

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

APRIL 2013



Dear Readers,

It gives me great pleasure to present the second edition of the new online avatar of AIMA News. The response on this green initiative has been extremely encouraging and I thank you all for your support.

The last month saw us host another of our flagship events – the AIMA Managing India Awards. Rewarding excellence is an intrinsic part of AIMA's ethos and the AIMA Managing India Awards aim to recognise achievers who have made a fundamental difference, creating an edge above peers for others to emulate. This is a platform to recognise the contributions of stalwarts from different fields, who have excelled in their respective spheres with vision and inspiration and are worthy of emulation and admiration.

Over the years, AIMA has conferred awards on several stalwarts like Mr Brijmohan Lall Munjal, Chairman, Hero Group of Companies; Mr N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services; Mr N R Narayana Murthy, Chairman Emeritus, Infosys Technologies Limited; Mr Rahul Bajaj, Chairman, Bajaj Auto Limited; Ms Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives & Rural Development; Mr Prathap C Reddy, Executive Chairman, The Apollo Group; Mr Nandan Nilekani, Chairman, Unique Identification Authority of India; Mr Kumar Mangalam Birla, Chairman, The Aditya Birla Group; Ms Nita M Ambani, Chairperson, Reliance Foundation; Mr Y C Deveshwar, Chairman, ITC Limited to name a few.

In keeping with the AIMA tradition, this year too saw several eminent personalities being honoured at the AIMA Managing India Awards 2013. This edition brings you an exclusive report on this year's awards and the stalwarts who were honoured.

You will also find a report on the recently concluded AAMO meeting, SYMP held in Trivandrum, Student Management Quiz finale, Faculty Development Programmes and updates from the LMAs. In addition there is an interesting article on social media advances and one on effective skill management.

Hope you enjoy this issue of AIMA News and look forward to your feedback and suggestions.

Warm regards,
Rekha Sethi (Director General)

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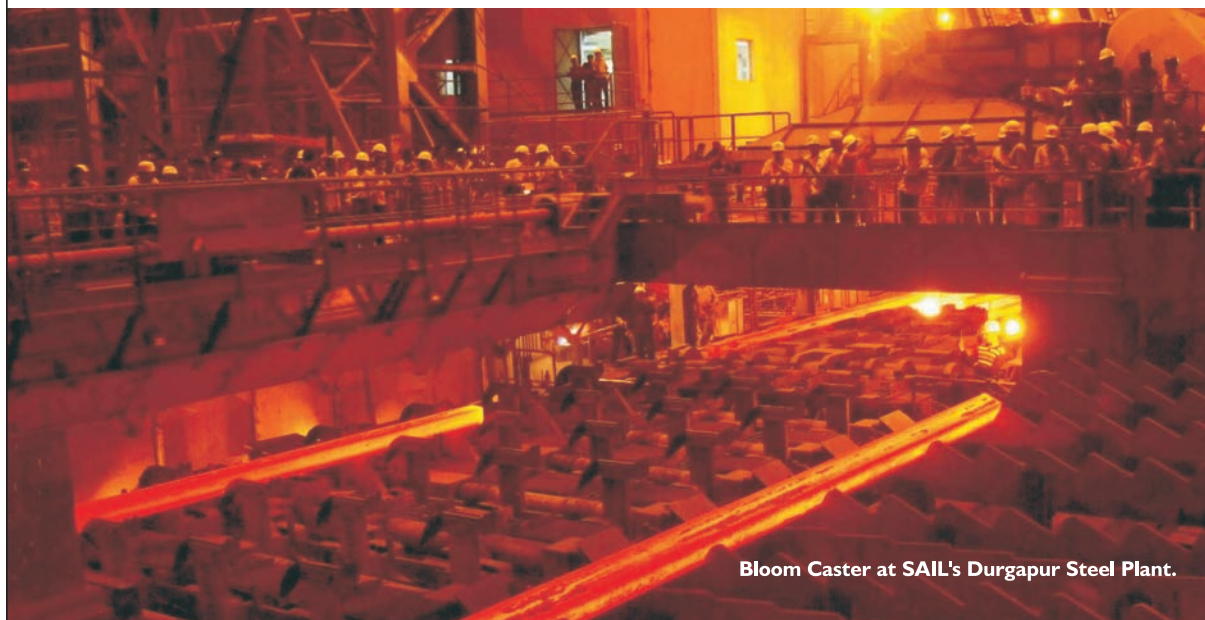
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SAIL - A Maharatna Company



Bloom Caster at SAIL's Durgapur Steel Plant.

Steel Authority of India Ltd. (SAIL), owns and operates five integrated steel plants at Bhilai, Durgapur, Bokaro, Rourkela and Burnpur; three special steel plants at Salem, Durgapur and Bhadravati; and a ferro alloy plant at Chandrapur. SAIL also produces iron-ore. It has its own captive mines that fulfil its iron ore requirements. SAIL has been awarded the prestigious status of a *Maharatna* by the Government of India.

- All its production units are ISO 9001:2000 certified.
- Current annual production of crude steel is around 14 Million Tonnes (MT). Produced over 350 million tonnes of crude steel since its inception.
- SAIL's product basket comprises Flat products, Long products and Pipes, including branded products such as SAIL TMT, SAIL JYOTI GP/GC Sheets.
- Supplier to strategic sectors like defense, atomic energy, power, infrastructure, heavy machinery, oil & gas, railways, etc.
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AIMA Managing India Awards 2013



*President of India, Pranab Mukherjee with AIMA Managing India Awards 2013 winners and AIMA office bearers.
(Seated L-R) H M Nerurkar, Vice President, AIMA and Managing Director, Tata Steel Ltd;
D Shivakumar, President, AIMA and Sr Vice President – IMEA, Nokia; Mukesh D Ambani, Chairman &
Managing Director, Reliance Industries Ltd.; Preetha Reddy, Sr Vice President, AIMA and Managing Director,
Apollo Hospital Enterprise Ltd. (Standing L-R) Rekha Sethi, Director General, AIMA; Bhaskar Bhat, Managing Director,
Titan Industries Ltd.; Vivek Jain, Managing Director, Gujarat Fluorochemicals Ltd., Inox Group; Pawan Munjal,
Managing Director and CEO, Hero MotoCorp Ltd.; Karl Slym, Managing Director, Tata Motors Ltd.; B P Rao, Chairman &
Managing Director, BHEL; Hari S Bhartia, Co-Chairman & Founder, Jubilant Bhartia Group; Shyam S Bhartia, Chairman &
Founder, Jubilant Bhartia Group and Prannoy Roy, Executive Co-Chairperson and Editor-in-Chief, NDTV*

All India Management Association (AIMA) recently hosted the fourth edition of the AIMA Managing Awards 2013 on 11th April in New Delhi.

To mark the occasion, Chief Guest, Pranab Mukherjee, President of India said "Our country needs visionary business leaders to manage

India's transition to a knowledge economy,"

The proceedings of the glittering evening started with the welcome address by D. Shivakumar, President, AIMA and Sr Vice-President - IMEA, Nokia.

Introducing the Entrepreneur of the Decade



Award for Mukesh D Ambani, Chairman and Managing Director, Reliance Industries Ltd., N. K. Singh, Member of Parliament, Rajya Sabha, JD (U), said that Mukesh Ambani is an iconic leader, who personifies extreme innovation, impeccable excellence and flawless execution.

Rajiv Pratap Rudy, Member of Parliament, Rajya Sabha, BJP, announced Pawan Munjal, Managing Director and CEO, Hero MotoCorp Ltd., as the Business Leader of the Year.

H. M. Nerurkar, Vice President, AIMA and Managing Director, Tata Steel Ltd., announced the Entrepreneurs of the Year, awarded jointly to Shyam S Bhartia, Chairman and Founder, Jubilant Bhartia Group, and Hari S Bhartia, Co-Chairman and Founder, Jubilant Bhartia Group.

Prannoy Roy, Executive Co-Chairperson and

Editor-in-Chief, NDTV, received the Outstanding Contribution to Media Award, which was introduced by Gautam Thapar, Past President, AIMA, and Group Chairman and CEO, Avantha Group.

Reading the citation for BHEL as the Outstanding PSU of the Year, Prabhu Chawla, Editorial Director, The New Indian Express, said that BHEL is a single source with multiple solutions for the infrastructure and industrial sectors in India. The award was received by B. P. Rao, Chairman and Managing Director, BHEL.

Introducing Tata Motors Ltd. as the Indian Multinational of the Year, Ramon Magsaysay Awardee Kiran Bedi said that the foundation of the company's growth over the last 68 years is a deep understanding of economic stimuli and customer needs. Karl Slym, Managing Director,



(L-R) Rekha Sethi, Director General, AIMA; D Shivakumar, President, AIMA and Sr Vice President – IMEA, Nokia; Pranab Mukherjee, president of India; Preetha Reddy, Sr Vice President, AIMA and Managing Director, Apollo Hospital Enterprise Ltd. and H M Nerurkar, Vice President, AIMA and Managing Director, Tata Steel Ltd.



Mukesh D Ambani, Chairman & Managing Director, Reliance Industries Ltd., receiving the Entrepreneur of the Decade Award from the President of India, Pranab Mukherjee.

Tata Motors Ltd., received the award.

While Gurcharan Das, author, commentator and former CEO, Procter and Gamble India, introduced Bhaskar Bhat, Managing Director, Titan Industries Ltd., as the Transformational Business Leader of the Year; Paul Tse, President, Asian Association of Management Organisations, read the citation for the Emerging Business Leader of the Year given to Vivek Jain, Managing Director, Gujarat Fluorochemicals Ltd., Inox Group.

Preetha Reddy, Sr. Vice-President, AIMA, and Managing Director, Apollo Hospital Enterprise Ltd., delivered the vote of thanks.

The jury for the award this year was chaired by Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group, and comprised D Shivakumar, President,



Prabhu Chawla, Editorial Director, The New Indian Express, with Rajiv Pratap Rudy, MP, Rajya Sabha, BJP



Pawan Munjal, Managing Director and CEO, Hero MotoCorp Ltd., receiving the Business Leader of the Year Award from the President of India, Pranab Mukherjee



D Shivakumar, President, AIMA, and Sr Vice-President – IMEA, Nokia, with Preetha Reddy, Sr Vice-President, AIMA, and Managing Director, Apollo Hospital Enterprise Ltd.

AIMA, and Sr Vice- President - IMEA, Nokia; Harshavardhan Neotia, Managing Director, Bengal Ambuja Housing Development Limited; Inderdeep Singh, President and Managing Director, Continental Device India Ltd; Shivinder Mohan Singh, Executive Vice-Chairman, Fortis Healthcare Limited; Vineet Agarwal, Joint Managing Director, Transport Corporation of India Ltd., and P Dwarakanath, Treasurer, AIMA, and Director, Group, Human Capital, Max India Limited.



1. Karl Slym, Managing Director, Tata Motors Ltd. with the President of India after receiving the Indian Multinational of the Year Award. Also seen D Shivakumar and Preetha Reddy.

2. D Shivakumar, President, AIMA, and Sr Vice-President – IMEA, Nokia, presenting a memento to Pranab Mukherjee, President of India



3. President of India, Pranab Mukherjee presenting the Outstanding Contribution to Media Award to Prannoy Roy, Executive Co-Chairperson and Editor-in-Chief, NDTV

4. Shyam S Bhartia, Chairman & Founder, Jubilant Bhartia Group, and Hari S Bhartia, Co-Chairman & Founder, Jubilant Bhartia Group, receiving the Entrepreneurs of the Year Award from the President of India





5. Paul Tse, President, AAMO, with Kiran Bedi, Ramon Magsaysay Awardee



6. Bhaskar Bhat, Managing Director, Titan Industries Ltd., with the Transformational Business Leader of the Year Award



7. B. P. Rao, Chairman and Managing Director, BHEL with the President of India after receiving the Outstanding PSU of the Year Award



8. Mukesh Ambani and Pawan Munjal sharing a light moment.

9. H. M. Nerurkar, Vice-President, AIMA, and Managing Director, Tata Steel Ltd., with Gurcharan Das, author and former CEO, Procter and Gamble India



10. Vivek Jain, Managing Director, Gujarat Fluorochemicals Ltd., Inox Group, with the Emerging Business Leader of the Year Award

Asian Association of Management Organisations

AIMA hosted the AAMO Council Meeting which was held in New Delhi between 10 and 13 April, 2013. AAMO members from Australia, India, Hong Kong, Malaysia, Mauritius, Nepal, Macau, New Zealand, Pakistan, Singapore and Sri Lanka met at Hotel Taj Palace in New Delhi and discussed important issues related to

AAMO activities & programmes and their further development. The delegation also paid a visit to Maruti Suzuki (India) Limited, where they were given an overview of the organisation and visited the manufacturing facility.



Delegates at the AAMO meeting



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Shaping Young Minds Programme



D Shivakumar, President AIMA & Senior Vice President India, Middle East and Africa, Nokia lighting the lamp at Shaping Young Minds Programme, Trivandrum. (L-R) Prabhu Chawla, Editorial Director, The New Indian Express Group; Dr M Ayyappan, Chairman & Managing Director, HLL Lifecare Ltd & Past President, Trivandrum Management Association; Mr Babu Thomas President, Trivandrum Management Association & Senior Vice President - HLL Life Care Ltd,

The 36th AIMA - Shaping Young Minds Programme (SYMP) was held on 3rd April 2013 at Trivandrum in collaboration with Trivandrum Management Association. The icons who addressed at the programme included Mr D Shivakumar, President AIMA & Senior Vice President - India, Middle East and Africa, Nokia; Mr Prabhu Chawla, Editorial Director, The New Indian Express; Prof Debashis Chatterjee, Director, Indian Institute of Management Kozhikode; Mr Rajiv Vastupal, Immediate Past President AIMA & Chairman and Managing Director, Rajiv Petrochemicals Pvt. Ltd. The programme was very well received with an audience of over 500 participants.



Prof Debashis Chatterjee speaking at the SYMP in Trivandrum

AIMA 9th National Student Quiz (NSQ-2013)



The Winning teams of NSQ 2013.

AIMA organised the 9th edition of its National Student Quiz on 6th April 2013 at Greater Noida. The National Student Quiz is a mega event designed to provide students at graduate as well as post graduate levels across all streams & subjects, a unique platform to hone and test their knowledge to battle with the best in the country. Earlier known as National Student Management Quiz (as it was open only to Management Students), the competition has been renamed and is now open to students from all streams.

22 winning teams from the regional rounds held across the country teams competed for the Grand Finale. In a nail biting finish, the team from

IISWBM, Kolkata were crowned the champions while the team from BITS Pilani were adjudged the first Runners Up followed by the team from IMT Ghaziabad as the second Runners Up. The winning team received a cash prize of Rs 25,000 and a trophy, with the first Runners up & second Runners Up getting Rs 15,000 & Rs 10,000 respectively.

The Guest of Honour on the occasion was Mr. Pankaj Gupta, Additional General Manager, Sales, Inlsa and the Chief Guest was Mr Rajeev Sahdev, Vice President, Human Resources, Moser Baer. This unique initiative of AIMA saw a participation of over 525 teams from all over the country.

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Workshop on Totality of Project

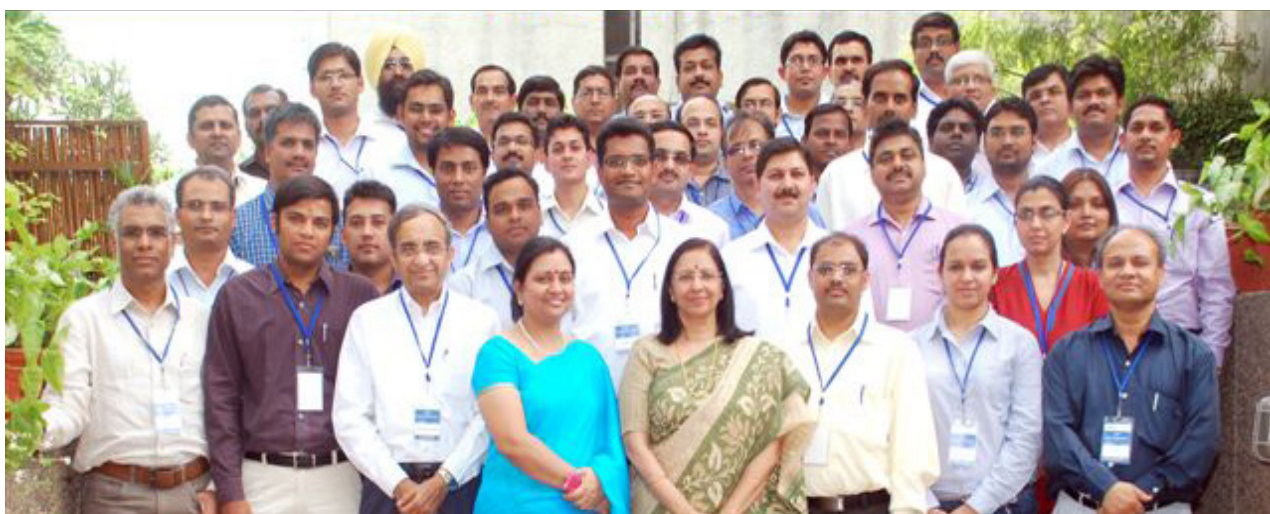
AIMA and Project Management Associated (PMA) India jointly organised a 3 day workshop on 'Totality of Project Management' from 11 – 13 April, 2013 in New Delhi. This was the first time AIMA and PMA entered into collaboration to inculcate project management skills in management professionals.

The workshop covered 8 levels of project management and concluded with a 2 hour test and attracted participation from various industries like NMDC, Godrej & Boyce, NTPC, Tata Chemicals, Panacea, TOHM, Bajaj, Jubliant Lifesciences, Cadila, LEA Associated, NAL, ARDE to name few.

All successful participants in the test will get D level Certification in Project Management (CIPM). Since project management is growing exponentially across the world, this certification may help participants to have confidence, skills

and knowledge demonstrated. The CIPM is the foundation for higher levels of IPMA certification.

The feedback from the participants was very encouraging; Mr Sanjiv Bosamia, CEO, SOHM (India) Pvt. Ltd. shared, "Congratulations on an outstanding programme. To take the whole team together, and build consensus, evoke serious involvement from highly qualified and experienced professional of 35/40 people; requires very intense commitment and you have taught us valuable lessons for a life time." Another participant, Mr MK Jha, Chief Projects Manager, IOCL said, "The 3 day Project Management Workshop gave us an in depth insight on various interdisciplinary concepts of management. It has helped us to understand importance and relevance of cost, time and resources."



Participants at the Workshop

Faculty Development Programme



The FDP in progress

AIMA organised the 22nd Faculty Development Programme (FDP) on Advances in Research Methods and Data Analytical tools from 21 – 23 March, 2013 at New Delhi.

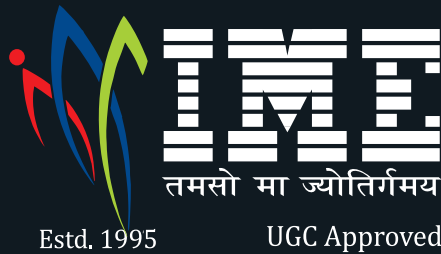
The FDP gave the participants a sound conceptual understanding of various research methods, research instruments, research tools & techniques and softwares like SPSS 21 version, AMOS. The FDP was attended by

42 faculty members from various B-schools and research organisations across India. Qualitative research techniques like T Test, Chi-square Test, Mann Whitney’s Test, ANOVA and Regression were discussed with hands on exercises. Qualitative research methods such as observation technique, in depth interview were also discussed. The programme was very well received.

CONDOLENCE



AIMA expresses deep condolence on the demise of Mr RP Goenka, Founder and Chairman Emeritus of the RPG Group on 14 April 2013. Mr RP Goenka had always been an active supporter of AIMA and AIMA was privileged to honour him with the AIMA Managing India Lifetime Contribution Award in 2010. May his soul rest in peace and family find strength in these testing times.



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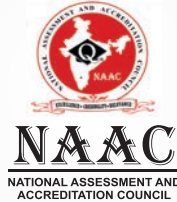
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Preparing for a new era of work

Global competition, emerging skill shortages, and changing demographics will soon force companies to use their most highly paid talent more effectively.

by Susan Lund, James Manyika, and Sree Ramaswamy

The past three decades saw companies in developed economies make huge strides improving the productivity and organizational performance of an array of jobs. Aided by advances in technology and digital communications, companies automated,

reengineered, and outsourced numerous tasks that had once required full-time, on-site employees. The trend, which began on production floors, moved next to offices, where a range of transaction-based jobs that could be standardized or scripted



were automated, shifted to workers in low-wage countries, or both.

Through all such changes, a broad swath of employment remained largely untouched: work requiring extensive human interactions. Among these positions are the jobs held by knowledge workers—the doctors, engineers, lawyers, managers, sales representatives, teachers, and other skilled professionals who together serve as the engine of the knowledge economy. Research from McKinsey and others has shown that such interaction workers are vital to the competitive success of companies and countries alike.¹ Interaction work is the fastest-growing category of employment in developed countries, where it already accounts for a large proportion of jobs.² Because technology has tended to complement, not replace, labor in interaction work, until recently many of these jobs had essentially been performed in the same ways for decades.

Not anymore. Today, interaction work is at an inflection point as global competition, emerging skill shortages, and changing demographics force companies to use their most highly paid talent more effectively. Employers in advanced economies may soon, for example, be unable to find as many college-educated workers as they require. Research from the McKinsey Global Institute finds that in the United States, the gap could reach 1.5 million graduates by decade's end. China, where many global companies have staked growth plans, faces a shortage of 23 million college-educated workers in 2020.

The causes of this looming talent crunch are diverse. In some advanced economies, notably Japan, stagnant population growth means there soon won't be enough young workers to replace retirees. The underrepresentation of

women, particularly in the ranks of managers and executives, remains a problem in some economies, notably Germany.⁴ And despite technological advances in communications, geographic mismatches persist between the supply of workers and the demand for them. In the European Union, for example, different national systems of professional certification, as well as language and cultural barriers, make skills hard to transport. Mismatches occur within national borders as well: even in the traditionally more flexible United States (where labor mobility is at a 50-year low) the unemployment rate was 11.6 percent in Nevada in May 2012, versus 3.9 percent in Nebraska.

A changing world

Against this backdrop, leading companies we've studied—in aviation, business services, financial services, health care, high-tech manufacturing, and other industries—are exploring ways to revamp how, where, and by whom interaction work is performed. Companies that succeed in these efforts will enjoy productivity gains, greater flexibility in responding to opportunities, and better access to scarce talent. But to get there, they must rethink how they manage their workforces. Let's look at three approaches companies are taking, along with the implications for managers.

1. Break jobs down

Nearly all high-skill interaction jobs include tasks that can be hived off to allow the best-paid workers to focus on the most value-creating activities. A classic example was the introduction of paralegals into the legal profession, relieving attorneys of research and litigation-support tasks while allowing them to spend more time in the courtroom or serving clients. This shift created a middle-income profession that now employs more



than one-quarter of a million people in the United States. Medicine is a field that is ripe for this type of job modification. In a study of primary health care clinics in the United Kingdom, for example, providers found that with a mix of 40 percent physicians and 60 percent nurses and other health providers—the opposite of the existing mix at the time—it was possible to improve patient satisfaction while delivering the same quality of care at much lower cost.

Traditional corporate line positions are also splintering. An obvious example of the disaggregation that's been under way for some time comes from the human-resources (HR) function, now being broken into disciplines such as compensation, recruiting, and benefits administration. Specialists (who may be full-time employees, contractors, or employees of service providers) can bring the expertise that generalists

lack, often at a far lower cost. At the security software company Symantec, for example, call centers and an online portal support routine HR tasks. Specialists can therefore help business units with higher-value activities, such as hiring and training employees and developing long-term workforce strategies.

We believe the trend to disaggregate jobs will pick up speed as skill shortages take hold. The effects will be most strongly felt in corporate roles, such as marketing, that are quickly being transformed by digital technology. In such cases, breaking jobs down into more specialized tasks will not only help companies economize on scarce talent but also make it possible to perform those tasks more efficiently and effectively.

2. Go virtual

Employers first began ramping up their use of

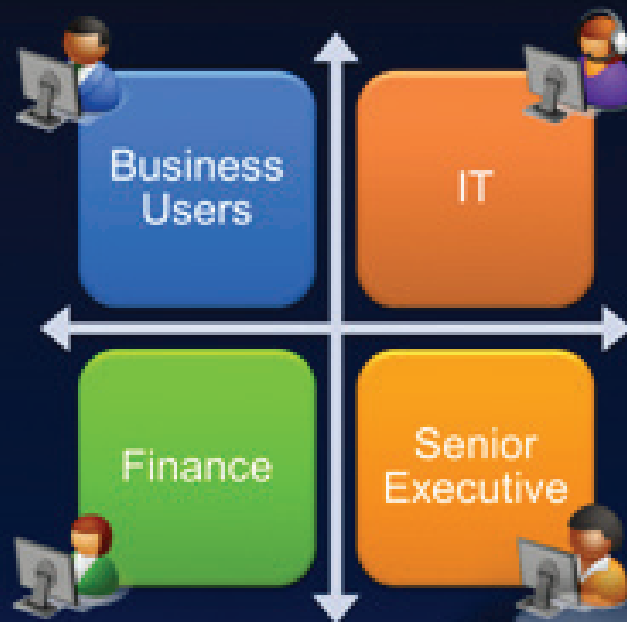
remote-work arrangements in the 1990s, in part to retain the services of mothers who preferred not to commute or who wanted to work part time. As technology evolved, companies such as IBM found they could eliminate permanent offices for sales reps and other customer-facing employees. Such moves yielded huge cost savings on real estate while increasing the time reps could spend with customers. Now, thanks to broadband, cloud computing, and a burgeoning market for online collaboration tools, many more jobs that once required in-person interactions can be performed anywhere. These jobs range from administrative assistants and insurance claims processors to law associates and corporate workers in functions such as finance or HR. In fact, by some estimates perhaps one-quarter of all US jobs could be performed remotely, and in our 2011 survey of 2,000 US businesses, one-quarter of them said they planned

to use more remote workers in the future.⁵

Increasingly, new hires may not even come into the office for training, which is also delivered electronically. And because the rites of social media are so familiar to many employees, members of remote teams and their managers often establish relationships quickly. "It was a year before I ever even met one remote hire face to face," said a manager we talked to. "But I felt like we had been colleagues for years."

Virtual approaches to work are attractive to a wide array of employees, including working mothers, older workers, and younger, Generation Y professionals who want flexible lifestyles from the start. Younger workers are often particularly suited to work remotely, having grown up socializing and collaborating online. "They don't want to work 9 to 5," says Bonny Simi, vice president of talent at JetBlue, "and it doesn't matter to me if they work

The New World of Work



better from six at night until three in the morning or if they can do the work in six hours instead of eight.”

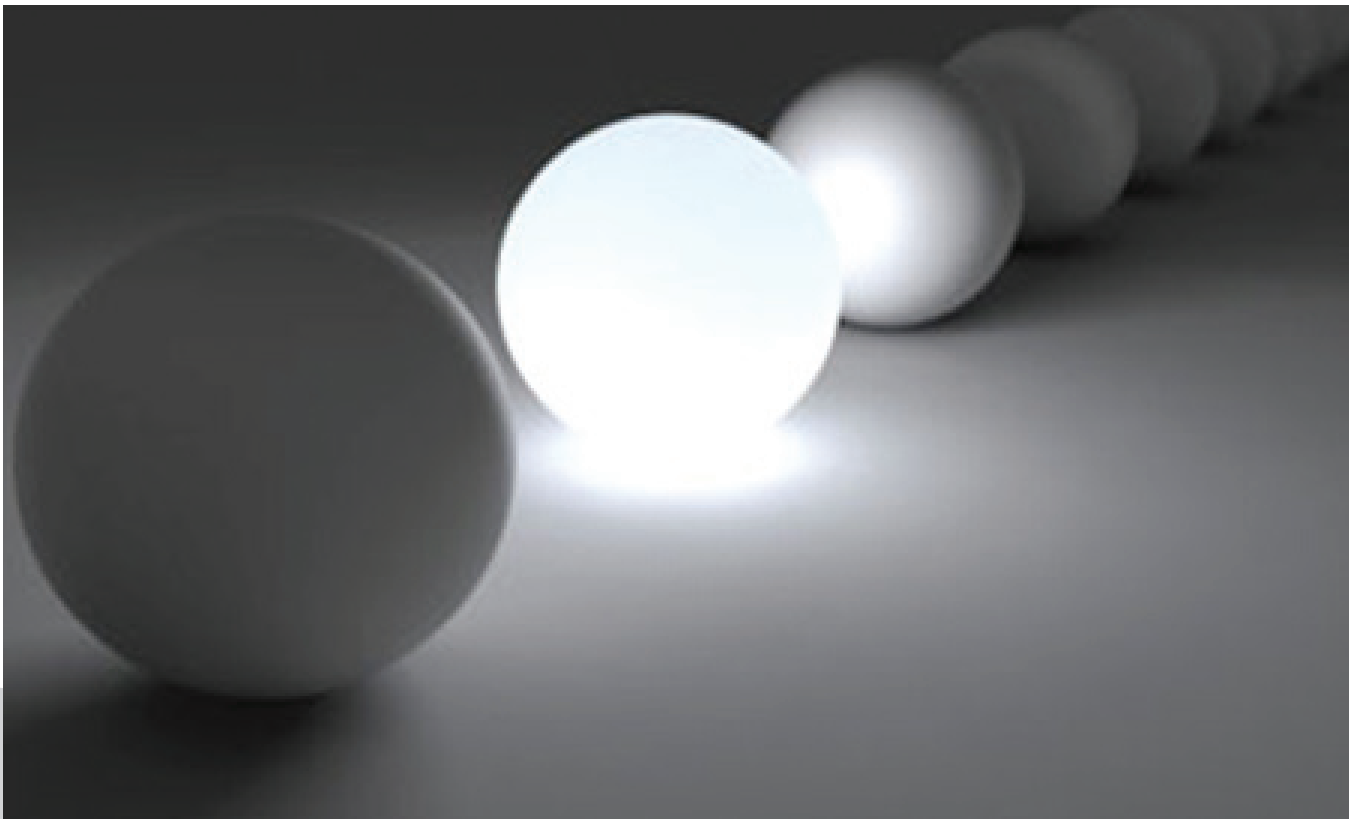
3. Make work more flexible

By breaking some jobs into components and using technology to virtualize others, employers can engage labor far more efficiently. Some companies are already exploring a spectrum of mix-and-match work arrangements: traditional full-time workers in the office, part-time or temporary workers, and contingent, remote workers who can help meet spikes in demand. Companies that optimize such configurations and manage them effectively can begin engaging talent as needed, thereby lowering overhead costs and improving response times. The key to this talent-on-demand model is the availability of workers with specialized skills who are willing to work on a contingent basis.

The workforce appears ready. An expanding industry of intermediaries and “talent aggregators” has cropped up to supply interaction workers ranging from drug-development scientists to advertising copywriters to investment bankers and attorneys. In the United States, 45 percent of temporary employees work in management, in IT or technical occupations, or in health care, and contract work has grown four times faster than total employment over the past decade. Moreover, while many less-skilled temporary workers were laid off during the recent recession, contingent work among more highly skilled professionals has continued to grow.

Implications for senior executives

Savvy senior executives will recognize that managing the shift currently under way is



analogous to leading a major change-management program and that managers, at all levels, will be the ones most keenly affected. The first priority for executives seeking to lead their organizations into the new world of work should be helping their management teams improve—or in some cases develop—abilities such as these:

- Coordinate and sequence. Managing diverse groups of on-site and remote employees will be challenging in a world where the composition of teams changes rapidly as project-based contractors and temporary staff come and go. Managers must become nimble coordinators and better coaches to ensure that all tasks, wherever they occur, mesh smoothly and that information is shared effectively among colleagues. Group interactions, in particular, will require more careful planning and structuring.
- (Over) communicate. Some companies require offsite workers to be available for a certain period each day to handle team catch-ups and check-ins with colleagues; other companies set aside regular times for in-person meetings. “You really have to over-communicate to make sure everyone understands their roles and when work will be handed off,” said one manager we spoke with.
- Observe and listen. While some employees thrive in independent, remote work environments, others wither in the absence of daily contact with coworkers or the camaraderie of working in a traditional team. Likewise, some managers worry that remote workers will identify less fully with their companies. “You save money, but you lose control,” warned one executive. “We’re worried about loyalty, about identification with the company. If they work from home anyway, will they go to a competitor

for just a small bump up in salary?” The best managers will vigilantly observe how their people adjust and respond accordingly.

- Let go. Some managers already struggle when they evaluate the performance of knowledge workers. It’s a perennial challenge to judge employees on outcomes, not hours, since defining clear goals and determining reasonable time lines are difficult. Yet in an environment where some employees work in a central office and others are time zones away, managers have no choice but to define goals and step back. “Bosses need to just relax,” observes JetBlue’s Bonny Simi. “They don’t have to see the employee for the work to get done. That’s the hardest shift in mind-set for some managers.”

As with all change programs, the role of senior management will include communicating a clear rationale for any moves and creating a compelling vision of how they will help the company reach its goals. Managers must be convinced of the benefits—higher performance for their teams—if they are to become enthusiastic leaders of change. Above all, senior executives should encourage managers to think big: the new world of work opens up new possibilities for how companies define their boundaries and organize work. Distinctions among employers, employees, and customers are blurring. Innovation happens and tasks get done in new ways. Companies that take advantage of these trends—and indeed pioneer them—can lower their costs while significantly enhancing their value proposition to employees.

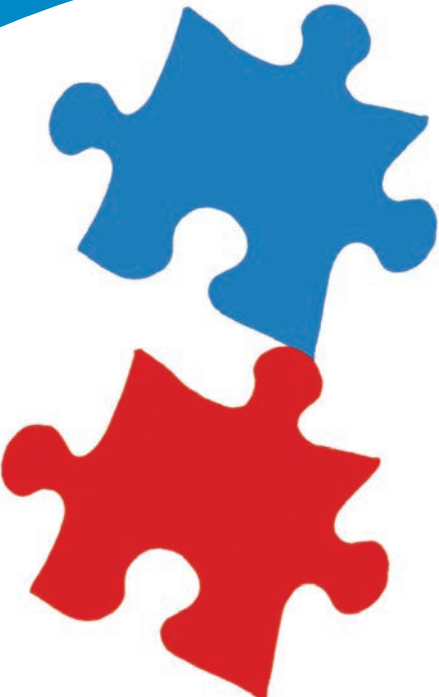
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Six social-media skills every leader needs

Organizational social-media literacy is fast becoming a source of competitive advantage. Learn, through the lens of executives at General Electric, how you and your leaders can keep up.

February 2013 | by Roland Deiser and Sylvain Newton

Few domains in business and society have been untouched by the emerging social-media revolution—one that is not even a decade old. Many organizations have been responding to that new reality, realizing the power and the potential of

this technology for corporate life: wikis enable more efficient virtual collaboration in cross-functional projects; internal blogs, discussion boards, and YouTube channels encourage global conversations and knowledge sharing; sophisticated viral media

campaigns engage customers and create brand loyalty; next-generation products are codeveloped in open-innovation processes; and corporate leaders work on shaping their enterprise 2.0 strategy.

This radical change has created a dilemma for senior executives: while the potential of social media seems immense, the inherent risks create uncertainty and unease. By nature unbridled, these new communications media can let internal and privileged information suddenly go public virally. What's more, there's a mismatch between the logic of participatory media and the still-reigning 20th-century model of management and organizations, with its emphasis on linear processes and control. Social media encourages horizontal collaboration and unscripted conversations that travel in random paths across management hierarchies. It thereby short-circuits established power dynamics and traditional lines of communication.

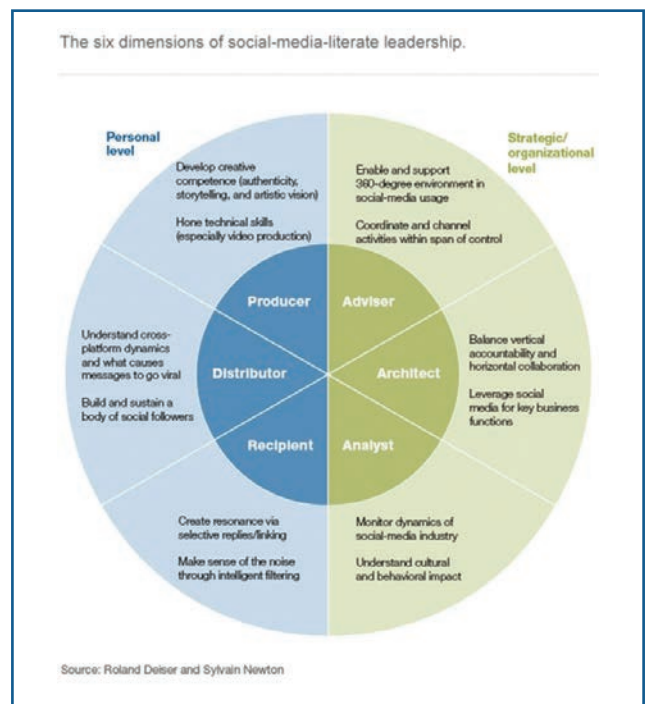
We believe that capitalizing on the transformational power of social media while mitigating its risks calls for a new type of leader. The dynamics of social media amplify the need for qualities that have long been a staple of effective leadership, such as strategic creativity, authentic communication, and the ability to deal with a corporation's social and political dynamics and to design an agile and responsive organization.

Social media also adds new dimensions to these traits. For example, it requires the ability to create compelling, engaging multimedia content. Leaders need to excel at cocreation and collaboration—the currencies of the social-media world. Executives must understand the nature of different social-media tools and the unruly forces they can unleash. Equally important, there's an organizational

dimension: leaders must cultivate a new, technologically linked social infrastructure that by design promotes constant interaction across physical and geographical boundaries, as well as self-organized discourse and exchange.

We call this interplay of leadership skills and related organizational-design principles organizational media literacy, which we define along six dimensions that are interdependent and feed on one another.

Our clearest window on the development of



these new forms of literacy is General Electric, where one of us is responsible for leadership development. Witnessing GE through this lens is particularly interesting; unlike Google or Amazon, GE isn't a digital native, and its 130-year tradition of reinventing businesses and itself makes it worth watching. So does GE's status as a "leadership factory."

GE's commitment to social media is perhaps most visible through its digital platform GE Colab, designed by GE employees for GE employees to facilitate global teamwork and collaboration. GE Colab combines the capabilities of Facebook, Twitter, and other social applications, allowing easy networking, information sharing, instant communication, advanced search, blogging, videoblogs, and more. Launched in 2012, the platform has already attracted more than 115,000 users.¹

To get a sense of how executives deal with these new realities, we interviewed GE officers of various businesses and regions. These leaders and their organizations are at different mileposts along the journey to social-media literacy, just as different companies are. In aggregate, though, they described a rich range of efforts to build personal

skills, experiment with technologies, invest in new tools, expand employee participation, and shape organizational structures and governance to capture emerging social opportunities. We drew on those experiences to illustrate the six-dimensional set of skills and organizational capabilities leaders must build to create an enterprise level of media literacy—capabilities that will soon be a critical source of competitive advantage.

1. The leader as producer: Creating compelling content

With video cameras achieving near ubiquity and film clips uploading in the blink of an eye to YouTube or other platforms, the tools for producing and sharing rich media are in everyone's hands. GE's Video Central now houses thousands of videos, many created by top leaders. More than a few executives have started to incorporate video



streams into their blogs. As video communication rises in importance, effective leadership will increasingly require the kind of creative skills we know from the world of “auteur” filmmaking—an authentic voice, imagination, and the ability to craft compelling stories and to turn them into media products that make people take note and “lean forward.” To engage in real time on a personal level, executives will also need the technical skills to master the basics of digital-multimedia production, including how to shoot and, if necessary, edit videos.

Mark Begor, who runs GE Capital’s real-estate business, was nervous when he shot his first “unplugged” video message. “I was used to a studio environment where I could do several takes and have editors polish what I wanted to say.” That unease soon vanished with practice. He now routinely produces a weekly five- to ten-minute video for his division. “I talk about what I learned during the week, about a great deal we’ve closed, and the status of the business. I also add comments about employees that I want to recognize.” Begor says that this routine forces him to crystallize his thinking and that creating short stories people can relate to makes him more aware of his strategy and communication.

As Begor and others have discovered in this process, the logic of participatory media is strikingly different from that of traditional corporate broadcast media, where each and every piece of communication gets perfectly crafted. Too much perfection is actually a barrier to collaboration and cocreation, as it disinvents participation. To thrive in the world of social media, leaders need to acquire a mind-set of openness and imperfection, and they must have the courage to appear “raw” and unpolished—traits that may be as challenging for

them as developing the creative and technical-production skills.

2. The leader as distributor: Leveraging dissemination dynamics

Business leaders have traditionally disseminated information along a controlled, linear chain that begins after the development of a formal meaning-creation process—think of how your company creates and distributes memos explaining new initiatives. While traditional distribution pathways won’t disappear, social media revolutionizes the standard information process by reversing it. Social communication makes distribution the starting point and then invites company audiences to cocreate and contextualize content to create new meaning. Messages are rebroadcast and repurposed at will by recipients who repost videos, retweet and comment on blogs, and use fragments of other people’s content to create their own mash-ups.

As the (vertical) broadcast media and the (horizontal) participatory media converge, leaders need to master the interplay of two fundamentally different paradigms: those of the traditional channels, which follow the logic of control, and of the new channels, where it is essential to let the system’s dynamics work without too much direct intervention. Since executives won’t be able to govern or control a message once it enters the system, they must understand what might cause it to go viral and how it may be changed and annotated while spreading through the network. Distribution competence—the ability to influence the way messages move through complex organizations—becomes as important as the ability to create compelling content.

Equally important is the skill of creating and

sustaining a body of social followers who help to spread and reinforce the message. It becomes critical to know who an organization's key—and often informal— influencers are and to leverage their authority to push content through the right channels. Finally, leaders must recognize their role as redistributors of the content they receive, so they can leverage the communication continuously happening around them.

Lorraine Bolsinger, vice president and general manager of GE Aviation Systems, acquired these skills through experimentation. She began blogging a few years ago but initially didn't get much response. "It took time to get my audience actively involved," she recalls. "I had to find my voice and become more conversational, more easygoing." To increase the allure and sustainability of the dialogue, she eventually created a "360 blog," where all her direct reports blog with her on the same platform. This networked blog, with 12 regular contributors, provides additional points of view on issues, promotes more frequent communication, and attracts broader participation. Bolsinger says that the quality of her group's dialogue about strategy and operations has improved thanks to these efforts.

3. The leader as recipient: Managing communication overflow

Social media has created an ocean of information. We are drowning in a never-ending flood of e-mails, tweets, Facebook updates, RSS feeds, and more that's often hard to navigate. "There is too much noise out there," says Stuart Dean, CEO of GE ASEAN,² who is an active blogger and tweets regularly about issues in his market space. "I'd use Twitter much more as a source of information if I could get exactly what I need."

Dean's sentiment is echoed by most executives we know—many of them barely find time to catch up with their daily e-mail load. What to do? As a first step, leaders must become proficient at using the software tools and settings that help users filter the important stuff from the unimportant. But playing in today's turbulent environment requires more than just filtering skills.

In traditional corporate communications, consumption is a mostly passive act: you are pretty much left alone to make sense of messages and to assess their authenticity and credibility. In the social-media realm, information gets shared and commented on within seconds, and executives must decide when (and when not) to reply, what messages should be linked to their blogs, when to copy material and mash it up with their own, and what to share with their various communities. The creation of meaning becomes a collaborative process in which leaders have to play a thoughtful part, as this is the very place where acceptance of or resistance to messages will be built.

"You have to see the entire communication universe, the interplay of traditional and social media," says Bill Ruh, head of GE's Software and Analytics Center. Just as leaders suffer from overflow, so do their people. "As a leader," says Ruh, "you have to develop empathy for the various channels and the way people consume information."

4. The leader as adviser and orchestrator: Driving strategic social-media utilization

In most companies, social-media literacy is in its infancy. Excitement often runs high for the technology's potential to span functional and divisional silos. But without guidance and coordination, and without the capabilities we

discuss here, social-media enthusiasm can backfire and cause severe damage.

To harvest the potential of social media, leaders must play a proactive role in raising the media literacy of their immediate reports and stakeholders. Within this 360-degree span, executives should become trusted advisers, enabling and supporting their environment in the use of social tools, while ensuring that a culture of



learning and reflection takes hold. As a new and media-savvy generation enters the workplace, smart leaders can accelerate organizational change by harnessing these digital natives' expertise through "reverse mentoring" systems (see later in this article).

Steve Sargent, president and CEO of GE Australia and New Zealand, believes that social media is reshaping the leadership culture by pushing executives to span geographic boundaries, engage more closely with stakeholders, and amplify the impact of employees at the periphery. Over the past five years, as proof of concept, Sargent has established a mining-industry network that cuts across GE's businesses and regions, linking informal

teams that use social platforms to collaborate on solving customer needs. GE employees in Brazil, for instance, now work with colleagues in Australia to develop products and services for customers doing business in both countries. The network's success led the company to elevate it to the status of a full-fledged GE mining business. "Markets today are complex and multidimensional, and leadership isn't about control but about enabling and empowering networks," Sargent says. "The type of leadership we need finds its full expression in the DNA of collaborative technology, and I am determined to leverage this DNA as much as I can."

To achieve this goal, leaders must become tutors and strategic orchestrators of all social-media activities within their control, including the establishment of new roles that support the logic of networked communication—for instance, community mentors, content curators, network analysts, and social entrepreneurs. Organizational units that leverage the new technologies in a coordinated and strategically aligned way will become more visible and gain influence in a corporation's overall power dynamics.

5. The leader as architect: Creating an enabling organizational infrastructure

Leaders who have steeped themselves in new media will testify that it requires them to navigate between potentially conflicting goals: they must strive to establish an organizational and technical infrastructure that encourages free exchange but also enforce controls that mitigate the risks of irresponsible use. This is a tough organizational-design challenge.

Most companies have a defined formal organization, with explicit vertical systems of accountability. But below the surface of org charts

and process manuals we find an implicit, less manageable “informal organization,” which has always been important and now gets amplified through social media. The leader’s task is to marry vertical accountability with networked horizontal collaboration in a way that is not mutually destructive.

This challenge is reflected in GE’s policies, which embrace the value of sharing expertise and perspectives with family, friends, colleagues, customers, and other stakeholders around the world. With this openness comes a shared responsibility: employees must observe GE standards of transparency and integrity, refrain from speaking on behalf of the company without authorization, and be clear in their social messaging that their views are personal.

In this spirit, creating a social architecture that provides a meaningful space for internal and external interactions has been an ongoing mission for Andrew Way, vice president of GE’s Oil & Gas Drilling & Surface Division. “I love the social-media stuff,” he says, “so I surround myself with an organization that supports it.”

In Way’s last role in the division, he and his team launched a video project about the history and current timeline of the business. Since the videos are shared with customers, team members must make choices about which content can cross external boundaries. “It’s an evolving thing. Every quarter, the team adds a new segment that features important things that happened in the last three months. It has resulted in a continuing story, and people look forward to every new version.”

Way says that the videos have united division members around common goals, helping to bring new employees on board and making everyone

more proficient in using new media. “Three years ago, an effort like this would have used PowerPoint with a standardized font. It clearly has created a new culture.” Boosting engagement with stakeholders such as customers is an added benefit, since videos often include them in segments to help tell stories.

6. The leader as analyst: Staying ahead of the curve

As companies start to digest the consequences of the Web 2.0 revolution, the next paradigm shift is already knocking on the door. The next generation of connectivity—the Internet of Things—will link together appliances, cars, and all kinds of objects. As a result, there will be about 50 billion connected devices by the year 2020.³ This transformation will open new opportunities, spawn new business models, and herald yet another major inflection



point that leaders must manage.

It’s imperative to keep abreast of such emerging trends and innovations—not just their competitive and marketplace implications, but also what they mean for communications technologies, which are fundamental for creating an agile, responsive

organization. Executives who monitor weak signals and experiment with new technologies and devices will be able to act more quickly and capture the advantages of early adoption.

GE's leadership university, Crotonville, is leading a number of initiatives to help top executives stay ahead of those changes. One example is a program called Leadership Explorations, launched in 2011 to support continuous learning for top executives and organized in locales connected with a specific strategic-leadership theme. In Silicon Valley, leaders are immersed in a range of cutting-edge technologies. Part of the program there involves "reverse mentoring," which connects media-savvy millennials with senior GE leaders to discuss the latest tech buzz and practice. Many participants continue to exchange insights long after the formal session is over. Exposing seasoned leaders to the millennial mind-set encourages them to experiment with new technologies—which, in turn, helps them better engage with up and comers.

Clearly, these are early days. Most companies recognize social media as a disruptive force that will gather strength rather than attenuate. But social-media literacy as we define it here is not yet an element of leadership-competency models or of performance reviews and reward systems. Equally, it has not yet found its way into the curricula of business schools and leadership-development programs.

This needs to change. We are convinced that organizations that develop a critical mass of leaders who master the six dimensions of organizational media literacy will have a brighter future. They will be more creative, innovative, and agile. They will attract and retain better talent, as well as tap deeper into the capabilities and ideas of their employees and stakeholders. They will be more

effective in collaborating across internal and external boundaries and enjoy a higher degree of global integration. They will benefit from tighter and more loyal customer relationships and from the brand equity that comes with them. They will be more likely to play leading roles in their industries by better leveraging the capabilities of their partners and alliances in cocreation, codevelopment, and overall industry collaboration. And they will be more likely to create new business models that capitalize on the potential of evolving communications technologies.

It takes guts to innovate radically in leadership and organization, for legacy systems, cultures, and attitudes are powerful forces of inertia. Fortunately, the inherent quality of social media is a powerful transformational force. Social-media engagement will confront leaders with the shortcomings of traditional organizational designs. Leaders who address these shortcomings will learn how to develop the enabling infrastructure that fosters the truly strategic use of social technologies. When organizations and their leaders embrace the call to social-media literacy, they will initiate a positive loop allowing them to capitalize on the opportunities and disruptions that come with the new connectivity of a networked society. And they will be rewarded with a new type of competitive advantage.

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Programme	Programme Chairman/Facilitator	Dates	Venue
Global Advanced Management Programme "Disruptive Innovation & Open Business Models In The Changing Global Landscape"	Prof Solomon N. Darwin , Associate Director, Institute for Business Innovation, Haas School of Business, University of California, Berkeley	19 – 25 May'13	Silicon Valley, USA
Marketing Retreat	Dr. Jagdish N. Sheth , Charles H. Kellstadt Professor of Marketing, Goizueta Business School, Emory University	12-14 July'13	Goa
Senior Leadership Retreat	Mr Anil Sachdev , Founder & CEO, School of Inspired Leadership and Mr B Muthuraman , Vice Chairman, Tata Steel	23 – 25 August'13	Goa
Young Leaders Retreat	Mr Shivinder Mohan Singh , Executive Vice Chairman, Fortis Healthcare Limited and Mr Vineet Agarwal , Joint Managing Director, Transport Corporation of India Ltd	04 – 06 October'13	Goa

International Conferences

Programme	Programme Chairman/Facilitator	Dates	Venue
Horasis Global India Business Meeting		23-24 June'13	Belfast, U K
2nd Global Business Leaders Summit	Sanjiv Goenka , Chairman RP-Sanjiv Goenka Group	12-14 September'13	Johannesburg, South Africa

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Ahmedabad Management Association

Ahmedabad Management Association (AMA) conducted several programmes in the month of April. An Award ceremony, two open lectures, a book release function, 25 summer workshops for students and 66 different training programmes are few of them.

The lectures were delivered by Swami Bodhanand, he addressed students on 'Personality Development' and inspired executives on 'When Less is More'.



Dr. Debashis Chatterjee, Director IIM-K, presenting the award to one of the Shrestha Shikshak, Ms. Bhavanaben Soni. Mr. Pankaj Patel, Past President, AMA looks on.

Tourism expert, Mr. Sanjay Barot, drew attention towards Kashmir and the Chief Guest for the evening Dr. Sudarshan Iyengar, Vice Chancellor, Gujarat Vidyapith released a book titled 'Kashmir- the South Asia Panacea'.

The 'Shresth Shikshak Awards' were presented on April 12, 2013 by the Chief Guest of the event, Prof. Debashis Chatterjee. Director, IIM- Kozhikode. For the past 11 years AMA has been presenting these awards to the gems of education system - Teachers. It is a small step taken by AMA in the direction to value and respect the "Guru" for their contribution towards the society.

Baroda Management Association

Prof. Mayank Dholakiya Round Table on Strategy

BMA organised a 'Round Table on Strategy' where the senior and top management team members representatives from various organisations participated. The first round table on strategy was named after Late Prof. Mayank Dholakiya who was the Dean of Faculty of Management Studies, M S University, Baroda.



Round Table on Strategy

The programme was effectively conducted by Mr. Muthiah Venkateswaran & Mr. Shivanshu Gupta from McKinsey & Company, who discussed the significant aspects on strategy like foundations of strategy, dealing with uncertainty and implementing effective strategic planning by applying ten tests comprehensive toolkit of approaches.

The Beauty Within

BMA's Women Development Committee conducted its 3rd programme of Empowering Women Series celebrating Women's Health - 'The Beauty Within'. The session was led by an eminent panel of doctors who helped women resolve their major concerns regarding their health, the reality and myth of some conditions affecting women.



The session in progress

The highly interactive session was attended by a large group of women and was very well received.

Bharuch District Management Association

Bharuch District Management Association organised an evening talk on 8 April, 2013 where the top two winning teams of the 'eXpLoRe CLP' competition made presentations. 'eXpLoRe CLP' was a competition



A short talk by Mr. Abhay Potdar, Senior Vice President (Operations), CLP India, Paguthan

organised earlier by CLP India, a corporate member of BDMA, to explore cognitive & leadership potential among its employees. The event was judged by Mr. LN Lalwani (Executive Director-Torrent Power); Mr.

Deepak Prasad (Vice President-HR, Reliance Dahej) and Mr. PS Vayeda (General Manager-HR, GNFC & Vice Chairman, BDMA).

Coimbatore Management Association

Health Awareness Programme

Coimbatore Management Association (CMA) organised a Health Awareness programme in association with KG Hospital on 21 April, 2013. Dr. G. Bakthavathsalam, Chairman, KG Hospital along



Mr. V. Baburaj, Chief People Officer, Rasi Seeds addressing members on Monday Meeting on Myths of Business Performance-Radical Perspectives.

with 4 doctors from KG Hospital addressed the participants. The programme was very well received with a participation of close to 100.

Monday Musings

CMA's 'Monday Musings' is a 45 minute, popular, interactive programme conducted on relevant topics concerning individual and institutional management. Conducted every Monday at 6.30 pm, it is usually attended by more than 30 persons.

Delhi Management Association

Workshop on Social Media & Online Branding

An interesting full day workshop on Social Media

& Online Branding was organised by the Delhi Management Association (DMA) at India Habitat Centre on 18 April, 2013. The workshop was designed in such a way so as to help the participants to understand the tools required for mega success on social media including content, engagement, platform-specific tips and collaboration, thus helping both the employee and the organisation.

This workshop was conducted by Social Media Expert & Personal Branding Coach, Dr. Amit Nagpal who also gave the programme overview. While



Participants with the faculty at the workshop.

Mr. Rajan Pandhi, Director, DMA welcomed the audience, the Guest of Honour, Mr. Santosh Goenka, Executive Director, Business India Group, talked about the theme whether Mass Media & Digital Media are friends or enemies. Mr. Deepak Goel, Founder, iMET Global discussed how brick and mortar businesses could integrate new business media in their businesses. The event concluded with a highly interactive Q & A session.

Plant Visit to Escorts Ltd.

Delhi Management Association organised a plant visit to Escorts Ltd, Farmtrac Division (Plant 2) Faridabad on 20 April, 2013.

The members were given an introduction about

the richness of the organisation, briefed about the operations of the plant by Mr. Amit Kumar, Assistant Manager (Employee Relations-EAM) and Mr. A K Bhattacharjee, Industrial Engineering Head then



DMA members at Escorts Ltd.

took the team around the Farmtrac Division. Their queries on the organisational environment and other work domains were addressed by the senior managers of the company.

Hyderabad Management Association

A joint Lecture Meeting on the topic 'Companies Bill 2012, Corporate Governance - Management and Bhagawadgheeta' addressed by Dr PVS Jagan



Mr Ramesh Gelli, Chairman, GNCT welcoming the Chief Guest, Mr Ajit Rangnekar, Dean, ISB

Mohan Rao, Central Council Member, ICAI and former President, ICSI was conducted on 10 April, 2013. The programme was conducted jointly with ICAI, Hyderabad Chapter, ICSI, Hyderabad Chapter, Hyderabad Branch of Chartered Accountants, Hyderabad Management Association and Federation of AP Chambers of Commerce & Industry.

On 20 April, 2013 HMA organised a one Day Training Programme on ‘Social Media Marketing’ by Mr Shantanu Ghosh, Professor – Marketing. Followed closely by the 8th Sri Gelli Narayana Chetty Annual Endowment Lecture conducted on the topic ‘The Realities of Leadership, Dilemmas all of us face’ on 22 April, 2013 which was addressed by Mr Ajit Rangnekar, Dean, Indian School of Business, ISB.

Jalandhar Management Association

Jalandhar Management Association organised the first edition of JMA Awards on April 6, 2013 at Hotel Cabbana. The inspirational achievers and performers from the fields of business, industry & academia were honoured at a glittering ceremony under different categories of awards.

The Chief Guest on the occasion was Ambassador Deepak Vohra, Advisor to South Sudan. H.E. Ali



S. Gursaran Singh, Chairman, GNA Group being honoured with the Life Time Achievement Award

Illousu, Ambassador to India from Niger & Mr. M.F. Farooqui, DIG Ludhiana Range were the Guests of Honour.

Mr. S. K. Mishra, Director, Finance, Punjab Technical University, presided over the function which was attended by several eminent guests from the industry & academia besides JMA members.

A Souvenir enlisting the journey of JMA was also released on the occasion. Ashwani Kumar, Chairman of JMA & Sudhir Gera, Vice Chairman congratulated the award recipients & thanked the guests for their gracious presence. Ahsanul Haq, President & Vishal Sharma, General Secretary, JMA conducted the proceedings during the ceremony.

Kerala Management Association

Management Faculty Forum

Kerala Management Association (KMA) organised a seminar under the aegis of KMA’s Management Faculty Forum on 10 April, 2013 at Cochin, under



Mr. TP Srinivasan IFS (Retd.), Executive Vice Chairman, Kerala State Higher Education Council delivering the inaugural address. (L to R) Dr. Francis Cherunilam, Chairman, Management Faculty Forum and Mr. SR Nair, President, KMA

the theme ‘Management Education in Kerala- Challenges & Prospects’. The seminar commenced

with the welcome address delivered by Dr. Francis Cherunilam, Chairman, Management Faculty Forum, followed by the Presidential address by Mr. SR Nair, President, KMA.

The Seminar was inaugurated by Mr. TP Srinivasan IFS (Retd.), Executive Vice Chairman, Kerala State Higher Education Council along with Prof. J Philip, President, Xavier Institute of Management and Entrepreneurship, Bangalore. The seminar was well received with more than 150 participants.

Management Leadership Award 2013

The Management Leadership Award is the highest honour the Kerala Management Association confers on an individual management leader for his/her outstanding contribution in the field of management in the state of Kerala.

This year Mr. VK Mathews, Founder & Executive Chairman, IBS Software Services Ltd. was selected for the Management Leadership Award 2013 by a panel of eminent jury. The Award was presented by Mr. Oommen Chandy, Chief Minister of Kerala,



Mr. VK Mathews, Founder and Executive Chairman, IBS Software Services Ltd., receiving the Management Leadership Award from Mr. Oommen Chandy, Hon`ble Chief Minister of Kerala. (L to R) Mr. KN Shastry, Chairman, Management Leadership Award; Mr. Krishnakumar Natarajan, Chairman, NASSCOM & CEO, Mindtree Ltd; Mr. SR Nair, President, KMA and Mr. K Rajan George, Honorary Secretary, KMA.

on the 23 April, 2013 at Cochin. Mr. Krishnakumar Natarajan, Chairman, NASSCOM, CEO, Mindtree Ltd, Bangalore delivered the Felicitation Address.

The programme was attended by KMA members, industrialists and corporate heads from in and around Cochin.

Nagpur Management Association

After being well received in schools, NMA's 'NICE' programme has also been extended to colleges. Demonstrations were given in Rasoni Group of Institutions, S.B. Jain Institute of Technology, Management and Research, Priyadarshini Institute of Architecture Design and Research etc. The response of students and teachers was equally enthusiastic.

Under the 'NICE' programme, students are encouraged to study the subjects by themselves



MBA students of S.B. Jain Institute of Technology, Management and Research 'teaching' financial management to their fellow students.

with the guidance of teachers. Hence they become more active learners. They are also encouraged to 'teach' the subject to fellow students. It has been established that NICE programme can positively save 50% of time and effort at all stages of education where classroom teaching is involved.

Rohilkhand Management Association

A meeting of the members of Rohilkhand Management Association (RMA) was held on 27 April, 2013 at Bareilly, with Mr. Sanjay Grover, Director, LMA Relations & Membership, AIMA. Mr. KK Damani



(L-R) Mr Sanjay Grover, Director, LMA Relations & Membership, AIMA; Mr KK Damani, President, RMA; Mr Ghanshyam Khandelwal, MD, B.L. Agro Oils Ltd. and Mr Qadir Ahmed, Secretary, RMA.

welcomed the speakers and participants while Mr. Qadir Ahmad, Secretary, RMA, gave an introduction of RMA. Mr. Sanjay Grover presented details of AIMA's activities. Programme Director, RMA, Mr. YK Gupta presented the vote of thanks. Close to 25 members attended the meeting which was very well received.

Trichur Management Association

22nd Annual Convention

22nd Trichur Management Association Annual Convention was celebrated on 6 April, 2013 at Thrissur. The theme of the Convention was 'Remodeling Kerala - the way forward'. The event started with the seminar session in the morning which was inaugurated by Mr Ullas Kamath, JMD, Jyothi Laboratories. The other sessions were addressed by Mr SR Nair, President, KMA and Mr

Rajesh Nair, Vice President, Marketing, Ernst and Young.

In the evening public function Mr T Balakrishnan, MD, Inkel was the Chief Guest and Mr CJ George, Chairman, CII Kerala delivered the keynote address. Management Excellence Awards were presented to Dr VA Joseph, MD & CEO, South Indian Bank; Er T S Pattabhiram, Former Chairman, Dhanalakshmi Bank, Mrs. Komalavally Gopinath and Best Management



Inauguration of the 22nd TMA Annual Convention 2013 by Mr T Balakrishnan, MD, Inkel

Student Award was presented to MS Resmi Jose of Nehru School of Management. The TMA - Hykon Business Plan Contest, organised at the National level, was won by IIT, Chennai bagging the prize money of Rupees one lakh. The Convention was presided by Mr V P Nandakumar, President TMA, and the Hon. Secretary, Mr P T Krishnadas, proposed the vote of thanks.

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National Competition for Business Management Simulations [NMG-2013]

Eligibility

A team of 3-4 members from different functional areas may be nominated. Multiple teams from a company are welcome. For Registration/Information refer website: <http://chanakya.aima.in>

Participation Fee (Per Team)	For AIMA/LMA Members	For Non Members
1 Team	₹ 24,000/-	₹ 26,000/-
2-4 Teams	₹ 23,000/- Per Team	₹ 25,000/- Per Team
5 Teams and above	₹ 22,000/- Per Team	₹ 24,000/- Per Team

*Early Bird Discount of ₹ 2000/- per team for nominations prior to 8th April, 2013
12.36% Service Tax extra applicable on participation fee*

AIMA Service Tax Registration No.: AAATA 1644AST001 AIMA PAN No.: AAATA 1644A

Dates & Venue

Eastern Round	Bhubaneswar	Prelim I 1-2 May	Regional Final 3 May
Southern Round	Chennai	Prelim I 16-17 May	Regional Final 18 May
Northern Round	Delhi	Prelim I 7-8 June	Prelim II 10-11 June
Western Round	Mumbai	Prelim I 19-20 June	Regional Final 21 June

Grand Finale: 11th July, 2013 | Country Inn Bhimtal

Prizes

Champion Team
Rolling Trophy + ₹ 100,000/-
& Sponsored Vacations

Runners Up I
Trophy + ₹ 60,000/-
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Runners Up II
Trophy + ₹ 40,000/-
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For Registration Contact

Mini Khurana

All India Management Association

Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110 003

Tel : 011-24608513 (D), 24645100 Ext. 332, Fax: 011 -24626689, Email: managementgames@aima.in, mkhurana@aima.in

Website: <http://chanakya.aima.in>

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

Sponsorship Opportunities also available

AIMA Events Calendar

Event	Conference Director	Venue	Date
St Gallen Symposium			1 – 3 May 2013
22nd National Management Games (NMG -2013)		Regionals East South North West Grand Finale	1 – 3 May 2013 16 – 18 May 2013 7 – 12 June 2013 19 – 21 June 2013 11 July 2013
AIMA 4th National MSME Convention		Guwahati, Assam	8 – 9 May 2013
Global Advanced Management Programme 2013, Disruptive Innovation & Open Business Models in, The Changing Global Landscape	Prof Solomon N. Darwin Associate Director Institute for Business Innovation Haas School of Business University of California, Berkeley	San Francisco Bay Area, USA	19 – 25 May 2013
Healthcare Conference		Bangalore	May 2013
Marketing Retreat	Dr. Jagdish N. Sheth Charles H. Kellstadt Professor of Marketing Goizueta Business School at Emory University	Goa	12 – 14 July 2013
SYMP		Kolkata	31 July 2013
39th National Competition for Young Managers		Regionals East West South North Grand Finale	19 – 20 July 2013 26 – 27 July 2013 2 – 3 August 2013 9 – 10 August 2013 31 August 2013
AIMA Convocation		Delhi	19 August 2013
SYMP		Lucknow	30 August 2013

Senior Leadership Retreat	Mr Anil Sachdev Founder & CEO School of Inspired Leadership	Goa	23 – 25 August 2013
Advance Management Programme		Delhi	August 2013
10th National Competition for Management Students		Regionals East South West North Grand Finale	August – September 2013
2nd Global Business Leaders Summit		Johannesburg	12 –14 September 2013
40th National Management Convention		Delhi	26 – 27 September 2013
17th Student Management Games (SMG -2013)		Regionals North West-1 Hyderabad West -2 South Grand Finale	12 – 18 Sept 2013 17 – 19 Oct 2013 22 – 23 Oct 2013 7 – 9 Nov 2013 19 – 22 Nov 2013 23 Nov 2013
SYMP		Goa	4 October 2013
National Management Quiz		Regionals East South West North Grand Finale	November- December 2013

To view full calendar please visit www.aima.in

For any feedback, suggestions or advertising queries please write to,
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