guest, Dr. DK Nigam, Prof Emeritus Medicine, Allahabad Medical College and the two speakers, Dr. K N Singh, Sr. Consultant Nephrology, Apollo Hospitals New Delhi and Dr. Mohit Goel, Sr. Consultant CTVS, Apollo Hospitals New Delhi. This was followed by the scientific session wherein Dr. KN Singh gave a presentation on how to take care of your kidneys and a film review on kidney transplant. The next speaker was Dr. Mohit Goel who also gave a presentation on prevention of heart diseases followed by a question & answer session. Both the sessions were appreciated by the 125 members present who wanted such events to be continued on a regular basis. Secretary, Mr. Ravi Prakash conducted the event. Mr. Vibhav Bajpai, Vice President introduced the speakers and Mr. AK Prasad, Jt. Sec. proposed the vote of thanks.



Prof. KK Bhutani, Past President AMA presenting a memento to Dr. DK Nigam, Chief Guest

Baroda Management Association

Annual Management Convention

Baroda Management Association organised the 29th Annual Management Convention on the theme 'Empowering India's Growth Engine' on 15th & 16th September. Mr. Gaurish Vaishnav, President delivered the welcome address. Mr. Zafar Sareshwala, Chancellor, Maulana Azad National Urdu University, Hyderabad was the Guest of Honour. Other eminent speakers included Mr. Shailesh Patwari, President Gujarat Chamber of Commerce & Industry, Ahmedabad (GCCCI); Mr. Shishir Sharma, Director of AMC Committee; Dr. Pradip Khandwalla, Former Director, IIM Ahmedabad; Param Pujya Swami Parmatmanandaji, Convener & General Secretary, Hindhu Dharma Acharya Sabha; Dr. Nilesh Munsh, Hon. Treasurer, BMA; Dr. Avinash Phadke, President & Mentor SRL Diagnostics Pvt. Ltd.; Dr. Subroto Das, Founder Lifeline Foundation, Technical Head, Road Safety Subgroup, NITI Aayog; Mr. Sriram Iyer, CEO of AR Wealth Management Ltd., Anand Rathi groups; Mr. Parag Desai, Head of Sales & Marketing Mitchell, USA; Mr. Robin Banerjee Managing Director, Carprihans India Ltd.; Mr. Robin Bhatt, Actor & writer,



Speakers at the Inaugural Session



Speakers at the Valedictory session

Bollywood; Mr. Asit Kumarr Modi, Indian TV Producer, Tarak Mehta Ka Oolta Chashma and Mr. Rajat Sharma, Editor in Chief, India TV amongst others.

Management Development Programme

BMA conducted at MDP on ‘Essentials of Employees / Industrial Relations’ on 27th September. Mr. Krishnakumar Lele was the guest faculty of the programme. The programme was very well received by the participants.



MDP on Essentials of Employees / Industrial Relations



Special talk on ‘Swine Flu Awareness, Protect Your Health’

Special Talk

As Special talk on ‘Swine Flu Awareness, Protect Your Health’ was organised on 1st September. Dr. Smita Gautam and Dr. Udgeeth Thaker were the speakers of the talk. Yoga Fights Swine Flu: An MBA Approach and Do’s and Don’ts of Swine Flu topics were covered in the session.

Friday Evening Talk

A Friday Evening talk on ‘Common Urological Problems in Society’ was conducted on 8th September. Dr. Vikky Ajwani was the speaker for the session.

Another talk was held on the topic ‘Navratri Management’ on 15th September. The session was addressed by Ms. Shweta Joshi.

BMA organised another Friday talk on ‘Know Your Plastics, Before You Say No’ on 22nd September. Dr. Nitin Bhatte was the speaker of the session. The session was very well received by the participants.



Ms. Shweta Joshi addressing the FET



Dr. Vikky Ajwani addressing the FET

Bharuch Management Association

Management Development Programmes

BDMA organised a one day training programme on ‘Team Building & Team Performance’ on 12th September with Mr. Rajeev Maniar. He shared that no employee can work alone; he has to take the help of his colleagues to accomplish the tasks efficiently.



Mr. Rajeev Maniar taking the session on Team Building & Team Performance



Participants at the training programme on ‘Storage & Fluid Transportation Safety’

BDMA conducted a one day programme on ‘Storage & Fluid Transportation Safety’ on 16th September to make participants recognise the risks, avoid accidental mishandling and have the right kind of the personal protection at their disposal in case of leakage.

A one day programme on ‘Process Safety Management’ was organised by BDMA on 21st September. This programme was intended to teach the purpose, application, employee involvement and hazard analysis for hazardous chemicals & steps to reduce or minimise the consequences of a potential but catastrophic situation.



Mr. S S Roy explaining various models of Process Safety Management



Mr. Sunil Acharya discussing various laws pertaining to contract labour

A one day training programme on ‘Factories Act & Contract Labour’ was organised at BDMA on 29th September. Mr. Sunil Acharya was the faculty for this programme. This programme was conducted to make professionals aware about various laws and their application in different situations.

9th HR Forum

BDMA conducted its 9th HR Forum Meet on 26th September. HR Professionals from various industries across Bharuch district was invited to be a part of this meet. Mr. Kedar Bhatt from Rallis India Limited was the speaker at the forum.



Ms. Punam Sheth, President- Rotary Club of Narmada Nagari presenting a memento to Mr. Kedar Bhatt

Bhopal Management Association

Members of the Bhopal Management Association (BMA) attended the Interactive Session on 'Telecom Consumer and Digital Payment System' organised by TRAI and BSNL on 8th September. Mr. Ankur Chug of NPCI, Mr. Vikram Tiwathiya, DDG, Cellular Operator Association of India (COAI) and many more from TRAI and BSNL were the Guest Speakers. About 100 people attended the programme. The programme was coordinated by Dr. Mahesh Shukla, Chairman, Committee on Public Service Leadership, BMA.



Panelists at the session

Bombay Management Association

Inter Collegiate Group Discussion Competition

On 16th September an Inter Collegiate Group Discussion Competition 2017-18 conceived by Mr. M D Agrawal, President - BMA was held at IES Management College & Research Centre with the support from Dr D. Harsolekar, Director, IES Management College & Research Centre. In all 40 students representing 14 renowned management colleges from Mumbai participated in this event. The Judges were Mr Shirish Mantri, Mr Ashish Dandekar and Mr Amir Virani. Ms. Supriya Sachdeva was responsible for leading the BMA team and making this event a grand success.



Participants at the Inter Collegiate Group Discussion Competition

Lead To Transform

A half-day Seminar on ‘Lead To Transform’ for family business owners and successors was conducted in association with SPJIMR on 16th September. The theme of the seminar was to discuss key topics pertaining to growth and sustainability of family businesses and emphasise the need for transformation for closely held companies to stay ahead of the growth curve in a VUCA Environment. The seminar was attended by many.



Speakers addressing the participants

Evening Session

Bombay Management Association organised an absorbing session on various aspects of Corporate Governance on 23rd September at Evolve Business School, Vashi. The speaker for the evening was Mr. Vijay Deshpande, an expert on this subject. Many corporate professionals and enthusiastic B-school students attended the lecture. It was an interactive session of over 2 hours wherein the participants shared their views and ideas on the subject along with the speaker.



Facilitator Mr. Vijay Deshpande along with the participants

Calicut Management Association, Kozhikode

Lecture

CMA organised an in-house lecture on 19th September on the theme ‘ISRO - Its Emphasis on Developmental Applications’. Mr E. K. Kutty, Retd. Director, Programme & Project Management and Director HR, ISRO was speaker of the session. He shared various aspects and initiatives of ISRO for the benefit of society at large and nation as a whole. The session was very well received by the participants.



In-house lecture by Mr. E. K. Kutty

Another lecture was conducted on ‘Taking India to Intellectual and Physiological Forefront: A Nutrition Mission’ on 19th September. Dr. M. Anirudhan, President, Essen Nutrition Corporation and CMD, Essen Foodies (India) Pvt. Ltd. was the speaker of the session. CMA members had a very interactive and informative discussion on the subject. The session was well received by the CMA members and invited guests.



Release of quarterly magazine

Managing Committee Meeting

The 3rd Managing Committee of Calicut Management Association was held on 27th September and was attended by 18 members.

CMA's Quarterly Magazine, CALIMAGE (July – Sep Issue), e-version was released by Mr. Anilkumar M, Immediate Past President during the Managing Committee meeting.

Moment of Honour

Providence Women's College, Kozhikode invited Mr. K. A. Ajayan, President, Calicut Management Association as the Chief Guest to inaugurate All Kerala Commerce Meet 'IGNITRA 2K17'.



Inauguration of IGNITRA 2K17

Chandigarh Management Association

P2P Digital Asset System- Future Road Ahead

Chandigarh Management Association participated in ASSOCHAM's Global Summit on P2P Digital Asset System - 'Future Road Ahead' on 5th September. Mr Om Prakash Dhankar, Hon'ble Minister of State for Department of Development & Panchayats, Government of Haryana inaugurated the session.

Distinguished speakers from renowned organisations enlightened the audience on issues involving Blockchain technology, crowd funding, initial coin offerings and crypto currencies.

Mega Health Camp

Chandigarh Management Association (CMA) in its endeavour of social responsibility towards the less fortunate organised a Mega Health Camp jointly with Rotary Club New Chandigarh at Government Senior School, Khudda Lahora on 24th



Mr. Deepak K Dhingra, President CMA along with CMA members before lighting the lamp.



Doctors attending to patients during Mega Health Camp

September. A team of doctors from Paras Hospital, Panchkula which included a Gynaecologist, a Dental Surgeon, a General Physician, an Eye Surgeon and a full team of pathologists worked hard to attend 98 patients in a short period of three hours. Office bearers and the members of CMA along with Rotary Club New Chandigarh actively participated in organising this Mega Health Camp. CMA also distributed medical kits.

Winner of best LMA award (Category IV) 2016-17

Chandigarh Management Association was conferred with best LMA award (Category IV) for the year 2016-17 at AIMA’s Diamond Jubilee National Management Convention held on 27-28 September. This award was in recognition of CMA’s contribution in achieving AIMA’s objective. Mr. Deepak K Dhingra, President CMA and Dr. Aneet Bedi, Immediate Past President were honoured with this award by Mr. Sunil Kant Munjal, President AIMA and Mr. Sudhir Jalan, Chairman, New Foods Pvt. Ltd in the presence of about 700 dignitaries.



Mr. Deepak K Dhingra, President CMA and Dr. Aneet Bedi, Immediate Past President receiving best LMA award in Category IV for the year 2016-17.

Coimbatore Management Association

CMA in association with Karunya School of Management organised a one day workshop on ‘Advanced MS Excel’ on 23rd September at Karunya School of Management. Mr. M. Parthasarathy, Microsoft Office Specialist was the faculty for the workshop. 34 members and students attended the workshop.



Mr M. Parthasarathy addressing participants

Delhi Management Association

Lecture

DMA organised a motivational lecture on Lead Yourself to Win by Mr. Rahul Jain, Director, BizWiz Learning for the benefit of Delhi Technological University (DTU), East Delhi campus management students and faculty members at their campus. The lecture was focused on improving productivity by knowing the traits of effective leaders, identifying the gap within, setting smart goals and instilling I CAN attitude. Mr. Rajan Pandhi briefed about the DMA and its major activities.



Participants at the programme

Transformational Leadership Session

DMA organised a transformational leadership session on 'Leadership in the Age of Disruption' on 8th September. The session was chaired Mr. Kanwal K. Muthu, President, Corporate Consultancy Services & Past President, DMA and Mr. Rohit Nayar Licensee- Delhi NCR, LMI India was the eminent speaker.



L to R: Mr. Kanwal K Muthu, Prof G S Khera, Mr. Rajan Pandhi and Mr. Rohit Nayar



L to R: Dr. Ekta Saxena, Vice President, DMA; Mr. C S Puri, Life Patron, DMA; Dr. Anoop Kumar Mittal, President, DMA and Mr. Rajan Pandhi, Director, DMA

Annual General Meeting

The 61st Annual General Meeting of the Delhi Management Association was held on 18th September. The meeting was chaired by Dr. Anoop Kumar Mittal, President, DMA who welcomed members to the 61st AGM of DMA. Mr. Rajan Pandhi, Director, DMA shared the successes and achievements during the financial year 2016-17. The Director thanked the President,

Members, Past President, Managing Committee and Functional Committees for their support and contribution to DMA.

'GST- opportunities and challenges'

DMA organised a programme on 'GST- Opportunities and Challenge' for the benefit of Dr. B. R. Ambedkar College, Yamuna Vihar, management students and faculty members at their campus. In the inaugural session, Dr Sangeeta Sharma, Teacher in-charge, Department of Commerce welcomed the eminent speakers CS Pranav Kumar, Senior Partner, M/s Pranav Kumar & Associates; CA Naveen Kumar Sharma, Mr. Rajan Pandhi, Director, DMA; Dr G K Arora, Principal, Dr B R Ambedkar College and the participants.



L to R: CS Pranav Kumar, Dr Sangeeta Sharma, Mr. Rajan Pandhi, and Dr G K Arora

Interactive Ideas Meet

DMA in collaboration with ICPI and NHRD Network organised an interactive ideas meet on 'Value Creation for Consulting Professionals through High Service Orientation' on 25th September.

The session chairperson Mr. Kiriti Sen, Life, Career and Relationship Coach welcomed the eminent speakers Dr N P

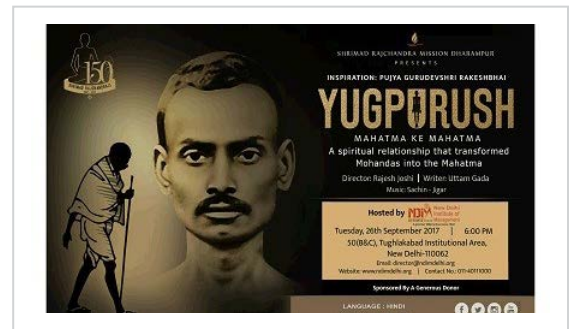


L to R: Dr N P Singh, Mr. Kiriti Sen and Mr. Gautam Mahajan

Singh, President, AIDMAT and Mr. Gautam Mahajan, President, Inter-Link and Customer Value Foundation & Founding Editor, Journal of Creating Value. In the Open-House session participants queries were answered by the speakers. The session was well received and appreciated by the participants.

Educative Play

Delhi Management Association and New Delhi Institute of Management (NDIM) organised an educative play on ‘Yugpurush’-Mahatma Ke Mahatma at NDIM campus on 26th September. Yugpurush showcases how Gandhi’s internal and external journeys unfolded under the inspiration of his spiritual mentor.



Yugpurush’-Mahatma Ke Mahatma



Seminar on Self Actualised Leadership in progress

Seminar

DMA organised a seminar on ‘Self-Actualised Leadership’ on 29th September. Mr. Rakesh Seth, Founder, ICPI chaired the session and Mr. Hitesh Chandel, Founder and Chief Mentor of Defined Values Consultants was the illustrious speaker. Mr. Alok Sabharwal, President, and Mr. Sandeep Goswami, Vice President, Defined Values Trainers Network coordinated the various activities to make the session a great value-add to each participant. The session was attended by large number of professionals from diverse backgrounds.

Goa Management Association

Goa Management Association collaborated as Knowledge Partners with Department of Management Studies, Goa University, in conduct of Seminar ‘Changing Paradigms in Services Marketing’. The one day seminar was held on 21st September. Distinguished speakers for the seminar included Mr. Prajyot Mainkar, Director, Androcid Media Pvt Ltd; Mr. Vincent Ramos, Area Director, Taj Goa & GM, Taj Hotels Resorts and Palaces; Ms. Sheryl D’Souza, Nutritionist, Nobert’s Fitness Studio & Mr. Antonio C Pacheco, Chairman & Founder, Studio 7. Around 150 students attended and benefited from the seminar. The seminar was well appreciated by all.



Dr. Pradeep B Salgaonkar, Chairman, GMA during the inaugural session

Guwahati Management Association

Members meet

Guwahati Management Association (GMA) organised a meeting cum get together among the members of GMA on 23rd September. The President of GMA, Mr. DN Barua delivered the welcome address. Mr. M Sreenivasulu, Director MSME, NE Region Guwahati, Govt. of India was the Guest Speaker. In his speech he apprised in detail about different training and facilities MSME is providing including subsidies to entrepreneurs and also youth who want to start different new enterprise. Mr. SB Sarmah, Vice-President of GMA offered the vote of thanks.



Meeting in progress

Hyderabad Management Association

Annual Awards Function

The Centre for Organisation Development (COD) in partnership with The Hyderabad Management Association jointly conducted the Annual Awards Function & Felicitation to Prof CNR Rao, Bharat Ratna awardee; Dr Prathap C Reddy, Padma Vibhushan & Padma Bhusan awardee, Chairman Apollo Group Hospitals; Mr Ashwin Dani, Vice Chairman Asian Paints Ltd. and Mr Chetan Maini, Founder Reva Electric Car Company Pvt. Ltd. on 8th September.



(L-R) Dr Habil Khorakiwala, Chairman, COD; Mr Chetan Maini, Founder, Reva Electric Car Company; Mr Ramesh Gelli, Vice Chairman, COD; Mr Ashwin Dani, Vice Chairman, Asian Paints Ltd; Prof C N R Rao, Bharat Ratna Awardee, Chief Guest; Dr Prathap C Reddy, Chairman, Apollo Group of Hospitals; Mr Ravi Kumar Peesapati, Vice President, HMA & Mr Umeshwar Pandey, Director, COD



(L-R) Mr G Samuel, Director, Pendekanti Institute of Management; Mr Ravi Kumar Peesapati, Vice President, HMA; Mr M Krishna Murthy, Secretary, Vasavi Academy of Education (addressing); Mr K Harishchandra Prasad, President, HMA and Mr Ravi Devulapally, Convener, Student Development Programmes, HMA

MDP

The Hyderabad Management Association conducted a half day Management Student Development Programme and inaugurated the Student Chapter at Pendekanti Institute of Management by Mr K Harishchandra Prasad, President, HMA on 22nd September. On the occasion, Mr Ravi Kumar Peesapati, Vice President, HMA and Mr Ravi Devulapally, Convener, Student Development Programmes addressed the students.

Indore Management Association

IMA Ujjain Chapter Inauguration

Indore Management Association inaugurated its Ujjain Chapter and organised a Motivational Lecture on 2nd September. The speaker for the session was Mr. Amber Arondekar. Mr. Arondekar is Founder & Mentor of Powertrain Incorporation.



CA Santosh Muchhal - President IMA and Mr. Amber Arondekar inaugurating the IMA Ujjain Chapter.



CA. Bhanu Prakash Inani addressing the participants.

Learning from the Life of Legends

IMA organised its evening programme 'Learning from the Life of Legend - Albert Einstein' on 7th September. The facilitator for the session was CA. Bhanu Prakash Inani. Mr. Inani is the Director at Swan Finance Limited – a boutique Investment & Business Consulting organisation in Indore.

Training@Doorstep workshop

Indore Management Association organised its Training@Doorstep workshop (Dewas) on the topic 'The Power of Appreciation–Developing Unsung Heroes in Your Organisation' on 7th September at Cummins Technologies India Pvt. Ltd. The trainer for this workshop was Mr. Harshwardhan Pathak. Mr. Harshwardhan Phatak is a weathered trainer with an extensive experience in Corporate and Education Industry.



Participants at the workshop.

Management Film Show

Indore Management Association organised its 54th Foundation Day Programme and conducted a Management Film Show on 'Interview and speeches' on 14th September. The moderator for session was Mr. Pratik Uppal, Motivational Speaker and Corporate Trainer.



IMA's 54th Foundation Day celebration.

‘Quizotainment’ Management Quiz :

Indore Management Association organised ‘Quizotainment’ Management Quiz for corporates and students on 16th September at PIMR UG Campus on the occasion of 54th IMA Foundation Day Celebration.

IMA Student Chapter

IMA Student Chapter organised CEO Talk on the topic ‘Passion for Excellence’ on 16th September. The speaker for this session was Mr. Pratik Singh Uppal, Motivational Speaker.

Centre of Excellence

IMA organised Centre of Excellence (COE), an evening talk on the topic The Power of Charm on 20th September. The facilitator for the session was Ms. Claudia Joshi. Ms. Claudia Joshi is a freelance certified corporate trainer



Winners of Quizotainment - HDFC Bank Limited.



Ms. Claudia Joshi addressing the participants.



Dr. Sandeep Atre addressing the participants.

In House workshop

IMA organised its In House workshop in Cummins ReCon, Pithampur on 19th September on the topic ‘Social and Emotional Intelligence’ and the facilitator for the workshop was Social Intelligence Expert, Dr. Sandeep Atre.

Evolution for Excellence

Indore Management Association organised its Evolution for Excellence on 26th September. The module for the workshop was ‘What Got You Here Won’t Get You There.’ The trainer for the session was Ms. Veena Chhibber, Corporate Consultant.



Ms. Veena Chhibber addressing

Kerala Management Association

Evening Lecture Meetings

An Evening Lecture Meeting addressed by Mr. Santhosh C Kurup, CEO, ICT Academy of Kerala, on the topic 'Employability Skills Development – Role for KMA' was held on 8th September at Management House.



Mr. Santhosh C Kurup addressing



Mr. Shivdas B Menon addressing KMA members

Another Evening Lecture Meeting addressed by Mr. Shivdas B Menon, Managing Director, Sterling Group, on the topic 'Managing Farm as an Enterprise' was held on 22nd September.



Mr. Vivek Krishna Govind, President inaugurating the one-day Workshop

Management Education Programme

A one day Workshop on 'Personal Effectiveness at Work' was held on 26th September. The programme facilitator was Mr. Jacob Mathews, Academy of Human Potentials, Ahmedabad. 26 participants attended the workshop.



Mr. Vivek Krishna Govind, President; Mr. R. Madhav Chandran, Honorary Secretary and Mr. Mathew Urumbath, Past President received the Best LMA Award from Mr. Sunil Kant Munjal, then President, AIMA & Chairman, The Hero Enterprise

AIMA Best LMA Award 2016-17

AIMA Best Local Management Association Award Jury, chaired by Mr. D Shivakumar, Past President, AIMA & Chairman & CEO - India Region PepsiCo India Holdings Pvt. Ltd, unanimously selected Kerala Management Association as the winner in 'Best LMA - Category II for 2016-2017'.

Lucknow Management Association

Workshops

LMA in collaboration with Navyug Kanya Maha Vidyalay organised a memory training workshop ‘Forget Forgetting’ on 1st September. The session was conducted by Mr. Devesh Agarwal, Chartered Accountant by profession, and founder of startup Forget Forgetting.

LMA in collaboration with LeadWynn and National College organised a Workshop on ‘first 90 Days’ on 15th September under the Employability Enhancement Programme. Dr. Rajan Johri conducted the workshop.

Young Managers’ Forum of LMA collaborated with Brahma Kumaris in 3D Health Care for Healthy Mind and Body through Meditation - Rajyoga on 10th September. Dr. Satish Gupta, Sr. Consultant in Cardiology and Medicine, Watmaull Global Hospital & Research Centre, Mt. Abu was the speaker. Mr Siddharth Nath Singh, Minister of Medical & Health, Uttar Pradesh was the Chief Guest.



Mr. Devesh Agarwal addressing



Inauguration by the esteemed guests



Workshop on ‘Managing Domestic Enquiries, Disciplinary Proceedings and Related Labour Laws’

LMA organised a day long Training Workshop on ‘Managing Domestic Enquiries, Disciplinary Proceedings and Related Labour Laws’ on 16th September. The faculty comprised Mr. Sanjay Bhasin, Advocate and Dr. R.L. Kaul, Professor of Law in Amity Business School, Noida and Former Assistant General Manager (Law), SBI

Panel Discussion

LMA collaborated with TiE (The Indus Entrepreneur) Lucknow Chapter and Jaipuria Institute of Management in Story Session followed by Panel Discussion on ‘Redefining Retail with E-Commerce’ on 10th September. Some of the speakers included Mr. Manan Sharma Founder, Indianguiftsportal-IGP.com; Mr. Vinod Punjabi, Founder, ADA Chikans and Ms. Kareshma Khanna, Founder, Click your Med.



Panelists at the session

Seminar

Young Managers' Forum of Lucknow Management Association joined Avadh Girls' Degree College in the National Seminar on 'Mobile Commerce : Strategic Perspectives and Concerns in Emerging Cashless Economy' on 16th September. Dr. Niel Jain, IRS Additional Commissioner Income Tax was the Chief Guest. The keynote speakers were Mr. Shailesh Chaturvedi, MD & CEO, Tommy Hilfiger and Ms. Anjit Anand, Product Head Mobility, DCB Bank Limited.



National Seminar in progress

Conference

LMA in partnership with IIM Lucknow organised a conference on 'Creating an Eco-system for Start-ups in Lucknow/Uttar Pradesh' on 20th September. The event was supported by Niti Ayog, Govt. of India and was inaugurated by Hon. Governor of Uttar Pradesh, Shri Ram Naik. Mr. Yogvendra Mathur Additional Secretary Knowledge & Innovation Niti Ayog; Mr. Sanjeev Bikhchandani, Executive Vice Chairman, Info Edge (India) and Mr. Sanjiv Saran, Principal Secretary were Guests of Honour.



Conference on 'Creating an Eco-system for Start-ups in Lucknow/Uttar Pradesh'

Policy makers, start-ups/mentors, venture capitalists and angel investors interacted with students of various institutions, start-ups, incubators on the theme. A student's presentation competition was also organised in which 8 teams from various institutions presented business plans for start-up ventures. The programme was very well received.

Interface

LMA in collaboration with LeadWynn and Shri Ramswaroop Memorial University organised an Interface with Mr. Peter McNair on 26th September. Mr. Peter McNair is an expert in the area of occupational health and safety (OH&S). Mr. McNair is known for his contribution in developing legal frameworks and legislation regarding safety and is currently based in Sultanate of Oman as Managing Director Health and Safety, Institute of HSE Management. LMA. An interface with Mr. Peter McNair was also organised in collaboration with CGES, a professional non-profit supporting environmental concerns and CSIR-Central Drug Research Institute on 27th September.



Mr. Peter McNair addressing

Ludhiana Management Association

Interaction

Students Forum of LMA organised an interaction of Mr. Amit Jain, MD, Shingora Textiles with student members on 4th September regarding his personal journey and success story of Shingora Textiles Limited. The session was attended by 400 student members of LMA from different institutions in Ludhiana.



Mr. Amit Jain addressing

Seminar

Ludhiana Management Association organised a seminar cum presentation on 'Brands Rule the World, How to Build Yours' on 5th September at which Mr Rajeev Bakshi, Chairman, Business Development, Hero Cycles Limited and Mr Pankaj Munjal, Chairman, Hero Cycles Limited shared their experiences and interacted with the participants on the subject. The session was attended by 250 industrialists, entrepreneurs, professionals, and senior executives. It was a highly informative, interactive, and thought provoking session.



Seminar cum presentation on 'Brands Rule the World, How to Build Yours'

39th Annual Day Function of LMA

Ludhiana Management Association organised its 39th Annual Day Function ceremony. H.E. Sh V P Singh Badnore, Hon'ble Governor of Punjab was the Chief Guest and conferred six Annual Awards instituted by Ludhiana Management Association and sponsored by Vardhman Group, Hero Cycles, Trident Group, Eastman Group, Avon Cycles, and Bharti Enterprises. Sh V P Singh Badnore while addressing the audience said that Ludhiana has very rich culture of entrepreneurship and applauded the contribution of business leaders at national and international level. Gen. Bikram Singh, Chief of Army Staff (Retd), India delivered the key note address.



39th Annual Day Function Ceremony

Workshop

Women Forum of Ludhiana Management Association organised a Workshop on Italian Food and Frozen Desserts on 23rd September in PCTE Institute of Hotel Management and Catering Technology. The workshop was conducted by Prof Anirban Gupta, Director, and his team from PCTE Institutes of Hotel Management and Catering Technology.



Workshop on Italian Food and Frozen Desserts

Palghat Management Association

Palghat Management Association organised a Panel Discussion on GST on 26th September with Mr. Vaidyanathan. R, Superintendent, Central Tax & Central Excise Palakkad; CA. Sivasdas Chettoor, Practicing Chartered Accountant and Mr. Seshadri Nadan C, Practicing Chartered Accountant. The speakers shared their expertise and answered questions raised by the audience. It was a very useful and eye opening session which gave a lot of inputs to the 100+ audience.



L to R: Mr Jimmy J Nalappat, President PMA; Mr Vaidyanathan. R, Superintendent, Central Tax & Central Excise, Palakkad; CA. Sivasdas Chettoor, Practicing Chartered Accountant; Mr Seshadri Nadan C, Practicing Chartered Accountant; Dr. Krishna Kumar T.P, Hony Secretary, PMA.

Pathankot Management Association

Pathankot Management Association organised a Seminar on Digital Marketing on 4th September with Mr. Rajiv Mehra, General Manager, Aa2IT CDAC Mohali. It was an informative seminar for the 60+ faculty members participating.

Pathankot Management Association organised a seminar on Entrepreneurship Awareness Programme conducted with Mrs. Jasmeet Kaur Bedi, Senior Manager, RCED on 18th September. About 75 students were exposed to different aspects of entrepreneurship, including opportunity guidance, services offered by agencies of support system etc.

Pathankot Management Association organised a seminar on Time Management on 25th September with Dr. Sanjay Bahl, Secretary, PMA. About 70+ students and members of PMA participated in the event.



Mr. Rajiv Mehra addressing on Digital Marketing.



Seminar on Time Management



Mrs. Jasmeet Bedi addressing about Entrepreneurship Awareness

Rajkot Management Association

With an aim to engage students with real business world, RMA invited students studying B. Voc from Drona foundation to attend a seminar on ‘Industry - Institute Partnership for improve employability of students: Collaborate or Collapse’ organised by RMA. Response from these future entrepreneurs and CEOs was tremendous. Noticing their enthusiasm, Team RMA went to their institute and explained how RMA can be a bridge to fill the gap of academics and real life applications and other activities of RMA.



RMA representatives addressing

Tarapur Management Association

Evening Talk

Tarapur Management Association organised an evening talk on ‘Power of M - 5 M’s of Efficiency’ on 28th September. The speaker of the session was Mr Arun Sawant, HSE Head, Aarti Industries as. During the session Mr Sawant shared the importance of the five vital resources in the manufacturing sectors and also highlighted the various methods to handle these resources effectively. The session was well attended by members, executives of industries and B-school students.



Guest speaker, Mr Arun Sawant being felicitated by Mr P S Rao, Executive Member TMA

Film Show

A film show was organised on 19th September on ‘If Japan Can Do ... Why can’t we’ – a documentary of NBC news broadcast in the year 1980. The film captured important factors of the commitment of Japanese to overcome the toughest situation post WW II. The film was inspiring and the show was well attended by the participants from various industries.

Thrissur Management Association

Monthly Guest Lecture

TMA held its Monthly Guest Lecture on 25th September on the theme ‘Intelligence of Managing Emotions’. The Chief Guest was Prof. V J Antony (Writer and Trainer). Prof. V J Antony addressed TMA members on the topic ‘Intelligence of Managing Emotions’ by various psychological tests, mental exercises and question – answer sessions. The programme was appreciated by all who attended.



TMA members with the chief guest

Managerial Development Programme

TMA held a Managerial Development Programme on 15th September on the theme 'Know Thyself'. The Chief Guest was Ms. Pearly Jose (Freelance HRD Trainer). The programme was attended by over 80 participants.



Ms. Pearly Jose addressing on 'Know Thyself'



Mr. Rahul R Nair inaugurating TMA Onam Celebration 2017

Onam Celebration

TMA celebrated Onam on 16th September. Thrissur City Police Commissioner, Mr. Rahul S Nair IPS Inaugurated the event. Ms. Gayathri Suresh (Cine Artist) was the celebrity guest of the night. On the occasion honouring of TMA MC Member and newly appointed Cochin Shipyard Independent External Monitor, Mr. P K Vijayakumar IRS also took place. TMA members performed various cultural programmes.

TMA took part in Gandhi Jayanthy celebrations in association with Kerala Police Commission Thrissur District and Walkathon Club Thrissur.



Honouring Cochin Shipyard Independent External Monitor, Mr. P K Vijayakumar IRS



Thrissur City Police Commissioner, Mr. Rahul R Nair inaugurating the programme

Engineers Day

Thrissur Management Association in association with Architects & Engineers Association (AEA) conducted 50th Engineers Day celebrations on 15th September. Mr. Elias George IAS, MD, Kochi Metro Rail Ltd. was the Chief Guest.



TMA & AEA members with Mr. Elias George IAS

Inauguration

Er. Christo George, President Thrissur Management Association & Chairman & Managing Director Hykon inaugurated BBA association of St. Mary’s College Thrissur, on 20th September.

MES college of Engineering, Kuttipuram honored TMA President, Er. Christo George on 23rd September.



TMA President Er. Christo George addressing students



Honouring of TMA President, Er. Christo George

Trivandrum Management Association

Onam Celebrations

TMA celebrated, Onam on 12th September. 63 members and their families attended the celebrations. Mr. Krishna Kumar, Founder CEO, Symphony TV & Entertainment Pvt. Ltd. inaugurated the Onam celebrations by lighting a lamp, followed by various cultural activities by TMA B-school students.



Lighting of the lamp by Mr. Krishna Kumar, Founder CEO, Symphony TV & Entertainment Pvt. Ltd



Mr. Alphons Kannanthanam, Honourable Union Minister – Tourism, Culture, Electronics and IT, addressing the audience

Interactive session

TMA in association with Confederation of Kerala Tourism Industry, Kerala Travel Mart (KTM), SKHF, TCCI and TATF organised an interactive session with Mr. Alphons Kannanthanam, Honourable Union Minister – Tourism, Culture, Electronics and IT on 16th September which was well attended and received by participants.

Vaikom Management Association

JAVAM 2017- a comprehensive Organic Cultivation Programme promoted by the Mahatma Gandhi University was inaugurated by the honourable MLA Mrs C K Asha. Sree Mahadeva College Students Organisation of National Service Scheme Chapter and VMA took part actively in the project held in the vicinity of Vaikom Municipality. Vaikom Management Association patron and the Mahadeva College Chief Advisor, Mr TRS Menon led the function and the programme from the inception till the end. Adv. Mons Joseph (MLA) and Mr R Ramachandran Nair (IAS, Retd, Former Chief Secretary) visited the camp. The students organised a flash mob to attract the crowd attention towards the programme. The street play organised by the students enthralled the spectators.



Performance by Sree Mahadeva College students

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- To share the benefits and used of Search Engine Optimization and its significance.
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- Email Marketing
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- Search Engine Marketing (SEM)
- Social Media Marketing
- Web Analytics
- Content Marketing
- Mobile Marketing

Program Fee

Rs. 36,000 + GST(at the time of admission)

Class Schedule

Online Weekend Programme: 3-4 hours (Saturday/Sunday)

For more details, please contact:

Rahul Bhatia, Program Manager
All India Management Association

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AIMA Events Calendar

Event	Conference Director	Venue	Date
21st Student Management Games		Chandigarh Coimbatore Assam New Delhi Grand Final	04-06 October 2017 12-14 October 2017 22-24 November 2017 27-29 November 2017 30 November 2017
6th Young Leaders Retreat	Sanjeev Bikhchandani Founder and Executive Vice Chairman, Naukri.com & Vineet Agarwal Managing Director, Transport Corporation of India Ltd	Goa	26-28 October 2017
Shaping Young Minds Programme		Coimbatore	27 October 2017
National Competition for Young India		Kolkata Bangalore Mumbai New Delhi Grand Finale	03 November, 2017 04 November, 2017 10-11 November 2017 17-18 November, 2017 24 November 2017
Shaping Young Minds Programme		Bhopal	11 November 2017



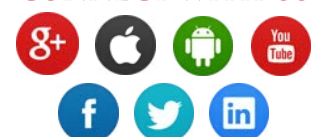
Event	Conference Director	Venue	Date
National Management Quiz		Kolkata	25 November 2017
		Bangalore	01 December 2017
		Mumbai	02 December 2017
		New Delhi	09 December 2017
		Grand final	09 December
15th HRM Summit	TV Mohandas Pai, Sr Vice President, AIMA and Chairman, Manipal Global Education Services Pvt. Ltd	New Delhi	06 December 2017
3rd Digital & Social Marketing Retreat	D Shivakumar, Chairman & CEO – India Region, PepsiCo India Holdings Pvt Ltd & Umang Bedi, Managing Director, India & South Asia, Facebook	Goa	15-17 December 2017
Shaping Young Minds Programme		Navsari	20 January 2018
National Competition for Managers		New Delhi	February 2018
Shaping Young Minds Programme		Patna	17 February 2018
Foundation Day & National Mnagement Day		New Delhi	21 February 2018
National Leadership Conclave		New Delhi	14 -15 March 2018
Pragati- A Women Quiz		New Delhi	March 2018

To view full calendar please visit www.aima.in

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