



FIFTY-SECOND
ANNUAL REPORT
2010 - 2011

52

Contents

President's Message	3
Office Bearers	4
AIMA Council of Management	6
Key Events	8
Events & Conferences	13
Global	59
Testing Services	69
Education	73
LMA & Membership	77
Auditor's Report and Accounts	83



President's Message

Dear Members,

It has been my privilege to lead the All India Management Association (AIMA) over the past year. I am pleased to share with you a snapshot of AIMA's growth and achievements during this period.

AIMA launched several initiatives which consolidated our inherent strengths in management education, executive development and testing services. AIMA also enjoyed enhanced visibility at both national and international platforms. This has augmented our brand equity and strengthened our relationships with the industry, the government and other stakeholders.

I am privileged to have been part of AIMA's progress towards becoming a management thought leader and leading this great association.

I am indebted to the Past Presidents and the Council Members of AIMA for their guidance, and to my fellow office bearers and the AIMA Secretariat for enabling me to perform my duties as President. I thank the members of AIMA and the Local Management Associations for their support.

The continuous encouragement from policy makers and industry leaders is an endorsement of AIMA's ethos and its standing in building management capability in the country. The President of India, Smt Pratibha Devisingh Patil, was the Chief Guest at our National Management Convention held in Kolkata last year.

Additionally, several high profile ministers have graced various AIMA events over the year. They include Mr P. Chidambaram, Union Home Minister; Mr Anand Sharma, Minister for Commerce and Industry; Mr Kamal Nath, Union Minister for Urban Development; Mr Kapil Sibal, Union Minister for Human Resource Development and Communication & IT; Mr Praful Patel, Union Minister of Heavy Industries and Public Enterprises; Mr Salman Khursheed, Minister of Law & Justice & Minority Affairs; Mr Jairam Ramesh, Minister for Rural Development, Drinking Water & Sanitation; Mr Jyotiraditya Scindia, Minister of State for Commerce and Industry; Mr Sachin Pilot, Minister of State for Communication and IT and Ms Preneet Kaur, Minister of State for External Affairs.

Several senior bureaucrats and policy makers continue to maintain a close association with AIMA and include Mr Sam Pitroda, Advisor to Prime Minister on Public Information, Infrastructure and Innovations; Mr Arun Maira, Member, Planning Commission; Dr R.A. Mashelkar, Chairman, National Innovation Foundation; Mr Bhaskar Chatterjee, Secretary, Department of Public Enterprises; Mr S.V. Ranganath, Chief Secretary, Government of Karnataka; Mr D.K. Mittal, Secretary, Ministry of Corporate Affairs and Mr Narendra Jadhav, Member, Advisory Council & Planning Commission.

Over the past year, we launched many initiatives and reinforced existing ones with a fresh approach.

In a first for the country, AIMA released a report on Management Capability Index (MCI) for India in January 2011. This report is intended to help Indian industry benchmark its management capabilities by identifying its existing management strengths and weaknesses.

AIMA intends to make this report an annual feature.

AIMA's Lifetime Achievement Award for Management was presented to India's global business icon, Mr Ratan Tata, Chairman, Tata Group, for his outstanding record as an entrepreneur and a manager.

This year also witnessed the second edition of AIMA's Managing India Awards, where eminent personalities from various fields were recognised at a ceremony held in New Delhi.

In keeping with this spirit of innovation with continuity, AIMA's Centre for Management Development introduced new conferences to reflect the increasingly global nature of Indian industry and the concerns about governance and sustainability. A conference on Knowledge and Professional Services Outsourcing was organised in Bengaluru, while a conference on Sustainable Development was held in New Delhi. This year we also plan to host the first HR Leadership Summit for the human resource fraternity.

Meanwhile, some of our existing conferences were refined and scaled up for greater relevance. For example, the National Marketing Congress was upgraded to World Marketing Congress with participation from some of the world's largest multinationals.

AIMA's Centre for Management Education (CME) expanded its reach by opening more than 20 new study centres across the country while simultaneously leveraging technology to start e-learning and online testing. CME also initiated the development of short-term customised programmes to cater to specific needs within the industry.

AIMA's Centre for Management Services consolidated its strength in providing testing services both for admission to business schools and for recruitment to various organisations. The Centre administers admission and job tests to more than four lakh candidates annually. AIMA CMS also received the 'Golden Peacock National Service Award 2011' for innovation and excellence.

We set up the first AIMA Centre outside Delhi at Bengaluru. Soon, we plan to add similar AIMA centres in other major Indian cities to serve the local management institutions and students and the local industry. This is part of our vision to achieve a national presence, which is imperative for more intensive engagement with the industry and academia.

AIMA has also strengthened its initiative to globalise its activities and be an important part of global management network.

AIMA showcased its management thought leadership at the annual council meeting of the Asian Association of Management Organisation (AAMO) in Macau with a presentation on India's economic progress.

AIMA partnered with St Gallen University, Geneva, in organising an international conference in Delhi in March 2011 and participated in the 41st St Gallen Symposium with a high level delegation in May 2011.

AIMA also strengthened its partnership with Horasis in co-organising the annual Global India Business Meeting in Europe. In addition, AIMA participated in Horasis' Global Arab Business Meeting in Ras Al Khaimah, UAE.

I am optimistic that AIMA will continue to play a leading role in shaping the management education and practices in the country and in helping India Inc achieve pre-eminence in the world.

Thank you for all the support I have received during my tenure as AIMA President. I wish the Association and all its members the very best.

Thank you and best wishes,

Gautam Thapar

AIMA Office Bearers 2010-2011



PRESIDENT
Gautam Thapar

Mr Gautam Thapar is Chairman & CEO of the US\$ 4 bn Avantha Group, a highly diversified conglomerate operating in more than 10 countries.

Mr Thapar promotes education, leadership development and sports. He is President, Thapar University; Chairman of the Board of Governors, National Institute of Industrial Engineering (NITIE); Member of the Board of Governors, IIM-Bangalore; Chairman, The Aspen Institute India and President, Professional Golf Tour of India.

One of India's global business leaders, Mr Thapar has been appointed Member of the National Security Advisory Board.

He received the Ernst & Young Entrepreneur of the Year Award for Manufacturing in 2008.



SENIOR VICE PRESIDENT
Rajiv Vastupal

Mr Rajiv Vastupal is Chairman & Managing Director of Rajiv Petrochemicals Pvt. Ltd., a flagship company of Team Rajiv, involved in various manufacturing products of woven sacks, pharma vaccines, electrical lighting, panels and specialty chemicals.

In addition to that it is also an agency house and importer and exporter for PE, PP & PVC products, having agency of Haldia, Finolex, LG, Jindal etc. It has offices & plants at multilocations.

He is a philanthropist and he contributes to several charities in Gujarat. He has been a President of the Ahmedabad Management Association and founder member of YPO, Gujarat.



VICE PRESIDENT
D Shivakumar

Mr D Shivakumar is Managing Director of Nokia Mobile phones and Vice President of Nokia. Nokia has a strong presence in India across manufacturing, infrastructure, sales, marketing and retail and is India's largest MNC and one of India's most trusted brand.

He has over two decades of experience with expertise in marketing and general management having handled more than 34 brands in his career. He is also on the Godrej Board.



TREASURER
P Dwarakanath

Mr P Dwarakanath is the Director, Group Human Capital of Max India Ltd, an Insurance and Healthcare group. Earlier he was the Director, Human Resources and Administration, India / South Asia with GSK.

He is on the board of several Companies and Institutions including GSK Consumer Healthcare Ltd. He is a Former President of National Human Resources Development Network (NHRDN). Additionally he has been President of Delhi Management Association (DMA) and Regional President, Northern Region, AIMA.



IMMEDIATE PAST PRESIDENT
Sanjiv Goenka

Mr Sanjiv Goenka is the Chairman of the Rs.14,000 crore RP-Sanjiv Goenka Group. The Group is involved in Power & Natural Resources, Carbon Black, Retail, Media & Entertainment and Infrastructure – which includes companies such as CESC, Phillips Carbon Black Ltd., Spencer's Retail and Saregama.

Mr Goenka is a former President of Confederation of Indian Industry (CII).

Council of Management 2010-2011

PRESIDENT

Gautam Thapar

SENIOR VICE PRESIDENT

Rajiv Vastupal

VICE PRESIDENT

D Shivakumar

TREASURER

P Dwarakanath

IMMEDIATE PAST PRESIDENT

Sanjiv Goenka

REPRESENTATIVES OF NON-ROTATING LMAs

- | | |
|---------------|------------------------|
| - (Ahmedabad) | - Janak D Parikh |
| - (Mumbai) | - S P Agarwal |
| - (Indore) | - Sunil Chordia |
| - (Calcutta) | - Sidhartha Roy |
| - (Bangalore) | - N D Veeranna Gowda |
| - (Hyderabad) | - Naresh Chandra Gelli |
| - (Madras) | - Ranganath N K |
| - (Lucknow) | - Vishwajeet Kumar |

REPRESENTATIVES OF ROTATING LMAs

- | | |
|--------------|-------------------------|
| - (Kanpur) | - R G Bagla |
| - (Ludhiana) | - V K Goyal |
| - (Cuttack) | - Vivek Pattanayak |
| - (Guwahati) | - Gautam Banerjee |
| - (Palghat) | - K S Mani |
| - (Quilon) | - R Sreekumar |
| - (Baroda) | - Sudhir R Kulkarni |
| - (Tarapur) | - Elangovan R Mudaliyar |

REPRESENTATIVES OF PROFESSIONAL INDIVIDUAL MEMBERS

- | | |
|------------|---|
| - (FELLOW) | - Yogi Sriram |
| - (MEMBER) | - Lt Gen M M Walia, PVSM, AVSM, SM (Retd) |
| | - Atanu Ghosh |
| | - A Krishna Mohan |
| | - Hari Krishna Maram |

REPRESENTATIVES OF INSTITUTIONAL MEMBERS

- Neeraj Kumar Goel
- Sachin S Vernekar
- S P S Bakshi
- H Chaturvedi
- Sanjeev Sahi
- Nikhil Sawhney
- Rajendra Jain
- R Nandgopal

GOVERNMENT OF INDIA NOMINEES

- Narendra K Sharma
- V K Nangia

CO-OPTED MEMBERS

- Sanjeev Bikhchandani
- Phiroz Adi Vandrevalla
- Vineet Agarwal
- M M Pant
- Inderdeep Singh

SPECIAL INVITEES

- Sanjay Budhia
- Gopalan Krishnan
- Pritam Singh
- Santrupt B Mishra
- M Ayyappan

DISTINGUISHED INVITEES

- C S Verma
- R S Sharma
- V C Agrawal
- H M Nerurkar
- Nikhil R Meswani
- Umesh Chowdhary
- R V Kanoria
- Ratan Jindal
- Bibek Debroy
- Rajiv Memani
- Omkar Goswami
- Roopen Roy
- Sunil Kant Munjal
- B S Sahay
- H P Kumar
- M Damodaran
- Santosh Desai
- Ashoke K Dutta
- R A Mashelkar
- Pankaj Chandra
- Krish Gopalakrishnan
- V N Rajasekharan Pillai
- Shekhar Gupta
- Malvinder Mohan Singh
- Vijay Thadani
- Rajeev Talwar
- Shivinder Mohan Singh
- D K Bandyopadhyay
- Shekhar Chaudhuri
- S K Chaturvedi
- B C Tripathi

AUDIT COMMITTEE CHAIRMAN

- V Rajaraman

EX-OFFICIO

Rekha Sethi, DG, AIMA

AIMA Governing Council 2010-2011

Gautam Thapar
Rajiv Vastupal
D Shivakumar
P Dwarakanath
Sanjiv Goenka
Ram Tameja
Jamshed J Irani
K Jairaj, IAS
Rajive Kaul
R Gopalakrishnan
Sunil Alagh
Sudhir Jalan
Kewal Handa
Srinivasan K Swamy
Bibek Debroy
Sanjeev Bikhchandani

M M Pant
Pritam Singh
C S Verma
B S Sahay
Rajiv Memani
R V Kanoria
Omkar Goswami
Ratan Jindal
Sunil Kant Munjal
H M Nerurkar
Vineet Agarwal
R S Sharma
Roopen Roy
Dilip K Bandyopadhyay
V N Rajasekharan Pillai
Ashoke K Dutta

Pankaj Chandra
M Damodaran, IAS (Retd)
Gopalan Krishnan
Shivinder Mohan Singh
Shekhar Gupta
Kris Gopalakrishnan
Vijay Thadani
R A Mashelkar
Malvinder Mohan Singh
Rajeev Talwar
Shekhar Chaudhuri
Shanker Annaswamy
S K Chaturvedi
B C Tripathi
Rekha Sethi

Past Presidents of AIMA

A L Mudaliar * 1959-1960
N Dandekar * 1960-1963
K S Basu * 1963-1967
Sir James Lindsay * 1967-1969
Charat Ram * 1969-1970
M K Raju * 1970-1972
Ram Tameja 1972-1973
H Mangaldas * 1973-1974
S C Aggarwal * 1974-1975
K K Unni * 1975-1976
P K Sen * 1976-1977
R K Swamy* 1977-1978
Prem Pandhi * 1978-1979
Minoo D Daver 1979-1980
Atmaram Saraogi 1980-1981

P Unnikrishnan 1981-1982
R D Gupta * 1982-1983
Nirbhay Mal Jain 1983-1984
S P Acharya 1984-1985
S L Rao 1985-1986
Gurpreet Singh 1986-1987
P V R N Iyer 1987-1988
J J Irani 1988-1989
R James David 1989-1990
J S Juneja 1990-1991
Chinubhai R Shah 1991-1992
Ramesh Gelli 1992-1993
K L Chugh 1993-1994
Rajendra Singh * 1994-1995
K B Dadiseth 1995-1996

K Jairaj, IAS 1996-1997
J P Chowdhury 1997-1998
Krishan Kalra 1998-1999
K K Nohria 1999-2000
T T Thomas 2000-2001
Rajive Kaul 2001-2002
Uddesh Kohli 2002-2003
R Gopalakrishnan 2003-2004
Sunil Alagh 2004-2005
Sudhir Jalan 2005-2006
Subir Raha* 2006-2007
Kewal Handa 2007-2008
Srinivasan K Swamy 2008-2009
Sanjiv Goenka 2009-2010

* Deceased

Key Events

October 2010 - September 2011

5th National Brand Summit	Santosh Desai CEO, Future Brand Ltd.	Mumbai	8-9 Oct, 2010
Knowledge Summit on 'India : Knowledge and Professional Services Hub to the World - The Next Decade'	Kris Gopalakrishnan Managing Director & CEO Infosys Technologies	Bengaluru	26 Oct, 2010
2nd Global Innovation Conference	Conference Chairmen R A Mashelkar Chairman National Innovation Foundation, India R Gopalakrishnan Executive Director – Tata Sons Ltd. Knowledge Partner Accenture	Bengaluru	23-24 Nov, 2010
5th National Conference on 'Women in Leadership Roles'	Reena Ramachandran Strategic Advisor Innovation University Project	Delhi	3-4 Dec, 2010
Shaping Young Minds Programme (SYMP)		Lucknow Hyderabad Chandigarh Allahabad Indore	8 Dec, 2010 22 Dec, 2010 24 Feb, 2011 26 Mar, 2011 9 Sep, 2011
11th AIMA-National Management Quiz (NMQ) 2010		Kolkata Mumbai Chennai Delhi Grand Finale Delhi	10 Dec, 2010 16 Dec, 2010 18 Dec, 2010 22 Dec, 2010 22 Dec, 2010
Conference on 'Public Private Partnership: Current Challenges & the Way Forward'	K Jairaj Additional Chief Secretary Government of Karnataka	Bengaluru	21 Dec, 2010
AIMA-INSEAD Global Advanced Management Programme (GAMP) - 2011 'Towards Cutting Edge Organisation: Strategies for Global Competitiveness'	Anil K Gupta INSEAD Chaired Professor of Strategy - INSEAD, Singapore Campus Pritam Singh Professor of Eminence, MDI, Gurgaon, India Jeongwen Chiang Professor of Marketing & Department Chair (Marketing) - CEIBS, China	Shanghai, China	8-15 Jan, 2011

Key Events

National Research Conference		Delhi	12-13 Jan, 2011
Release of Management Capability Index Report		Delhi	20 Jan, 2011
Compensation & Rewards Summit	P Dwarakanath Director (Group Human Capital) - Max India Ltd. P V Ramanamurthy VP (HR) Hindustan Coca Cola Beverages Pvt. Ltd.	Mumbai	21-22 Jan, 2011
Programme on 'Managing The Contract Labour (Issues, Concerns, Problems & Remedies)'	M R Gera Director - MDC	Chennai Delhi Mumbai Hyderabad Delhi	3-4 Feb, 2011 10-11 Feb, 2011 17-18 Feb, 2011 23-24 Feb, 2011 22-23 Jun, 2011
World Marketing Congress	Srinivasan K Swamy CMD R K Swamy BBDO Pvt. Ltd.	Delhi	4-5 Feb, 2011
Programme on 'Latest in Labour Law Judgements'	M R Gera Director - MDC	Chennai Delhi Mumbai Hyderabad	5 Feb, 2011 12 Feb, 2011 19 Feb, 2011 25 Feb, 2011
National Student Management Quiz		Sonepat Bengaluru Allahabad Patna Pune Bhubaneswar Lucknow Grand Finale Greater Noida	11 Feb, 2011 26 Feb, 2011 4 Mar, 2011 9 Mar, 2011 11 Mar, 2011 16 Mar, 2011 24 Mar, 2011 26 Mar, 2011
Workshop on 'Managerial Effectiveness'	Ayesha Chopra	Delhi Mumbai	18-19 Feb, 2011 25-26 Feb, 2011
Foundation Day & National Management Day 2011		Delhi	21 Feb, 2011
AIMA Conference on 'Just Power: Aligning to the New Economic World Order' with St Gallen Symposium		Delhi	2 Mar, 2011
Workshop on 'Training the Trainer'	Sunil Abrol Director General Consultancy Development Centre	Delhi	10-12 Mar, 2011

Key Events

October 2010 - September 2011

AAMO Meeting		Macau	13-15 Apr, 2011
AIMA Managing India Awards		Delhi	20 Apr, 2011
2nd Global MSME Convention	J S Juneja Chairman – AIMA SME Task Force	Ahmedabad	29-30 Apr, 2011
Conference on 'Winning Strategies for Sustainable Development'		Delhi	6 May, 2011
St Gallen Symposium		Switzerland	11-13 May, 2011
Workshop on 'Roadmap to Success: Enhancing Effectiveness through Self Awareness'	D K Bakshi Chief Mentor & CEO Global Talent Consultants Co Ltd. and Executive Director India-Thai Chamber of Commerce	Delhi	13-14 May, 2011
20th National Management Games – 2011		Regional Rounds Kolkata Bengaluru Mumbai Delhi Grand Finale Delhi	28 Apr – 16 Jun, 2011 17 Jun, 2011
4th Business Responsibility Summit '9 Pillars of Responsible Business – Agenda for Action'	Bharat Wakhlu Resident Director Tata Group	Delhi	9-10 Jun, 2011
National Summit on 'Exploring Total Rewards: Design to Delivery'	S Y Siddiqui Managing Executive Officer-Admn (HR, Finance, IT & COSL) Maruti Suzuki India Ltd. Anadi Pande Vice President–HRM/Corporate Planning & Strategy Hero MotoCorp Ltd.	Delhi	17-18 Jun, 2011
India Business Meeting (Horasis)		Naples, Italy	26-27 Jun, 2011
Leadership Retreat	Anil Sachdev Founder & CEO School of Inspired Leadership (SOIL) Nitin Paranjpe CEO & Managing Director Hindustan Unilever Ltd.	Goa	1-2 Jul, 2011

Key Events

Seminar on National Accreditation Policy		New Delhi	6 Jul, 2011
AIMA PSU Summit 'Quest for Excellence: Imperatives for Indian PSU's'	Bhaskar Chatterjee Secretary Ministry of Heavy Industries & Public Enterprises Department of Public Enterprises, Government of India	Delhi	26 Jul, 2011
AIMA-Bosch 37th National Competition for Young Managers (NCYM)		Mumbai Kolkata Chennai Delhi Grand Finale Delhi	22-23 Jul, 2011 15-16 Jul, 2011 22-23 Jul, 2011 30-31 Jul, 2011 20 Aug, 2011
MSME Workshop on 'Management Skills to Source Financing and Management of Technologies'	J S Juneja Chairman-AIMA SME Task Force and Past President, AIMA	Rajkot	30 Jul, 2011
10th National HRM Summit	Yogi Sriram Executive Vice President (HR & Administrative Services) Larsen & Toubro (E&C) Mr S Y Siddiqui Managing Executive Officer Administration (HR, Finance & IT & COSL), Maruti Suzuki India Ltd.	Delhi	5-6 Aug, 2011
Inclusive Healthcare Management for Sustainable Development		Bengaluru	6 Aug, 2011
6th Global Summit on Supply Chain & Logistics Management	Summit Chairman Vineet Agarwal Joint Managing Director Transport Corp of India Ltd. Summit Directors G Raghuram Indian Railways Chair Professor in Rail Transport and Infrastructure Management – IIM Ahmedabad S L Ganapathi COO – NTL Logistics Plus India (P) Ltd. Knowledge Partner Accenture	Delhi	18-19 Aug, 2011

Key Events

October 2010 - September 2011

8th National Competition for Management Students (NCMS) 2011		Regional Rounds Bengaluru Mumbai Kolkata Delhi Grand Finale Delhi	23-24 Aug, 2011 25-26 Aug, 2011 1-2 Sep, 2011 8-9 Sep, 2011 17 Sep, 2011
15th National Student Management Games 2011		Kolkata Delhi Indore/Pune Coimbatore/ Hyderabad National Semi Final National Final	25-27 Aug, 2011 9-15 Sep, 2011 21-29 Sep, 2011 11 Oct - 8 Nov, 2011 9 Nov, 2011 11 Nov, 2011
Conference on 'Leadership Strategies for Building Excellence' with CLAWS		Delhi	2 Sep, 2011
Convocation – 2011		Delhi	14 Sep, 2011
38th National Management Convention		Delhi	28-29 Sep, 2011

A solid blue rectangle is centered on a white background. It contains the text 'EVENTS AND CONFERENCES' in white, bold, uppercase letters.

EVENTS AND CONFERENCES

Foundation Day & Management Day



Anand Sharma, Minister for Commerce and Industry, Government of India presenting the AIMA - JRD Tata Corporate Leadership Award to Adi Godrej, Chairman, Godrej Group at the AIMA Foundation Day. Others in the picture (L - R) Gautam Thapar, President AIMA & Chairman & CEO, The Avantha Group and Rajiv Vastupal, Sr. Vice President, AIMA & Chairman and Managing Director, Rajiv Petrochemicals Pvt. Ltd.

AIMA celebrated its 55th Foundation Day, which is also observed as the Management Day, on 21 February 2011.

A day-long discussion on building sustainable Indian multinationals and distribution of AIMA awards were the highlights of the celebration.

Mr Anand Sharma, Minister for Commerce and Industry, was the chief guest at the conference and the award ceremony.

Mr Sachin Pilot, Minister of State for Communication and IT, and Mr Jyotiraditya

Scindia, Minister of State for Commerce and Industry, also participated in the discussions.

Mr Adi Godrej, Chairman, Godrej Group was conferred with the AIMA - JRD Tata Corporate Leadership Award for the remarkable transformation of the century old Godrej Group into a diversified multinational.

Mr Adi Godrej described the award as a responsibility to uphold JRD Tata's values of corporate transparency, ethics and

integrity. He advised India's business families to change their approach to control and management in order to take advantage of globalisation.

The AIMA Public Service Excellence Awards went to Ms Ela Bhatt, Founder, Self Employed Women's Association (SEWA) and Mr S S Badrinath, Chairman Emeritus, Sankara Nethralaya.

Ms Ela Bhatt was honoured for her outstanding work in organising the poor working women in Gujarat into self-sufficient cooperatives. She founded the



Jyotiraditya Scindia, Minister of State for Commerce & Industry addressing at the AIMA Foundation Day & National Management Day.



Sachin Pilot, Minister of State for Communication and IT, Government of India addressing at the AIMA Foundation Day & National Management Day.



Gautam Thapar, President AIMA & Chairman & CEO The Avantha Group, addressing at the AIMA Foundation Day & National Management Day.



D Shivakumar, Vice President, AIMA and MD & Vice President, Nokia India addressing the Conference.



Anand Sharma, Minister for Commerce and Industry, Government of India receiving a memento from Gautam Thapar, President AIMA & Chairman & CEO, The Avantha Group.

Self-Employed Women's Association (SEWA).

Mr S S Badrinath was awarded for creating a world-class charitable eyecare institution, Sankara Nethralaya.



OP Bhatt, Chairman, AIMA Awards Jury-2010 & former CMD, State Bank of India delivering the keynote address.

The Chairman of the award jury, Mr O P Bhatt, then Chairman & Managing Director, State Bank of India, highlighted the need for management and technological innovation in order to develop organisations and make work interesting for the employees.

Delivering the keynote address, Mr Anand Sharma lauded Indian companies for investing in overseas markets and for being dynamic in acquiring global businesses and brands. He expressed confidence in the Indian companies' ability to overcome the challenges in sustaining their global growth.

Mr Sachin Pilot called attention to the increasing importance of individual managerial skill in corporate success. He also underscored the contribution of globalisation to the self-confidence of the young Indian managers.

Mr Jyotiraditya Scindia counted a global footprint as one of the three pillars of sustainability for Indian companies; skilled human capital and innovation being the other two. He assured India Inc of all government support in developing a global investment and export ecosystem.

AIMA celebrated its anniversary with a discussion on building sustainable Indian multinationals and an awards ceremony to recognise management excellence



(L-R) Gautam Thapar, President, AIMA & Chairman & CEO, The Avantha Group; Rajiv Vastupal, Sr. Vice President, AIMA & Chairman & Managing Director, Rajiv Petrochemicals Pvt. Ltd.; Rekha Sethi, Director General, AIMA; Ram Tarneja, Past President, AIMA and Adi Godrej, Chairman, Godrej Group with the AIMA-JRD Tata Corporate Leadership Award.



1. AIMA - JRD Tata Corporate Leadership Award
Mr Adi Godrej, Chairman, Godrej Group
2. Public Service Excellence Award
Dr S S Badrinath, Chairman Emeritus, Sankara Nethralaya &
Ms Ela Bhatt, Founder, Self Employed Women's Association (SEWA)
3. AIMA - Dr J S Juneja Award for Creativity & Innovation for Small & Medium Enterprises
Nandan Biomatrix Ltd.
4. AIMA - Dr Ram Tarneja Award for Best Article in Indian Management
Mr Deepak Sharma & Mr Ravindra Beleyur

Life Time Achievement Award



Ratan Tata, Chairman, Tata Group receiving the AIMA Life Time Achievement Award from Sam Pitroda, Advisor to Prime Minister on Public Information, Infrastructure and Innovations as Rajiv Vastupal, Sr. Vice President, AIMA & Chairman and Managing Director, Rajiv Petrochemicals Pvt. Ltd. and Gautam Thapar, President, AIMA & Group Chairman & CEO, The Avantha Group look on.

AIMA's Life Time Achievement Award for Management was bestowed upon the icon of Indian Industry - Mr Ratan Tata, Chairman, Tata Group. The award was presented to Mr Ratan Tata by Mr Sam Pitroda, Advisor to Prime Minister on Public Information, Infrastructure and Innovations, at a specially organised glittering ceremony in Delhi on 22 March 2011.

Accepting the award, Mr Ratan Tata attributed his success to a combination of the legacy of corporate integrity, economic liberalisation and the support of a very capable team.

In the 20 years of Mr Ratan Tata's leadership, the Tata Group revenues have multiplied many times to about \$70 billion and it has become India's premier

AIMA honoured India's best known and most respected entrepreneur and business icon – Ratan Tata

multinational. The Tata Group has not only acquired some of the world's leading auto, hotel, steel and food brands because of Mr Ratan Tata's global vision, but it has also innovated the world's cheapest car and water purifiers for the poorer consumers.

Mr Sam Pitroda appreciated Mr Ratan Tata's vision and leadership in diversifying the group's activities to include herbal medicine to hotels and IT to infrastructure.

The jury for the AIMA awards this year was unanimous in selecting Mr Ratan Tata for the AIMA Life time Achievement Award for Management. Mr O P Bhatt, the jury chairman, pointed out that the jury had to pick an exceptional individual with not only an outstanding business performance but also with exemplary corporate governance record and Mr Ratan Tata fitted the bill perfectly.

Mr Ratan Tata had been decorated with Padma Vibhushan, the second highest award bestowed by Government of India on an Indian citizen, in 2008.



President of India, Pratibha Devisingh Patil with the office bearers and select Past Presidents of AIMA at the 37th National Management Convention in Kolkata. Also in the picture are MK Narayanan, Governor, West Bengal; Naren Dey, then Minister for Agriculture, West Bengal and B Muthuraman, Chairman of the 37th NMC and Vice Chairman of Tata Steel.

National Management Convention

Over nine sessions in two days, AIMA's 37th National Management Convention (NMC) explored multiple aspects of India's opportunities and challenges. Some of India's most respected ministers, bureaucrats, entrepreneurs and thought leaders came together to thrash out practical solutions from the apparent bundle of contingencies and prospects before the country.

The 37th National Management Convention was held in Kolkata on 22-23 September 2010 and was inaugurated by the President of India, Smt Pratibha Devisingh Patil. She applauded AIMA for its

**"I appreciate AIMA's efforts
towards the promotion
and strengthening of the
management fraternity"
Pratibha Devisingh Patil,
President of India.**

historic leadership of management development in the country.

The President exhorted corporate India to improve the country's ability to sustain high and equitable growth by adopting appropriate priorities and devising suitable strategies. She said that it was time for Indians to reassess their ways and priorities and chart a new course for the desired destiny.

Through its nine sessions, the NMC discussed many urgent issues important to rapid and inclusive growth of Indian economy.



Kamal Nath, Union Minister for Urban Development, Government of India addressing the Convention.



Deepak Parekh, Chairman, HDFC receiving the AIMA Outstanding Institution Builder of the Year Award from Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group.



AIMA Office Bearers: P Dwarakanath, Treasurer, AIMA & Director, Group Human Capital, Max India Ltd.; D Shivakumar, Vice President, AIMA and Managing Director & Vice President, Nokia India; Rekha Sethi, Director General, AIMA; Gautam Thapar, President, AIMA & Group Chairman & CEO, The Avantha Group and Rajiv Vastupal, Sr. Vice President, AIMA and MD, Rajiv Petrochemicals Ltd.

Mr Kamal Nath, Minister for Road Transport and Highways, made a presentation on the theme 'India's Century'. He argued that India's economic future was assured because of the entrepreneurial spirit of its young, who were more interested in prosperity than in politics.

Mr N K Singh, Member of Parliament, stressed that while infrastructure should precede, proceed and predict development, there was need to increase infrastructure investment to 9 per cent of GDP from the traditional 5 per cent.

Mr B Muthuraman, Vice Chairman, Tata Steel, and the Convention Chairman, argued that India had to dramatically increase its investment in skills and health of its people if it was to realise its potential.

The NMC included a discussion with Mr Nandan M Nilekani, Chairman, Unique Identification Authority of India. He argued that building a database of Indian citizens and having a quick identification facility will go a long way in helping ordinary Indians avail of welfare programmes and commercial services and also prevent the theft of welfare money.

The NMC also underscored the role of financial inclusion as a poverty killer. Mr Bibek Debroy, Centre for Policy Research, argued that financial inclusion should mean access to all financial markets and not merely having bank accounts.



Gautam Gambhir, Cricketer receiving the AIMA Most Promising Sports Person of the Year Award from Pratibha Devisingh Patil, President of India.



B Muthuraman, Convention Chairman and Vice Chairman, Tata Steel addressing the Convention.

The NMC involved the customary change of guard with Mr Gautam Thapar taking over as President of AIMA from Mr Sanjiv Goenka.

NMC also included presentation of some important AIMA awards.

Smt Pratibha Devisingh Patil presented the AIMA Managing India Award for the Most

Promising Sportsperson to Mr Gautam Gambhir. The outgoing AIMA President, Mr Sanjiv Goenka presented the Managing India Award for the Outstanding Institution Builder to Mr Deepak Parekh, Chairman HDFC.

Deepak Parekh himself presented awards to the top local management associates of AIMA, the winners of AIMA's National Competition for Management Students and the regional winners of AIMA's National Competition for Young Managers.

Mr Kamal Nath gave away the trophies to the winners of AIMA's National Management Games and National Competition for Young Managers. He also conferred AIMA's Honorary Life Fellowship on the immediate Past President of AIMA, Mr SK Swamy.



Vir Sanghvi, Editorial Director, Hindustan Times and Nandan Nilekani, Chairman, Unique Identification Authority of India at the AIMA National Management Convention.



P Chidambaram, Union Minister for Home Affairs with the award winners and office bearers of AIMA. (L-R) Rekha Sethi, Director General, AIMA; Raghav Bahl, Founder & Editor, Network 18 Group; Rajiv Vastupal, Sr. Vice President AIMA; Sanjiv Goenka, Chairman of the Jury and Past President, AIMA; Tarun Das, Former Chief Mentor, CII; Gautam Thapar, President, AIMA; Brijmohan Lail Munjal, Chairman, Hero Group of Companies; Rahul Bhatia, Group Managing Director, InterGlobe Enterprises Ltd.; N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services; BC Tripathi, Chairman & Managing Director, GAIL (India) Ltd.; Abhinav Kashyap, Director, Writer & Actor; Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives & Rural Development; Chanda Kochhar, Managing Director and CEO, ICICI Bank Ltd.; Shobhana Bhartia, Chairperson & Editorial Director, Hindustan Times Group.

Managing India Awards

Renowned names from the world of business and industry came together at the second edition of the AIMA Managing India Awards 2011 presented by AIMA on 20 April 2011 at New Delhi. The AIMA Managing India Awards 2011 have been instituted with an aim to recognise the contributions of those who have helped build Brand India.

Giving away the awards at the ceremony at Hotel Taj Palace was Chief Guest Mr P Chidambaram, Union Minister for Home Affairs, Government of India.

Mr P Chidambaram presented the trophies to the awardees and pointed out that all the awardees were children of the economic reforms and remarked that they had done exceptional work to receive the awards from AIMA. Appreciating the work done by the award winners over the years, Mr Chidambaram called out to the budding management professionals to work towards bringing in change for the better.

The celebrated awardees were introduced by equally illustrious individuals. They included Mr Arun Maira, Member, Planning

Commission; Dr J J Irani, Executive Director, Tata Sons; Mr T N Ninan, Editor, Business Standard; Dr Naresh Trehan, Managing Director, Medanta; Ms Sonal Mansingh, Classical Dancer; Mr D Shivakumar, Managing Director & Vice President, Nokia India Pvt. Ltd.; Mr Rajiv Vastupal, Chairman & Managing Director, Rajiv Petrochemicals Pvt. Ltd. and Mr Pawan Kant Munjal, Managing Director & CEO, Hero MotoCorp Ltd.



Brijmohan Lall Munjal, Chairman, Hero Group of Companies receiving the 'Lifetime Contribution Award' from P Chidambaram, Union Minister for Home Affairs, Government of India.



Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives & Rural Development receiving the 'Corporate Citizen of the Year' award from P Chidambaram, Union Minister for Home Affairs, Government of India as Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group looks on.



N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services receiving the 'Business Leader of the Year Award' from P Chidambaram, Union Minister for Home Affairs, Government of India. (L - R) Sanjiv Goenka, Past President, AIMA and Chairman, RP-Sanjiv Goenka Group and Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group.



Arun Maira, Member Planning Commission reading the citation for Brij Mohan Lall Munjal, Chairman, Hero Group of Companies.



Musical journey by Tabla Maestro Bickram Ghosh and group.



D Shivakumar, Managing Director & Vice President, Nokia India Private Ltd. and Govindraj Ethiraj, Head Industry Outreach, Unique Identification Authority of India.



Award recipients Shobhana Bhartia, Chairperson & Editorial Director, Hindustan Times Group and Chanda D Kochhar, Managing Director & CEO, ICICI Bank Ltd. sharing a light moment.



Tarun Das, Former Chief Mentor, CII delivering the acceptance speech after receiving the Outstanding Institution Builder Award as JJ Irani, Director, Tata Sons looks on.



Raghav Bahl, Founder and Managing Director, Network 18 Group delivering the acceptance speech on receiving the 'Media Person of the Year' Award.



BC Tripathi, Chairman & Managing Director, GAIL (India) Limited delivering the acceptance speech on receiving the 'Outstanding PSU of the Year Award'.



(L-R) Sanjiv Goenka, Chairman of the Jury and Past President, AIMA; P Chidambaram, Union Minister for Home Affairs and Gautam Thapar, President, AIMA.



(L - R) Sudhir Jalan, Past President, AIMA & Co-Chairman, Rieter India Ltd.; Sunil Kant Munjal, Chairman, Hero Corporate Services Limited and Naresh Trehan, Chairman & Managing Director, Medanta - The Medicity at the awards ceremony.



Abhinav Kashyap addressing on receiving the 'Director of the Year' award.



Sonal Mansingh, Classical Dancer, reads the citation for the 'Business Leader of the Year' award.



Pawan Munjal, Managing Director & CEO, Hero MotoCorp Ltd. reads the citation for the 'Media Person of the Year' award.

The Jury selected the following eminent personalities as winners under the below listed Award categories:

Lifetime Contribution Award

Mr Brijmohan Lall Munjal
Chairman
Hero Group of Companies

Corporate Citizen of the Year

Ms Rajashree Birla
Chairperson of Aditya Birla Centre –
Community Initiatives & Rural Development
Aditya Birla Management Corp.

Business Leader of the Year

Mr N Chandrasekaran
Chief Executive Officer & Managing Director
Tata Consultancy Services

Outstanding PSU of the Year

Gas Authority of India Limited (GAIL)

Outstanding Contribution to Media

Ms Shobhana Bhartia
Chairperson & Editorial Director
Hindustan Times Group

Media Person of the Year

Mr Raghav Bahl
Founder & Managing Director
Network 18 Group

Outstanding Institution Builder

Mr Tarun Das
Former Chief Mentor
Confederation of India Industry

Transformational Business Leader of the Year

Ms Chanda D Kochhar
Managing Director & CEO
ICICI Bank Limited

Director of the Year

Mr Abhinav Kashyap
Director, Writer, Actor

Entrepreneur of the Year

Mr Rahul Bhatia
Group Managing Director
InterGlobe Enterprises Limited (Indigo)

Emerging Business Leader of the Year

Mr GV Sanjay Reddy
Vice Chairman
GVK Industries Limited
and
Mr Rajiv Bajaj
Managing Director
Bajaj Auto



Sanjiv Goenka, Past President, AIMA and Chairman, RP-Sanjiv Goenka Group with Rahul Bhatia, Group Managing Director, InterGlobe Enterprises Ltd., winner of the 'Entrepreneur of the Year' award.



GV Sanjay Reddy, Vice Chairman, GVK Industries Limited, winner of the 'Emerging Business Leader of the Year' award.



Rajiv Bajaj, Managing Director, Bajaj Auto, winner of the 'Emerging Business Leader of the Year' award.

Seminar on National Accreditation Policy



Kapil Sibal, Union Minister for Human Resource Development and Communication & IT, Government of India addressing the Seminar on New Management Accreditation Process in New Delhi. (L-R) Rekha Sethi, Director General, AIMA; D Shivakumar, Vice President, AIMA and Managing Director & Vice President, Nokia India and Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group.

AIMA partnered with the National Board of Accreditation (NBA) to organise a seminar to discuss the new accreditation process for the management study programmes.

At the seminar held in Delhi on 7 July 2011, NBA released its draft of the new manual for management courses. Senior academicians and business school managers discussed and debated the provisions of the proposed accreditation process.

Mr Kapil Sibal, Minister for Human Resource Development, addressed the seminar.

Mr Sibal highlighted the need to balance

the conflicting national priorities in the accreditation process. He said that while there was a great need for raising the standard of accreditation to make Indian education globally competitive, there was also a great need to allow access to education to those who seek it. This, he argued, was a source of tension in India's education system.

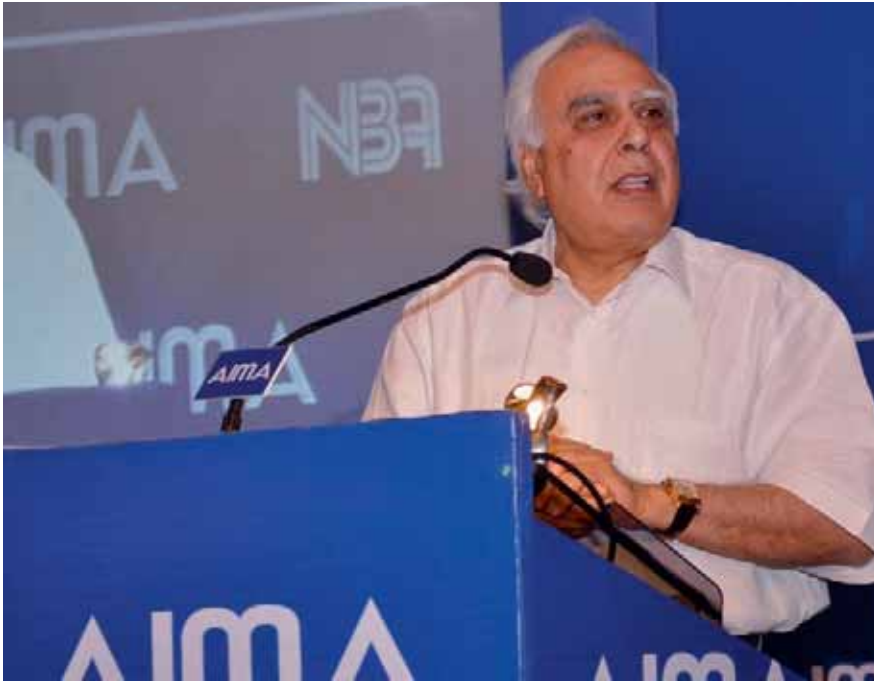
The minister suggested that accreditation authorities will have to work out a common denominator between quality and access. At the same time, he added, one-size-fits-all approach will not work in India.

Global mobility of Indian students and professionals had to be a priority of the

accreditation process, the minister said. For that, the Indian accreditation needs to sync with the international accreditation specifications, he added.

The minister emphasised that management syllabi in India needed to reflect the Indian realities. He regretted the lack of management programmes for education, urban infrastructure or healthcare.

Mr Sibal praised AIMA for its efforts to bridge the gap between the industry and management education. He also asked AIMA to leverage its knowledge and experience to contribute to the development of a suitable accreditation



Kapil Sibal, Union Minister for Human Resource Development and Communication & IT, Government of India addressing the Seminar on New Management Accreditation Process in New Delhi.



Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group presenting a memento to Kapil Sibal, Union Minister for Human Resource Development and Communication & IT, Government of India.

process for management courses.

AIMA President, Mr Gautam Thapar argued that the persistent question mark on the employability of most of the Indian graduates was a source of frustration for the youth also. He stressed on the need for quality check in education to ensure that both the students and the employers get what they seek.

NBA Chairman, Mr BC Majumdar emphasised the urgent need for accreditation given the mushrooming of education institutes.

Mr Vinayshil Gautam, Chairman, Management Accreditation Evaluation Committee, NBA, said that the draft manual was an attempt to improve and align things to the contemporary situations.

AIMA Vice President, Mr D Shivakumar assured the minister of AIMA's participation in the accreditation of business education and building bridges between academia and industry.



D Shivakumar, Vice President, AIMA and Managing Director & Vice President, Nokia India addressing the Seminar.

World Marketing Congress



Praful Patel, Union Minister of Heavy Industries & Public Enterprises, Government of India presenting the AIMA-RK Swamy High Performance Brand Award to TS Vijayan, Chairman, LIC. (L- R) Rajiv Vastupal, Sr. Vice President, AIMA & Chairman & Managing Director, Rajiv Petrochemicals Pvt. Ltd.; Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group; Srinivasan K Swamy, Conference Chairman & CMD, RK Swamy BBDO Pvt. Ltd. and Ramesh Jude Thomas, President and CKO-Equitor Consulting.

AIMA organised the World Marketing Congress with the theme 'Expect miracles, Everyday!' in New Delhi on 4-5 February 2011, to highlight the emerging marketing trends and innovations.

Mr Praful Patel, Union Minister of Heavy Industries & Public Enterprises, was the Chief Guest at the Congress.

Mr Srinivasan K Swamy, CMD, RK Swamy BBDO and past president of AIMA, chaired the Congress. CEOs of leading Indian companies addressed the Congress including Mr Adi Godrej, Chairman, Godrej Group; Mr Nitin Paranjpe, CEO & MD, Hindustan Unilever and Mr Sandeep Kaul, CEO, Personal Care Business, ITC Ltd.

Senior marketing professionals from prominent multinationals also made presentations and participated in panel discussions at the Congress. They

included Mr Takeshi Saito, Senior Director of Strategic Marketing & Director Strategic Corporate Branding, NTT Docomo Inc, Japan; Mr Emre Olcer, Marketing Director, Male Grooming, P&G Asia; Mr John E Kramer, Vice President, Global Knowledge Centre, Toyota Motor Sales, U.S.A and Mr Sandeep Khanna, Vice President, Asia Corporate Marketing, LG Electronics.

Besides the marketing issues of commercial organisations, the Congress also discussed the marketing strategies for government organisations, charities and political parties. Mr Levent Demirel, Deputy Director General, Turkish Ministry of Culture & Tourism and Mr Gopi Gopalakrishnan, President & Project Director, World Health Partners (Grantee of Bill & Melinda Gates Foundation, USA) were among the speakers in these sessions.

The Congress aimed at creating awareness about changes in the market trends in India and abroad



Praful Patel, Union Minister of Heavy Industries & Public Enterprises, Government of India addressing the Congress.

A special dinner session was organised to discuss marketing of political parties and politicians. Mr Farooq Abdullah, Union Minister for New and Renewable Energy; Ms Renuka Chowdhury, a Senior Leader of Indian National Congress and Mr Ravi Shankar Prasad, General Secretary,

Bhartiya Janata Party presented their observations and ideas in the session.

During the Congress, the AIMA-R K Swamy High Performance Brand Award was presented to Life Insurance Corporation of India (LIC).

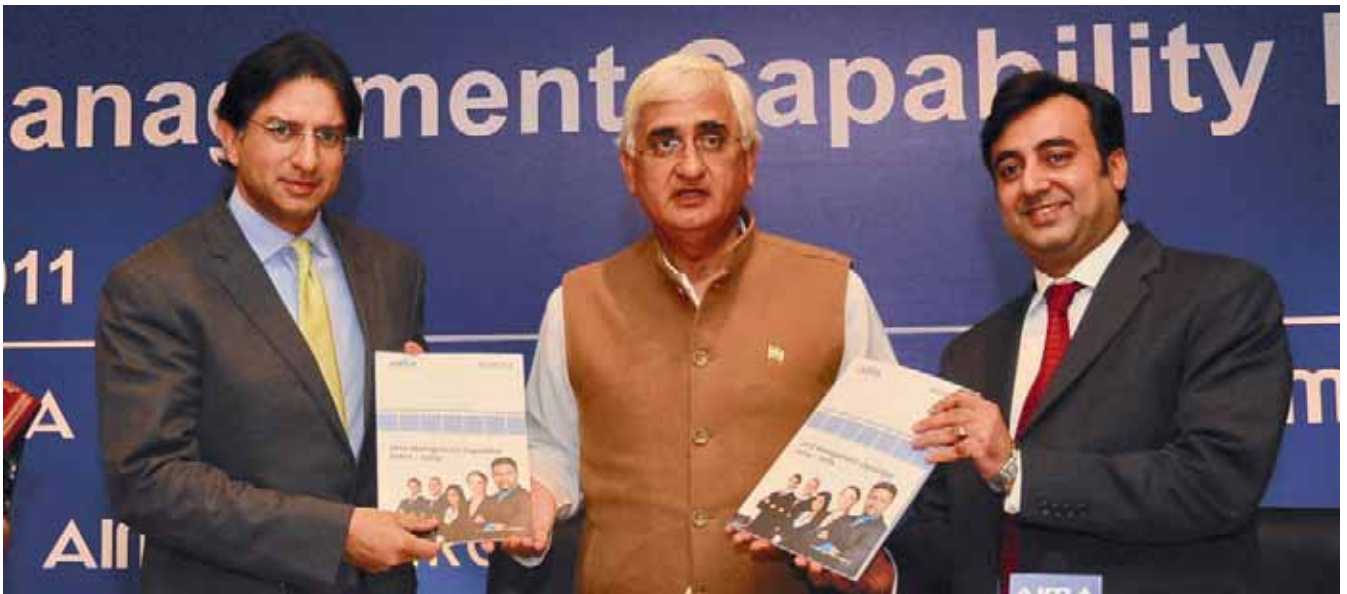


Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group presenting a memento to Praful Patel, Union Minister of Heavy Industries & Public Enterprises, Government of India.



Farooq Abdullah, Union Minister for New and Renewable Energy, Government of India; Arnab Goswami, Editor in Chief, Times Now; Renuka Chowdhury, Senior Leader, Congress and Ravi Shankar Prasad, General Secretary, BJP at a Special Dinner Session organised during AIMA's World Marketing Congress in New Delhi.

AIMA's Management Capability Index – India Report



Salman Khursheed, Minister of Law & Justice & Minority Affairs (then Minister of Water Resources) releasing the inaugural AIMA Management Capability Index - India Report with Gautam Thapar, President, AIMA & Group Chairman & CEO, The Avantha Group & Nishchae Suri, Managing Director, Mercer Consulting India.

AIMA added management research to its portfolio of activities this year. It produced the first ever management capability study in India in partnership with Mercer Consulting. The inaugural AIMA Management Capability Index (MCI) Report was released on 20 January 2011 in Delhi by Mr Salman Khursheed, then Union Minister of Water Resources, at an impressive gathering of corporate leaders and media.

The MCI study consolidated AIMA's status as a management thought leader. The study has been very well received by CEOs, the government and experts on Indian industry and economy. AIMA plans to broaden the study in terms of sample size and the parameters and make it an annual study.

**The MCI study measured
the efficiency, effectiveness
and competitiveness of the
management practices of
the companies
in India**

The MCI study measured the efficiency, effectiveness and competitiveness of the management practices of the companies in India, both in the private and the public

sector. These measures were then compared to the global benchmarks. The objective was to help Indian CEOs appreciate their management strengths and weaknesses and identify the management practices that needed consolidation, improvements or fundamental changes. Significant emphasis was put on the management capability to deal with globalisation.

More than 200 CEOs participated in the MCI survey. They belonged to a cross section of business in India – MNCs, large Indian companies, small and medium enterprises and the government. They provided inputs on 10 key parameters of management capability, including strategic performance and people leadership.



Gautam Thapar, President, AIMA & Group Chairman & CEO, The Avantha Group addressing. Also seen Rekha Sethi, Director General, AIMA and Salman Khursheed, Minister of Law & Justice & Minority Affairs (then Minister of Water Resources).

Key Findings:

The overall Indian MCI for 2010 is 74.6%. This suggests that Indian management is performing at just under three-quarters of its potential 100% capability and has considerable opportunity for improvement in specific areas.

The Indian corporate sector is strongest in Integrity and Corporate Governance where the results are up to 81% (80.8%). Other than that, it is also seen to rank well in the more tangible, performance-oriented parameters like Organisation Results and Comparative Performance and Performance Leadership.

In comparison, the Indian corporate sector under-performs on the softer and more intangible aspects of management and leadership like Visionary and Strategic Leadership, People Leadership and Organisational Capability.

There are significant differences by types of organisations in terms of their performance on the different parameters. The multinationals are

performing at 77.3% of their potential, which suggests that these businesses have managed to evolve more effectively when compared with the other types of organisations in India. Local Large Organisations (LLO) are performing at 75% of their potential 100% capability, which suggests a relatively larger scope for improvement. Small and Medium Enterprises are performing at below 75%

of their potential.

In all, the Indian corporate sector has displayed a fair degree of maturity on the 2010 MCI – India scores in a first-time broad based assessment. There is however, a significant opportunity for improvement room for progress in several dimensions and a potential for organisations to move towards more than 80% MCI aggregate scores.



Gautam Thapar, President, AIMA & Group Chairman & CEO, The Avantha Group and Salman Khursheed, Minister of Law & Justice & Minority Affairs (then Minister of Water Resources) reviewing the report.



Jairam Ramesh, Minister for Rural Development, Drinking Water & Sanitation, Government of India (then Minister of State for Environment & Forests) addressing the AIMA Conference on Winning Strategies for Sustainable Development. (L - R) Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group and Nick Main, Global Leader-Sustainability & Climate Change Services, Deloitte Touche Tohmatsu, UK.

Conference on Sustainable Development

Experts and industry leaders agreed that a sustainable approach to doing business was the need of the hour

Technology, regulation and competition are being reshaped by the concerns about the sustainability of economic activity due to diminishing natural resources and climate change. AIMA organised a conference on the theme 'Winning Strategies for Sustainable Development' on 6 May 2011 in New Delhi to facilitate dialogue on the subject.

Mr Jairam Ramesh, then Minister of Environment & Forests, addressed the

conference and provided the government's perspective on sustainability policies and its programmes to deal with climate change. He appreciated AIMA's initiative to promote dialogue on sustainability among the business leaders. He stressed that companies, as consumers of natural resources, had a major role to play in ensuring sustainability of economic growth.

Many Indian and global companies



Jairam Ramesh, Minister for Rural Development, Drinking Water & Sanitation, Government of India (then Minister of State for Environment & Forests) addressing AIMA's Conference on Sustainable Development in New Delhi.

participated in the panel discussions. They included Hindustan Unilever, PepsiCo India, Tata Power, Bharat Petroleum Corporation, Jubilant Life Sciences, Tata Sons and Outokumpu India. They shared the details of their sustainability initiatives and the strategies and processes they had adopted to achieve their sustainability goals.

The sustainability experts who addressed the conference included Mr Krishan Kalra, Past President, AIMA, and Honorary Director, The Climate Project Foundation; Mr Ashwath Damodaran, Professor, Economics & Social Science, Indian Institute of Management, Bangalore; Ms Bhavna Prasad, Head, Business & Industry, WWF India and Mr Nick Main, Global Leader - Sustainability & Climate Change Services, Deloitte Touche Tohmatsu, UK.



(L-R) Bharat Wakhlou, Resident Director, Tata Sons Ltd.; Aswath Damodaran, Professor Economics & Social Sciences, IIM, Bangalore; Yatinder Suri, Country Head, Outokumpu India Private Ltd. and YK Saxena, Chief of EHS & Sustainability, Jubilant Life Sciences Ltd. at AIMA's Conference on Winning Strategies for Sustainable Development.

Knowledge and Professional Services Conference



N R Narayana Murthy, Chairman & Chief Mentor, Infosys Technologies addressing the Conference.

AIMA organised a conference on the theme 'India: Knowledge and Professional Services Hub to the World - The Next Decade' on 26 October 2010 in Bengaluru.

Mr Kris Gopalakrishnan, Chief Executive Officer and Managing Director, Infosys Technologies, chaired the conference.

The conference highlighted the potential opportunities and challenges for India's knowledge and professional outsourcing industry. The discussions focused on the

ways to maintain India's leadership in the IT and IT-enabled services and to mine the emerging opportunities in other services such as engineering design, healthcare, entertainment, law and taxation.

Many stalwarts of India's knowledge and professional services outsourcing industry presented their perspective on the subject at the conference. They included Mr N R Narayana Murthy, Chairman & Chief Mentor, Infosys Technologies; Mr Kris

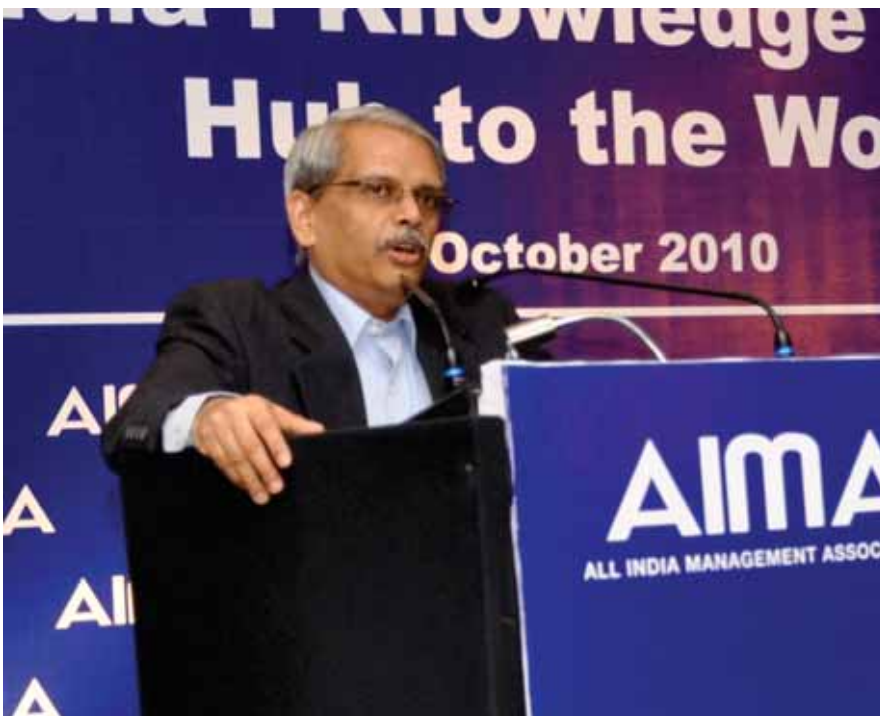
AIMA's unique and first ever conference addressed key areas and issues affecting the workforce and the economy of the industry



N Chandrasekaran, Chief Executive Officer & Managing Director, TCS addressing AIMA's Conference on India: Knowledge and Professional Services Hub to the World - The Next Decade.

Gopalakrishnan, CEO & MD, Infosys Technologies; Mr N Chandrasekaran, CEO & MD, Tata Consultancy Services; Mr Pramod Bhasin, Non Executive Vice Chairman, (then President & CEO), Genpact; Mr Ganesh Lakshminarayanan, MD, Dell India; Mr P Jayakumar, CEO, Toonz Animation India; Mr Partha Sarkar, CEO, Hinduja Global Solutions; Mr Raj Kalady, MD, PMI India; Mr P Anandan, MD, Microsoft Research India and Mr Roopen Roy, MD, Deloitte & Touche India.

Mr Ashok Kumar C Manoli, Principal Secretary, Department of Information Technology, Biotechnology and Science & Technology, Government of Karnataka also participated in the conference.



Kris Gopalakrishnan, CEO & MD, Infosys Technologies Ltd. speaking at the Conference.



Pramod Bhasin, Non Executive Vice Chairman (then President & CEO), Genpact addressing the Conference.

2nd Global Innovation Conference



Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group; RA Mashelkar, Chairman, National Innovation Foundation, India; G R Gopinath, Founder & CMD, Deccan 360 and Harsh Manglik, Chairman, India, Geography & Country Managing Director, Accenture.

The conference examined various aspects of business model innovation for achieving efficiency, competitiveness and inclusiveness

'Inclusive Growth through Business Model Innovation: A Mantra for High Performance' was the theme of the second AIMA Global Innovation Conference, which was held at Bengaluru on 23-24 November 2010.

Dr R A Mashelkar, Chairman, National

Innovation Foundation and Mr R Gopalakrishnan, Executive Director, Tata Sons, chaired the conference.

Accenture was the knowledge partner for the event and it produced the AIMA-Accenture Research Report on case studies in business model innovation for inclusion. The report was released during the inaugural session by Mr G R Gopinath, Founder and Chairman & Managing Director, Deccan 360.

Mr G R Gopinath delivered the keynote address and shared his experience of being an inclusive entrepreneur. He emphasised the importance of innovation and persistence for entrepreneurs looking to create market niches on the affordability proposition.

Mr Harsh Manglik, Chairman, India Geography and Country Managing Director, Accenture, underscored the importance of targeted innovation for inclusion. He counted the financial services, education, telecom and IT as the key areas for inclusive innovation in India. The size and variety of Indian population offered plenty of opportunities for business model innovation, he added.

The conference covered a large array of issues pertaining to business model innovation for inclusion. These included blending greater good with profits and growth, assimilating innovations in the existing business models, hiring and nurturing innovators, and adopting best practices from successful innovator companies.

Public Private Partnerships

AIMA's Centre for Public Governance (CPG) organised a conference on 'Public Private Partnership: Current Challenges and Way Forward' in Bengaluru on 21 December 2010.

The discussions in the conference focused on the future shape of public private partnerships given the experience so far and the evolving expectations of the investors, the government and beneficiaries. The participants deliberated on the desirable policy and regulatory framework and the emerging models for PPP. Significantly, the conference looked at the possibilities of applying the PPP model beyond the infrastructure sector, particularly in the social development projects.

Mr K Jairaj, Chairman, AIMA CPG, and the

Additional Chief Secretary of the Government of Karnataka, chaired the conference.

Over 200 senior officials from the government and the private sector participated in the conference. The speakers included many eminent bureaucrats and senior managers from the industry.

Mr S V Ranganath, Chief Secretary, Government of Karnataka, delivered the Inaugural Address at the Conference.

The other speakers at the conference included Mr K S Krishna Reddy, Project Director, PIU, Karnataka State Highways Improvement Project; Mr Bhaskar Bodapati, Director, Finance, Bangalore International Airport Ltd.; Mr Rajeev Gupta, Associate Vice President, BASIX India Ltd.;

The conference outlined that Public Private Partnerships need to be effectively applied in social development projects as well

Mr Ashok Mehta, Senior Vice President, PPP & ICT, Educomp Solutions Ltd.; Mr Chanchalpathi Dasa, Vice Chairman, The Akshaya Patra Foundation; Mr Amrit Pandurangi, Senior Director, Deloitte and Mr Vedamoorthy Namasivayam, Executive Director, PWC India.



S V Ranganath, Chief Secretary, Government of Karnataka and K Jairaj, Chairman, AIMA Centre for Public Governance and Addl. Chief Secretary, Government of Karnataka.



Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group; Arun Maira, Member, (Industry), Planning Commission, Government of India and Bhaskar Chatterjee, Secretary, Department of Public Enterprises at AIMA's PSU Summit on Quest for Excellence: Imperatives for Indian PSUs.

PSU Summit

In order to discuss the challenges and opportunities for the Indian PSUs, AIMA organised the PSU Summit on 'Quest for Excellence: Imperatives for Indian PSUs' in New Delhi on 26 July 2011. The Summit was organised in association with Department of Public Enterprises, Government of India and supported by Standing Conference of Public Enterprises (SCOPE).

Mr Arun Maira, Member, (Industry), Planning Commission; Mr Bhaskar Chatterjee, Secretary, Department of Public Enterprises and Mr UD Choubey, Director General, SCOPE addressed the Summit.

Talking about the importance of having PSUs, Mr Arun Maira stressed on the need to introduce reform for the betterment of the PSUs. He shared, that, there seemed to be a lack of respect for PSUs among the general populace and the PSUs need to lift themselves up to higher standards.

Mr Bhaskar Chatterjee said that the PSUs had become increasingly independent of the government and were now empowered enough to take their own decisions. He added that the PSUs have maintained an exceptional track record, especially during the economic downturn when there was not even a single pink slip in the PSUs.

Mr UD Choubey explained that the reform process for the PSUs has started and more radical changes are on the anvil. Speaking about the challenges of leadership in a PSU, Mr Arup Roy Choudhary, Chairman, SCOPE and Chairman & Managing Director, NTPC Limited, stressed on the need to incorporate change to make an enterprise better.



Abhay Kumar Jain, Chairman & Managing Director, Bharat Pumps and Compressors Ltd.; Arup Roy Choudhary, Chairman, SCOPE and Chairman & Managing Director, NTPC Limited and S Venkatraman, Director (Business Development), GAIL (India) Ltd. addressing the Summit.



RS Sharma, Former Chairman & Managing Director, ONGC Limited; Nitish Sengupta, Chairman, Board for Reconstruction of Public Sector Enterprises; UD Choubey, Director General, SCOPE and SV Narasimhan, Former Director-Finance, Indian Oil Corporation Ltd.

Mr Abhay Kumar Jain, Chairman & Managing Director, Bharat Pumps and Compressors Ltd., said having a corporate personality that's focused on a mission driven management is the one that will succeed in the long run. Stating the evolving role of a CEO, Mr S Venkatraman, Director (Business Development), GAIL (India) Ltd., said that a CEO also has to be a Chief People Manager, a Chief Image Manager along with being a diplomat. While deliberating about the governance structure of the PSUs, Mr Nitish Sengupta,

Chairman, Board for Reconstruction of Public Sector Enterprises, called for more autonomy to be given to the PSUs for proper functioning.

The Summit was also addressed by Mr SV Narasimhan, Former Director-Finance, Indian Oil Corporation Ltd.; Mr RS Sharma, Former Chairman & Managing Director, ONGC Limited; Mr SK Roongta, Managing Director, Vedanta Aluminium and Former Chairman, SAIL; Ms Arundhati Bhattacharya, Deputy Managing Director & Corporate Development Officer, State

Bank of India; Mr AK Purwaha, Chairman & Managing Director, Engineers India Ltd.; Mr Sanjeev Paul, Vice President-Corporate Services, Tata Steel; Mr NK Jain, Secretary & CEO, The Institute of Company Secretaries of India; Mr S Gopinath, General Manager-HR, ONGC Ltd.; Mr Rana Som, Chairman & Managing Director, NMDC Ltd. and Mr Harsh K Jha, Managing Director, Tata Metaliks.



Arundhati Bhattacharya, Deputy Managing Director & Corporate Development Officer, State Bank of India; SK Roongta, Managing Director, Vedanta Aluminium and Former Chairman, SAIL; AK Purwaha, Chairman & Managing Director, Engineers India Ltd. and Sanjeev Paul, Vice President-Corporate Services, Tata Steel.



Rajiv Vastupal, Senior Vice President, AIMA & Chairman and Managing Director, Rajiv Petrochemicals Pvt. Ltd.; J S Juneja, Past President, AIMA & Chairman, SME Task Force, AIMA and Yatindra Sharma, Past President, Ahmedabad Management Association & Joint Managing Director, KHS Machinery Pvt. Ltd.

2nd Global MSME Convention

MSMEs need to evolve to stay competitive in a rapidly changing market environment

AIMA organised its 2nd Global MSME Convention in Ahmedabad on 30 April 2011.

The theme of the Convention was 'Taking MSMEs to higher level: The way forward'. The Convention discussed the challenges posed to India's MSMEs by globalisation, technological changes, labour and environmental issues, financial hardships and outmoded management practices.

Dr J S Juneja, Chairmain, SME Task Force, AIMA, argued that the role of the MSMEs had changed and they were no longer limited to supplying parts to the large finished goods producers. However, he stressed, the mindset of the MSMEs themselves needed to undergo a change.

Mr Ashok Ranchhod, Director, Mudra Institute of Communications, said that India's MSMEs could do better by paying more attention to branding and marketing.

The Convention was also addressed by many eminent bureaucrats, bankers, CEOs and consultants.

The speakers on the financial issues included Mr B P Sharma, General Manager (MSME), Punjab National Bank and Mr V Ramamoorthy, General Manager (Network II) State Bank of India. The labour and environmental issues were addressed by Mr S K Nanda, Principal Secretary, Forests and Environment Department Government of Gujarat and Azaz Motiwala, Founder & CMD, IKON Marketing Consultants. The issues of management practices and technology were addressed by Mr Pravir Kumar, Zonal Development Commissioner, Kandla Special Economic Zone and Mr Sunil R Parekh, Advisor, Zydus Cadila Healthcare, among others.

The Convention also included interactive panel discussions and presentations of case studies of successful MSMEs.

5th National Brand Summit

AIMA's 5th National Brand Summit provided a platform to discuss the contemporary market trends and the suitable branding imperatives. The Summit was organised in Mumbai on 8-9 October 2010. The theme of the Summit was 'Brands Live: Growing Brands through Dynamic Engagements'.

Mr R Gopalakrishnan, Executive Director, Tata Sons, was the Chief Guest at the Summit. He stressed the need for clearly stating and delivering a brand's benefits and staying with that character of the brand. He stated that while a brand's promise needs to be refreshed, it should not be changed fundamentally. Brands cannot afford to break a promise, he emphasised.

Mr Santosh Desai, MD and CEO, Future Brands, was the director of the Summit. The Summit was addressed by marketing stalwarts from a variety of industries. They

included Mr Ajit Balakrishnan, Chairman and CEO, Rediff.com; Mr Rakesh Pandey, President, Raymond and Mr Madhukar Kamath, CEO and MD, Mudra Group.

The Summit noted the growing importance of the social media in brand building and tuning, as it allowed greater engagement with the consumers and their instant reaction to branding activities.

The Summit also noted that Indian companies needed to ensure brand integrity. The speakers observed that a large number of Indian companies tended to overuse and misuse their brands by extending them to too many products or by changing their already established promise.

There was also the recognition of the need for brands to go beyond the functional relationship with consumers and connect with people's values and aspirations.

To retain brand equity and salience, brands need to evolve without changing dramatically



R Gopalakrishnan, Executive Director, TATA Sons Ltd.; Kamal Singh, Director (CMD), AIMA; Santosh Desai, Managing Director & CEO, Future Brands Ltd. and Ajit Balakrishnan, Founder & CEO, Rediff.com

Conference on Women in Leadership Roles



Poonam Kaul, Country Head (Corporate Communication), Nokia India; Shalini Sarin, Director (HR), Schneider Electric India; Bharat Wakhlui, Resident Director, Tata Group; Apurva Purohit, CEO, Radio City 91.1 FM; Jatinder Peters, General Manager (HR), ONGC Ltd. and Chhavi Rajawat, Sarpanch, Gram Panchayat Soda.

AIMA's 5th National Conference on 'Women in Leadership Roles-The Way Forward' was held on 3-4 December 2010, in New Delhi. Ms Reena Ramachandran, Strategic Advisor, Innovation University Project was the Conference Director. Ms Sudha Pillai, Member Secretary, Planning Commission, Government of India was the Keynote Speaker and Dr A K Balyan, MD & CEO, Petronet LNG Ltd. delivered the Special Address at the Inaugural Session.

The Conference attracted a participation of over 100 women professionals from all over India.



Sudha Pillai, Member Secretary, Planning Commission, Government of India; Kamal Singh, Director (CMD), AIMA; A K Balyan, MD & CEO, Petronet LNG Ltd. and Reena Ramachandran, Strategic Advisor, Innovation University Project.

Emerging Trends in Compensation & Rewards

AIMA's National Summit on Emerging Trends in Compensation & Rewards was held on 21-22 January 2011 at Mumbai.

Mercer Consulting was AIMA's Knowledge Partner for the Summit.

Mr P Dwarakanath, Director (Group Human Capital), Max India Ltd. and Mr P V Ramana Murthy, Vice President HR, Hindustan Coca Cola Beverages were the Summit Directors.

The Summit was addressed by many eminent HR professionals, including Mr Nishchae Suri, Managing Director, Mercer Consulting India; Mr Prabir Jha, Sr Vice President (HR), Tata Motors Ltd., and Mr Pramod Sadarjoshi, Executive Director, IDBI Capital Market Securities.

The Summit deliberated on the strategies for paying employees for better business performance. The speakers agreed that performance-linked benefits were the best tools to extract maximum return on employee payment.

Mr P V Ramana Murthy emphasised the importance of retaining high-potential employees by creating suitable value propositions for those employees. He also argued for a linkage between HR of a company and its strategic management.

Mr Nishchae Suri stressed on the need for examining and strengthening the fundamentals of employee payment with a high priority for equity, pay for performance and credible communication. He said that

there were not enough qualified people for the leadership jobs, which required the companies to identify and develop employees for such roles.

Mr Prabir Jha said that employers needed to relate with employees at a broader social level because performance-linked benefits could only be a short-term motivator for employees.

Performance-linked benefits are a strong tool to motivate employees



P V Ramana Murthy, Vice President (HR), Hindustan Coca Cola Beverages; Nishchae Suri, Managing Director, Mercer Consulting India; Prabir Jha, Sr Vice President (HR), Tata Motors Ltd.; Kamal Singh, Director (CMD), AIMA and B D More, Executive Director, Bombay Management Association.



Bharat Wakhlu, Resident Director, Tata Group; D K Mittal, Secretary, Ministry of Corporate Affairs, Government of India and T Krishnakumar, CEO, Hindustan Coca-Cola Beverages.

Business Responsibility Summit

The two-day 4th Business Responsibility Summit addressed the theme '9 Pillars of Responsible Business – Agenda for Action'.

The Summit deliberated on the need, relevance and ways of creating a new consciousness for businesses to conduct themselves in a responsible manner.

Highly experienced speakers addressed the delegates including Mr D K Mittal, Secretary, Ministry of Corporate Affairs, Government of India; Mr T Krishnakumar, CEO, Hindustan Coca-Cola Beverages; Mr Manoj Arora, Director, Ministry of Corporate Affairs; Mr Bhaskar Chatterjee, Secretary, Ministry of Heavy Industries & Public Enterprises, Government of India; Mr B C Tripathi, CMD, GAIL (India) Ltd.; Mr Rajeev Dubey, President (HR, After-Market & Corporate Service), Mahindra &

Mahindra Ltd.; Mr R Mukundan, Managing Director, TATA Chemicals Ltd.; Mr R S Sharma, Former CMD, ONGC Ltd.; Mr Anil Sachdev, Founder & CEO, School of Inspired Leadership; Mr A K Balyan, MD & CEO, Petronet LNG Ltd.; Mr Shankar Venkateswaran, Director, SustainAbility Ltd.; Mr Dinesh Agrawal, General Manager (CSR), NTPC Ltd.; Mr Kishor A Chaukar, Managing Director, Tata Industries Ltd.

The Summit focussed on the concept of responsible business and laid out the roadmap to create ethical effectiveness in the organisations and its benefits.

The participants and speakers shared the need to create practices and systems for a sustainable responsible business that would leave a long lasting impact on society.

Create a new consciousness
for businesses to conduct
themselves in a responsible
manner

Leadership Retreat

AIMA had initiated a 'learning community' in the form of its Leadership Retreat in 2008. The third in its series was held on 1-2 July 2011 in Goa on the theme 'Building Sustainable Indian MNCs: The Leadership Challenge'.

The Retreat was led by Mr Anil Sachdev, Founder & CEO, Grow Talent Company Limited and Founder, The School of Inspired Leadership (SOIL) and Mr Nitin Paranjpe, CEO & Managing Director, Hindustan Unilever Limited (HUL).

The Retreat focused on several topics ranging from the state of the global economy and its opportunities and

challenges to the India advantage and its present significance. The Retreat also focused on insights and lessons on sustainability through case studies and discussions. Participants also deliberated on the nuances of leadership development and the resources and expertise needed for the same.

18 eminent CEOs & leaders from reputed organisations including Diebold India Pvt. Ltd., GAIL, Indian Oil Corp Ltd., ITC, Mother Dairy Fruit & Vegetable Pvt Ltd., NHPC, Oil India Ltd., ONGC, Petronet LNG Ltd. and Tata Steel attended the Retreat. The feedback received from the delegates was very positive.

Building sustainable Indian MNCs: The Leadership Challenge



(L - R) Nitin Paranjpe, CEO & Managing Director, Hindustan Unilever Limited (HUL); Kamal Singh, Director (CMD), AIMA; Anil Sachdev, Founder & CEO, Grow Talent Company Limited and Founder, The School of Inspired Leadership (SOIL); Rajeev Dubey, President (Group HR & After-Market) & Member of the Group Executive Board, Mahindra & Mahindra Ltd. and V M Gaitonde, Vice Chairman, Goa Management Association.

National Rewards Summit



Bhaskar Chatterjee, Secretary, Ministry of Heavy Industries, Government of India and S Y Siddiqui, Summit Director and Managing Executive Officer Admin (HR, Finance, IT and COSL), Maruti Suzuki India Ltd. at AIMA's National Summit on 'Exploring Total Rewards: Design to Delivery'.

AIMA hosted its National Rewards Summit on the theme 'Exploring Total Rewards: Design to Delivery' on 17-18 June 2011 in New Delhi and featured industry stalwarts deliberating on issues pertaining to rewards strategy and the way forward.

The Summit Director, Mr S Y Siddiqui, Managing Executive Officer Admin (HR, Finance, IT and COSL), Maruti Suzuki India Ltd. said that reward strategies have evolved over time, and today it is not just about compensation, but about empowering people.

Mr Bhaskar Chatterjee, Secretary, Ministry

of Heavy industries & Public Enterprises, shared that in 2007, a different approach to compensation mechanism of the 6th pay commission made 15 million people see opening of a whole new world before them. Gradually the perspective on compensation has changed and companies are resorting to innovative & out-of-the-box thinking. The Summit was also addressed by Mr V M Kaul, Director (Personnel), Power Grid Corporation of India and Mr P K Sinha, AGM (HR), NTPC.

Corporate leaders and senior Human Resources professionals gathered

together for the Summit, believed that unprecedented economic changes are impacting how companies approach compensation and talent management this year. They agreed that most of the companies have turned from compensation to total rewards and smart organisations are beginning to use benefits as a tool to keep employees informed, motivated and focused.

The two day Compensation and Rewards Summit served as a national platform to come together and enhance global competence.

Management Competitions and Quiz

**AIMA-IILM 7th National Competition
for Management Students**

The 7th National Competition for Management Students (NCMS) shared the NCYM theme, 'Managing Organisational & Management Challenges in India'. The competition attracted 210 teams. Two teams from each region (Mumbai, Bengaluru, Kolkata and Delhi) qualified for the Grand Finale.

Ms Janhavi Vyas of Amity Business School and Ms Megha Yethadka of Indian Business School were adjudged the Best Budding Managers. Ms Mukta Karandikar and Ms Megha Yethadka of Indian School Business were adjudged the Champion Team.



The National Winners of National Competition for Young Managers 2010 (NCYM).

AIMA –Dalmia Aadhar Quiz

AIMA organised a quiz competition for Dalmia Cements for the students of civil engineering and architectural engineering in South India. The competition involved 8,000 students from 93 colleges. The finals were held in Chennai on 29 October 2010.

CROSS FIRE – Management Quiz

The 11th AIMA National Management Quiz (NMQ) was held in December 2010. The competition attracted 174 corporate and independent teams from across the country. The independent team comprising contestants from Godrej Group and Accenture won the National Championship. The team from Rourkela Steel Plant of SAIL finished second and the team from ITC completed the podium. They were awarded trophies and cash prizes.

The 2011 edition of the National Students Management Quiz (NSMQ) involved 300 teams. Regional Rounds were held at Sonapat, Bengaluru, Allahabad, Pune, Bhubaneswar, Lucknow and Greater Noida. The final was held on 26 March 2011 in Greater Noida where Symbiosis School, Pune, emerged the Champion. XIMB, Bhubaneswar, and IIM, Lucknow finished as the first and the second runners up.

In-house Quiz Programmes

AIMA organised many in-house quiz programmes for companies and business schools. The users of AIMA's expertise in quiz included leading companies such as Hero MotoCorp Ltd., ONGC, Maruti Suzuki, Power Grid, Nalco, Dalmia Cements and Jindal Steel & Power.



National Champion Winner (ISB-Hyd) of NCMS 2010 along with A K Balayan, MD & CEO, Petronet; Suresh Jain, Dalmiya Cement and ML Singh, DU.



The National Management Quiz 2010 National Winners from Accenture - Godrej receiving the award from Anadi Pande, VPHR, Hero MotoCorp Ltd. & YPS Suri, Country Head, Outokumpu.



National Student Management Quiz 2011, Northern Regional Winners receiving the award from Amar Prasad, KRIBHCO; Rajiv Sahdev, VPHR, MoserBaer and Kamal Singh, Director CMD, AIMA.

Business Simulation Programme



National Management Games 2011 - National Champions - NTPC Ltd. team.

Management Competitions

AIMA organises Business Simulation competitions to help practicing managers and management students assess their capabilities in a competitive environment and pick up new information and ideas.

20th National Competition for Business Management Simulation

The 20th National Competition for Business Management Simulation also known as 'Chanakya' attracted teams from across the country.

Four teams from the north and two teams each from the south, east and west regions qualified for the national final on 17 June 2011 in Delhi.

NTPC Ltd. won the NMG 2011, Indian Oil Corporation finished second and CESC Kolkata completed the podium.

The Champion and Runners up teams qualify to represent India at the Asian Management Games later in the year.

The event was well supported by sponsors

AIMA's unique Business Simulation Programme reached out to over 6500 participants this year

like Indian Oil Corporation and ONGC as principal sponsors while NTPC, Power Grid, Patton and Maruti Suzuki India were the co-sponsors. The prizes were sponsored by JIMS, Rohini.

14th National Student Management Games

The 14th National Competition for Student Management Simulation Games, popularly known as NSMG, was held between 19 August and 25 October 2010.

Altogether, 279 teams participated and 22 of those qualified for the national semi-finals. Nine teams got through to the national final, which was held on 25 October 2010.

Master School of Management, Meerut won the competition. Bankatlal Badruka College of Information Technology, Hyderabad, was the first runner up and Shri Krishna Institute of Management, Coimbatore finished third.

Business Simulation Programme - Corporate

AIMA organises Business Management Simulation Programme for training and evaluation purposes for companies. This year, 40 such events were conducted for many renowned companies. More than 1800 managers benefited from these events.

Some of the corporates availing AIMA's Business Simulation Programme include Tata Steel, Hero MotoCorp Ltd., ONGC, Deepak Fertilizers, Reliance Industries, LG Electronics, Maruti Suzuki, Sanofi Aventis, PowerGrid Corp, Tata AIG Life Insurance, NTPC, JSPL, Triveni Engineering Ltd., Schneider Electric, Robert Bosch etc.

Business Simulation Programme - Management Institution

AIMA also organises Management Simulation Programme for Business Schools. More than 500 students participated in such games this year. The Business Schools that used Management Institute Games this year included Indian Institute of Fashion Technology, Sinhgad Business School, Master School of Management and Acharya Institute of Management.

Petrotech 2010

AIMA developed and conducted the first ever business simulation on a hydrocarbon industry case study for Petrotech 2010, which was held in October 2010. Sixty teams participated in the business simulation programme, including teams from Canada and Turkey.

Management Development Programmes



R K Rustagi, then Executive Director, Power Management Institute, NTPC and M R Gera, Director, Management Centre, Delhi and Programme Director.

AIMA continues to organise management development programmes for corporates and aspiring managers at both open and in-house forums. This year workshops were organised on various subjects including 'Roadmap to Success'; 'Enhancing Effectiveness through Self Awareness'; 'Training The Trainers'; 'Negotiating Effectively'; 'Managerial Effectiveness'; 'Capacity Building Workshops for MSMEs' to name a few. All these workshops were conducted by eminent and leading professionals and trainers.

AIMA also organised its most popular programme on the subject 'Managing The



Ayesha Chopra, an eminent internationally recognised trainer conducting a Workshop on Managerial Effectiveness.



Jo Luxmoore, Sr. Consultant, Effective Negotiation Service, Australia conducting a Workshop on Negotiating effectively in New Delhi.

Contract Labour: Issues, Concerns, Problems & Remedies' on 3-4 February 2011 at Chennai, 10-11 February 2011 at Delhi, 17-18 February 2011 at Mumbai and 23-24 February 2011 at Hyderabad and 'Latest In Labour Law Judgements' on 5 February 2011 at Chennai, 12 February 2011 at Delhi, 19 February 2011 at Mumbai and 25 February 2011 at Hyderabad. Mr M R Gera, Director – Management Development Centre, Delhi was the Programme Director. The programmes were very well received by over 296 delegates.

In addition in-company training programmes were conducted for several organisations like Maruti Suzuki, IOCL, Avantha Power & Infrastructure Ltd., Indraprastha Gas Ltd. amongst others.

India-Africa Partnership Initiative



Sanjay V Chordiya, Chairman, Suryadutta Group of Educational Institutes; J S Juneja, Past President, AIMA & Chairman, SME Task Force, AIMA and Pradeep V Tupe, Secretary, Pune Management Association.

AIMA organised a two-day awareness programme on 'Enterprise Development for African Students' on 28-29 October 2010 at Pune.

Dr J S Juneja, Chairman, MSME Task Force, AIMA was the Programme Director. Mr Sanjay V Chordiya, Chairman, Suryadutta Group of Educational Institutes was the Chief Guest at the Inaugural Session. The programme was very well received by over 40 students.

Health Care Management for Sustainable Development

AIMA hosted a daylong conference on 'Inclusive Healthcare Management for Sustainable Development' at Bengaluru on 6 August 2011. While setting the tone of the Conference, Mr Prathap C Reddy, Chairman Apollo Hospitals, said that health in India has many challenges and the biggest challenge is to make healthcare more inclusive.

Ms Charu Sehgal, Senior Director, Deloitte India, who chaired the session on 'Enhancing access of Healthcare', introduced the conference by pointing out that no country aiming to achieve accelerated growth could do so without addressing the issue of Inclusive healthcare. Mr Rajen Padukone, Chief Executive Officer, Manipal Health Enterprises emphasised that public – private ventures in healthcare will improve accessibility. Mr Ajit K Nagpal, Chairman Healthcare Advisory Council, Feedback Ventures Private Ltd. stressed the need for

reforms in the healthcare sector.

The session on 'Making Healthcare Affordable' was chaired by Mr M R Mohanraju, Executive Director, Karnataka State Health System Resource Centre and also addressed by Mr Lloyd Nazareth, President & COO, Fortis Hospitals and Mr Mahesh Reddy, Co-Founder & Executive Director, Nova Medical Centers Private Ltd.

Some of the other distinguished speakers who addressed the conference were Mr S B Vikram, Managing Director, Vikram Hospitals Private Ltd.; Mr Satadal Saha, Director JSV Innovation Private Ltd.; Mr Kapil Khanderwal, Director Makven; Mr Sreenath A V, Vice President - Business Solutions Division, Wipro Ltd.; Mr Narendra Karkera, Director-Operations, HOSMAC and Mr Kalidas Shetty, Professor of Food Science and Biotechnology, Department of Food Science, University of Massachusetts-Amherst to name a few.

Information Technology through innovation, can increase reach, enhance efficiency and improve the quality of healthcare in India



Prathap C Reddy, Chairman, Apollo Hospitals addressing the AIMA Conference on 'Inclusive Healthcare Management for Sustainable Development'.



R P Singh, Director (HR & Legal)-IFFCO receiving the 'AIMA - IOCL Award for Best Motivational Practice' from S K Chaturvedi, CMD-Power Grid Corporation of India Ltd. (L - R) Kamal Singh, Director CMD, AIMA; S Y Siddiqui, Summit Director & Managing Executive Officer Admn (HR, Finance, IT & COSL)-Maruti Suzuki India Ltd.; D Bhattacharya, Sr. Executive Director (HR) - IFFCO and Biswajit Roy, General Manager (HR)- Indian Oil Corporation Ltd.

10th National HRM Summit

The tenth edition of AIMA's National HRM Summit, themed on 'Positioning HR to Create Value: Innovative Strategies in a Talent Scarce Market' was held in New Delhi on 6-7 August 2011. The Summit saw business leaders sharing their success stories related to HR innovations and brain-stormed about critical issues related to HRM with a participation of over 350 delegates from diverse industries, corporates and academia.

The Chief Guest, Mr S K Chaturvedi, Chairman & Managing Director, Power Grid Corporation Ltd. shared the need for HR to strategically bring together the islands of different departments within an organisation. Mr S Y Siddiqui, Summit Director & Managing Executive Officer,

Admn (HR, Finance, IT), Maruti Suzuki India Ltd. highlighted that in today's dynamic business environment, HR plays a crucial role in defining an organisation's competitive edge. Mr Nishchae Suri, Managing Director, Mercer India outlined that the HR function should focus on talent management in order to ensure superior employee performance.

During the Summit, the AIMA - IOCL Award for Best Motivational Practice was presented to IFFCO Ltd. and Adani Gas Ltd. in the Manufacturing and Services categories respectively.

During the session on 'Positioning HR as a Business Partner' chaired by Dr Y V Verma, Chief Operating Officer LG Electronics, the

speakers Dr Arvind N Agrawal, President (Corp Development & HR), RPG Enterprises; Mr Saugata Mitra, Chief People Officer, Mother Dairy Fruit & Vegetable Pvt. Ltd.; Mr Amandeep Gupta, Executive Director (HR), Dalmia Cement (Bharat) Ltd.; Mr Rajiv Kapoor, Executive Vice President (HR), JCB India Ltd. deliberated on the need for an enhanced role of HR. Other speakers for the day included Mr V C Agrawal, President Corporate (HR), RPG Enterprises; Mr Jacob Jacob, Chief People Officer, Apollo Hospitals Enterprise Ltd.; Mr S Varadarajan, Executive President, Tata Teleservices Ltd. amongst others.

Chairing a session on best motivational practices in Manufacturing and Services



(L - R) G P Rao, Head (Management Services)-Recron Malaysia Sdn Bhd; Yogi Sriram, Summit Director & EVP (HR & Admin Services)-Larsen & Toubro (E&C) and R P Singh, Director (HR & Legal)- IFFCO.

HR experts brain-stormed about critical issues related to HRM like talent retention and managing attrition



Praveen Mange, Head (HR) - Adani Gas Ltd. addressing the delegates.

on the second day, Lt. Gen. Mukesh Sabharwal, Adjutant General, Indian Army, outlined that the Indian army adopts a three pronged tool which encompasses honour, competence and trust.

A session dedicated on 'Building Employer Branding' outlined that a strong brand along with strong employee value proposition is bound to lower attrition. The

session was chaired by Mr Yogi Sriram, Summit Director & EVP (HR and Admin Services), Larsen & Toubro (E&C) and the panelists were Mr R P Singh, Director (HR & Legal) – IFFCO Ltd.; Mr G P Rao, Head (Management Services), Recron Malaysia Sdn Bhd. Reaching out to the newer platforms, the Summit also had a dedicated session on 'The role of Social Media' which was addressed by eminent speakers.

Shaping Young Minds Programme



R S Sharma, Former Chairman & Managing Director, ONGC; Yasho V Verma, Chief Operating Officer, LG India; Sandeep Pandey, Indian Social Activist; Harsh Manglik, Chairman and Geography Managing Director, Accenture; Sangeeta Talwar, Managing Director, NDDB Dairy Services; Bibek Debroy, Noted Economist; Anil Sachdev, Founder & CEO, School of Inspired Learning; M Damodaran, Former Chairman, SEBI; Khushbu Sundar, Actor & Producer; Sunil Alagh, Chairman, SKA Advisors; Chanchalapathi Dasa, Vice Chairman, The Akshaya Patra Foundation; Lt Gen S S Mehta, Former Director General CII; Narayan Gad, CEO, Panacea Biotech and Parikshit Sahni, Actor.

SYMP Lucknow: The 24th SYMP was organised at Lucknow on 8 December 2010. The guest speakers included Mr Anil Sachdev, Founder and CEO, School of Inspired Learning (SOIL); Lt. Gen. S S Mehta, Former Director General CII; Mr Narayan Gad, CEO, Panacea Biotech and Mr Parikshit Sahni, Actor.

SYMP Hyderabad: The 25th SYMP was organised on 22 December 2010 at Indian School of Business, Hyderabad. The icons who addressed at the programme were Mr M Damodaran, Former Chairman, SEBI; Ms Khushbu Sundar, Actor & Producer; Mr Sunil Alagh, Chairman, SKA Advisors and Mr

Chanchalapathi Dasa, Vice Chairman, Akshaya Patra Foundation.

SYMP Chandigarh: The 26th SYMP was held on 24 February 2011. The speakers included Ms Sangeeta Talwar, Managing Director, NDDB Dairy Services; Mr Bibek Debroy, Noted Economist and Mr Anil Sachdev, Founder & CEO, SOIL.

SYMP Allahabad: The 27th SYMP was held on 26 March 2011. The speakers included Mr R S Sharma, Former CMD, ONGC; Mr Yasho V Verma, COO, LG India; Mr Sandeep Pandey, Social Activist and Mr Harsh Manglik, Chairman and Geography Managing Director, Accenture.

Four SYMPs organised
this year in association
with Local Management
Associations.



AIMA's Sixth Global Summit on Supply Chain & Logistics Management. (L - R) Nallan C Suresh, Head (Supply Chain) University of Buffalo, USA; Vineet Agarwal, Joint Managing Director, Transport Corporation of India Ltd.; Ajay Dua, Advisor DMIC; G Raghuram, Indian Railways Chair Professor – Public Systems Group – IIM Ahmedabad & Summit Director; S L Ganapathi, COO – NTL Logistics Plus India Pvt. Ltd. & Summit Director and Reena Ramachandran, Strategic Advisor, Innovation University Project.

Supply Chain & Logistics Management Summit

AIMA's organised its 6th Global Summit on Supply Chain & Logistics Management, on the theme 'Managing Dynamic Supply Chains - A Game Changer for Competitive Advantage' on 18 - 19 August 2011 in New Delhi.

Speaking on the occasion, Mr S L Ganapathi, Summit Director & COO – NTL Logistics Plus India Pvt. Ltd., said that as India is no longer insulated from international business dynamics, the industry is at the midst of meeting challenging tasks.

Dr G Raghuram, Summit Director & Indian Railways Chair Professor – Public Systems Group – IIM Ahmedabad outlined milk

supply chain as a classic example of in time delivery, managing excess inventory, amongst others.

Mr Vineet Agarwal, Joint Managing Director, Transportation Corporation of India Ltd. opined that the model should ensure flexibility to manage supply chain with extreme precision, integration and collaboration. Mr Ajay Dua, Advisor, DMIC shared that logistics industry amounts to a whopping 10% of India's GDP and this figure was growing.

Other speakers included, Dr Nallan C Suresh, Head (Supply Chain), University of Buffalo, USA; Dr Reena Ramachandran, Strategic Advisor, Innovation University

Project; Mr Sanjay Dabir, Sr. Director (Supply Chain), Diebold India Pvt. Ltd.; Mr Ravi Garg, Director (Supply Chain), Coca Cola India; Mr Gary R Godfrey, Managing Partner, Global Integrated Fulfillment Practice, Accenture; Mr Jayanty V Sastry, Director (Logistics), ACC Ltd.; Mr Saurabh Mehrotra, Head Supply Chain (Best Price Modern wholesale), Bharti Wal-Mart; Mr Nilesh Sinha, Founder, Procam Logistics Pvt. Ltd.; Mr Jasjit Singh Sethi, CEO – TCI Supply Chain Solutions; Mr Vishvesh Prabhakar, Partner (Management Consulting Practice), Accenture; Dr Manoj Singh, Advisor (Transport), Planning Commission amongst others.

GLOBAL

AIMA-St. Gallen Conference



(L- R) Rajive Kaul, Past President, AIMA and Chairman, Nicco Corporation Ltd.; Kamal Nath, Union Minister for Urban Development, Government of India; H C Thomas Schmidheiny, Chairman, Spectrum Value Management; Rajeev Talwar, Group Executive Director, DLF Ltd. and Philip W. Erzinger, Chief Executive Officer, St. Gallen Foundation for International Studies.

**AIMA and St. Gallen got
together to look at issues
that impact a new economic
world order**

AIMA collaborated with St. Gallen Symposium, Switzerland, in organising a conference on India's growing integration with the world economy and its efforts to ensure sustainable high economic growth. The conference was held in New Delhi on 2 March 2011. Its overarching theme was 'Aligning to the New Economic World Order'.

Mr Kamal Nath, Minister for Urban Development; Mr Salman Khursheed, then Minister for Water Resources and Minority Affairs and Ms Preneet Kaur, Minister of State for External Affairs addressed the conference.

Mr Kamal Nath said that India had to focus

more on infrastructure development and improve the carrying capacity of its cities to sustain a high rate of economic growth. Mr Salman Khursheed said that India's future engagement with the world will be determined by the aspirations of its young majority. Ms Preneet Kaur pointed out that Indian economy was helping stabilise the global economy in the aftermath of the recent financial crisis.

Mr Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group asserted that the economic slowdown in the developed countries had silenced the critics of emerging markets, which were now shaping the world economy.



(L - R) Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group; Preeti Kaur, Minister of State for External Affairs, Government of India and Josef Ackermann, Chairman of the Management Board and The Group Executive Committee, Deutsche Bank AG.

Mr Philipp Welte, Switzerland's ambassador to India, endorsed India for playing a leading role in the new world order because its value system was based on democracy and justice.

Mr Josef Ackermann, Chairman of the Management Board and the Group Executive Committee, Deutsche Bank AG,

attributed increasing importance of emerging economies, including India, to their economic reforms and opening up to global trade and investments.

The conference was also addressed by Mr Kewal Handa, MD, Pfizer India; Mr D Shivakumar, Vice President, AIMA and Vice President & Managing Director, Nokia India;

Mr Rajiv Bajaj, Managing Director, Bajaj Auto; Mr Rajeev Talwar, Group Executive Director, DLF Limited; Mr Pramod Bhasin, Non Executive Vice Chairman, (then President & CEO), Genpact; Mr S D Shibulal, COO & Co-founder, Infosys Technologies and Mr Martin Taylor, Chairman, Syngenta.



(L - R) Kewal Handa, Managing Director, Pfizer India; D Shivakumar, Vice President, AIMA and Vice President & Managing Director, Nokia India; Salman Khursheed, Minister of Law & Justice & Minority Affairs (then Minister of Water Resources) Government of India and Rajiv Bajaj, Managing Director, Bajaj Auto.



Rajive Kaul, Past President, AIMA and Chairman, Nicco Corporation Ltd. (4th from left) with co-hosts and co-organisers at the Global India Business Meeting held in Naples, Italy in June 2011.

Global India Business Meetings in Europe

AIMA was one of the co-organisers of the Global India Business Meeting (GIBM) in Europe in partnership with Zurich-based Horasis. These meetings promote India's engagement with the global economy.

AIMA also contributes high-profile speakers to the GIBMs, including Government of India ministers, CEOs of Indian multinationals and experts on economy and business. AIMA has been involved in GIBMs, in Madrid in 2010 and in Naples this year.

The 2011 Global India Business Meeting focused on the changing paradigm of the global and Indian economies. This year's

GIBM in Naples was held on 26-27 June 2011. The meet was co-hosted by the Region of Campania with Confindustria and the Naples Chamber of Commerce.

The GIBM in Naples brought together more than 400 business leaders and government officials to discuss the issues related to 'Globalising Indian Firms'. The meeting focused on ideas for building sustainable Indian multinationals and global Indian brands. It also gave an opportunity to European managers and entrepreneurs to interact with India's business and government leaders.

Mr Rajive Kaul, Past President, AIMA, and

The focus of the third Global India Business Meeting held by Horasis was on 'Globalising Indian Firms'



Anuj Khanna, QInvest Qatar; Tidu Maini, Qatar Science Technology Park, Qatar and Rajive Kaul, Past President, AIMA and Chairman, Nicco Corporation Ltd.

the Chairman of AIMA's International Committee was a Co-Chairman of the Conference.

AIMA contributed many eminent speakers to the conference, including Mr Srinivasan K Swamy, Past President, AIMA & Chairman & Managing Director, R K Swamy BBDO Pvt. Ltd.; Mr Subodh Bhargava, Chairman, Tata Communications to name a few.

AIMA's partnership with Horasis goes beyond GIBM. With a view to promote India's interests in specific regions, AIMA was a co-organiser of the Global Russia Business Meeting in Cyprus in April 2011. In 2010, AIMA was a co-organiser of the Global Arab Business Meeting at Ras Al Khaimah, UAE, where AIMA had invited Mr Vayalar Ravi, Union Minister for Overseas Indian Affairs and Civil Aviation, Government of India, to deliver the Keynote Address.



Rahul Bajaj, Chairman, Bajaj Auto, India, making a point at the Opening Plenary.



N.K. Singh, Member of Parliament, India pitching India as a global leader in the next wave of globalisation.

St Gallen Symposium

The annual Symposium aimed at stimulating thought and action for the sustained success of companies and societies in a globalised world

The St Gallen Symposium - an entrepreneurial initiative of the International Students Committee (ISC), University of St. Gallen is an annual conference that aims to stimulate thought and action for the sustained success of companies and societies in a globalised world. The 41st St Gallen Symposium was organised under the theme 'Just Power' on 12 - 13 May 2011 at the University of St Gallen, Switzerland.

AIMA is the India partner of the Symposium and participated with a high profile delegation at the Symposium this year. Mr Kamal Nath, Union Minister for Urban Development, Government of India participated at the Symposium and delivered the Keynote Address at a Plenary

Session 'The Great Ambitions of International Politics'.

Ms Chitra Narayan, Ambassador of India to Switzerland also joined the Symposium.

The delegation of senior members from Indian industry who participated at the Symposium included Mr Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group; Mr Rajive Kaul, Chairman, NICCO Corporation Ltd.; Mr Sudhir Jalan, Co-Chairman, Rieter India Ltd.; Mr B K Jhawar, Chairman Emeritus, Usha Martin Group; Mr Sushil K. Premchand, Chairman, Premchand Group; Prof M M Pant, Founder and Chairman, Planet EDU Pvt Ltd.; Mr Ravi Chaudhry, Chairman, CeNext Consulting & Investment Pvt. Ltd. among others.



Kamal Nath, Union Minister for Urban Development, Government of India at the St Gallen Symposium, Switzerland held in May 2011.



Kamal Nath, Minister for Urban Development, Government of India addressing the Symposium.

Many students from leading management institutes from India also participated at the Symposium through the St Gallen Wings of Excellence Award Competition. The students from India who qualified to participate at the St Gallen Symposium contributed to almost 20% of the total student participation from across the globe and Mr Kanan Amal Dhru, a Masters Student in Public Administration from the Indira Gandhi National Open University, New Delhi was the Runner-up of the St Gallen Wings of Excellence Award Competition.



Gautam Thapar, President, AIMA and Chairman & CEO, The Avantha Group addressing at the Symposium.



Rekha Sethi, Director General, AIMA; Sudhir Jalan, Past President, AIMA & Co-Chairman, Rieter India Ltd. and Rajive Kaul, Past President, AIMA and Chairman, Nicco Corporation Ltd.



AIMA INSEAD Global Advanced Management Programme 2011 in Shanghai, China.

Global Advanced Management Programme

The week long programme trained senior executives in strategies for global management and competitiveness

AIMA conducted its third Global Advanced Management Programme (GAMP) in Shanghai, China, between 8 January and 15 January 2011. INSEAD, Singapore, partnered with AIMA to conduct the programme.

GAMP-2011 focused on the theme 'Towards Cutting Edge Organisation: Strategies for Global Competitiveness'.

The programme was conducted by three distinguished professors from leading business schools from India, Singapore and China: Mr Anil K Gupta, INSEAD Chaired Professor of Strategy, INSEAD, Singapore; Dr Pritam Singh, Professor of Eminence, MDI, Gurgaon and Mr Jeongwen Chiang, Professor of Marketing and Department Chair (Marketing), CEIBS, Shanghai.

The programme was inaugurated by Mr Bhaskar Chatterjee, Secretary, Department of Public Enterprises, Ministry of Heavy Industries & Public Enterprises, Government of India.

Ms Riva Ganguly Das, Consul General of India in Shanghai was the Guest of Honour and addressed the participants.

GAMP trained the participants through a combination of classroom lectures, group discussions, case studies, presentations

and practical exercises. The participants were provided a tour of the facilities of reputed Chinese industrial areas and companies, including Suzhou Industrial Park, Picanol China, Sealed Air and Shanghai Electric. They also got opportunities to interact with the top management of these facilities and companies. The programme also included a panel discussion involving Mr Prakash Menon, President, NIIT China; Mr J J Shrikhande, President, L&T China and Mr Rangarajan Vellamore, COO, Infosys China.

Thirty-five leading Indian companies sent their senior managers for GAMP 2011. They included Maruti Suzuki, ONGC, Reserve Bank of India, HLL Lifecare, IOC, BPCL, NTPC, Bank of Baroda, GAIL, KRIBHCO, IFFCO, Oriental Bank of Commerce, Power Grid Corporation, REC and Pawan Hans Helicopters.

Asian Association of Management Organisations

AIMA participated in the council meeting of Asian Associations of Management Organisations (AAMO) in April 2011.

Ms Rekha Sethi, Director General, AIMA made a presentation on India's economic, political and social trends at the council meeting. She also presented the findings of the first-ever Management Capability Index (MCI) study done in India by AIMA. AAMO members appreciated both the country report and the MCI presentation.

AIMA sent two teams for the Asian Management Games organised by AAMO, the champion and the runner up of its National Management Games competition. AIMA's Indian champion team, SAIL (Bokaro) qualified for the Global Challenge Trophy where 25 best teams of the world compete for the world championship.

AAMO is also now moving to the online platform for its management games

competitions. This would increase the number of countries participating in the next Asian Management Games, which would be hosted by Macau.

The next AAMO council meeting will be held in Vietnam during 12-14 October 2011.



AAMO meeting held in Macau in April 2011.

International Business Simulation Competition

Business Simulation – International

AIMA facilitates the participation of national teams in international business simulation competition. The association consolidated its relationships with the peer organisation from other countries through these competitions.

Business Simulation Programme, Ulaanbaatar

Mongolian Management Association (MMA) invited All Indian Management Association (AIMA) for the second year in succession to conduct its Second Business Simulation Programme in Mongolia's capital, Ulaanbaatar.

The event was covered extensively in the

local print media and on TV. The feedback from the participants was very encouraging. MMA was very enthusiastic with the outcome and is keen on organising this programme every year.

Asian Management Games

Asian Association of Management Organisations (AAMO) organises the Asian Management Games (AMG) Competition every year and rotates the event among its members. The champion and the runner up of the management competition conducted by the national associations qualify to compete in the AMG.

The last AMG was held in Hong Kong 12-13 September 2010. The winner and the

runner up of AIMA's National Management Games 2010 - SAIL (Bokaro) and Power Grid Corporation - represented India. SAIL (Bokaro) team qualified to represent India at the Global Challenge Trophy of management games.

Global Challenge Trophy

The Global Challenge Trophy Management Competition was held in Macau on 13-14 April 2011 where the AIMA National Management Games champion, SAIL (Bokaro) represented India. Only 25 teams qualify for the championship from all over the world.



SAIL (Bokaro) team represent India at the New Asian Management Game, Hongkong.

TESTING SERVICES

Testing Services



Wg Cdr V S Bejoy, Director, CMS, AIMA receiving the 'Golden Peacock National Innovative Service Award 2011' from Justice P N Bhagwati, Former Chief Justice of India in Mumbai.

AIMA Centre for Management Services

The AIMA Centre for Management Services (AIMA CMS) consolidated its strengths in providing testing services for B-School admissions and for recruitment in organisations. More than 400,000 people have been administered the various AIMA tests since August 2010. AIMA CMS received a national award for its innovation and excellence during the year.

The Centre leveraged technology to make the testing administration and the testing process more efficient and user friendly. The pathbreaking concept of an employability grading test for management graduates was also introduced.

Highlights of the AIMA CMS during the year:

Management Aptitude Test (MAT)

The Management Aptitude Test (MAT), the Centre's core service and a key national level test for admission to MBA and allied programmes, remained popular with the students and business schools.

There was a considerable recovery and stabilisation in the number of students and business schools registering for MAT.

AIMA promoted the test vigorously and saw a registration of over 1,60,000 students during the period September 2010 – May 2011 with over 500 B- schools participating this year.

Also, to make it easier for students to take MAT, the Centre has

**MAST is structured
keeping in mind the current
industry trends and talent
requirements.**

increased the number of computer-based tests each quarter, which are in addition to the paper-based tests.

Customised Testing Services

AIMA CMS provides customised testing services for admissions to specialised institutes of higher education. It also undertakes testing assignments from companies and public organisations for recruitment and employee evaluation.

During this period, the Centre conducted admission tests for varied niche institutes, such as GKMC College of Management Indian Institute of Management Kozhikode, Thapar University, Indian Institute of Tourism & Travel Management (IITTM), National Council for Hotel Management & Catering Technology (NCHMCT), National Institute of Fashion Technology (NIFT) and University of Petroleum & Energy Studies (UPES).

AIMA CMS conducted 114 recruitment and employee evaluation tests during this period. Its clients included the Supreme Court of India, Bharat Electronics, RITES, MMTC, Food Corporation of India, Jharkhand State Electricity Board, The Centre for Wind Energy Technology amongst others.

Management Aptitude and Skills Test (MAST)

AIMA introduced the concept of an employment-readiness test for

management graduates in the form of the MAST. This test fills an urgent need for a national database of the job-ready management graduates. The national and the multinational companies need access to talent outside their familiar catchment areas and the students from less known business schools need access to such companies for job opportunities.

It is a revolutionary concept and AIMA has propagated it among companies and business schools. There is a significant interest in the test and the first MAST is scheduled for September 2011. The test is expected to achieve traction steadily and become another popular service of AIMA.

MAST is structured keeping in mind the current industry trends and talent requirements. The test will pre-screen management graduates on both their technical skills and personality polish. The objective is to allow companies to identify and recruit suitable talent from all over the country and the talent that can be deployed with minimal training.



A candidate preparing for the Management Aptitude and Skills Test.

Awards for AIMA CMS

Recognising innovations in testing services, AIMA CMS was awarded the Golden Peacock National Innovative Service Award 2011.

Former Chief Justice of India, Justice P N Bhagwati presented the award to AIMA at a glittering ceremony in Mumbai in January 2011.

Leveraging Technology

There was a further emphasis on the use of technology to deliver the testing services to students and organisations with greater efficiency and at lower costs.

AIMA CMS facilitated applications, payment, issuance of admit cards and provision of results on its website. The use of computer-based testing was further increased.



Students taking the MAT exam

Quality Certification

The testing services are being administered as per ISO 9001:2008 Quality Certification.

Some of the organisations that availed of CMS services last year include:

Recruitment Project Clients

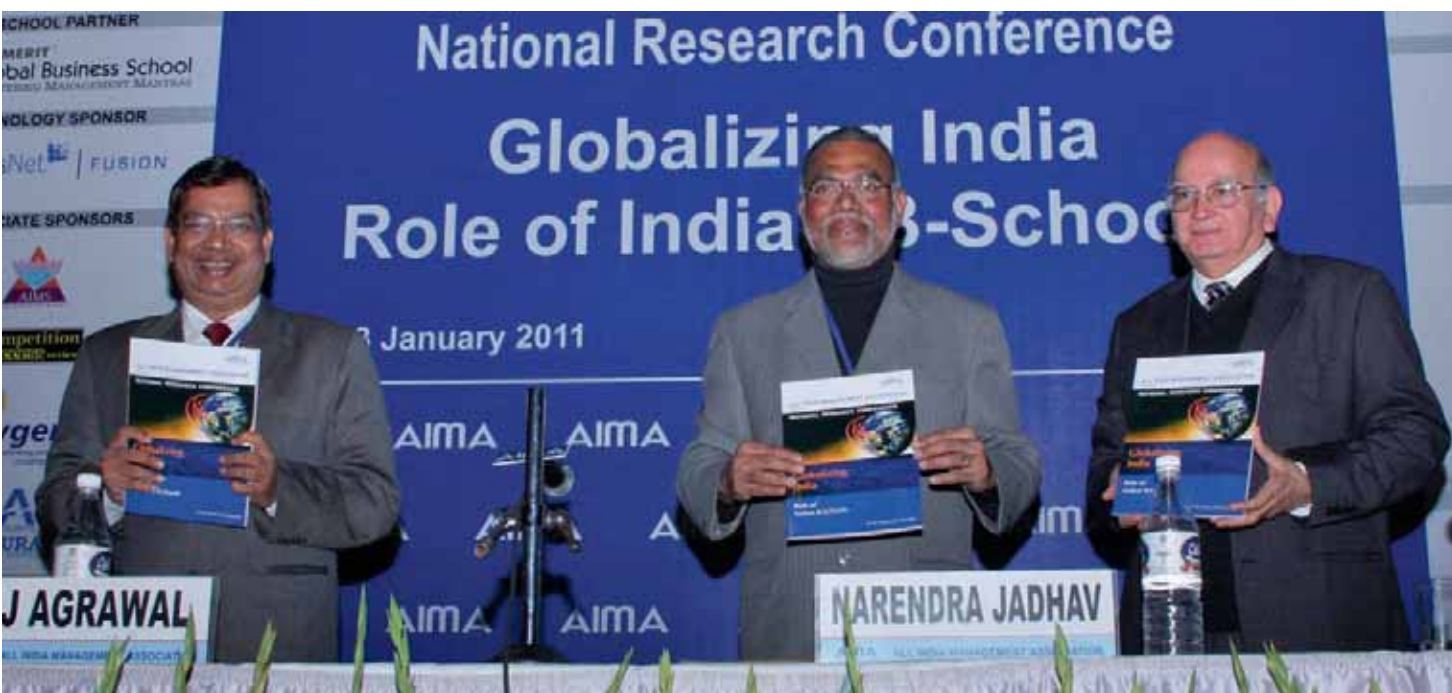
- Bharat Electronics Limited
- Centre for Wind Energy Technology
- Food Corporation of India
- Indian Government Mint
- Jharkhand State Electricity Board
- MMTC Limited
- RITES Limited
- Security Paper Mill
- Security Printing & Minting Corporation of India Limited
- Supreme Court of India

Admission Project Clients

- Banasthali University
- Central Footwear Training Institute
- Consortium of Minority Professional Educational Institutes of UP
- Indian Institute of Tourism & Travel Management
- Islamic University of Science & Technology
- Kashmir University
- National Council of Hotel Management & Catering Technology
- National Institute of Fashion Technology
- Northern India Institute of Fashion Technology
- University of Petroleum & Energy Studies

EDUCATION

Education



Raj Agarwal, Director CME, AIMA; Narendra Jadhav, Member, Advisory Council & Planning Commission, Government of India and MM Pant, Chairman, BOS (AIMA) & Former Pro-VC, IGNOU at AIMA's National Research Conference in New Delhi.

AIMA Centre for Management Education

AIMA took several innovative initiatives to enhance the delivery of the post-graduate management education through the distance mode.

The AIMA Centre for Management Education (AIMA CME) expanded its study centre network, started new study programmes, forged new tie-ups and organised conferences on management education development issues.

The Centre leveraged technology to start offering e-learning and online testing. This innovation has made management education available on demand.

The synopsis of the year's major initiatives:

National Research Conference

AIMA CME organised an extremely successful National Research Conference (NRC) in New Delhi on 12-13 January 2011. The theme of the conference was 'Globalising India: Role of Indian B-Schools'.

Mr Narendra Jadhav, Member, National Advisory Council and Member Planning Commission, was the chief guest at the NRC. The distinguished speakers who addressed the conference included Prof D K Bandhopadhyay, Vice Chancellor, Guru Gobind Singh Indraprastha University; Mr Dilip Chenoy, Managing Director & CEO, National Skill Development Corporation; Mr SS Mantha, Chairman (Acting), All India

Council for Technical Education and Prof M M Pant, Former Pro-VC, IGNOU and Chairman-BOS, AIMA.

The conference focused on the present and the potential role of the business schools in aiding Indian companies' globalisation. The discussions centred around the vision and capabilities of the B-Schools, the importance of their international linkages and accreditations and the enabling role of the regulatory bodies.

The conference included a Doctoral Session in which eminent research scholars shared their studies.

AIMA-CME Study Centre Expansion

To expand the reach of AIMA CME, 23 new study centres were opened across the country. These have significantly

Education

increased the students' access to AIMA classes in the National Capital Region, Maharashtra, West Bengal, Andhra Pradesh, Karnataka, Kerala, Chattisgarh, Orissa and Jharkhand.

In addition, AIMA CME opened its own study centre at Bengaluru, in April 2011.

PGDITM Tie-up

AIMA CME entered an agreement with New Horizons India Ltd. (NHIL) for offering the Post Graduate Diploma in Information Technology Management (PGDITM). The company is a joint venture of New Horizons Worldwide Inc. and the Shriram Group.

New Horizons will offer AIMA's PGDITM programme through interactive classrooms using satellite links.

B-School Cooperation Project

AIMA CME has initiated the B-School Cooperation Project to support emerging B-schools in capacity building during their formative years. The Project provides opportunities to the students of such B-schools to acquire additional qualifications in the form of AIMA CME's short term management certificate programmes – the six months ACM or the one year PGCM. The Project has been launched with an agreement with Chanderprabhu Jain Institute of Management & Technology, New Delhi.

E-Learning Initiatives

AIMA CME has leveraged technology to deliver management education through the e-learning mode. CME is offering both live and interactive online classes and recorded modules for on-demand access to education content.

Several distinguished academicians and industry experts remotely conducted live classes for AIMA's students on a variety of topics. Industry experts from diverse companies such as ONGC, Syndicate Bank and Tokai Imperial Rubber Industries, lectured the students. AIMA faculty also held live sessions on diverse topics.

In-Company Programmes

AIMA CME is also offering AIMA courses as In-company programmes to various public and private sector organisations.

Customised Short Term Programmes

AIMA CME initiated the development of short-term customised programmes to cater to the special needs of students and companies. The first programme under this initiative is the Post Graduate Programme in Wealth Management. This is an eleven month course covering aspects such as Tax planning, Managerial Economics, Statistical Methods, Planning Risk Management, Entrepreneurship etc.

Faculty Development Programmes

Many Faculty Development Programmes (FDPs) were organised to update and upgrade the knowledge and skills of the teachers and the trainers.

AIMA-CME organised its 9th Faculty Development Programme on 'Data Mining for Market Research: Sales Forecasting and CRM' on 29 April 2011 in New Delhi. The corporate participants included Tata Communications, Tata Motors, Radio City and LG Electronics India. The workshop was well received and a continuation workshop is planned.

An FDP on 'Recent Advances in Research Methods and Data Analytical Tools' was organised on 23-24 October 2010 in Bengaluru. More than 40 participants from various B-schools attended the workshop.

Another FDP was organised to focus on 'Case Teaching and Case Writing' on 30-31 July 2010 at Ansal Institute of Technology, Gurgaon. The FDP catered to the 45-member faculty of the host institute.

PhD (Business Administration) Programme

A new PhD (Business Administration) session was launched in January 2011. The foundation phase involved admission of 97 candidates from industry and academia.

The candidates enrolled in the research phase of the programme presented their synopsis at Aligarh Muslim University (AMU) on 27-28 January 2011.

Admissions

The content and delivery of the flagship PGDM programme has been enriched with the inclusion of the e-learning support, soft skill development, increased industry interface and placement support.



Students of AIMA.

AIMA leveraged technology to start offering e-learning and online testing

Convocation

Over 2000 students will be completing their courses with AIMA this year and will receive their diplomas / certificates during AIMA's 16th Convocation scheduled on 14 September 2011 at New Delhi.

969 students are enrolled in AIMA's Post Graduate Diploma in Management (PGDM) and 89 students in the Post Graduate Diploma in Information Technology & Management (PGDITM). In addition there are 917 students completing their Professional Certificate in Management with 93 students in Professional Diploma & Post Graduate Certificate Programmes.

Examinations

Starting with the December 2010 semester

examinations, AIMA CME offered online examinations for the students of PGDM Programme. The online test was conducted separately in February 2011 in collaboration with Hughes at 19 centres all over India. Overall, the semester examinations were held at 26 Centres in India and abroad. For these exams, 3433 students registered for 17,400 papers in 162 subjects across PhD, PGDM, PGDITM and PGCM programmes.

Question Bank

The examination department created a question databank for 132 subjects. This would ensure better quality control on the question paper setting process and facilitate conduct of on-demand examination while also reducing the cost.

Answer Sheet Feedback

AIMA CME introduced the practice of providing feedback to the examinees whose grades are not satisfactory. Such examinees can now request to see their answer sheets with detailed feedback for the required improvements.

Placement Activity

CME has initiated online registration of students for placement support services. 'Employment zone' has been created on AIMA's websites to attract companies for placement. Several companies offered jobs and internships to AIMA students. They include, Allied Digital Services, International Market Research and Consulting Group, Jai Bharat Maruti, Onyx Wealth, Osram India and Protiviti Consulting.

Soft Skill Programme

To improve the employability of our students, CME introduced a module on personality development. The module includes six sessions which focus on office skills such as business communication, presentation, interviewing, team work and time management. Currently, this module is offered in Delhi. This would be offered through other centres in the future.



Students of AIMA

**LOCAL
MANAGEMENT
ASSOCIATIONS
AND
MEMBERSHIP**

LMA & Membership



Gautam Thapar, President, AIMA and Rekha Sethi, Director General, AIMA with the Local Management Associations representatives.

LMA Relations & Membership

AIMA took several initiatives to improve its coordination and bond with its 58 local affiliates and two overseas cooperating members. AIMA leadership reached out to the local management associations (LMAs) and took initiatives for greater cooperation with them.

AIMA attracted a significant number of new individual and corporate members this year. The member services were also upgraded.

The following are the year's highlights of the LMA relations and membership initiatives of AIMA:

LMA Relations

LMA CEOs Workshop: AIMA organised its annual LMA CEO workshop on the occasion of the National Management Convention in Kolkata on 21 September 2010. The heads of 35 LMAs participated. AIMA Director General, Ms Rekha Sethi chaired the workshop and all AIMA Directors attended it. The workshop yielded useful pointers for improving collaboration and coordination between AIMA and the LMAs.

AIMA President's Meeting with the LMAs:

Mr Gautam Thapar, President, AIMA, met 32 LMA representatives on a one to one basis. Mr Gautam Thapar shared his vision for AIMA in an open discussion while the LMAs got an opportunity to share their views to achieve greater coordination in planning and executing management development programmes.

LMA Visits by AIMA Officials

Mr D Shivakumar, Vice President, AIMA visited Hyderabad LMA to interact with their executive committee members and Ms Rekha Sethi, Director General, visited many local management associations to

enhance AIMA's bond with them. Mr Vijay Dev Dabas, Director, LMA Relations, visited the LMAs in Lucknow, Jaipur, Patiala, Chandigarh, Meerut, Ghaziabad and Noida.

Best LMA Awards

Thirty LMAs participated in the Best LMA Award contest for 2009-2010. The award winning LMAs were:

- Category I - Madras Management Association
- Category II - Bharuch District Management Association
- Category III (Joint Winners) - Tarapur Management Association and Palghat Management Association
- Category IV - Nashik Management Association.
- National Excellence Award - Ahmedabad Management Association for winning the Best LMA Award for three consecutive years.

The winning LMAs were felicitated at the 37th National Management Convention on 23 September 2010 in Kolkata.

Financial Support to LMAs

During 2010-11, AIMA provided financial support to eight LMAs for infrastructure. These LMAs were Jaipur, Allahabad, Yamuna Nagar, Coimbatore, Kerala, Madurai, Quilon and Bhopal.

Western Region Conclave

The western region conclave was held at Ahmedabad on 4 June 2010 where Mr Bibek Debroy, the noted Economist and Professor at the Centre for Policy Research, addressed the Western Region LMAs.

LMA Participation in Gol's Investor Awareness Programme

Seventeen LMAs participated in the India

Investor Week, promoted by the Ministry of Corporate Affairs and organised by the Investor Education and Protection Fund, in July 2010.

Membership and Member Services

AIMA attracted a significant number of new members – 95 institutional members and 4118 individual members.

AIMA members in Delhi were provided opportunities to interact with experts from industry and academia through an evening lecture series at AIMA Auditorium in Delhi.

Member services were upgraded. The speed of response to member queries and complaints was improved and new photo-bearing membership cards were issued. Evening lectures were organised at AIMA auditorium in Delhi for the members. AIMA News, the members-only quarterly, was revamped with high-quality content and design. Indian Management, AIMA's popular magazine, remained an essential reading.



Shashi Tharoor, MP delivering the inaugural speech on the eve of Silver Jubilee Celebration of Quilon Management Association.



Naresh Chandra Gelli, President, Hyderabad Management Association (HMA) lighting the lamp during the inauguration of AIMA-HMA 'Shaping Young Minds Programme' on 22nd December 2010. M Damodaran, Former Chairman, SEBI; Sunil Alagh, Chairman, SKA Advisors; Kamal Singh, Director, AIMA and Amar Chegu, Past President, HMA look on.

Fellowships

AIMA Fellowships were conferred on five members at the Convocation held on 4 September 2010. The Fellows are: Mr R S Sharma, Chairman & Managing Director, ONGC Ltd.; Mr Amarendra Mahapatra, Director (Personnel), MMTC Ltd.; Mr Anand Kumar, former Director (R&D), Indian Oil Corporation Ltd.; Mr Ramesh Chandra Shrivastav, Former Director (HR), NTPC Ltd. and Mr K R Arya, Director General, (NIESBUD), (Ministry for Micro, SME).



Chief Guest M.K. Narayanan, Governor, West Bengal addressed the Management Day Celebration at Gokulam Convention Centre.

LMA's affiliated to AIMA

EASTERN REGION

- Bhubaneswar Metropolis Management Association.
- Calcutta Management Association
- Cuttack Management Association
- Guwahati Management Association
- Jamshedpur Management Association
- Jharia Coalfield Management Association
- Patna Management Association
- Ranchi Management Association
- Silchar Management Association

NORTHERN REGION

- Allahabad Management Association
- Bathinda Management Association
- Chandigarh Management Association
- Delhi Management Association
- Faridabad Management Association
- Ghaziabad Management Association
- Gurgaon Management Association
- Hardwar Management Association
- Jaipur Management Association
- Kanpur Management Association
- Lucknow Management Association
- Ludhiana Management Association

- Meerut Management Association

- Noida Management Association
- Patiala Management Association
- Rohilkhand Management Association
- Yamuna Nagar Jagadhri Management Association.

SOUTHERN REGION

- Bangalore Management Association
- Calicut Management Association
- Coimbatore Management Association
- Greater Mysore Management Association
- Hyderabad Management Association
- Kerala Management Association
- Madras Management Association
- Madurai Management Association
- Mangalore Management Association
- North Karnataka Management Association
- Palghat Management Association
- Quilon Management Association
- Trichur Management Association
- Trivandrum Management Association
- Tumkur Management Association
- Visakhapatnam Management Association

WESTERN REGION

- Ahmedabad Management Association
- Baroda Management Association
- Bharuch Distt. Management Association.
- Bhopal Management Association
- Bombay Management Association
- Goa Management Association
- Gwalior Management Association
- Indore Management Association
- Kutch Management Association
- Nagpur Management Association
- Nashik Management Association
- Pune Management Association
- Rajkot Management Association
- Surat Management Association
- Tarapur Management Association

CO-OPERATING MEMBERS

- Mauritian Management Association
- Qatar Indian Management Association

INSTITUTIONAL MEMBERS

CATEGORY	Status as on 31.03.2010 (A)	New Admissions up to 31.03.2011 (B)	Resigned / Deleted (C)	Status as on 31.03.2011 (A+B-C)
CORPORATE	59	27	0	86
COMBINED	257	48	47	258
MULTIPLE	6	1	0	7
SEPARATE	41	7	11	37
SME	33	12	3	42
Total	396	95	61	430

PROFESSIONAL MEMBERS

CATEGORY	Status as on 31.03.2010 (A)	New Admissions up to 31.03.2011 (B)	Resigned / Deleted / Expired / Upgraded (C)	Status as on 31.03.2011 (A+B-C)
HON. FELLOWS	65	0	0	65
PAST PRESIDENTS *	29	1	1	29
LIFE FELLOWS	79	10	0	89
FELLOWS	110	3	17	96
LIFE MEMBERS	1028	241	3	1266
MEMBERS	3393	444	828	3009
CME-STUDENTS	3425	2809	3418	2816
STUDENTS	498	610	430	678
TOTAL	8627	4118	4697	8048

* Alive Past Presidents

**AUDITOR'S
REPORT
& ACCOUNTS**
2010 - 2011

Auditor's Report

The Members

All India Management Association

New Delhi

We have audited the attached Balance Sheet of All India Management Association as at 31st March, 2011 and the Income and Expenditure Account for the year ended on that date annexed thereto. These financial statements are the responsibility of All India Management Association and our responsibility is to express an opinion on these financial statements based on our audit.

We have conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mis-statement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion. We report that;

- (a) We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of our audit;
- (b) In our opinion, proper books of accounts have been kept by the Society so far appears from our examination of the books;
- (c) The Balance Sheet and Income and Expenditure Account dealt with by this report are in agreement with the books of accounts;
- (d) In our opinion and to the best of our information and according to the explanations given to us, the said accounts read together with the Accounting Policies and Notes as mentioned in Schedule 18 thereon give a true and fair view;
 - (i) in the case of the Balance Sheet, of the State of affairs of the Society as at 31st March 2011; and
 - (ii) in the case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

D. VERMA ASSOCIATES

Chartered Accountants
Firm Regn. No. 011396N

Date : June 8, 2011

Place : New Delhi

DINESH VERMA

Proprietor
Membership No. 089583

Balance Sheet

Particulars	Schedule Reference		As At 31.03.2011		As At 31.03.2010
		₹	₹	₹	₹
Sources of Funds :					
Corpus	1		37,62,88,214		36,76,97,929
Earmarked Funds	2		25,35,41,120		23,12,78,812
General Reserve	3		1,10,62,52,852		86,71,63,758
Total			1,73,60,82,186		1,46,61,40,499
Application of Funds :					
Fixed Assets :					
Gross Block	4	33,94,04,455		33,21,47,437	
Less : Depreciation		3,44,23,963		3,15,45,991	
Net Block		30,49,80,492		30,06,01,446	
Capital Work in Progress		98,92,594	31,48,73,086	58,86,053	30,64,87,499
Investments	5		1,28,14,60,307		86,67,57,778
Current Assets :					
Current Assets, Loans & Advances :	6	26,34,03,278		41,63,08,419	
Less : Current Liabilities & Provisions	7	12,36,54,485		12,34,13,197	
Net Current Assets			13,97,48,793		29,28,95,222
Total			1,73,60,82,186		1,46,61,40,499

Accounting Policies & Notes forming part of accounts.

18

Schedules referred to above, form an integral part of accounts.

As per our report of even date attached.

For D Verma Associates
Chartered Accountants
Firm Regn. No. 011396N

Gautam Thapar
President

P Dwarakanath
Treasurer

Dinesh Verma
Proprietor
Membership No.089583

Rekha Sethi
Director General

Sanjay Grover
Director

Date : June 8, 2011
Place : New Delhi

Income & Expenditure Account for the year ended March 31, 2011

Particulars	Schedule Reference	Current Year 2010-2011	Previous Year 2009-2010
		₹	₹
Income :			
Subscription from members	8	1,27,02,426	1,23,79,986
Course and Examination	9	12,24,60,262	12,90,34,888
Management Services	10	30,45,80,442	35,77,00,244
Management Development Programmes	11	8,54,83,093	6,70,93,336
Sale of Prospectus & Other Publications		12,69,545	15,13,430
Interest & Dividend	12	8,06,25,744	9,27,39,633
Royalty on Publication		14,76,223	8,14,267
Grant		2,50,000	-
Other Income	13	28,89,105	32,74,755
Total		61,17,36,840	66,45,50,539
Expenditure :			
Membership Services		57,87,538	61,47,327
Courses & Examination	14	6,06,74,922	6,69,73,295
Management Services		8,18,70,511	10,83,69,101
Management Development Programmes		5,56,98,426	3,99,42,206
LMA Relations & Support		7,98,114	13,54,537
Establishment & Administration	15	13,87,06,100	12,70,58,632
Professional & Legal Charges		16,74,134	29,79,462
Subscription to Other Associations		3,08,112	3,28,678
Rates & Taxes		77,086	51,390
Awards	16	18,68,178	1,09,036
Management Research & Development	17	18,283	-
Auditors' Remuneration		1,11,182	1,11,182
Depreciation		52,52,142	41,92,552
Amounts Written Off		5,000	2,21,100
		35,28,49,728	35,78,38,498
Excess of Income over Expenditure carried down		25,88,87,112	30,67,12,041
Total		61,17,36,840	66,45,50,539

Income & Expenditure Account for the year ended March 31, 2011

Particulars	Schedule Reference		Current Year 2010-2011		Previous Year 2009-2010
		₹	₹	₹	₹
Excess of Income over Expenditure brought down			25,88,87,112		30,67,12,041
Less : Amount transferred to :					
a) Staff Benevolent Fund		25,000		25,000	
b) Corpus for LMA Support		7,92,000		16,75,000	
c) Building Fund		52,52,000		41,93,000	
d) Social Causes Fund		64,72,000		76,68,000	
		—————	1,25,41,000	—————	1,35,61,000
Amount transferred to General Reserve			24,63,46,112		29,31,51,041

Accounting Policies & Notes forming part of accounts.

18

Schedules referred to above, form an integral part of accounts.

As per our report of even date attached.

For D Verma Associates
Chartered Accountants
Firm Regn. No. 011396N

Gautam Thapar
President

P Dwarakanath
Treasurer

Dinesh Verma
Proprietor
Membership No.089583

Rekha Sethi
Director General

Sanjay Grover
Director

Date : June 8, 2011
Place : New Delhi

Schedules Forming Part of Balance Sheet

Schedule 1				
CORPUS				
Particulars	As At 01.04.2010	Addition (Including appropriation & Interest)	Utilised *	As At 31.03.2011
	₹	₹	₹	₹
General Corpus - Invested in Fixed Assets	33,21,47,437	1,03,32,901	30,75,883	33,94,04,455
	4,40,29,423	29,45,92,535	64,74,521	33,21,47,437
General Corpus - Invested in Liquid Assets	1,43,32,470	9,51,219	-	1,52,83,689
	1,32,38,739	10,93,731	-	1,43,32,470
Management & Research Development	20,87,106	94,611	6,81,717	15,00,000
	19,68,750	1,18,356	-	20,87,106
Public Service Excellence Award	10,00,000	61,431	61,431	10,00,000
	11,11,897	78,904	1,90,801	10,00,000
LMA Support	1,19,70,413	16,11,973	5,82,855	1,29,99,531
	1,10,71,413	25,60,680	16,61,680	1,19,70,413
Lifetime Achievement Award	5,00,000	26,236	26,236	5,00,000
	5,00,000	40,000	40,000	5,00,000
AIMA-Dr. J S Juneja Award for Creativity & Innovation for Small & Medium Enterprises	10,00,000	63,074	63,074	10,00,000
	10,00,000	79,233	79,233	10,00,000
Dr. Ram Tameja Award for Best Article in Indian Management	2,00,000	15,386	15,386	2,00,000
	2,00,000	21,000	21,000	2,00,000
Sir Padampat Singhania Award for the Best Young Manager	8,31,575	61,391	71,442	8,21,524
	8,19,423	84,000	71,848	8,31,575
AIMA-R K Swamy Award for Best Indian Brand of the year	10,68,418	59,212	58,891	10,68,739
	10,96,945	80,548	1,09,075	10,68,418
Kewal Nohria Award for Excellence in Management	11,11,423	57,295	58,442	11,10,276
	11,17,705	87,500	93,782	11,11,423
AIMA-Sunil Bharti Mittal Scholarship for Girl Child	2,01,813	10,007	11,820	2,00,000
	2,01,813	16,088	16,088	2,01,813
Kamal Nayan Bajaj Scholarships for Girl Child	2,00,000	10,007	10,007	2,00,000
	2,00,000	16,088	16,088	2,00,000
AIMA-IOCL Award for Best Motivational Practice in Manufacturing & Services	10,47,274	72,500	1,19,774	10,00,000
	-	10,47,274	-	10,47,274
Total	36,76,97,929	1,34,27,243	48,36,958	37,62,88,214
Previous Year	7,65,56,108	29,99,15,937	87,74,116	36,76,97,929
<i>Figures in Italics are of previous year</i>				

*Refer to Schedule 16 & 17

Schedule 2

EARMARKED FUNDS

Particulars	As At 01.04.2010	Addition (Including appropriation & Interest)	Utilised *	As At 31.03.2011
	₹	₹	₹	₹
Land & Building for AIMA Campus	10,25,80,154	-	-	10,25,80,154
	<i>38,10,51,000</i>	-	<i>27,84,70,846</i>	<i>10,25,80,154</i>
Building	5,43,52,518	52,52,000	-	5,96,04,518
	<i>5,01,59,518</i>	<i>41,93,000</i>	-	<i>5,43,52,518</i>
Staff Benevolent	4,25,000	25,000	-	4,50,000
	<i>4,00,000</i>	<i>25,000</i>	-	<i>4,25,000</i>
Life Membership	1,45,89,739	77,11,808	-	2,23,01,547
	<i>98,44,389</i>	<i>47,45,350</i>	-	<i>1,45,89,739</i>
Management Education	8,40,000	-	-	8,40,000
	<i>8,40,000</i>	-	-	<i>8,40,000</i>
AICTE Endowment	10,00,000	-	-	10,00,000
	<i>10,00,000</i>	-	-	<i>10,00,000</i>
Campus Development	3,26,21,900	28,01,500	-	3,54,23,400
	<i>2,94,13,900</i>	<i>32,08,000</i>	-	<i>3,26,21,900</i>
Social Causes	2,48,69,501	64,72,000	-	3,13,41,501
	<i>1,83,22,501</i>	<i>76,68,000</i>	<i>11,21,000</i>	<i>2,48,69,501</i>
Total	23,12,78,812	2,22,62,308	-	25,35,41,120
Previous Year	<i>49,10,31,308</i>	<i>1,98,39,350</i>	<i>27,95,91,846</i>	<i>23,12,78,812</i>

Figures in Italics are of previous year

Schedule 3

GENERAL RESERVE

Particulars	As At 31.03.2011	As At 31.03.2010
	₹	₹
As per the last Balance Sheet	86,71,63,758	58,36,59,884
Add: Transfer of Cost of Land Purchased.	-	27,84,70,846
Less: Transfer to General Corpus - Invested in Fixed Assets	72,57,018	28,81,18,013
Add : Transferred from Income & Expenditure Account	24,63,46,112	29,31,51,041
Total	1,10,62,52,852	86,71,63,758

Schedule 4										
FIXED ASSETS										
Particulars	Gross Block			Depreciation				Net Block		
	As at 01.04.2010	Additions	Deductions	As at 31.03.2011	Upto 31.03.2010	For the Year	Written Back	Upto 31.03.2011	As at 31.03.2011	As at 31.03.2010
	₹	₹	₹	₹	₹	₹	₹	₹	₹	₹
Land - Leasehold	20,093	-	-	20,093	20,092	-	-	20,092	1	1
Land - Freehold	27,84,70,846	-	-	27,84,70,846	-	-	-	-	27,84,70,846	27,84,70,846
Building	85,32,174	21,22,422	3,08,393	1,03,46,203	31,42,465	7,42,724	2,23,507	36,61,682	66,84,521	53,89,709
Elevator	8,05,500	-	-	8,05,500	7,50,389	8,267	-	7,58,656	46,844	55,111
Central A.C.Plant	36,38,646	-	-	36,38,646	32,55,520	57,469	-	33,12,989	3,25,657	3,83,126
Diesel Generator Set	6,10,000	-	-	6,10,000	5,61,828	7,226	-	5,69,054	40,946	48,172
Office & Other Equipments	48,94,039	21,51,921	1,16,875	69,29,085	19,90,139	7,54,919	1,05,973	26,39,085	42,90,000	29,03,900
Air-Conditioners	16,34,821	3,16,167	2,14,634	17,36,354	9,13,064	1,46,502	1,92,748	8,66,818	8,69,536	7,21,757
Electrical Fittings	17,94,283	9,52,889	2,88,763	24,58,409	4,06,959	2,24,109	1,89,641	4,41,427	20,16,982	13,87,324
Fire Fighting System	12,86,127	1,66,851	-	14,52,978	9,71,184	72,270	-	10,43,454	4,09,524	3,14,943
Computers	1,37,13,619	11,12,774	97,242	1,47,29,151	1,13,05,013	19,66,411	97,216	1,31,74,208	15,54,943	24,08,606
Furniture & Fixture	1,00,19,104	33,95,070	20,48,881	1,13,65,293	28,16,425	9,87,460	15,64,698	22,39,187	91,26,106	72,02,679
Library Books & Films	57,28,059	1,14,807	1,095	58,41,771	50,26,989	1,92,655	387	52,19,257	6,22,514	7,01,070
Vehicle	10,00,126	-	-	10,00,126	3,85,924	92,130	-	4,78,054	5,22,072	6,14,202
Total	33,21,47,437	1,03,32,901	30,75,883	33,94,04,455	3,15,45,991	52,52,142	23,74,170	3,44,23,963	30,49,80,492	30,06,01,446
Previous Year	4,40,29,423	29,45,92,535	64,74,521	33,21,47,437	3,28,12,474	41,92,552	54,59,035	3,15,45,991	30,06,01,446	1,12,16,949

Schedule 5

INVESTMENTS

Particulars		As At 31.03.2011		As At 31.03.2010
	₹	₹	₹	₹
Long Term Investments :				
Unquoted (At Cost)				
8.00% Govt. of India Saving (Taxable) Bonds 2003		13,30,00,000		18,55,00,000
Fixed Deposits with Scheduled Banks:				
Indian Overseas Bank	64,07,018		15,83,75,049	
Axis Bank Ltd.	25,29,01,921		12,83,99,185	
Bank of Baroda	27,50,00,000		20,22,58,100	
ICICI Bank Ltd.	22,03,65,512		-	
IDBI Bank Ltd.	25,00,00,000		18,00,00,000	
Indian Bank	1,34,52,982		1,22,25,444	
Allahabad Bank	6,00,00,000		-	
State Bank of Patiala	7,03,32,874	1,14,84,60,307	-	68,12,57,778
Total		1,28,14,60,307		86,67,57,778
Investment of various corpus/earmarked funds as under are included in the above investments:				
A. Corpus:				
General Corpus - Invested in Fixed Assets		33,94,04,455		33,21,47,437
General Corpus - Invested in Liquid Assets		1,52,83,689		1,43,32,470
Corpus for Management & Research Development		15,00,000		20,87,106
Corpus for Public Service Excellence Award		10,00,000		10,00,000
Corpus for LMA Support		1,29,99,531		1,19,70,413
Corpus for Lifetime Achievement Award		5,00,000		5,00,000
Corpus for AIMA-Dr. J S Juneja Award for Creativity & Innovation for Small & Medium Enterprises		10,00,000		10,00,000
Dr. Ram Tameja Award for Best Article in Indian Management		2,00,000		2,00,000
Sir Padampat Singhania Award for Best Young Manager		8,21,524		8,31,575
AIMA-R K Swamy Award for Best Indian Brand of the year		10,68,739		10,68,418
Kewal Nohria Award for Excellence in Management		11,10,276		11,11,423
AIMA-Sunil Bharti Mittal Scholarship for Girl Child of AIMA Employees		2,00,000		2,01,813
Kamal Nayan Bajaj Scholarships for Girl Child of AIMA Employees		2,00,000		2,00,000
AIMA-IOCL Award for Best Motivational Practice in Manufacturing & Services		10,00,000		10,47,274
Total		37,62,88,214		36,76,97,929
B. Earmarked Funds:				
Land & Building for AIMA Campus		10,25,80,154		10,25,80,154
Building		5,96,04,518		5,43,52,518
Staff Benevolent		4,50,000		4,25,000
Life Membership		2,23,01,547		1,45,89,739
Management Education		8,40,000		8,40,000
AICTE Endowment		10,00,000		10,00,000
Campus Development		3,54,23,400		3,26,21,900
Social Causes		3,13,41,501		2,48,69,501
Total		25,35,41,120		23,12,78,812
C. General Reserve (Balance of Investments)		65,16,30,973		26,77,81,038
Total (A+B+C)		1,28,14,60,307		86,67,57,778

Schedule 6

CURRENT ASSETS, LOANS AND ADVANCES

Particulars			As At 31.03.2011			As At 31.03.2010
	₹	₹	₹	₹	₹	₹
A. Current Assets :						
Interest Accrued on Investments & Others			7,86,02,559			10,99,93,407
Stocks :						
(At Cost as Certified by Management)						
Stationery & Stores		5,85,417			6,00,378	
Prospectus		2,006			87,397	
Books & Study Materials		25,17,070	31,04,493		20,05,301	26,93,076
Dues for services rendered			4,03,50,469			2,46,72,006
Cash in Hand			38,101			46,060
Bank Balances :						
Saving Bank Account Balance with Scheduled Banks:						
Bank of Baroda	2,19,47,670			3,15,384		
ICICI Bank Ltd.	24,702			15,84,04,537		
Indian Overseas Bank	2,00,70,205			3,51,70,284		
Axis Bank Ltd.	19,89,262			15,27,322		
State Bank of India	29,20,265			4,67,797		
Citibank N.A.	36,36,204	5,05,88,308		-	19,58,85,324	
Saving Bank Linked Auto FDR:						
Bank of Baroda	-			1,80,23,423		
ICICI Bank Ltd.	1,98,22,000	1,98,22,000		82,81,875	2,63,05,298	
EEFC Account with Indian Overseas Bank (US Dollars 570.85)		25,602	7,04,35,910		25,962	22,22,16,584
Total (A)			19,25,31,532			35,96,21,133
B. Loans & Advances :						
(Unsecured considered Good)						
Advances recoverable in cash or in kind or for value to be received *			6,36,48,197			5,04,16,987
Security Deposits			72,23,549			62,70,299
Total (A)			7,08,71,746			5,66,87,286
Total (B)			26,34,03,278			41,63,08,419
* Advances unsecured considered good recoverable in cash or in kind or for value to be received						
Staff (Recoverable from Salaries)			5,35,955			6,50,064
Advance for Expenses			91,551			1,28,819
For Examination			23,73,750			25,97,385
Faculties			300			1,281
Prepaid Expenses			1,22,52,805			1,69,27,971
Tax Deducted at Source			4,26,03,898			2,82,46,476
For Supplies & Services			56,13,628			14,91,550
Nodal Centre			1,76,310			3,73,441
Total			6,36,48,197			5,04,16,987

Schedule 7

CURRENT LIABILITIES AND PROVISIONS

Particulars			As At 31.03.2011			As At 31.03.2010
	₹	₹	₹	₹	₹	₹
A. Current Liabilities :						
Fees in Advance *		4,21,39,237			4,07,12,511	
Fees Refundable		2,63,980			2,37,480	
Sundry Creditors		82,13,922			1,35,83,885	
Statutory Dues		59,93,327			47,91,592	
Other Liabilities **		2,98,65,737			3,47,60,075	
Security Deposits:						
Nodal Centre	1,18,00,000			84,50,000		
Library	7,94,000			7,74,000		
Others	6,10,000			50,000		
Contractors	30,000	1,32,34,000	9,97,10,203	30,000	93,04,000	10,33,89,543
B. Provisions :						
Gratuity		1,42,68,036			1,19,10,515	
Leave Encashment		96,76,246			81,13,139	
		-----	2,39,44,282		-----	2,00,23,654
Total			12,36,54,485			12,34,13,197
* Fees Received in Advance :						
Professional Development Programmes		20,66,000			22,67,000	
Special Events		10,15,000			15,00,000	
Course Fees		25,42,137			32,19,792	
Management Services		3,65,16,100			3,37,25,719	
Total		4,21,39,237			4,07,12,511	
** Other Liabilities :						
Expenses Payable		88,45,421			99,08,271	
Staff Salary Payable		2,59,702			80,624	
Membership Pending Application		5,13,175			1,55,225	
State Cheques		9,39,305			6,68,791	
Amount Payable to Other Institutions		13,26,324			12,42,155	
Share Payable to Nodal Centres		1,75,45,412			2,22,98,461	
Amount Payable to AIMA Alumni Association		98,300			1,88,862	
Honorarium Payable to Faculties		3,38,098			2,17,686	
Total		2,98,65,737			3,47,60,075	

Schedules Forming Part of Income & Expenditure Account

Schedule 8		
SUBSCRIPTION FROM MEMBERS		
Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Institutional Membership	55,24,800	50,31,095
Professional Individual Membership	61,38,804	63,42,581
LMA Membership	10,38,822	10,06,310
Total	1,27,02,426	1,23,79,986

Schedule 9		
COURSE AND EXAMINATION		
Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Course	10,60,88,804	12,36,96,944
Evaluation	1,10,45,173	22,66,740
Assignment	8,35,450	7,04,020
Others	44,90,835	23,67,184
Total	12,24,60,262	12,90,34,888

Schedule 10		
MANAGEMENT SERVICES		
Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Student Related	19,80,56,668	26,61,75,985
Institution Related	7,15,63,896	6,94,04,270
Corporate Related	3,49,29,286	2,10,90,410
Rating of Business Schools	-	10,00,000
Others	30,592	29,579
Total	30,45,80,442	35,77,00,244

Schedule 11

MANAGEMENT DEVELOPMENT PROGRAMMES FEES

Particulars	Current Year 2010-2011				Previous Year
	Programme Fees	Sponsorship Fees	Souvenir/ Stall Fees	Total Fees	2009-2010 Total Fees
	₹	₹	₹	₹	₹
Management Programmes (National Events)	1,10,74,719	92,46,880	15,24,736	2,18,46,335	1,95,96,477
National Management Convention	17,73,000	1,13,50,000	6,49,000	1,37,72,000	1,54,86,401
GAMP Programme	1,06,15,000	-	-	1,06,15,000	76,60,000
Management Development Programmes	1,56,08,077	1,28,93,031	2,45,500	2,87,46,608	1,90,00,181
Special Events	18,53,150	86,50,000	-	1,05,03,150	53,50,277
Total	4,09,23,946	4,21,39,911	24,19,236	8,54,83,093	6,70,93,336
Previous Year	3,07,15,804	3,34,30,331	29,47,201	6,70,93,336	6,10,23,991

Schedule 12

INTEREST ON INVESTMENTS & BANK DEPOSITS

Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Interest on Bonds	1,98,20,756	2,11,12,201
Interest on Fixed Deposits with Banks	5,67,83,657	6,08,78,077
Interest on Saving Accounts & Saving Bank linked auto FDRs	40,21,331	1,07,49,355
Total	8,06,25,744	9,27,39,633

Schedule 13

OTHER INCOME

Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Advertisement - AIMA News	5,94,000	6,83,000
Advertisement - B.School Directory	14,31,520	18,50,000
Sale of Scrap	1,43,267	1,98,598
Profit on Sale of Fixed Assets	46,514	44,854
Miscellaneous Receipts	6,73,804	4,40,871
Liabilities No Longer Required	-	41,382
Shaping Young Mind Programme	-	16,050
Total	28,89,105	32,74,755

Schedule 14

COURSE AND EXAMINATION EXPENSES

Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Books & Study Material	67,42,727	85,21,297
Student Support Services	4,31,10,140	5,11,00,677
Examinations	45,14,102	38,18,832
Advertisement & Promotion	37,42,392	15,07,453
Printing of Publication & Journal	1,43,913	1,79,110
Others	24,21,648	18,45,926
Total	6,06,74,922	6,69,73,295

Schedule 15

ESTABLISHMENT & ADMINISTRATIVE EXPENSES

Particulars	Current Year 2010-2011	Previous Year 2009-2010
	₹	₹
Salaries & Allowances	6,70,62,609	5,93,29,284
Contribution to Provident Fund	38,65,224	35,03,242
Provision for Gratuity	25,30,739	21,71,136
Provision for Leave Encashment	26,33,789	24,18,923
Staff Welfare & Development	32,20,171	25,93,371
Fee Paid to Advisor/Consultant	27,17,566	3,68,818
Printing & Stationery	38,21,634	41,40,023
Advertisement & Promotion	25,22,976	35,17,562
Communication	1,33,67,457	1,70,02,790
Electricity and Water Charges	37,45,432	28,94,292
Conveyance	29,73,121	23,46,066
Travelling - Domestic	74,43,974	52,99,662
Travelling - Foreign	11,38,747	7,09,510
Repair & Maintenance	65,32,740	51,32,225
AGM & Other Meetings	32,146	88,349
Vehicle Running & Maintenance	2,37,302	1,53,885
Security	8,68,787	6,80,853
Insurance	1,46,687	1,38,003
Faculty Honorarium	21,828	37,938
Software Charges	8,685	70,665
Loss on Sale of Fixed Assets	4,90,410	5,94,869
Rent	1,06,37,122	99,64,811
Recruitment	7,82,442	1,96,229
Land & Development Charges	-	18,48,224
Exchange Fluctuation	4,40,433	4,745
Others	14,64,079	18,53,157
Total	13,87,06,100	12,70,58,632

Schedule 16

AWARDS

Particulars		Current Year 2010-2011		Previous Year 2009-2010
	₹	₹	₹	₹
Awards for Small and Medium Enterprises				
Expenses for Awards	1,38,626		1,24,626	
Less: Met out of Interest on earmarked corpus	63,074		79,233	
	-----	75,552	-----	45,393
Dr. Ram Tarneja Award				
Expenses for Awards	19,458		35,049	
Less: Met out of Interest on earmarked corpus	15,386		21,000	
	-----	4,072	-----	14,049
Lifetime Achievement Award				
Expenses for Awards	17,44,425		84,925	
Less: Met out of Interest on earmarked corpus	26,236		40,000	
	-----	17,18,189	-----	44,925
Public Service Excellence Award				
Expenses for Awards	1,22,548		1,95,470	
Less: Met out of Interest on earmarked corpus	61,431		190,801	
	-----	61,117	-----	4,669
AIMA - IOC Ltd. Award for Best Mfg. & Services				
Expenses for Awards	1,29,022		-	
Less: Met out of Interest on earmarked corpus	1,19,774		-	
	-----	9,248	-----	-
Total		18,68,178		1,09,036

Schedule 17

MANAGEMENT RESEARCH & DEVELOPMENT

Particulars		Current Year 2010-2011		Previous Year 2009-2010
	₹	₹	₹	₹
Expenses	7,00,000		-	
Less: Met out of Interest on earmarked corpus	6,81,717		-	
	-----	18,283	-----	-
Total		18,283		-

Significant Accounting Policies and Notes to Accounts

(Annexed to and forming part of the Balance Sheet as at 31st March, 2011)

Schedule 18

A. Accounting Policies:

1. The preparation of financial statements in conformity with generally accepted accounting policies requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement and the reported accounts of revenues and expenses for the years presented. Actual results could differ from these estimates.
2. (a) Inventory of saleable publications and priced printed brochures, books, study material and stationary are valued at cost.
(b) Outdated stock of books, prospectus and bulletins etc. is charged off as and when ascertained.
3. Life membership fees is treated as Capital receipt.
4. Interest on investments of corpus funds is added to corpus funds and in the case of earmarked funds, interest is taken to income.
5. Depreciation on fixed assets is provided on the following basis:-
 - (i) Premium on the leasehold land is amortized over the period of lease.
 - (ii) Library books and films at 25% on written down value method,
 - (iii) Other assets at written down value method at rates as prescribed in Income Tax Act, 1961.
6. Accounting Standard-9 Revenue recognition states that "revenue should be recognized at the time of sale or rendering of services. However, if at the time of sale or rendering services there is significant uncertainty in ultimate collection of the revenue, then the revenue recognition is postponed and in such cases revenue should be recognized only when it becomes reasonably certain that ultimate collection will be made". AIMA has followed the above principle for recognition of revenue except for membership fee, income from sale of prospectus and income from sale of MAT Bulletin through the Banks, which is accounted for on cash basis consistently.
7. Expenditures are accounted for on accrual basis.
8. Accounting Standard- 10 Accounting for Fixed Assets states 'the cost of fixed assets should comprise its purchase price and any other cost directly attributable to bring the assets to its working condition excluding Excise duty if CENVAT credit is to be availed of. When the fixed assets are retired from active use and disposed off then the gain or loss from disposal of fixed assets is recognized in the statement of Profit and Loss or Income and Expenditure account". AIMA has followed the same principle for accounting of fixed assets.
9. Liability for Gratuity and Leave encashment are provided for on actuarial valuation basis for all employees, but are not funded.
10. Provident fund is contributory. The rate of contribution is 12% of basic salary. The Provident fund is administered by the AIMA EPF Trust. Pending finalization of provision of interest to be credited to the employee's accounts in the books of the PF Trust, AIMA will need to ascertain the amount of contribution, if any; it has to make to the trust arising due to the decision of the government to increase the interest rate on employees' provident fund from 8.5% to 9.5%.
11. All the monetary items denominated in foreign currency are reported in the balance sheet using the closing rate of exchange at the year-end.

B. Notes to Accounts:

1. AIMA has been granted exemption under section 10(23C)(vi) of the Income Tax Act, 1961 vide letter No. DGIT(E)/10(23C)(vi)/2008 dated 26th May, 2008 issued by Director General of Income Tax (Exemption), New Delhi for the assessment year 2008-09 & onwards. However, DGIT(Exemption) withdrew the exemption, which was earlier granted on 09.09.2005, vide order F.No. DGIT(E) DG-4/10(23C)(VI)/2005-06/576 for A.Y. 2005-06 to 2007-08 dated 29th July, 2009. A Writ petition had been filed before Honorable High Court, Delhi against the withdrawal of Exemption on 11th August, 2009. The Honorable Delhi High Court had admitted the same and the case is still proceeding.
2. AIMA had purchased from DLF (Associate Companies) 12.74375 acres of Land at sector – 64 in Gurgaon, Haryana. The said land is an agricultural land at present and in order to use it for Institutional purposes, AIMA needs necessary permission for Change of Land Use (CLU). AIMA had submitted the application on 30th December, 2009 for the Change in Land Use to The Director, Town and Country Planning (DTCP), Haryana. As per terms of agreement of purchase of land, DLF had assured that Change of Land Use will be done within one year failing which it give AIMA an option to take back the land at land cost + 9% interest on the sale price from the date of the execution of the first sale deed in favour of the purchaser till the date of the payment.
3. Investments are made in securities covered under Section–11(5) of the Income Tax Act, 1961 and are valued at cost of acquisition.
4. The outstanding balances of creditors, debtors and other advances given to the parties are subject to confirmation and therefore; these balances are stated as per books of accounts. The Management has however, scrutinized these accounts and believes that no material adjustment will be necessary upon the receipt of confirmations.
5. Auditor's remunerations and other services excluding service tax are as follows:-

	Current year	Previous Year
i. Fees for Statutory Audit	₹ 85,800/-	₹ 85,800/-
ii. Fees for Tax Audit/Tax Work	₹ 15,000/-	₹ 37,500/-
iii. Other services	₹ 13,790/-	₹ 85,000/-
	-----	-----
	₹ 1,14,590/-	₹ 2,08,300/-
	-----	-----

6. Previous year's figures have been regrouped, rearranged, reclassified / recast wherever considered necessary.

For D.Verma Associates

Chartered Accountants
Firm Regn. No. 011396N

Gautam Thapar

President

P Dwarakanath

Treasurer

Dinesh Verma

Proprietor
Membership No.089583

Rekha Sethi

Director General

Sanjay Grover

Director

Date : June 8, 2011

Place : New Delhi

Bankers

Indian Overseas Bank
Lok Kala Manch Branch,
20, Institutional Area,
Lodhi Road,
New Delhi 110 003

State Bank of India
Lodhi Road Branch,
Andhra Association Building,
24-25 Institutional Area,
Lodhi Road,
New Delhi 110 003

ICICI Bank Limited
New Delhi Branch,
9A, Phelps Building,
Connaught Place,
New Delhi 110 001

Bank of Baroda
Defence Colony Branch
8A, DDA Shopping cum Office
Complex, Defence Colony
New Delhi 110 024

Axis Bank Ltd.
Khan Market Branch
Shop 2A & 2B
Khan Market
New Delhi 110 003

Citi Bank, N.A.
Jeevan Bharti Building,
124, Connaught Circus
New Delhi 110 001

Auditors

D.Verma Associates
Chartered Accountants
N-226, LGF, Greater Kailash - I,
New Delhi 110 048

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