

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

NOVEMBER 2014



Dear Readers,

I am pleased to present the November edition of AIMA News.

Looking back on the past months gives me great satisfaction as AIMA forged ahead with its mission of building management capability in the country. Over the past months we reinforced our strengths and also launched some new initiatives. None of this could have been possible without the support of our members and well wishers, and on behalf of AIMA I would like to take this opportunity to thank you all.

The past month saw AIMA President, Mr HM Nerurkar address the Lean Summit held at Bangalore as Chief Guest, and the Annual Convention of Viacom Management Convention. The Lean Summit was jointly organised by AIMA and Lean Management Institute of India. In addition AIMA organised a Workshop on Innovation led by Prof Soumitra Dutta from Cornell University, which was also addressed by Mr D Shivakumar, Chairman and CEO- India Region, Pepsico Holdings India Pvt Ltd and Ms Kirthiga Reddy, Managing Director, Facebook India. You will find brief reports inside.

In addition AIMA organised its third Young Leaders Retreat in Goa which has been designed to enhance the leadership skills and capabilities of the young managers of today. The Retreat was led by Mr Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Limited and Mr Vineet Agarwal, Managing Director, Transport Corporation of India Ltd. The programme was a huge success and saw the likes of Mr Piyush Pandey, Mr D Shivakumar, Mr Sanjeev Bikhchandani, Mr Chandra Shekhar Ghosh, Mr Pramod Bhasin, Mr Roshan Abbas share their thoughts as speakers at the various sessions.

This edition of AIMA News also carries coverage on other training programmes, workshops and interactive sessions conducted by AIMA during the period; and brings you updates from the Local Management Associations.

I hope you enjoy reading this edition of AIMA News.

Warm regards

Rekha Sethi
Director General

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Lean Summit



Inauguration of the Lean Summit

AIMA was the co-organiser of Lean Management Institute of India's (LMII) Lean Summit 2014 held

in Bangalore on 6th & 7th November 2014.

The Summit started with a welcome address by Mr S Sandilya, Chairman, Lean Management Institute of India. The keynote address was given by Lean sensei Mr. John Y. Shook, Chairman & CEO, Lean Enterprise Institute and Mr. Jose R. Ferro, President, Lean Institute Brasil, followed by plenary sessions by speakers like Dr. N Ravichandran, Executive Director, Lucas-TVS Ltd; Mr. Anshuman Tiwari, Vice President – Process Consulting, HSBC Global Change Delivery and many more.

Mr. H.M. Nerurkar, AIMA President and Chairman, TRL Krosaki Refractories Limited was the Chief Guest at the Summit and the Guest of Honour was Mr. Vikram Kirloskar, Vice Chairman, Toyota Kirloskar Motor Ltd. More than 250 delegates participated in



H.M. Nerurkar, AIMA President and Chairman, TRL Krosaki Refractories Ltd. addressing



The summit in progress

the Summit, representing 100+ organisations coming from 8 different countries. The vote of thanks was given by Mr. Janak Kumar Mehta, Chairman & MD Director of TQM International Pvt Ltd.; President, International Academy for Quality and Director, Lean Management Institute of India.

Workshop on Case Writing



Participants at the Workshop

AIMA organised a Case Writing Workshop from 26-28 November 2014. Around 25 faculty persons from various B-schools participated in this workshop. The objective of the workshop was to write live case studies based on various organisations. D Pauls Travels, Mrs. Bector Foods (Cremica), CATA Appliances Ltd., Gurusons

Communications, Gobindas Entertainment Private Ltd., KRIBHCO, Calderys Refractories Ltd. were visited. Participants interacted with the senior officials of the organisations. On day three of the workshop all the participants

presented drafts of their case studies to a panel comprising Dr. Upendra Dhar, Group Additional Vice-Chancellor & Pro-Vice-Chancellor Academics, Amity University and Dr. Anand P. Gupta, Former Prof. IIM – Ahmedabad. Edited and approved versions of the case studies will be published in AIMA-CME's e-journal.

3rd Young Leaders Retreat



3rd Young Leaders Retreat participants

AIMA organised its 3rd Young Leaders Retreat from 14-16 November, 2014 on the theme 'Leading in the New Order – Modeling Global Leaders'. The retreat was led under the Chairmanship of Mr Shivinder M Singh, Executive Vice Chairman, Fortis Healthcare Ltd and Mr Vineet Agarwal, Managing Director, Transport Corporation of India Ltd. The programme was moderated by Mr Harshvendra Soin, Vice President - Global Leadership Acquisition and Development, Tech Mahindra.

Some of the other prominent speakers included Mr D Shivakumar, Chairman & CEO, PepsiCo India Holdings Pvt Ltd; Mr Piyush Pandey, Executive Chairman and Creative Director,

South Asia, Ogilvy & Mather India; Mr Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Naukri.com; Mr Pramod Bhasin, Founder and Vice Chairman, Genpact; Mr Chandra Shekhar Ghosh, Chairman & Managing Director, Bandhan Financial Services and Mr Roshan Abbas, Managing Director, Encompass Events.

The retreat focused on having a healthy debate on the traits and competencies required to equip leaders for the challenges that face them in the future enabling them to enhance their leadership skills and help them grow as future business leaders.

Workshop on Innovation



Soumitra Dutta, Anne and Elmer Lindseth Dean and Professor of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University and D Shivakumar, Chairman and CEO – India Region, Pepsico Holdings India Pvt Ltd

AIMA organised a one-day intensive workshop on the theme 'Innovation's New Frontier: Continuous Disruption for Steady Growth' on 24 November, 2014 at New Delhi. Prof Soumitra Dutta, Anne and Elmer Lindseth Dean and Professor of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University was the Programme Director. Mr D Shivakumar, Chairman and CEO – India Region, Pepsico Holdings India Pvt Ltd and Ms Kirthiga Reddy, Managing Director, Facebook India addressed and interacted with the participants at the workshop.

The sessions involved classroom lectures and case discussions focused on the best practices of some of today's leading innovative companies. The workshop



Kirthiga Reddy, Managing Director, Facebook India addressing the session

was attended by participants from varied industry sectors from across the country and was very well received.

12th National HRM Summit

Theme “Building Organizations for a Globalized, Ultra - Competitive World”

16 December 2014 | Hotel Le-Meridien, New Delhi



Case Study Contest on “Best HR Practices in a Globalized World”

Summit Chairman

Mohandas Pai

Chairman, Manipal Global Education

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Web : www.aima.in

Knowledge Partner

Deloitte.

Online registration is also available, please visit <http://apps.aima.in/eventmgmt/>

Training Programmes



The training programme in progress

AIMA conducted a training programme on 'Negotiation Skills' on 20 November 2014. In addition a two day training on 'Leading Teams' was organised on 21-22 November, 2014 at Faridabad. The training programme covered topics like Managing a Team vs Managing the

Individuals, Essentials for Successful Teams, Making of an Innovative Team, Dysfunctions of a Team, Handling and Resolving Conflicts, Motivating Across Generations, Coaching & Mentoring.

A one day training programme was conducted on 'Marketing and Business Development' for a group of Deputy General Managers of Pawan Hans at Delhi on 22 November 2014 and at Mumbai on 28 November 2014.

An assessment of Trainers were conducted for a PSU's internal trainers, which leads to certification as 'AIMA Certified Trainer' (ACT). The certification is recognition of competencies and skills acquired by an individual as a Trainer. An open assessment session of ACT is planned on 12 December 2014 at AIMA, New Delhi.

Interactive Session

AIMA organises an Interactive Session with an eminent professional for its members every month. The professional addresses the audience on a theme of his/her choice. AIMA organised an Interactive Session on 'The Emerging Digital Economy, What Does it Mean for India?' with Dr Charles M Savage, President & Mentor, Knowledge Era Enterprises International, Munich, Germany on 24 November 2014. The session was chaired by Mr Sumit Chaudhuri, Chairman and Managing Director, Third Millennium Business Resource Associates, Private Limited. The programme was very well received by the audience.



Dr Charles M Savage, President & Mentor, Knowledge Era Enterprises International addressing the session

Members Corner

Congratulations!



Mr P Dwarakanath receiving the award from Mr Rajeev Dubey, National President, NHRDN.

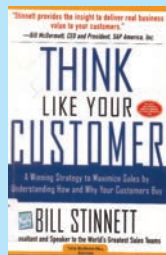
Mr. P. Dwarakanath, Advisor, Group Human Capital, Max India and Treasurer, AIMA was conferred the Lifetime Achievement Award for 2014 by National HRD Network during their 18th National Conference held on 21st November 2014. The award was presented to him in recognition of his outstanding and sustained contribution to the HR profession.

Mr. HRT Chari, Member, AIMA has been chosen by IIMM, a Charter Member of International Federation of Purchasing & Supply Chain Management, (IFPSM) USA for the Distinguished Member Award 2014. The award was presented to him during an award ceremony held on 28th November 2014 at IIMM'S Annual International Convention.



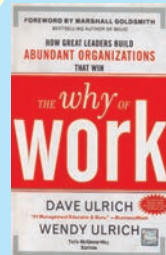
Mr HRT Chari receiving the award.

New Additions in AIMA Library



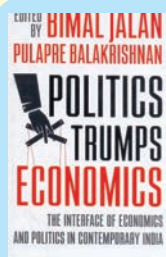
Consumer Behaviour

Think Like Your Customer by
Bill Stinnett, Tata McGraw Hill Education



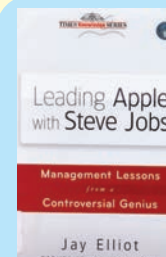
Consumer Behaviour

The Why of Wwork by
Dave Ulrich Tata McGraw Hill Education



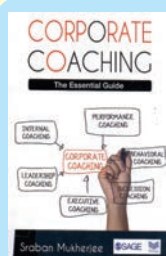
Economics

Poltics Trumps Economics by
Bimal Jalan, Pulapre Balakrishnan,
Rainlight



Management

Leading Apple with Steve Jobs by
Jay Elliot,Times Group Books



Executive Coaching

Corporate Coaching by
Sraban Mukherjee, Sage Response



Management Games

The Big Book of People Skills Games by
Edward E. Scannell, Tata McGraw Hill
Education



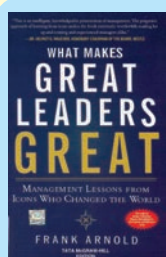
Fiction

Chanakya Returns by
Timeri N. Murari, Aleph Book Company



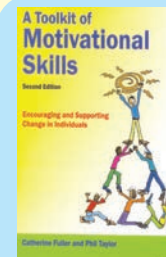
Manpower Planning

The Executive Guide to High-impact talent
management:powerful tools for leveraging
a changing Workforce by David DeLong and
Steve Trautman, Tata McGraw Hill Education



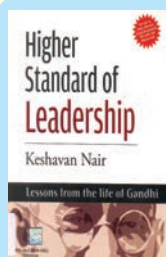
Leadership

What Makes Great Leaders great by
Frank Arnold, Tata McGraw Hill Education



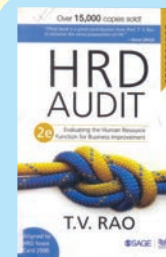
Motivation

A Toolkit of Motivational Skills : Encouraging
and Supporting Change in Individuals by
Catherine Fuller, John Wiley & Sons Ltd



Leadership

Higher Standard of Leadership by
Keshavan Nair, Tata McGraw Hill Education



Organisational Effectiveness-Auditing

HRD Audit: Evaluating the Human Resource
Function For Business Improvement by
T V Rao, Sage Response

Customized In-Company Training



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

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- **Training for all levels of employees**
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A DIGITAL PRESCRIPTION FOR PHARMA COMPANIES

Pharmaceutical and medical-device companies have been slow to adopt digitization. Here are five reasons they should get moving.

November 2014 | by Sastry Chilukuri, Rena Rosenberg, and Steve Van Kuiken



The US healthcare industry is undergoing a major transformation as healthcare reform encourages consumers to play a far more active decision-making role. Yet despite this traditionally business-to-business industry moving quickly to a business-to-consumer model, companies have been slow to join the digital movement. Unlike successful B2C companies in other industries—which offer mobile solutions, provide personalized product

recommendations, and empower customer-service agents with a 360-degree view of the customer—most healthcare providers and payors are lagging, as are pharmaceutical companies and medical-device manufacturers. That's problematic when customers are increasingly expecting a better, more personalized experience from companies taking advantage of the host of digital tools and analytics at their disposal.



Healthcare is not immune to this reality. The sudden increase in the individual market¹ through the creation of exchanges and growth in Medicare Advantage² has forced US payors to adopt some of these digital tools, while the growing cost burden for healthcare absorbed by consumers inspires many would-be patients to jump on the web or social networks to conduct research. So why, with a few exceptions, are pharmaceutical and device companies taking a “wait and watch” approach? Government agencies, payors, disease advocates, and disrupters are launching digital solutions that threaten product sales and take advantage of the opportunity to respond to patient needs. This role should be a natural extension for pharmaceutical and medical-device companies, and we have identified five compelling reasons they must get moving before it is too late.

1. Patient behavior is changing

As with many other industries, consumers in the healthcare sector are becoming more informed, empowered, and demanding. The vast majority of connected patients are using an array of digital tools to take control of their health and the healthcare services they access and buy: more than 70 percent of patients who are online in the United States use the Internet to find healthcare information, and more than 40 percent of people who diagnosed their condition through online research had it confirmed by a physician.³ Patients arm themselves with information about product safety and efficacy gleaned from websites and online communities such as Patients Like Me, pore over cost and quality indicators from healthcare start-ups such as Castlight Health or Health Grades, and comparison shop using information synthesized by their insurance providers.

The more that healthcare data becomes digitally accessible, the more patients will use it to weigh—and potentially reject—expensive healthcare treatments. This is particularly true in the United States, where patients pay a greater percentage of the cost of their drug therapies (25 percent is not unusual) than they do for other healthcare expenses such as inpatient services. Not surprisingly, these consumers are demanding more information so they can apply the same cost-benefit analysis and research techniques they use to purchase cars or phones when they purchase healthcare; they are also making more informed, rational choices about where they put their money. Data and information about insurance plans, pharmaceutical products, and manufacturers are discussed in a variety of virtual forums. If companies do not join the digital dialogue and influence the conversation, they will lose an opportunity to shape it, and they may be put on the defensive trying to refute the statements made by those that do take part.

2. Government agencies are moving surprisingly quickly

As patient and consumer demand for information grows, the government is beginning to supply healthcare data either directly, through the release of information, or indirectly, by providing incentives for collection and aggregation of relevant clinical data. A recent McKinsey Global Institute report⁴ found that healthcare is one of seven sectors that could generate billions of dollars of value per year as companies use open data—machine-readable information made available to others, often free of charge—to develop new products and improve the efficiency and effectiveness of operations.

Government health agencies, from national health services in Asia and Europe to government organizations in the United States, are already harnessing the power of big data to figure out what's working and what isn't and encouraging others to do the same. The Health Data Initiative launched in 2010 by the US Department of Health & Human Services (HHS) was one of the first and is still among the most prominent examples. In June 2011, former HHS chief technology officer Todd Park described an ambition to make HHS the "NOAA of health data." It appears that his vision is becoming reality, as HHS reported that more than 1,000 data sets were available on healthdata.gov at the end of 2013, and the agency's catalog continues to expand.

The hope is that greater "data liquidity" will both enable more collaborative research among academics and inspire healthcare innovation. Greater access to data is already driving changes in care protocols, allowing the benchmarking of physicians, aiding the identification of clinical best practices, informing the adjustment of benefits and reimbursement structures, and resulting in actual behavioral change. At the federal level in the United States, for example, the recent release by the Centers for Medicare & Medicaid Services of Medicare reimbursements to providers put some physicians on the defensive to explain billing perceived as excessive, and the organization also proposed

rescinding the prohibition against releasing prescriber, pharmacy, and plan identifiers related to Medicare Part D payments.

In another example, the new openFDA application-programming-interface initiative for drug-adverse events allows researchers to synthesize, interrogate, and generate insights from a decade (2004–13) of adverse-event reports—an effort that is almost certain to stir conversation. And at the US state level, Arkansas and Tennessee are examining treatment protocols and zeroing in on the relatively small number of care episodes that comprise the majority of medical costs. The states' shared goal is cutting waste and revising reimbursement policies to encourage high-quality and efficient care.

These efforts mean that providers and manufacturers



of drugs and devices only control a small fraction of the data relevant to their work or products. If healthcare follows the path of other consumer-oriented sectors that compete on data analytics, such as high tech and retailing, winners and losers will be determined in part by who makes the best use of the data available and the strongest case for change. Government agencies across the globe are leading the way, and entrepreneurs are taking advantage of government's interest in facilitating data exchange. However, pharmaceutical and medical-device companies are on the sidelines, leaving others to dictate how information related to their products is used.

3. Trial data is necessary but no longer sufficient

Pharmaceutical companies have used data generated from long-running randomized controlled trials as the gold standard to demonstrate the efficacy and safety of products and gain regulatory approval or formulary listings. Yet many of their customers—payors, increasingly providers, and even patients—are looking for real-world evidence. Both access to and quality of real-world data are increasing exponentially, spanning everything from patient electronic health records to social platforms, healthcare claims, demographic trends, and genomic insights.

The difference in emphasis by certain stakeholders creates pressure on pharmaceutical companies to respond. As data integration and analyses take precedence over data ownership or sponsorship, competitive advantage will rest with those organizations that innovatively use multiple data sources to uncover true insights. Meeting long-standing requirements regarding clinical-trial data continues to be necessary for approval, but it is no

longer enough for other stakeholders when more and more targeted and timely data are available. Consider this: Thomson Reuters found that the number of observational research studies tripled from roughly 80,000 between 1990 to 2000 to more than 263,000 in the following decade from 2001 through 2011.

There is a concerted effort to facilitate collaboration by making more real-world data available at a fairly low cost. Initiatives such as PCORnet, a distributed research network, were launched to advance researchers' ability to conduct comparative-effectiveness and clinical-outcomes research more efficiently. Aggregating data across "networks of networks" dramatically reduces the cost of observational studies and more quickly generates insights about patient care. Innovative methods enable randomization using real-world data to improve the quality of findings.

Pharmaceutical companies can't discount observational data because such data already affect product pricing and reimbursement levels. European markets are using real-world evidence to limit reimbursements on new drugs to the competitor's level until real-world evidence is provided to demonstrate that the new therapy is better. The International Society for Pharmacoeconomics and Outcomes Research reported in 2007 that countries were using reference pricing for new treatments assessed to add little incremental medical value, and real-world data was part of that effectiveness assessment. In short, pharmaceutical companies need a data strategy that reflects the shift in how data are shared and analyzed, as well as a plan to manage all types of data that affect product sales, pricing, and reimbursement.

4. Care is evolving

Healthcare is moving from a focus on addressing point-in-time issues toward coordinated, continuous health management. The need to provide ongoing management of chronic diseases and to predict and prevent severe episodes and events offers new opportunities and places new communication demands on every member of the healthcare team, including pharmaceutical companies. Sensor technology, such as that produced by Proteus Digital Health, allows continuous collection of physiological data (for example, electroencephalograph, electrocardiogram, movement, heart rate, and glucose levels), which could vastly improve disease management by providing real-time status reports that can alert providers to impending patient problems. When scaled broadly, these innovations also may reduce the need for many courses of treatment. Pharmaceutical companies need to be at the forefront of developing “beyond the pill” services that deliver value to patients and evolve from a mind-set that measures success based largely on the number of prescriptions written.

Some innovators already are combining technology-enabled monitoring and insight to deliver new solutions to patients. Propeller Health inserted GPS technology in inhalers to identify environmental triggers that caused asthma sufferers to use their device, thus allowing consumers to head off severe attacks. Similarly, a pharmaceutical company that made a pain medication equipped patients with Jawbone devices to continuously capture patient mobility. This showed that patients experienced greater relief that allowed them to increase their movement, even if they did not report lower pain scores. The evidence was used to convince payors to

relist the pain medication on formularies.

Not all wraparound services rely on new technology. Telemedicine outreach and coaching efforts by nurses at one of the largest government hospital systems in the United States dramatically reduced the risk of complications from conditions such as diabetes.

Whether low or high tech, patient services aimed at preventing acute episodes or supporting compliance deliver significant benefits to patients. Pharmaceutical companies that remain fixated solely on prescription volume, rather than on sustaining relationships between a brand and patients, risk ceding the role of trusted provider to others. For industry participants to thrive in the digital era, they must build a broader menu of service offerings instead of merely using technology solutions to increase prescriptions.

5. Competition is faster and fiercer

Technology cycles are getting shorter and the cost of experimentation cheaper. The run-up to the passage of the Health Information Technology for Economic and Clinical Health Act in 2009 and Affordable Care Act in 2010 saw significant investment in companies developing systems, solutions, or applications to support electronic health records. From 2010 to the end of 2013, seed and Series A-stage healthcare investments continued to grow, multiplying fivefold in the United States in that time. In the first half of 2014, investors spent \$2.3 billion, with more than 140 digital companies each raising more than \$2 million,⁹ as the investment focus shifted from providers of electronic-health-records solutions to developers of consumer-oriented applications, makers of wearable health technology, and



health data and analytics. There are thousands of healthcare-related apps available from the US Apple App Store, but only a fraction are patient facing with genuine health content, according to a new study from the IMS Institute for Healthcare Informatics. The recent announcement of the Apple Watch and the company's release of its HealthKit developer tool are likely to increase the variety of functions and number of health-related apps that are available.

Google Glass is the most high-profile wearable being tested for numerous healthcare applications—for example, surgeons are using it to facilitate and record operations, office physicians are reducing interruptions in patient engagement by retrieving and sending information to electronic medical records through the device, and emergency-medicine physicians are getting specialist consults by transmitting video or images taken by Glass. Beyond Google, Intel acquired BASIS Science, MC10 raised a \$41.9 million investment, and Proteus raised \$183.4 million to develop its line of sensor-based products. Services or applications that facilitate consumer communication with doctors such as Doctor on Demand and HealthTap+ also secured financing.

These new entrants to the healthcare sector have different ways of thinking about solving healthcare problems and using proven agile iterative techniques to bring products to market rapidly and in iterations as improvements are made. Pharmaceutical companies need to recognize the value and impact of these disrupters and learn from them.

Digitally enabled healthcare is here, and most pharmaceutical companies aren't ready. Despite access to unprecedented data and technologies

that can be used to drive better health outcomes by influencing customer behavior, few are truly exploring digital-engagement models. The opportunity to learn more about consumers and develop better, more targeted products and services far outweighs the threat digitization presents companies—for now. Unless incumbent pharmaceutical companies move quickly, innovative competitors may grab a greater share of benefits and stronger customer loyalty.

About the authors

Sastry Chilukuri and Rena Rosenberg are principals in McKinsey's New Jersey office, where Steve Van Kuiken is a director.

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- User friendly & easy to use technology interface
- Benefit from strong AIMA industry connect and networking
- Student membership of AIMA with all privileges like subscription to Indian Management Journal

The bank of the future

Digitization is challenging the very way banks operate. Yet it also represents a significant opportunity, as McKinsey's Somesh Khanna explains.



Digitization promises to automate and improve many banking processes. Yet it's not without peril: customer demands and expectations are increasing, and technology is fuelling the emergence of significant new competitors. In this interview with McKinsey's Simon London, McKinsey director Somesh Khanna discusses how financial institutions can maintain their core operations while embracing new technologies, and what the digital transformation means to customers and executives. An edited transcript of Khanna's remarks follows.

The bank of the future

My kids may work with a very different type of bank, but I do see branches as being quite important to a multichannel representation of a bank for the foreseeable future. Will they be as important as they are today? Absolutely not. They will be significantly less important. They'll play different roles, including being a destination for complex advice and problem resolution.

Some people are experimenting with very large

showcase, highly tech-enabled hub branches that are surrounded by much smaller branches in different formats, some ATM-only, some with a few or even no tellers. Some have had quite a lot of success with those.

There are others that are thinking that the branch of the future may be a very different model, where they have six to ten strategically located branches in a city that supports a very strong digital presence. I believe that many of these types of models might end up being successful. But over the next seven to ten years, we're going to find out exactly which ones will be more successful than others.

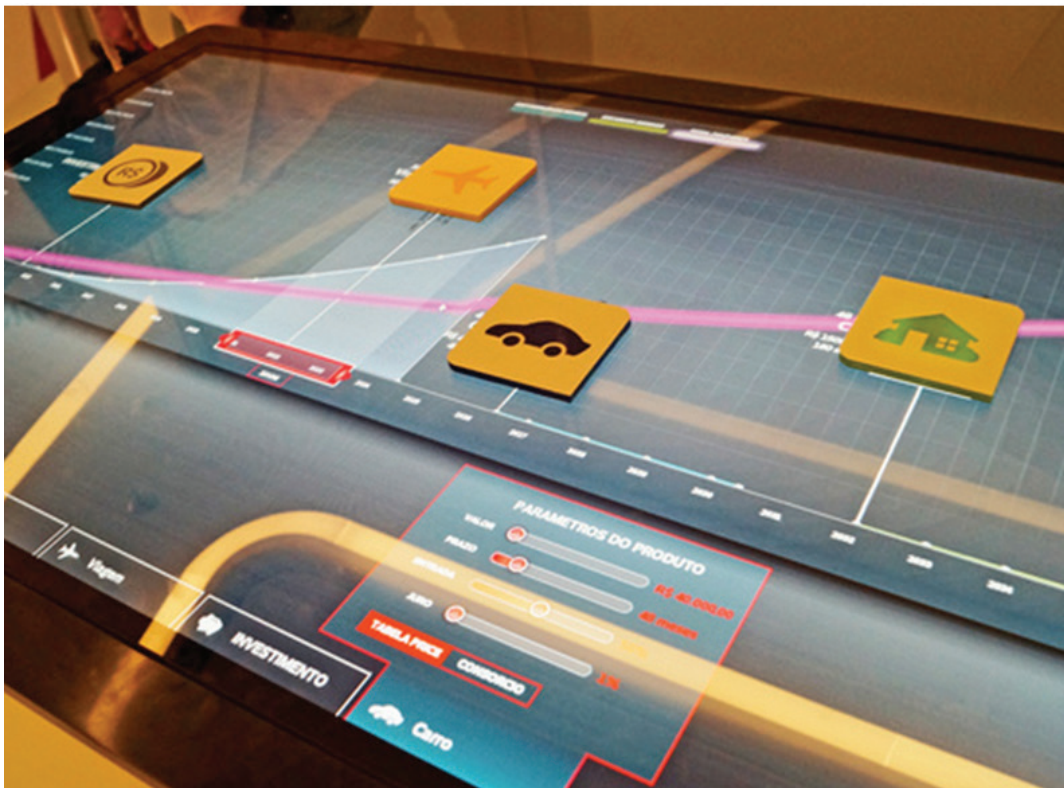
It's the way in which the device connects with the interaction that you have with a branch teller, how that connects with the messages you get as a customer with your mailbox, and all of that being delivered in a way that is seamless, that knows you, that recognizes you, that rewards you for your relationship with the bank. There's a lot of amazing stuff that will likely happen—and is happening today in that space. And I think there will be a huge opportunity for banks to innovate. They will need to challenge everything, never settling on the status quo—much as the airline industry transformed air travel from an in-person, paper-based experience to one of almost complete

automation. It'll also be important for banks to be relentless about learning from every customer interaction. After all, 86 percent of customers stop doing business with a company due to poor service.

Why digital is a CEO topic

Being able to take advantage of, or react to, the digital revolution requires banks to behave

in ways that they are not quite accustomed to. It requires extremely clear and quick cross-functional collaboration. Because of the horizontal nature of the work, this naturally becomes a topic for CEO



Personalizing the customer experience

Digital capabilities can turn the customer journey into something that's highly personalized.

facilitation or intervention. That's because the CEO sits above all of these issues. He or she can encourage collaboration, break ties when one part of the organization wants to go in one direction and another wants to go in another direction, and make investments that wouldn't naturally fit into any one of their investment thesis but are right for the company as a whole.

Who should drive digital? Sometimes, the CEO would like to tap the head of operations and technology and have them drive it. Sometimes they want to name a "chief digital officer" and have them drive it. Sometimes the role is viewed as the natural extension of what a chief marketing officer does. I actually think that it's less dependent on the role. It's much more dependent on the person. If the person is someone that is able to visualize a future, get the organization rallying around a bunch of different objectives, and inspire people to actually pursue that path, it's their real leadership capabilities that'll come to bear to pull off digital agendas.

Core processes vs. new technologies

This is a hot topic for banks. The issue of having to deal with legacy platforms has been a thorn in their side for such a long time, because technology continues to do

what it always does: it evolves. I can imagine one taking a pessimistic view of this and saying, "We have been working at this for so many years. We haven't figured it out."

The optimistic view—and I'm prone to that view—is there are very few institutions that are adept at understanding and trying to figure out how to embrace and work with new technologies as banks are. The discontinuity I see right now is that the technologies that people are working with, with Google and Apple and so on, are very different from the technologies that people that have worked in the tech area at banks have grown up with, and the capabilities that they've grown up with.

So I can imagine a bit of a disconnect. And there's going to be some furious paddling required to cross this pond. More progressive incumbent banks and financial institutions are already investing heavily



in transaction migration, significantly upgrading web and mobile capabilities, creating centers for innovation and testing, and adopting the habits and culture of digitally native companies by, for example, opening up APIs,¹ pursuing agile development, and hackathons.

Some banks say that they have not yet learned some of the important skills that digitally native companies have from birth: how to visualize and participate in far more broadly defined customer journeys—such as shopping, travel, and vacation—as opposed to product-level processes, account opening, and onboarding; how to match or outperform digital natives in user experience or user interfaces; how to become deeply proficient in technologies, data, and the rapid experimentation of leveraging them; how to tolerate failures in experimentation; how to acquire or imitate high-value capabilities early; and how to develop a highly prioritized agenda that leverages digital to truly differentiate business models and key customer journeys.

Will banks get there? They always do. They will. But I can see there being, at least from a talent standpoint, some reshuffling required at a pretty rapid pace. When technology is so central to what you do, the scale of the change that is required is actually quite immense. How do you decide how much to invest in maintaining the core banking platforms versus building new functionality? Could you overdo functionality and starve platforms and suffer from it at some point in the future?

Changing the efficiency ratio

The efficiency ratio is a metric that many analysts look at very carefully. The simplest way to think about it is the expense base of the bank divided into its

revenue. There are lots of adjustments that analysts make. But simply think of it as: What is the cost that I incur for every dollar of revenue I produce?

Digital changes that paradigm. The ability to automate processes—to take a lot of work that is currently done in a very manual, and therefore error-prone, way and to transform those processes into ones that deliver the same outcome every time and that eliminate a lot of manual work—can shave off large parts of the cost structure that bank CEOs have considered unapproachable until now.

I can imagine us about five, ten years from now talking about efficiency ratios in the low 40s, high 30s.² The value at stake is quite substantial. Between a 30-percent plus and a 20-percent minus, in terms of value shifts, could be achieved through those that actually adopt and embrace high-quality digital strategies early, versus those that don't.

About the authors

Somesh Khanna is a director in McKinsey's New York office. This interview was conducted by McKinsey Publishing's Simon London, who is based in McKinsey's Silicon Valley office.

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Ahmedabad Management Association

AMA organised 12 Open Forum lectures and 65 Management Development Programmes in the month of November.

The month began with the workshop conducted by Dr. N Ravichandran, IIMA Faculty on 'Extraordinary Managerial Lessons from Managerial Stories'. A programme specially organised for women on 'Educating Women for Healthy Life' was conducted by Dr. Darshna Thakker, Consultant Gynecologist on 8th November.



Dr. N. Ravichandran addressing 'Extraordinary Managerial Lessons from Managerial Stories'

On the occasion of Children's Day on 14th November Mr. Narendra Pandya and Ms. Radha Thakershy conducted a workshop on 'Origami' and 'Intellectual Property Rights-What Children should know'. Also, 'Science day Programme' was organised on 30th November. This was in collaboration with Zeal Education. More than 70 students participated in both the workshops.

Another remarkable workshop was conducted by Dr. Julie Ciancio, Associate Dean, Westcliff University California on 'Asking Right Questions to get Students Engaged in Reading'. Ms. Ciancio also conducted two MDPs during her stay in Ahmedabad.



Ms. Julie Ciancio conducting an open programme on 'Asking Right Questions to get Students Engaged in Reading'

On 15th November Mr. Hiren Vakil conducted a programme on 'Self Empowerment - A key to success' based on the film 'English Vinglish'. Two interesting lectures were organised on 'Cloud Computing- Computing & Information Services on the net' and 'Brand Visual Identity' addressed by Mr. Vispi Munshi, ERP and Mr. Sanjay Chakroborty respectively.

AMA introduced online payment facility for its Management Training and Development Programmes.

Baroda Management Association

Golf Classic Tournament



Golfers at the BMA's Golf Classic Tournament

The 26th Annual Management Convention witnessed the Curtain Raiser by a Golf Classic Tournament held on 16th November. This tournament at the Lukshmi Villas Palace was played by approximately 100 eminent golfers of Vadodara and Ahmedabad who were invited for this tournament.

CEO Networking Dinner

A CEO Networking Dinner was held on 16th November which was a precursor of the 26th Annual Management Convention. The speaker was Mr. Keyur Joshi, Co – Founder and Managing Director of makemytrip.com. Other speakers included Ms. Tejal Amin, Chairperson of Navrachna Education Society; Ms. VivekKatju, IFS, Former Indian Ambassador; Mr. Ravi Kapoor, Managing Director, Heubach Color Ltd; Mr. Robin Singh, Coach Mumbai Indians and Mr. S K Negi, Managing Director, GETCO.

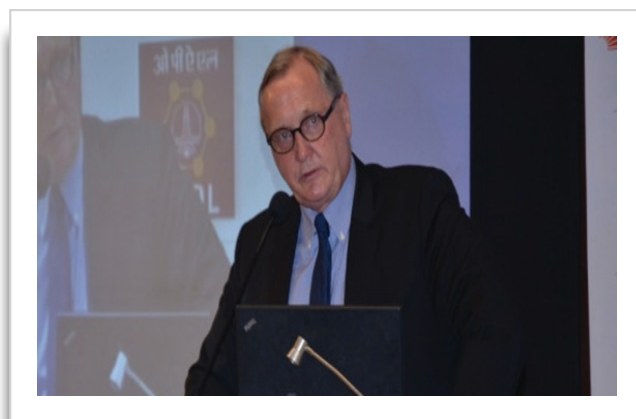


Mr. Keyur Joshi, Co-Founder and Managing Director of makemytrip.com addressing at the CEO Networking Dinner

Annual Management Convention

BMA held its 26th Annual Management Convention on the theme 'Flourishing in the Borderless World' on 17th November. The theme overview was delivered by Mr. Manish Shah, Chairperson of the 26th Annual Management Convention. The Inaugural session of

the 26th AMC was graced by Mr. Peter Griffiths, Sr. VP and Director of Operations, IMG; Mr. Vivek Katju, IFS, Former Indian Ambassador and Mr. Maheshwar Sahu, IAS, Former Chief Secretary, Industry and Mines, GoG.



Mr. Mark Pierce, Consul General, Australia, addressing at the AMC

Some of the other speakers included Mr. Ravi Kapoor, Managing Director, Heubach India Ltd; Mr. K. Satyanarayan, CEO, OPAL; Mr. Mark Pierce, Consul General Australia; Mr. Philip Sydenham, Managing Director and Deputy Head of UKTI; Mr. Sudhakar Kasture, Director and Mentor, Helpline Impex;



Mr. Robin Singh, Coach, Mumbai Indians (IPL), addressing at the AMC

Mr. Robin Singh, Coach, Mumbai Indians (IPL); Mr. Prashant Tandon, Co-Founder and Managing Director, Healthkart; Mr. Anand Mehta, Partner,

Khaitan & Co.; Swami Gnanvatsal Swami, BAPS; Mr. Siddharth Roy Kapur, Managing Director, Disney India; Mr. Naozer Dalal, CEO, e-nxt Financials Ltd; Ms. Karnika Seth, Cyber Crime Expert and Founding Partner, Seth Associates; Capt. Anil Kishore Singh, COO, Adani Ports, Hazira amongst many others.

The Gala Night of the 26th Annual Management Convention was held at 18th November and saw a fabulous performance on Sufi songs which was witnessed by more than 800 guests. The 26th AMC was a resounding success and was very well appreciated by all.



Sufi Song Musical Performance at the Gala Night of AMC

MDP

BMA held a Management Development Programme on 'Supervising for Success' by Mr. Bharat Darjee on 25th November. The programme was very well received.

Bharuch District Management Association

Bharuch District Management Association held a Training Programme on 'Business Leadership' led by Mr Arun Chitlangia, an experienced trainer on 10th November. The workshop helped participants understand the concept of Business Leadership, the qualities they need to become a good leader and



Participants at the training programme.

approach required for successful career. Delegation, motivation and other important aspect of leadership were discussed during the workshop.

Bhopal Management Association



Prof. C. K. Sardana addressing

Bhopal Management Association organised a Workshop on 'Interview Skills' in Permali Wallace Pvt. Ltd., Bhopal, on 30th October. The key resource persons for the Workshop included Dr. Mahesh Shukla, Sr. GM, Telecom (BSNL), Bhopal & Executive Member, BMA; Prof. C.K Sardana, Retd. GM, BHEL, New Delhi & member BMA and Mr. Vishwas Ghushe, CEO, Anant Management Services & Hon. Secretary, BMA. About 50 participants from different organisations attended the programme.

Bombay Management Association

16th Finance Convention

The 16th Finance Convention of BMA was held on 15th November at Mumbai. This was organised in association with Mumbai's premier Management School, Jamnalal Bajaj Institute of Management Studies, celebrating their Golden Jubilee. The theme of the Convention was 'Financial Inclusion: Game changer for the next decade'. Mr. C.S. Ghosh, Chairman and Managing Director, Bandhan was awarded 'Finance Man of the Year 2014' during the event for his achievements and work in the field of financial inclusion.



Dr. Anand Patkar, Chairman Finance Committee and Mr. Niteen Bhagwat, President – BMA presenting the Finance Man of the Year Award to Mr. Chandra Shekhar Ghosh, CEO, Bandhan

Some of the speakers included Dr. Deepali Pant Joshi, Executive Director, Reserve Bank of India; Mr. Ajit Ranade, Chief Economist, Aditya Birla Group; Mr. N Sivaraman, President and Director, L&T Finance Holdings; Mr. M. V. Tanksale, Chief Executive, Indian Bank's Association; Mr. Ajay Desai, Sr. President and Chief Financial Inclusion Officer, YES Bank Ltd; Mr. Rajeev Ahuja, Head Strategy, RBL Bank; Mr. Ramesh Iyer, Managing Director, Mahindra & Mahindra Financial Services amongst others.

Workshop

On 26th November a workshop on Hi-Impact Presentation Skills - How to create and deliver presentations that are compelling persuasive and memorable by Mr. Vincent D'Silva, Executive Director of Silva Management Services was conducted. It was a great learning for the participants where tips on how to improve your presentation style were shared.



Faculty Mr. Vincent D'Silva with the participants

Ms. Ansoo Gupta, Chief Operating Officer, PINSTORM conducted a half-day workshop on Digital Marketing on 27th November. The participants learnt about digital marketing concepts, tools and techniques and also got access to a set of comprehensive course material.

Evening Talk

Based on the request from members, an Evening Talk by Dr. Anand Patkar on Master The Mind Monkey was organised by BMA Thane Centre in association with Thane Small Scale Industries Association on 13th November. The session provided an insight to the participants on behaviour and responses of self and others and the influence of positive perspective. On 15th November an Evening talk on 'Recent Trends & Changes in Labour Laws' by Mr. Madhukar Damodar

Joshi was organised by BMA Thane Centre in association with Small Scale Industries Association-TTC. The session focused on background of labour legislation with reference to SME's, recent changes in PF/Social Welfare legislation, features of Small Factories Bill and other sections of the laws related to small industries. A half-day talk on Career Options for Management Graduates was organised jointly with Aruna Manharlal Shah Inst. of Management and Research, Ghatkopar (AMSIMR) on 15th November at their Institute.



Participants at the CEAT Plant, Bhandup, Mumbai



Mr. Madhukar Damodar Joshi addressing

Talk on Training Mind and Soul

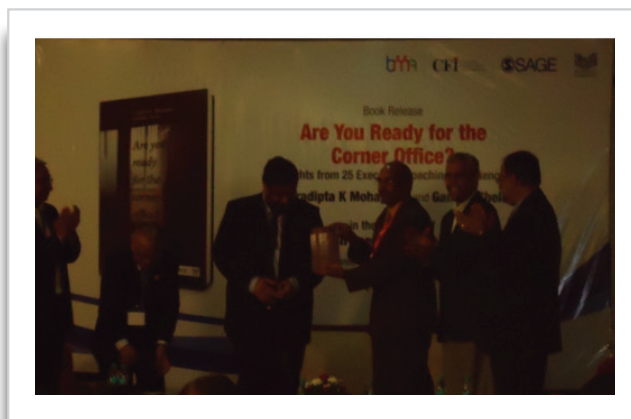
Mr. Ashok Arora conducted a half-day talk on Training Mind and Soul. To enhance the performance, competencies and skill of the management students, the talk was organised by Bombay Management Association in collaboration with Kohinoor Business School and Don Bosco Institute of Technology on 26th November, at Kohinoor Business School. The talk motivated the students to think positive and make positive thinking a way of life.

Industrial Visit

A visit to CEAT Plant was organised on 22nd November, for the faculty and management students

of Aruna Manharlal Shah Institute of Management & Research. The participants who visited the plant got to see the latest technologies used in manufacturing units.

Book Launch



Book launch by Mr. Yogi Sriram, former President, BMA

BMA in collaboration with Coaching Foundation India Ltd and SAGE Publications launched the book 'Are You Ready for the Corner Office Insights from 25 Executive Coaching Experiences' by Mr. Pradipta K Mohapatra and Mr. Ganesh Chella.

Calicut Management Association

Memorial Talk



Peter Drucker Memorial Talk

CMA had arranged a speaker meeting in Peter F Drucker Memorial Talk by Dr. Unnikrishnan K Nair, Professor, IIM-Kozhikode on 11th November. A good gathering was present and talk was highly informative. This programme was conducted in association with Farook Institute of Management Studies (FIMS).

Seminar



Inauguration of IT Seminar

As part of the international exhibition by name 'Rising Kerala' conducted on 25th & 26th November in association with Kerala State Small Scale Industries

Association (KSSIA), CIFI, FDDC and Chamber of Commerce, a one day seminar on Information Technology was conducted on 17th November under the leadership of Calicut Management Association at HiLite Business Park Calicut.

NASCCOM Director, Mr Purushotham inaugurated the seminar and CMA Past President, Dr. P. Mohan presided over the function. Eminent professionals of IT sector conducted the classes.

On 19th November under the leadership of CMA in association with other agencies a seminar on food technology was conducted. Adv. James Thomes, CMA President presided the function. More than 125 participants were present.



Seminar on Food Technology

VISTA-14

On 20th November the School of Management Calicut University, which is the student chapter of CMA conducted the All India Management Meet under the banner VISTA-14. Around 500 delegates from the B-schools of southern part of India participated. CMA President, Adv. James Thomas was the chief guest who inaugurated the function and conveyed the management message the challenges of future managers etc which was whole heartedly appreciated by all.

Chandigarh Management Association

Chandigarh Management Association (CMA) organised a lecture on 'Mind Your Mind' on 16th November. Marital Counselor and Gemologist, Col. Gursewak Singh was the Key Note Speaker on the occasion. President, CMA and Chairman, Aryans Group of Colleges, Dr Anshu Kataria presided over the event. Chairman, Membership Committee, CMA,



Mr. P.M. Jagatheesan, President, CMA giving the welcome address.



Col. Gursewak Singh addressing the gathering

Mr. A.K. Gandhi was also present on the occasion. After the lecture, a QnA round was also held. Vice President, CMA, Mr. Jagtaran Singh Nayyar extended the vote of thanks for the helpful tips given by Col. Gursewak Singh at the end of the lecture.

Coimbatore Management Association

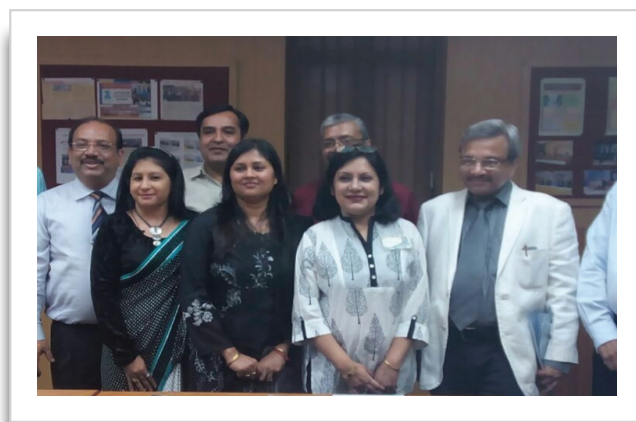
Coimbatore Management Association held a special meeting on 'The Small Factories (Regulation of Employment and Conditions of Services) Bill 2014' on 15th November. Mr. S. Ravindran, Sr. Advocate, High Court, Chennai was the speaker on the occasion.

Delhi Management Association

Expert Talk Series

DMA in collaboration with India Redefined and A.P.E Communication organised its 1st Expert talk series on 'CSR – Challenges & Solutions for Neo Corporates' on 4th November at New Delhi.

Mr. Rajan Pandhi, Director DMA welcomed the eminent speakers and the participants. Mr. Anurag Kanti Co-Founder India Redefined shared his views on the Challenges & Solutions for Neo CSR Corporate. Mr. Raj K Pathak, President, APE Communication also shared his views on CSR. Mr. Ravikesh Srivastava discussed case study of 'India Redefined ISR' project near Delhi.



Speakers at the expert talk series

Some of the other speakers included Mr. Manish Mohan, Senior Lawyer, Supreme Court & Legal Advisor IR - CSR Law; Ms. Neha Kala, President, WE Welfare Society; Mr. Ravikesh Srivastava; Ms. Ranjana Kanti, Founder & Chief Coordinator, India Redefined and Mr. K K Gupta, Former Executive Director, IIPM, & Indian Oil Corporation. The session was moderated by Ms. Indrani Sharma, Country Representative, Women Changemakers.

Workshop



Participants at the workshop

DMA organised a highly interactive and unique workshop on 'Transformational Communication' on 14th November at New Delhi. The keynote speaker was Ms. Moutushi Sengupta, Country Director, Mac Arthur Foundation & member of the DMA Managing Committee and Ms. Suman Singh, practitioner in NLP, a certified trainer from ISTD, a professional coach certified by ICF, was the workshop facilitator. The workshop was attended by professionals from diverse backgrounds.

Ghaziabad Management Association

Interactive Session

Ghaziabad Management Association invited Mr Kalraj Mishra, Minister MSME, Govt. of India on 4th November for an interactive session 'Seedhi Baat with Central Government' at Ghaziabad.

The other participating organisations were All Industrial Associations and Industrial Federations of Ghaziabad.



Mr. Kalraj Mishra addressing

The minister was welcomed by the Mayor of Ghaziabad, Mr Telu Ram Kamboj; Mr Arun Aggrawal, President GMA; Mr Atul Garg; Mr Mahesh Singhal, President, Industrial Area Manufacturers Association and Mr Hari Om Chauhan, Chairman, Industries Federation, Ghaziabad.

Cricket Tournament

Ghaziabad Management Association organised a cricket tournament on 28th- 30th November with a purpose to integrate institute and industry interface within objective of realising the GMA vision.



Winners of the cricket tournament

In this tournament, three Institutes, four Industries and GMA participated.

Haridwar Management Association



The workshop in progress

Haridwar Management Association organised a special workshop on the subject 'Manage Your ATG – Attitude, Time and Goal' on 21st November. The workshop was conducted by Mr. Suneet Chopra from Think Inc. group, New Delhi. Mr. Chopra, through his numerous examples and exercises emphasised the importance of correct attitude towards problem solving and how one should manage his/her time in order to attain the desired goals. The programme was well received by members of HMA who enthusiastically participated in the workshop.

Indore Management Association

Center of Excellence



Dr. Piyush Shrivastava in discussion with the participants.

Indore Management Association organised a Center of Excellence (COE), an evening talk on, 'Management Wisdom through Science of Spirituality' on 5th November. The speaker for the session was Dr. Piyush Shrivastava. The session was highly enthusiastic & full of learning.



Dr. Durgesh Kumar Mishra in discussion with the participants.

Indore Management Association organised an evening talk on the topic 'Data warehousing and Data Mining' on 19th November. The speaker for the session was Dr. Durgesh Kumar Mishra.

Animation Maestro Competition-2014



(L-R) Mr. Abhishek Nandedkar, Mr. Amit Bidasaria, Mr. Rajendra Joshi, Ms. Ritu Grover, Mr. Shamit Dave, during the inaugural session.

IMA organised its Animation Maestro Contest 2014 on 10th November on the theme 'India 2.0: Reclaiming Trust with Destiny'.

The inaugural session started with the lighting of the lamp and floral welcome of the chief guest, Mr. Rajendra Joshi, Vice President Operations; Mr John Deere, IMA Vice President; Mr. Amit Bidasaria, Immediate Past President; Mr. Shamit Dave; Conclave Chairperson 2015, Ms. Ritu Grover.

Training @ Doorsteps

Indore Management Association organised its Training @ Doorsteps a one-day Workshop on 24th November. The module for the workshop was 'How to become a better communicator' and the speaker for the session was Ms. Gul Parvez, Founder of Personality Enhancement & Soft Skills Development Institute.

HR Forum Meeting

IMA organised its HR Forum Meeting on the topic 'Turn around is not Transformation - Achieving Sustained Business Results through Transformation' on 24th November at Pithampur. The meeting was highly enthusiastic and a number of ways were discussed.

Kerala Management Association

Evening Lecture Meetings



Mr. Mario Molteni addressing KMA Members

An Evening Lecture Meeting was organised on 30th October addressed by Mr. Mario Molteni, Founder & Director, ATLAS School of Business, Milan, Italy on the

Topic 'Entrepreneurship Experiences in Africa & Italy'. Another Evening Lecture Meeting addressed by Dr. Sandhya Shekhar, Founder & Former CEO of IIT Madras Research Park, Chennai on the topic 'Knowledge and Innovation Strategies – A Critical Success Factor for Companies with a Rapid Growth and Globalisation Agenda' was held on 7th November.

Mr. P. Arunkumar, Head, Spacecraft Propulsion Engines Division, ISRO, Trivandrum spoke on the topic 'Mars Orbiter Mission – Mangalyan' on 20th November.

Dr. V.A Joseph, Former Managing Director & CEO, The South Indian Bank Ltd, addressed on the topic 'Impact of HR for Performance & Bottom-line Improvement' on 25th November.



Dr. V.A. Joseph interacting with KMA Members



Mr. V. Venugopal addressing KMA Members

An Evening Lecture Meeting addressed by Mr. V. Venugopal, Vice President (Legal), Harrisons Malayalam Ltd. on the topic 'Significance of a Will and How to Execute a Will' was held on 27th November.

Interaction

An Interaction with entrepreneurs from Start-up Village by Dr. Sandhya Shekhar, Founder & Former CEO of IIT Madras Research Park, Chennai was held on 8th November.

Dr. Sandhya Shekhar also addressed the students of Rajagiri Centre for Business Studies by on the topic 'Being Successful - Why you have a tremendous advantage' on 12th November.

Women Managers Forum



Participants at the Forum.

KMA Woman Manager's Forum organised a trip to Coonfresh, a mushroom farm at Eramalloor near Aroor on 5th November.

Panel Discussion

A Panel Discussion on the topic 'Taking Law into Your Hands - Whither Kerala Industry' was held on 14th November. The distinguished panelists were Mr. Benny Behnan, MLA; Dr. Sebastian Paul, Ex MP & Ex MLA; Mr. A.N. Radhakrishnan, State Secretary, BJP;

Mr. Sajiv K. Menon, Managing Director, Nitta Gelatin India Ltd; Mr. Shivadas B. Menon, Past President, TIE Kerala; Mr. M. Thomas Kadavan, Chairman, NIPM; Mr. P. Premchand, President, KMA; Mr. K.N. Gopinathan, General Secretary, CITU and Mr. Vivek Krishna Govind, Co-Chairman, YI-CII. Mr. S.R. Nair, Director, MentorGuru Professional Services Pvt. Limited & Past President, KMA was the moderator.

CEO Conclave

CEO Conclave was held on 21st November where Mr Garry Jacobs, CEO, World Academy of Arts & Science, Geneva, USA & Management Consultant, Mira International, USA was the Chief Guest. He addressed the CEOs of Kochi area on the theme 'Energizing your business for rapid growth and high profitability'.



Mr Garry Jacobs addressing at the CEO Conclave

Professional Development Programme

Professional Development Programme on the topic 'GST - Key Developments, Expectations and the Way Forward' was jointly organised with The Institute of Company Secretaries of India (ICSI) and The Institute of Cost Accountants of India (ICAI) on 28th November. The Chief Guest was Mr. S. Nasser Khan IRS, Dy. Commissioner, Central Excise & Customs and the speaker was Adv. K. Vaitheeswaram, Advocate & Tax Consultant, Chennai.

Lucknow Management Association



The MDP in progress

MDP

Lucknow Management Association organised a two day Management Development Programme on Financial Management for NHDC Officials on 31st October & 1st November at LMA Conference Hall.

A Management Development Programme on 'Developing Soft Skills' for LDA officials was held on 10th November and another on 'Stress & Time Management' was held on 11th November.

LMA organised a two day Management Development Programme on 'International Financial Reporting Standards' on 7-8 November.

Knowledge sharing

LMA Young Managers Forum organised a programme on 'Experience Empower Enlighten' for the students of ICCMRT on 3rd November.

Professor S.B. Nimse, Vice Chancellor Lucknow University addressed the participants in TiE-Department of Business Administration-YMF LMA joint programme 'My story: Inspiration to Succeed' on 15th November. Dr. Urvashi Sahni, President, Study Hall Education Foundation; Mr. Kiron Chopra, Chairman & MD, Chopra, Rectec Rubber Products and Mr. Rajesh Nigam, President, Technical Karam Group were the other panelists.



The session in progress

As a part of outreach programme, LMA participated in the campaign marches in different parts of Lucknow organised by I-care India to generate awareness about need to improve education in rural areas. Mr. Anoop Gupta of I-care India and Dr. Urvashi Sahani President, Study Hall Foundation, both LMA members initiated the march at GPO Park on 19th November.



Inauguration of the march.

Lecture

Lucknow Management Association organised a Lecture on Mars Orbiter Mission by Mr. Raj Dev Prasad on 6th November.

Global Thought Leadership Series



Prof. Irfan Habib addressing

Under LMA Global Thought Leadership Series, LMA organised a talk by Prof. Irfan Habib on ‘The Evolving Vision of Free India in the Leadership of National Movement’ on 8th November.

Industry Visit

Members of Lucknow Management Association made an industry visit to Tata Motors on 14th November.

Mangalore Management Association

Lecture Meeting

Mangalore Management Association in association with S.D.M. PG Centre for Management Studies & Research, Mangalore organised a talk on ‘How To Manage Your Actions Through Law Of Attractions’ by Mr Denis Rodrigues, General Manager (Retd.), Canara Bank, Mangalore on 12th November. The programme was also addressed by Prof. J.H.G. Anchen, Vice President, MMA; Mr P. Vishwanath Shenoy; Mr U. Rama Rao, Former Secretary, MMA; Dr. Devaraj K., Director, SDM PG Centre amongst others.

Outstanding Manager Award

Dr. Sandhya S. Pai, Managing Editor, Udayavani Group of Magazines, Manipal Media Network Ltd., Manipal, Udipi District. was awarded the ‘Outstanding Manager Award-2014’ instituted by MMA at a glittering function held on 28th November. Prof. K. Byrappa, Vice Chancellor of Mangalore University, was the Chief Guest while Mr Bibhas Kumar Srivastav, Executive Director, Corporation Bank was the Guest of Honour. More than 200 people attended the programme.



MMA Outstanding Manager Award- 2014

Noida Management Association



Panelists at the session

Noida Management Association organised an evening get-together along with local Administration on 12th November in NMA House. Dr. Preetinder Singh, SSP Noida and Mr R.N Mishra, S.P Traffic joined the programme along with local district administration to conduct traffic awareness rallies in the city under world day of remembrance for road traffic victims programme as per UN Council appeal. This year's theme was 'Speed Kills-design out speeding'. The programme was also attended by students of MGM college and Manglam College Noida.

Palghat Management Association

Palghat Management Association organised a Kerala Day function on 1st November. The Chief Guest on the occasion was Dr. G.C. Gopala Pillai, MD, KINFRA. Dr Pillai also released a book published by PMA, 'Nanmakalude Narumanam' authored by Dr. P.S.V. Menon. Mr V.K. Agarwal, GM, ITI Ltd was presented a memento by the Chief Guest in appreciation of 27 ITI employees were motivated to serve the Mangalyaan Mission.



The Chief Guest, Dr. G.C. Gopala Pillai, MD, KINFRA addressing the audience.

Management Association Rourkela

Management Association Rourkela organised a talk on 'Disruptive Innovations' with Mr G.S. Prasad, CEO, Rourkela Steel Plant (RSP) as the Chief Guest on 27th November. "Human beings are capable of thinking and therefore must keep abreast of changes which are bound to come," said Mr Prasad.



Mr. Ravindra Kumar Tulsyan and Mr. Prasad

The event was also addressed by Mr R K Tulsyan, Chairman and Chief Mentor of KnowWerX Education (India) Pvt. Ltd. Mumbai. Mr. Manabendra Misra, ED (P&A), and President, MAR, welcomed the gathering and Mr. B. Pradhan, DGM (Opn), SP-I and Secretary, MAR introduced the speaker. Mr. Jayant Sarkar, Senior Manager, HRD coordinated the function and also proposed a vote of thanks. Mr. Umesh Kumar, ED (MM); Mr. S.K. Acharya, ED (Projects); Mr. Ashwini Kumar, ED (Works), several General Managers, Heads of Departments and members of MAR both from RSP and other organisations were present on the occasion.

Silchar Management Association

Silchar Management Association in association with Lions Club of Silchar organised a special lecture session on the theme 'Values and Business: The Indian Approach' on 27th November. The session

was addressed by Professor Tanmay Dutta, former Professor, Indian Institute of Management, Calcutta.



Panelists at the session

Professor Dutta eloquently presented the multi-faceted description of values and their relevance in business. The session was chaired by Mr. I. B. Ubhadia, President, SMA and Mr. Angshu Roy, President, Lions Club of Silchar Central. The session was attended by many eminent industrialists, corporates and academicians.

Vaikom Management Association

The South Zone LMA (Local Management Association) Meet and Management Convention organised by the Vaikom Management Association (VMA) was held at Kumarakom on 8th November. The programme was inaugurated by Air Marshal A.P. Garud, Air officer commanding – in Chief of Southern Air Command. VSSC Director, Mr M. Chandradathan was the guest of honour at the event. AIMA President, Mr. Hemant Nerurkar presided over the meeting. The President of VMA, Mr Rajendra Prasad and the Secretary General, Er. Anil Mazhuvancheril also spoke on the occasion. Experts from the fields of business, science and technology, economics, medicine, gender studies, education and the media took part in the technical sessions that followed. M. Chandradathan, Koucheseph Chittilappally, Vaikom Vijayalakshmi, T.R.S. Menon, Dr. Rajappan and Dr. Bahuleyan were honoured on the occasion.



AIMA President, Mr. H M Nerurkar addressing

Mr. Jaiveer Sreevastava, Chairman & Managing Director, FACT was the chief guest for the valedictory session. Bangalore, Calicut, Coimbatore, Goa, Indore, Kerala, Madras, Palghat, Quilon, Trichur and Vaikom Management Associations participated in the LMA meet and decided to interact more and strengthen AIMA.



LMA Meet

Vishakhapatnam Management Association

Vishakhapatnam Management Association conducted a meeting on 30th October on the topic 'Proposed Industrialization and Impact on Labour Laws'. Dr. Vizia Saradhi, former HR Director of HPCL, ILO Advisor, SCOPE member and Mr BVN Raju, Vice-President of Synergies Castings shared their experiences and threw light on the subject. Aiming for employment generation with more FDI.



(L-R) Dr. Varma President, VMA; Dr. Vizia Saradhi, Director HPCL (Retd) and Mr. BVN Raju, Vice-president –HR, Retd. Synergies Sastings.

Trivandrum Management Association

Trivandrum Management Association organised the Annual Management Convention on 25-26 November on the theme 'Skill Development-Bridging

the Gap'. The Governor of Kerala, Mr P Sathasivam inaugurated the Convention which was presided over by Mr. P.K. Kunhalikutty, Minister for Industries & IT, Government of Kerala. M/S KIMS Hospitals was awarded the Corporate Social Responsibility Award instituted by TMA with the Support of HLL Life Care Limited. During the validation section, CET School of Management was awarded for the Best Management Paper Presentation.



Mr. P Sathasivam addressing the audience

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For more details log on to www.shantisahyog.org

AIMA Events Calendar

Event	Conference Director	Venue	Date
15th National Management Quiz For Corporates and 2nd HR Quiz		Bangalore Kolkata Mumbai New Delhi	06 December 2014 06 December 2014 13 December 2014 20 December 2014
Training programme on Digital Marketing		Bangalore	11-12 December 2014
Workshop for mid-level Managers based on Business Simulation		New Delhi	12-13 December 2014
12th HRM Summit	Mohandas Pai, Chairman, Manipal Global Education	New Delhi	16 December 2014
Workshop on Corporate Social Responsibility		New Delhi	19-20 December 2014
Case Writing Workshop		New Delhi	26-28 December 2014
SYMP		Lucknow	09 January 2015
4th PSU Summit		New Delhi	15 January 2015
Senior Leadership Retreat	Sunil Kant Munjal, Joint Managing Director, Hero MotoCorp and Chairman, Hero Corporate Service Ltd.	Goa	29-31 January 2015
National Student Quiz		Pan India	January-February 2015

Event	Conference Director	Venue	Date
World Marketing Congress	S K Swamy, Chairman & MD, RK Swamy BBDO Pvt. Ltd.	New Delhi	February 2015
AIMA 59th Foundation Day & 9th National Management Day		New Delhi	21 February 2015
Pragati-Special Women Conference And Quiz		Ahmedabad Pune Chennai Grand Finale	28 February 2015 28 February 2015 06 March 2015 13 March 2015
National Leadership Conclave		New Delhi	11 & 12 March 2015
SYMP		Kochi	14 March 2015
Innovation Practioners Summit		New Delhi	19 March 2015
Managing India Awards	Sanjiv Goenka-Chairman, RP-Sanjiv Goenka Group		16 April 2015
SYMP		Indore	11 September 2015

To view full calendar please visit www.aima.in

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AIMA

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