

MAY 2016



Dear Readers,

The past month began on a sad note. AIMA lost an astute guide and active supporter, Prof S Sriram, Executive Director Emeritus & Distinguished Visiting Professor, Great Lakes Institute of Management and Council Member, AIMA 2014-2016 who passed away on 29 April 2016. As a key member of the AIMA Council, Prof Sriram always extended his support and guidance to AIMA's efforts of furthering the national management movement. AIMA expresses its deepest condolences to his family and friends, and wishes them strength in their time of grief.

On the work front, AIMA continued to strive to spread management thought and build capability through its various initiatives and programmes, both in India and overseas.

In a significant first, AIMA in association with Samuel Curtis Johnson Graduate School of Management, Cornell University organised a 3 days executive education programme in India on the theme 'Leading for Innovation'. The programme was led by Professor Steven S Gal, Senior Lecturer of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University and Vice Chairman at Hangt. You will find more details inside.

In addition, AIMA participated in the 46th St. Gallen Symposium held on 11-13 May 2016 at the University of St. Gallen, Switzerland held on the theme 'Growth - the good, the bad and the ugly'. AIMA as the India partner of the Symposium, participated with an eminent Indian delegation of leaders and management professionals, thus providing an opportunity to take the Indian management thought to foreign shores.

This edition also carries updates from the recently concluded 25th National Management Games which was conducted across India, with the Grand Finale held at Delhi a few weeks ago. AIMA's 17th National Management Quiz for corporates was also successfully conducted across India with active participation. AIMA also ran training programmes and workshops for professionals and students and organised special interactive sessions, brief reports of which can also be found inside along with updates from the Local Management Associations and some interesting articles on management.

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

Warm Regards

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Director General

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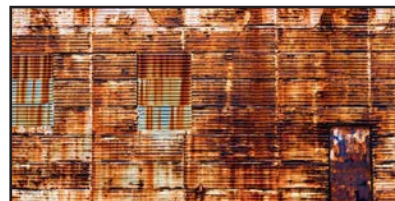


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Condolence



*Prof S Sriram, Council Member- AIMA
(September 2014-April 2016)*

AIMA mourns the untimely passing of Prof S Sriram, Executive Director Emeritus & Distinguished Visiting Professor, Great Lakes Institute of Management and Council Member, AIMA 2014-2016 who passed away on 29 April 2016.

As a key member of the AIMA Council, Prof Sriram extended his continuous support and guidance in AIMA's efforts of furthering the national management movement. He contributed greatly to management education in the country as Executive Director Emeritus of Great Lakes Institute of Management. He is survived by his wife, daughter and parents.

AIMA expresses its deepest condolences on the sad demise of Prof S Sriram.



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Certification Programme with Cornell University



Professor Steven S Gal, Senior Lecturer of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University and Vice Chairman at HangIt and Rekha Sethi, Director General, AIMA with participants of the programme

Samuel Curtis Johnson Graduate School of Management, Cornell University in association with AIMA organised a 3 day executive education programme in India on the theme 'Leading for Innovation' during 24–26 May, 2016 at AIMA, New Delhi. Professor Steven S Gal, Senior Lecturer of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University and Vice Chairman at HangIt was the Programme Director.

The programme was structured to define the field of Innovative business education for the connected world focusing on realising an organisation's strategic objectives. One of the major ingredient of the programme was that it was customised to the unique needs of the Indian market and focussed on the critical skills needed to be succeed in this environment.

The programme was designed for CEO's, CXO's and key decision makers and senior executives ready for the next level of leadership challenge. The programme achieved its objective to foster the skills of individual leaders, enhance their management capabilities, and align those with the strategic direction of the organisation. 15 top level executives across industries participated from all over India. The participants were conferred with a programme certificate jointly by Cornell University and AIMA.



Professor Steven S Gal, Senior Lecturer of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University and Vice Chairman at HangIt addressing

Interactive Session



Apurva Chamaria, Vice President and Head of Corporate Marketing HCL Technologies

AIMA organised an Interactive Session on 'Growth Hacking' with Mr Apurva Chamaria,

Vice President and Head of Corporate Marketing for HCL Technologies on 27th May 2016. Ms Nina Chatrath - Founder, Enhance Consulting and Former Partner, Heidrick & Struggles chaired the session. Mr Apurva Chamaria explained the various aspects of growth hacking, resolved myths people had about it and also shared how growth hacking today is an evolving marketing technique employed by most organisations. The session was very well received by the audience.

St Gallen Symposium



(L-R) HM Nerurkar, Immediate Past President, AIMA & Chairman, TRL Krosaki Refractories Ltd; Pranjal Sharma, Host - The Appointment, Zee Business; Rekha Sethi, Director General, AIMA; Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India; Sudhir Jalan, Co-Chairman, Rieter India Pvt Ltd and Dr Johannes Berchtold, Chief Operating Officer, St Gallen Foundation

AIMA participated in the 46th St. Gallen Symposium held on 11–13 May 2016 at the University of St. Gallen, Switzerland on the theme 'Growth - the good, the bad and the ugly'. The St. Gallen Symposium is an annual conference taking place at the University of St. Gallen, aimed at fostering intergenerational and intercultural dialogue between the decision makers of today and tomorrow. The symposium's goal is to contribute to the preservation and further development of a social and liberal economic order.



Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India addressing the session



Rajive Kaul, Chairman, NICCO Corporation Ltd.

AIMA as the India partner of the Symposium, contributed to the thought leadership by

bringing eminent Indian speakers to share their views and perspectives on the theme of the Symposium. This year members of the delegation included Mr Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India; Mr HM Nerurkar, Immediate Past President, AIMA & Chairman, TRL Krosaki Refractories Ltd; Mr Rajive Kaul, Chairman, NICCO Corporation Ltd.; Mr Sudhir Jalan, Co-Chairman, Rieter India Pvt Ltd ; Mr Pranjal Sharma, Host - The Appointment, Zee Business and Ms Rekha Sethi, Director General, AIMA. The symposium this year had more than 600 leaders discussing this year's topic together with 200 exceptional students and young leaders from over 50 countries.

Workshop

AIMA organised a two day workshop on 'Motivating Employees for Peak Performance-The Emerging Leadership Challenge' on 12th – 13th May 2016 at New Delhi. Some of the key features of the training was to identify major factors that affect motivation, apply dialogue and listening skills that model community, influence, and openness; identify inhibitors to fostering group commitment and passion. Mr Sidharath Tuli was the programme faculty.

Mr Tuli led another workshop on 'The Art of Effective Communication - Master the Science and the Art of Interpersonal Communication' on 27th May 2016 at New Delhi. The objective of the workshop was to establish a working definition of communication and review communication models and their key elements. The workshop was attended by professionals from industry and was very well received.

Chanakya



PowerGrid Corporation of India, winners of NMG 2016

AIMA's National Management Games (NMG), popularly known as 'Chanakya' is a national level competition organised by AIMA for corporates from the past 24 years. It is recognised as the most esteemed of all management competitions in the country. NMG one of the most awaited and prestigious annual events in Business Management Simulations organised by AIMA.

The 25th edition of NMG was conducted across four regions Bhubaneshwar (East), Bengaluru (South), New Delhi (North), and Mumbai (West) during May 2016 and the Grand Finale was held on 27th May, 2016 at New Delhi. This year more

than 100 teams participated from all over India comprising of both private and PSU companies. PowerGrid Corporation of India Ltd emerged as National Champions of NMG 2016 this year. NTPC was the First runners up and ONGC was the Second runners up in NMG 2016

For the first time in NMG, AIMA launched the platform/concept of training round wherein corporates showed keen interest and participation. Vodafone, Videcond2h, Water Health International, Adani Power Ltd etc took benefit of this training. The champion team and the first runner up will represent India in the Asian Management Games and Global Management Challenge (GMC).

National Management Quiz (NMQ) 2016



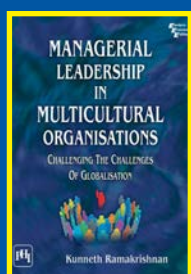
17th National Management Quiz winning teams

AIMA's 17th National Management Quiz for corporates was conducted across India. The regional rounds were held in Bangalore on 7th May; Kolkata on 14th May and Mumbai on 21st May and the Delhi regional round and the Grand Finale was held on 28th May 2016. A total number of 80 teams participated across the country. Ms Pooja Malik, Vice-President - HR, Corporate Office, Anand Automotives Ltd was the Chief Guest at the National Grand Finale.

TCS team and SABMiller were the winners in NMQ in Bangalore, Capgemini and SAIL were the winners in Kolkata round, Godrej and Boyce and RBI from Mumbai and HCL and Indian Oil from Delhi were the regional winners in NMQ.

Tata Consultancy Services Ltd emerged as National Champion this year in NMQ. SAIL was the National 1st runners up and SABMiller was the National 2nd runners up in NMQ.

Book Review



Managerial Leadership In Multicultural Organizations Challenging the Challenges of Globalization By : Kunneeth Ramakrishnan

The book is interesting and promises to instruct one in leading multinational and multicultural organizations and 'challenging the challenges of globalization'.

The author is a well-travelled management teacher and a life member of the World Association for Psycho-Social Rehabilitation. He is currently the Director at the Centre for Development and Empowerment in Bengaluru.

The book includes snapshots of the drivers of globalization, such as trade agreements and multilateral economic institutions, and the diverse organization cultures around the world. It lists the challenges posed by the collision of cultures to the managers in multinational organizations and provides radical solutions.

The author's is largely wary of the globalization and its effects. He lists many 'hidden evils' of globalization, including inequality, corruption, junk food, drug abuse, child labour and loss of local culture. He is also careful in pointing out that when he refers to the positive emotional effects of a person falling in love with another person, he means a person of the opposite sex.

The book puts a lot of stress on the cultural and the behavioural issues of managing a global, multi-cultural workforce. The book also contains advice for building future-ready organizations in an increasingly uncertain and complex world. Moreover, the author shows tremendous courage of conviction in providing original thoughts on a fairly routine subject.

The many remarkable concepts put forth by the author include the 'environmental energy effects' or '3Es' on organization culture; the 'emotional environmental energy effects' or 'E3Es' on interpersonal relationships, and the 'therapy for quality of life' or 'TQL' for 'actualising and operationalising the manager's concern for employees and their families'.

Another piece of fresh wisdom offered by the author is 'managing by influence', which he pitches as a 'wholesome method of motivating and leading employees for raising performance standard and dynamically contributing to their organisation'.

This book is meant for those looking for an alternative approach to the management challenges of globalization, particularly in the area of HR.



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 - **Rajeev Bhadauria**, Director Group HR, Jindal Steel & Power Ltd
 - **Thiru A Thirunavukkarasu**, President HR, JK Organisation
 - **Richard Lobo**, Senior Vice President and Head HR, Infosys
 - **Sameer Khanna**, Vice President & Head HR, Ericsson India

Participation Fee

Delegate Fee Per Participant: ₹85,000/- plus taxes as applicable

Service Taxes applicable as per Government norm

Service Tax Number: AAATA1644AST001

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- *The registration fee includes the course fee, study material, cost of accommodation from 17 -19 June, 2016 (02nights), breakfast, lunches, dinners as per itinerary.*
- *The registration fee does not include Airfare, Airport Taxes, Airport Transfers, Personal Expenses such as Telephone Calls, laundry, Soft/hard drinks, use of mini bar, Additional / extended stay, etc.*

For details please contact

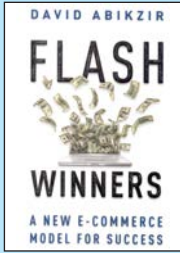
Mansoor Hassan, Manager – CMD

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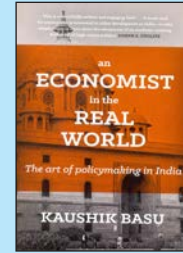
David Abikzir

Flash winners: a new e-commerce model for success.
New Delhi: Westland Ltd., 2015, P 239.



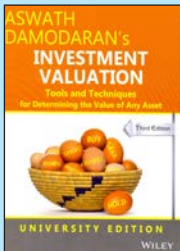
John Bailey

The productivity project : proven way to become more awesome. 1st Ed.,
London : Piatkus, 2016, P 292



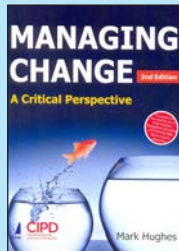
Kaushik Basu

An economist in the real World: the art of policy making in India.
Gurgaon: Penguin Books India Ltd., P 240



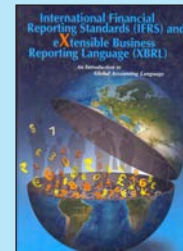
Aswath Damodaran

Valuation: tools and techniques for determining the value of any asset. 3rd ed.
New Delhi : John Wiley & Sons, P 974



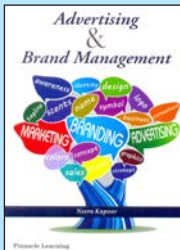
Mark Hughes

Managing change: a critical perspective.
2nd ed.
New Delhi: Viva Books, 2016, P 366



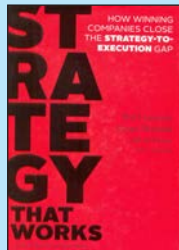
Editor P Jesintha R Hariharan Dr S Sudalaimuthu

International financial reporting standards (IFRS) & extensible business reporting language (XBRL): an introduction to Global accounting
Chennai: TR Publications, 2014, P 292



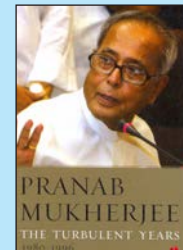
Neeru Kapoor

Advertising & brand management.
New Delhi : Pinnacle Learning, 2016, P 250



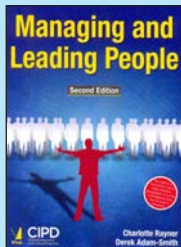
Paul Leinwand

How winning companies close the strategy-to-execution gap.
Boston : Harvard Business Review Press, 2016, P 264



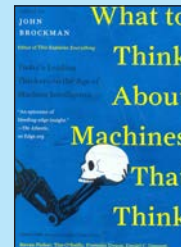
Pranab Mukherjee

The turbulent year 1980-1996.
New Delhi : Rupa Publications, 2016, P 221.



Charlotte Rayner

Managing and leading people
2nd ed.
New Delhi : Viva Books, 2016, P 207

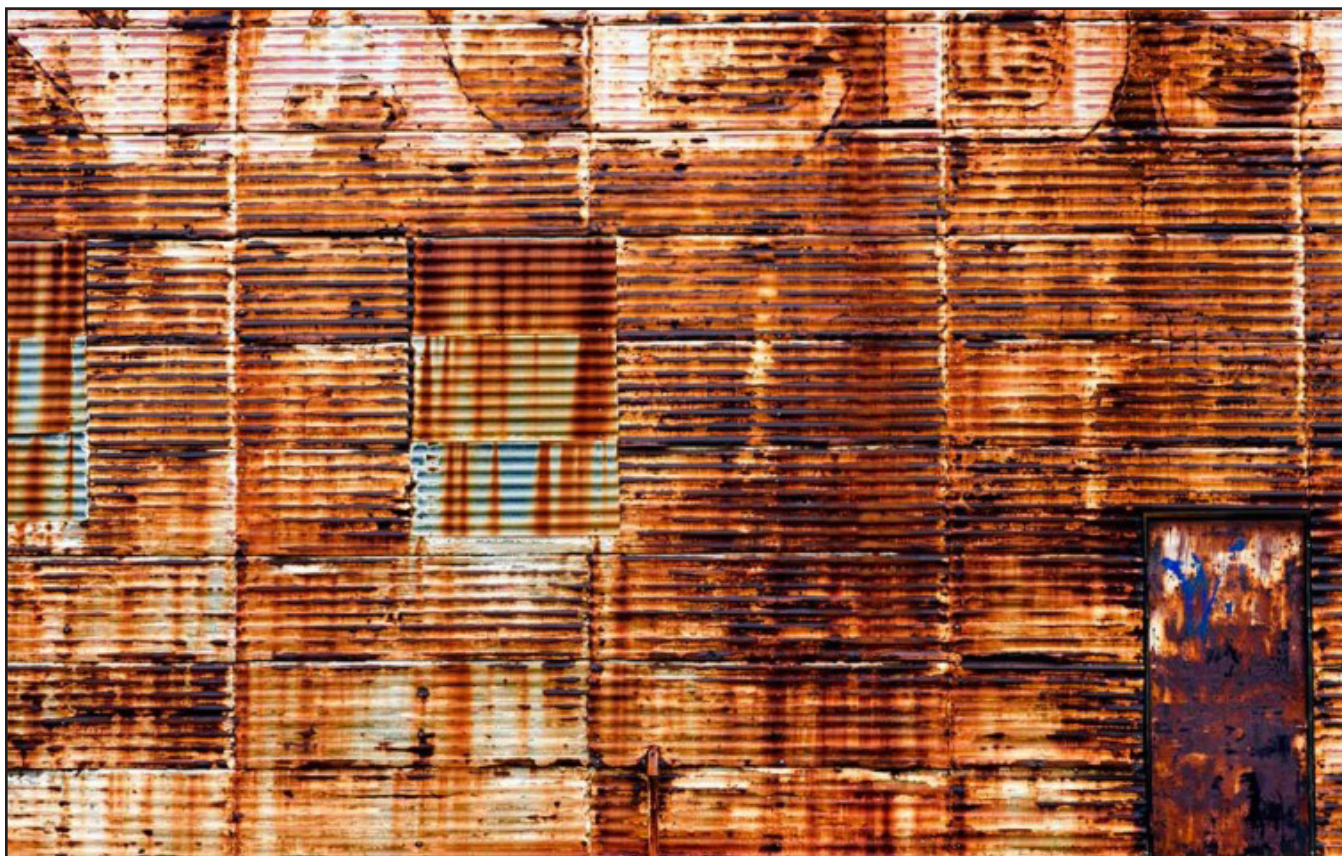


Editor John Brockman

What to think about machines that think
New York: Harper Collins, 2015, P 541.

The Decline of Yahoo in Its Own Words

By Walter Frick



On Google's earnings call for the first quarter of 2006 – more than a year before the iPhone was released and more than two years before the release of the first Android-operated smartphone – CEO Eric Schmidt went out of his way to talk about mobile.

"I wanted to highlight some of the progress we have made in mobile, which is another big strategic area for us," he told listeners, noting that Google Maps was becoming popular for Blackberry users and later adding that it was critical that the company make sure all its content worked on phones.

That same quarter, on Yahoo’s earnings call, phones were barely mentioned – once in regards to a promotion tied to the World Cup in Europe, and again if you count the company’s new feature that let users place phone calls from a PC.

Plenty of theories have been put forth to explain Yahoo’s failures, as the company seeks a buyer following a failed turnaround attempt. One of the most prominent is that Yahoo was late to mobile. “Yahoo’s mobile business barely existed” when Marissa Mayer took over as CEO in 2012, wrote Vauhini Vara at The New Yorker. Mayer was tasked with bringing Yahoo into the “smartphone era” a full five years after it had started. By then Apple and Google were already dominant in mobile operating systems, and Facebook was surging ahead in apps. Perhaps by 2012 it was already too late.

Curious about this theory, I decided to look at some of the company’s public statements to see how it talked about mobile over its history. Did Yahoo’s leadership really miss the importance of smartphones? Or did they get it and just fail to execute?

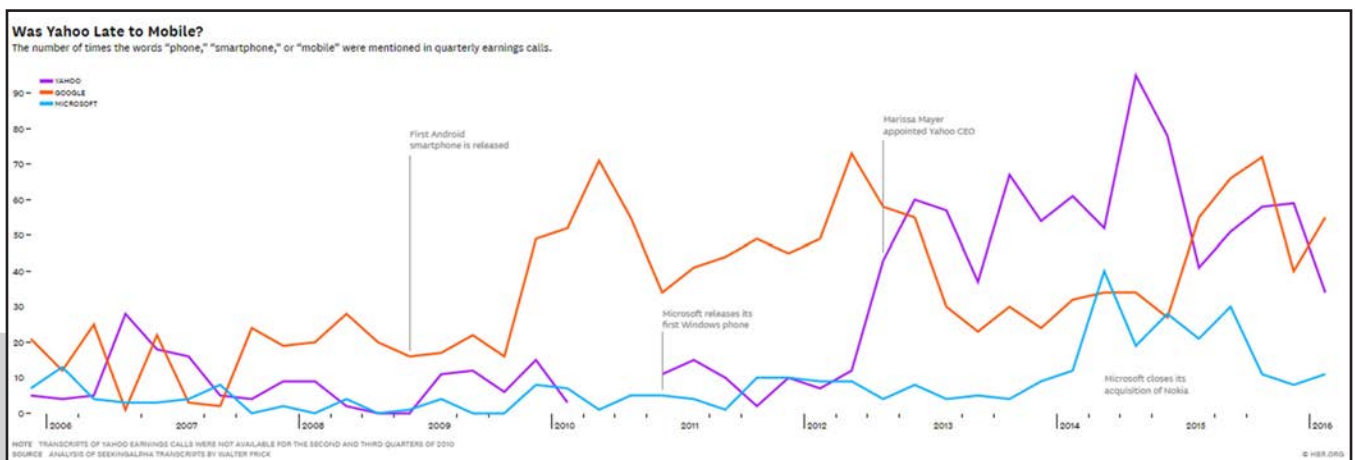
I looked at quarterly earnings call transcripts for

Yahoo and two of its competitors from late 2005 to the first quarter of 2016 and counted mentions of “mobile,” “phone,” or “smartphone.”

One thing is for sure: Mayer’s arrival at Yahoo parallels the company talking a lot more about mobile. Mentions of mobile were more than three times higher in 2012, the year she started, than in 2011, and the uptick happened when she was hired. That could be coincidence, but it fits with reporting on her priorities upon coming aboard.

“Marissa came in and said OK, mobile is the future, there’s a platform shift, we have to get behind this,” Adam Cahan, Senior Vice president of product and engineering at Yahoo, told me in an interview. “Looking now I think it’s fair to say Yahoo was late to the game. In 2011 we were playing a bit of catch-up compared to the market. That said, it was a very dramatic shift in company focus.”

Pre-Mayer, the data shows far less discussion of mobile, but how does that compare to the company’s competitors? The data indicates that from the release of the iPhone in 2007 to Mayer’s appointment as CEO in 2012, Yahoo talked less about mobile than Google, at least on its earnings



calls. That makes sense. Google released Android in 2008 and over the next several years cemented its position as one of the most successful players in the smartphone business.

It would be a mistake to treat the frequency with which mobile is mentioned on earnings calls as definitive proof of anything, but the data supports the narrative that Yahoo was late to mobile. Furthermore, Yahoo's mobile strategy is far from the only cause of its recent struggles.

Some analysts argue that Yahoo's products were inherently less adaptable to a mobile world. According to Benedict Evans, tech analyst and a partner at Andreessen Horowitz, companies like Google and Facebook got lucky in that their core businesses were more easily adapted for smartphones than Yahoo's homepage-driven content portal. "It's not like Google or Facebook succeeded" at creating radically new products for smartphones, he said. "Rather, Yahoo's existing products didn't work on mobile."

Another indication that mobile strategy can't fully explain Yahoo's woes is Microsoft's trajectory. The earnings call data suggests that Microsoft was even less focused on mobile in the formative years of the smartphone era, and yet its market cap has grown significantly.

For its part, Microsoft seems to be coming to terms with its failings in mobile. The company has written off its \$7.2 billion acquisition of Nokia's phone business and is repositioning itself to succeed in an era of bots. Google (now Alphabet) still talks plenty about the importance of mobile, but it's also looking forward. On the company's most recent earnings call, Google CEO Sundar Pichai said that "In the long run, I think we will evolve in computing from a mobile-first to an AI-first world."

In talks with potential acquirers, Mayer and her team will no doubt claim that they have made real progress in adapting Yahoo to the smartphone era. Meanwhile the competition is already moving on.

About Author:

Walter Frick is a senior associate editor at Harvard Business Review.

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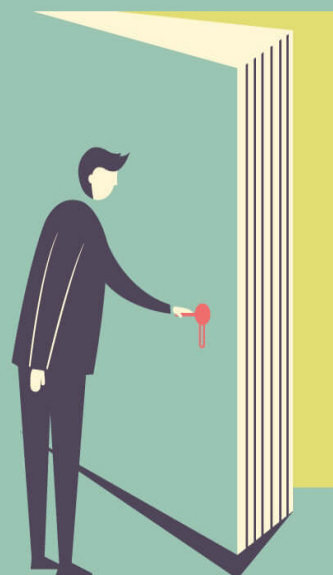
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Strong 'Signature Stories' Can Shape More Than a Company's Brand

Businesses can touch customers and clarify corporate values by creating a powerful narrative.

by Clifton B. Parker

Storytelling is a great tool for businesses seeking to connect with their customers and employees, a Stanford expert says.



Some stories in particular — signature stories — are extraordinarily powerful in shaping a company's brand, culture, and future. A strong one can transform customers' experiences, re-envision products and services, and spark new business opportunities.

Such inspiring, clarifying narratives help people relate to a company and typically include "heroes." They may be even more important than many people realize, contributing to a company's overall strategic planning, and not just advertising.



Marketing Professor Jennifer Aaker of Stanford Graduate School of Business has co-written a new paper with her father, David Aaker, on the power of storytelling to advance a company's brand.

"The development of signature stories can be a vehicle to understand what a brand or organization should stand for at its core," wrote Jennifer Aaker in a new article published in California Management Review. "Signature stories get beyond functional benefits by providing a perspective in which other richer concepts can have a voice."

Examples of signature stories include a young John Nordstrom agreeing to refund a customer's two "well-worn" snow tires — he later went on to build the Nordstrom company on such a "customer first" policy, according to the paper. Another was when the Molson Canadian Beer Company showed how it shares a passion for hockey with its customers by building a hockey rink in a remote part of the Canadian Rockies and flying in customers for a game there.

Marketing Professor Jennifer Aaker of Stanford GSB with her father, David Aaker, Professor Emeritus at UC Berkeley's Haas School of Business. | Courtesy Jennifer Aaker

Then there is L.L. Bean, who in 1912 launched a boot company only to discover that a stitching problem in the first 100 boots caused them to leak. His response? He refunded all his customers, though it almost bankrupted him.

Signature stories, she said, may be standalone stories like those of Nordstrom, Molson, and L.L. Bean that have a single, complete narrative. Or they may consist of several stories based on similar messages and themes. Either way, they can inspire

both customers and employees.

Beyond their clear communication and marketing value, such stories can drive a company's brand vision and emphasize its organizational values, she said. As a result, the best signature stories actually take on a conceptual role in creating a company's core business strategies.

Power of Stories

Stories and storytelling are hot topics in marketing communication today, said David Aaker, co-author of the paper, professor emeritus of business at the University of California, Berkeley, alumnus of Stanford Graduate School of Business, current vice chairman of a branding consulting business.

"There are many studies in psychology and elsewhere that document that facts are much more likely to be remembered if they are part of a story," he said.

The power of stories has been demonstrated throughout the ages, he added. Consider Aesop's fables from the ancient world, or the impact of Uncle Tom's Cabin, the 19th-century novel that arguably affected the outcome of the Civil War.

Stories are persuasive, studies show, because they can change attitudes and even counter arguments. In fact, stories may beat "facts" alone. The scholars cite research showing that signature stories have more impact with customers than simply listing and highlighting "features" or facts about a particular product or service.

Leveraging Stories

Looking for "story heroes" is the first step to finding a signature story, the researchers wrote. Stretching one's imagination a bit, these heroes may be discovered in customers, programs, suppliers,

employees, the founder, business strategies and even the actual offering (product or service).

The best signature stories take on a conceptual role in creating core business strategies.

But coming up with compelling signature stories is only part of the strategy, Jennifer Aaker said. The challenge is to efficiently leverage them on behalf of a company's brand vision, growth goals, customer relationships, and business strategies.

Internally, she said, executives and employees should communicate these stories in their activities, whether at workshops or when dealing with partners, for example.

Externally, the challenge is greater, according to David Aaker. A concerted program must connect

stories with target audiences. This can involve articles, books, blogs, websites, media appearances, interviews, public relations projects, and advertising.

Increasingly, he noted, social media plays a highly valuable role by circulating signature stories online and getting customers and supporters to spread those stories and their messages to friends and contacts — a multiplier effect, of sorts.

But when many signature stories exist, company spokespeople may not immediately understand which one works best, whether for a speech, advertising campaign, or commercial, Jennifer Aaker said.

To solve this, the co-authors recommend that firms use a “digital story bank” that is well structured and easy-to-use in categorizing different signature stories.

“When good, effective stories become part of an active library; they do not have to be rediscovered again and again,” David Aaker said.

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Ph.No.011-24608531 (D), 9810475327, Email:saumya@aima.in
www.aima.in

Ahmedabad Management Association

Special Lecture Series

The momentum for the month of May was mobilised by Mr. Achal Rangaswamy's discussion on 'Youth and Lessons from Sports'. Swami Anubhavananda, ardent propagator of the 'Be Happy' mission & illustrious exponent of Indian wisdom addressed an interesting discussion on 'Self Development – A way of Life'.

An interactive and insightful summer open lecture for students on 'What can the Youth do to make a better India' was addressed by Dr. Kiran Bedi. The lecture was very well-received by participants. Summer open lecture for students on 'Preparing Yourself for the Competition' was addressed by Mr. Hiren Vakil, Management Trainer and Motivational Speaker.

Management Lectures Meeting

Mr Vikas Chawda, an eminent Business Consultant and Entrepreneur, Quantum Leap, gave key initiatives for fostering innovations through his lecture on 'The New Age Technology: Are We Prepared?'

Swami Nikhileswarananda, Ramkrishna Mission, gave a very interesting lecture on 'Management of Relationships'. Mr. Mihir Parikh, Director, Saral IT Solutions addressed on 'Career Options in Information Technology' and provided useful insights to IT students.

Member Connect Initiatives

Mr. Hardik Shah, IAS, Member Secretary, GPCB addressed on 'Environmental Clinic – The New Concept of Environment Management & Sustainability'. An Open Seminar on Research Forum was addressed by Dr. Paresh Kariya, Director, Business Development, Strategy and J V Co., OTIS Elevators India Ltd. An open lecture on 'Family Business & its Longevity – the Japanese Way' was delivered by Dr. Hitesh Shukla, Professor, Dept. of Business Management, Saurashtra University. A talk on 'Positive Lifestyle and Harmony in Relationships' was addressed by Brahmakumari Chandrikaben.



Dr. Kiran Bedi addressing the youth



Mr. Mihir Parikh interacting with the audience



BK Chandrikaben addressing the talk

MDPs

AMA conducted 39 Management Development Programmes in the month of May focusing on language courses in English, Japanese & Spanish, International Marketing, Diploma programme on Shipping & Logistics, Bakery & Pastry chef professional, Building Innovation Culture, Creativity for Problem Solving & Crisis Management etc.



Mr. Kamal Dabawala conducting the session on Problem Solving

Baroda Management Association

Friday Evening Talk

Baroda Management Association held a Friday Evening Talk (FET) on 6th May on the topic 'Value Addition' addressed by Mr. Kamlesh Thakkar, Consultant and Numerologist. The session focused on how to add value in every sphere of life.

The FET held on 13th May on the topic 'Ideas@Ideas' was addressed by Mr. Vikas Chawda, Founder, Quantum Leap.

Another FET held on 20th May was addressed by Mr. Pradeep Pofali, a Geologist and freelance Consultant. He talked about the transformation taking place in India and on global level.



Mr. Kamlesh Thakkar addressing the Friday Evening Talk



The Special Talk addressed by Dr. Bhuvan Unhelkar

Ms. Apsara Iyengar addressed a Short Film Screening session, on behalf of The Shamina Short Film Club, on 24th May. On 25th May, the winning teams of the 25th AAOYM presented their winning presentations. BMA organised a session 'Success Stories of The Home Grown Entrepreneurs' on 26th May, which was addressed by Mr. Premraj Keshyep, MD, KYB Conmat and Mr. Himanshu Patel, Owner, Sainath Copy Centre & Partner - Gold Realty.

Management Week 2016

BMA celebrated the Management Week 2016 by organising various activities. A special talk was held on 23rd May on the theme 'The Art of Agile Practice' with Dr Bhuvan Unhelkar (BE, MDBA, MSc, PhD; FACS; CBAP). BMA's Management Week started with an exhibition cum sale of Paintings, Sculptures and Photographs.



Mr. Premraj Keshyep, addressing the session

BMA organised a Special Friday Evening Talk on 27th May on 'Modi Doctrine – The Foreign Policy of India's Prime Minister' with Dr. Sreeram Chaulia, Professor and Dean at the Jindal School of International Affairs.

BMA organised 'The Meditation and Relaxation Session by Heartfulness' on 28th May with Mr. Subhramanyam from Heartfulness.org. The Session on 'Advanced Street Photography' on 29th May was addressed by Mr. Vinay Panjwani and was sponsored by NIKON.



Dr. Sreeram Chaulia addressing



Outgoing President Mr. Alok Desai addressing the audience

58th Annual Day

BMA concluded its management week with its 58th Annual Day Function on 29th May, which also happens to be the Foundation Day of BMA. Outgoing President, Mr. Alok Desai addressed the audience and congratulated the new team which will be led by Ms. Avi Sabavala, the new President of BMA for the year 2016-17.

Mr. S N Roy, CEO & MD, L&T Power & Whole Time Director, L&T presided over the function of Annual Day and the keynote speaker for the day was Ms. Bhagyesh Soneji, Chairperson, Western Region ASSOCHAM.

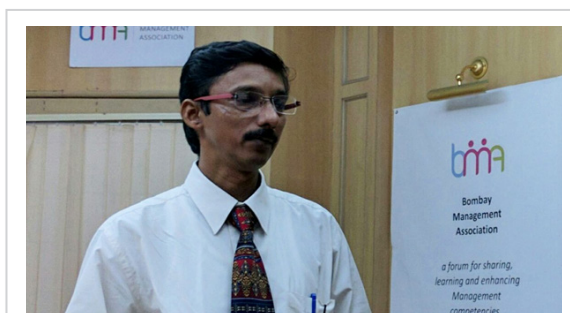


Mr. S N Roy, CEO & MD, L&T Power & Whole Time Director (Left). Ms. Bhagyesh Soneji, Chairperson, Western Region ASSOCHAM (Right)

Bombay Management Association

Certificate Course in HRM

A special weekend course in association with L. R. Associates was conducted by BMA. The facilitator was Prof. Leslie Rebello & others from L. R. Associates. The topics covered were Performance Management and Productivity, Group Behaviour, Change Management, BPR and OD, Training The Trainer, Training as a Business and MDP's and Overview of Labour Laws and Related Matters. Participants had a lot of takeaways in terms of recent updates and implementation.



Mr. Puneet Mhatre addressing

Enhance Negotiation Skills

A full day programme 'Enhance Negotiation Skills' held on 6th May was conducted by Mr. Vincent D'Silva. This programme was intended towards familiarising participants with the critical components / structure of the negotiating process, how to develop a systematic approach while preparing for negotiations and how to obtain knowledge of tested negotiation strategies & techniques, by avoiding mistakes people generally make at the negotiating table.



Mr. Vincent D'Silva addressing



Mrs. Mehta with participants

Business Writing Skills & Business Etiquette

A full day programme, 'Business Writing Skills & Business Etiquette' was held on 13th May was conducted by Mrs. Homai Mehta. Mrs. Mehta emphasised on the usage of plain English in business writing. She also conducted a session on professional image, telephone etiquette, grooming, self-introduction and greetings.

Innovation in Business

A MDS workshop on 'Innovation in Business' was held on 17th May and conducted by Mr. Soeb Fatehi. The participants were given ideas to innovate by thinking out-of-the-box.



Mr. Nabar with participants

Chandigarh Management Association

Chandigarh Management Association (CMA) organised a lecture series on 14th May with Mr Bharat Chopra, Academy of Learning Solutions on the topic 'Introduction to Digital Marketing'. Mr Jagtaran Singh Nayyar, President, (CMA), gave the welcome address. Dr Manish Trehan, CEO; Prof J.P.S Sibia, Head Dept. of Management Studies and Dr. Deepika Bhalla, Head of Industrial Training, all from PTU Nalanda; Mr Navdeep Guleria and Mr Jatin Chaudhari from Team Academy were present. Dr Aneet Bedi, Vice President CMA delivered the vote of thanks.



Presentation of memento

Delhi Management Association

An interactive session on 'Healthy living with Ayurveda' was organised by DMA in association with Dignity Restoration and Grievance Settlement Association on 27th May. Maj. Gen. S. Bhattacharya, VSM, Addl Director General EME (B), Indian Army & member of the DMA Managing Committee welcomed Acharya Prathistha, Director, Mokshayatan Yog Sansthan; Ms. Madhu Bala, Director, Ayurvita and the fellow participants. Maj Gen shared spoke about the importance of Yoga & Ayurveda in day to day life. Mr. Rajan Pandhi, Director, DMA and Mr Arun Kumar, Chairman, Dignity India thanked the illustrious speakers for sharing how Ayurveda will help us to live longer, happier and healthier and the participants for making the session more interactive.



(L- R) Mr. Arun Kumar, Ms. Madhu Bala, Acharya Prathistha, Maj. Gen. S. Bhattacharya, VSM and Mr. Rajan Pandhi

Ghaziabad Management Association

Ghaziabad Management Association organised a training workshop on 'Improving Work Efficiency For Higher Productivity' on 20th May. This programme was conducted for middle level managers. Dr. Amita Srivastava, of Brenco Group took the participants through the various nuances of achieving work efficiency and thereby, productivity leading to excellence of the organisation. 32 individuals participants from industries of Ghaziabad and Noida participated. They said that they have taken away some very important aspects of excellence in performance and interpersonal behaviour and requested for more programmes.



Participants of the workshop

Hardwar Management Association

Hardwar Management Association conducted an informative seminar on the theme 'Climate Changes: Science, Effects and Mitigation Strategies' on 13th May. The session was graced by Mr Krishan Kalra, Past President, AIMA; Mr Rajeev Bhatnagar, President HMA and General Manager, BHEL Hardwar amongst others. Mr Bhatnagar praised the efforts of Mr Kalra in spreading awareness about the burning issue and working for the noble cause at national as well international level. Various senior officials of BHEL and members of Hardwar Management Association were present on the occasion. Around 70 people attended the seminar.



Panelists at the seminar

Hyderabad Management Association

Hyderabad Management Association (HMA) conducted a training programme on 'Conflict Cannot be Managed at Workplace' by Mr K A Ramnath, COO and Head of Training, Monkey Minds Training Services on 30th April. 25 participants from large & medium industries attended the training.



Mr E N Prasad Reddy , President, HMA welcoming the gathering. Seated: Mr V Ramchander, Convener, MDP Programs; Mr K A Ramnath, Trainer and Mr Ravi Kumar Peesapati, Secretary, HMA



Felicitation of Capt Sri C S N Raju. (From L to R) Mr Vishwanatham Nagesh, Co-Convener , MDP Programs, Mr Ravi Kumar Peesapati, Secretary, HMA, Mr E N Prasad Reddy, President, HMA, Mr V Ramchander, Convener, MDP Programs and Mr K Vinay Kumar, Trainer

HMA conducted another training programme on 'Business Analytics' by IIM-A Alumnus, Mr K Vinay Kumar, CEO, Mydatawise on 28th May. The programme was attended by 43 participants and was very well received.

Indore Management Association

MDP

Indore Management Association (IMA) organised a Management Development Programme for senior management on 30th April on the theme 'Managerial Effectiveness through Spiritual Quotient'. The speakers for the programme were Dr. P. N. Mishra, Director Institute of Management Studies, DAVV and Dr. Vikrant Singh Tomar, National Level Trainer and Management Consultant.

Centre of Excellence

IMA organised Centre of Excellence (COE), an evening talk on the topic 'Managing Your Mouth: Think Twice before You Speak' on 3rd May. The facilitator for the session was Mr. Harshwardhan Phatak, Corporate Trainer.



Dr. Vikrant Singh Tomar addressing during IMA Management Development Programme.

Reader's Clique

IMA in Reader's Clique organised a book discussion on the book 'The Back of the Napkin' on 11th May. The moderator for the session was Dr. Vibha Sharma, Educationist, Speaker & Entrepreneur.

Develop Your USP

IMA organised its Develop Your USP (series) programme on 'Win -Win Negotiation' on 12th May. The speaker for the programme was Prof. Kamal Kishore Jain, Senior Prof. at IIM Indore. Prof Jain gave several practical tips to the participants on how to emerge as a winner in negotiation using the principle of win-win. Using examples, illustrations, anecdotes, stories and clips from Bollywood movies he explained the intricacies of negotiation in a very lucid manner.

Open House Session

Indore Management Association organised an Open house Session on the topic

'Unleashing the Power of Mind' for management professionals and students. The programme was organised on 14th May. The facilitator for the session was Mr. Avadhut Das, Silva Method Instructor, Vedic guide and Life Coach.



Mr. Avadhut Das addressing at IMA Open House Session.

Management Film Show

IMA organised a film show based on the famous movie 'Lakshya' for management professionals and students on 17th May. The moderator for the session was Mr. Rakesh Jain, Principal Facilitator at Outdoor Learning Resources Pvt. Ltd.

Evolution for Excellence

IMA organised its Evolution for Excellence, a one-day workshop for professionals on 20th May. The module for the workshop was 'Strategies to Develop Effective Presentation' and the speaker for the session was Mr. Harshwardhan Phatak, Corporate Trainer.



Dr. Vibha Sharma addressing at IMA Reader's Clique programme



Prof. Kamal Kishore Jain addressing at IMA Develop your USP workshop.



Mr. Rakesh Jain addressing at IMA Management Film Show.

Once Upon A Time

IMA launched its new series 'Once Upon A Time: Stories of Champions' with acknowledged Social Entrepreneur, Mr. Arunachalam Muruganatham on 24th May. Once Upon A Time series is a salute to successful professionals and businessmen who true to their inner call, chose a road less travelled. Once Upon A Time programme brings forth the success stories of such brilliant heroes straight from their heart.

Mr. Arunachalam Muruganatham featured in TIME Magazine's 100 most influential people and has been awarded for best Innovation for the betterment of society by IIT, Chennai and the Presidential award for Innovation. Jayshree Industries in Coimbatore, founded and nurtured by him, has helped more than 2.5 million women so far.

IMA Training @ Doorstep

IMA organised its Training @ Doorstep a one-day workshop for professionals on 26th May. The module for the workshop was 'Doing it All: How to Stay Focused and Engaged' and the facilitator for the workshop was Dr. Yogeshwari Phatak Director, Prestige Institute of Management and Research, Indore.



Mr. Arunachalam Muruganatham during interaction with Mr. Sandeep Atre at IMA Once Upon a Time.



Participants and Dr. Yogeshwari Phatak during IMA Training @ Doorstep

Jamshedpur Management Association

Social Entrepreneurship and Leadership

Jamshedpur Management Association (JMA) organised a high impact session on 'Social Entrepreneurship and Leadership' by Dr. R Balasubramaniam (Balu) on 4th May. Dr. Balu described how understanding of social aspects of business could be differentiating factor for any enterprise. He also requested all the participants to introspect and look for purpose in life which could be of help to humanity at large. The session was attended by 70 participants from various organisations.



Session in progress

Breakfast with Industry Leaders

JMA along with Yi-CII organised the inaugural session of 'Breakfast with Industry Leaders' on 7th May. During the session young entrepreneurs from Jamshedpur industrial belt and JMA members interacted with Mr Tarun Daga, MD, The Tinplate Company of India Limited; Mr Subhenjit Chaudhuri, MD, Tata Pigments Ltd and Mr Amitabh Bakshi, Chief Procurement Officer, Tata Steel Limited. During the interaction the industry leaders shared their knowledge and experiences with the participants over breakfast. This was one of the first its kind of programme organised in Jamshedpur. JMA has started this quarterly programme with an objective of providing a platform where young entrepreneurs as well as professionals can get an opportunity to interact in person with the top leaders in an informal environment.



JMA Breakfast with Industry Leaders

Lucknow Management Association

Workshop

LMA organised an Industry Stakeholder's Workshop on 5th May on 'Ease of Doing Business in Uttar Pradesh' focusing on the issues faced by the leather industry at Kanpur. Over 30 industry leaders participated in the workshop.



Mr. A.K. Mathur Vice President & Executive Director LMA seen with the stakeholders of Leather Industry at Kanpur

Lecture Meeting

LMA organised a lecture meeting on the theme 'Nano Technology- Friend or Foe' on 11th May observed as the National Technology Day. The speaker was Dr. Qamar Rahman, an eminent scientist with International credentials. The event was appreciated by all the participants.



Mr. Sumer Agarwal, Sr. Vice President LMA addressing the lecture meeting

LMA Publications

On 12th May, Chief Secretary of Uttar Pradesh released the two LMA publications 'Developing Smart Cities- Imperatives' and 'Challenges and Evidence Based Research Study on Ease of Doing Business in Uttar Pradesh (Interim Report)'.

Outreach Programme

Mr Mewa Lal, Founder, Muskan Jyoti Samiti has innovated a system by which organic fertilizer is made which replaces chemical fertilizers and pesticides using garbage and waste material. LMA organised an outreach

programme to study this initiative and on 15th May LMA members visited village Madiyaon. Many farmers have replaced the chemical fertilizers and pesticides with the organic fertilizer and have doubled their income.

Interactive Sessions

LMA Women’s Forum organised an interactive session ‘My Story’ with three woman social entrepreneurs who recently won FICCI –FLO awards for their outstanding achievements and contribution to the society. The panel comprised Ms. Sapna Upadhahay, Founder of Eshwar Child Welfare Foundation; Dr. Pratibha Singh, Woman Entrepreneur working for Women empowerment and Ms. Geeta Singh, who runs a school for underprivileged children. Ms. Aparna Mishra Convener of LMA women’s Forum conducted the proceedings.



Ms. Aparna Kumar Coor dinator LMA Women’s Forum addressing an interactive session

Another interactive session was held by LMA Knowledge Centre for ‘Smart Cities and Urban Rejuvenation’ on 31st May. Mr. Neeraj Kapoor and Mr. Anurag Goyal delivered a presentation on ‘Concept of Sugar Mill in Smart City’. Mr. L.K. Jhunjhunwala, Chairman, K.M. Sugar Mills & President, FICCI U.P. Centre and Mr. Srijan Pal Singh, author of a book on Smart Cities and Secretary APJ Abdul Kalam Centre were special invitees for the session.

Agreement

On 24th May, LMA and LeadWynn signed an agreement to provide Education, Training and Consultancy. They will work together in three tracks: Jointly conducting Management Development Programmes like Workshops and webinars, Teaching of Service Science as an elective in the final year of Management and Engineering Institutions, and offering a full Certification Programme in Service Science.



Mr. A.K. Mathur, Vice President & Executive Director LMA exchanging copy of agreement with Dr. Rajan Jauhari of LeadWynn

Ludhiana Management Association

Nomination

The Government of Punjab has nominated Dr KNS Kang, President, Ludhiana Management Association, as Director of the Ludhiana Smart City Limited. This is a special purpose vehicle (SPV) incorporated under the companies act to implement the Ludhiana Smart City Mission projects under the Ministry of Urban Development (MoUD), Govt. of India,



Dr Kang addressing

formed under the chairmanship of Chief Secretary to Govt. of Punjab. It is an honour for Ludhiana Management Association and AIMA.

Training Programme

LMA organised a training programme on 'Corporate House Keeping' on 17th May with Prof Daljeet Singh and other faculty members, PCTE Institute of Hotel Management, Ludhiana. It was a full day workshop covering identification and usage of cleaning tools, machineries & agents, stain removing cleaning of different surfaces, maintenance of wooden flooring etc. The programme was attended by 39 participants.



Prof Daljeet Singh interacting with the participants



Dr Sandeep Kapur conducting EDP on Pillar of Excellence

Executive Development Programme

LMA organised an Executive Development Programme on 21st May with Dr Sandeep Kapur, Prof School of Business Studies & Financial Controller, Punjab Agricultural University, Ludhiana and Vice President, LMA. Dr Kapur conducted the EDP at ST Cottex Exports Limited, Ludhiana on the subject 'Pillars of Excellence'. 40 executives attended the session.

Seminar

Women Forum of LMA organised seminar on Organic Farming in Kitchen Garden at Homes on 25th May at BCM School, Basant Avenue, Ludhiana. Mr Umendra Dutt, Executive Director, Kheti Virast Mission, Punjab was the guest speaker. Mr Dutt explained that excessive use of chemical and pesticides for growing and taking higher yield of crops are spreading cancerous diseases.



Mr Umendra Dutt delivering seminar on Organic Farming in Kitchen Garden at Homes



Mr IMJS Sidhu mentoring young entrepreneurs of LMA

Session

Indian Entrepreneur Collective (Young Entrepreneur Forum of LMA) organised a mentoring session by Mr IMJS Sidhu, President & Director Incharge, Vardhman Textiles Limited on 'Collaborate, Innovate to Manage Quality' on 31st May. Mr Sidhu mentored the participants on Kaizen, Jugad and quality circles. 22 young entrepreneurs attended the session.

Navsari Management Association

Career Management Seminar

NMA Counseling Center organised a seminar on Career Management on 15th May. 150 enthusiastic students and parents took part in it. The speaker Mr. Kishan Patel focused on planning the career by gaining knowledge, achieving skill and developing appropriate attitude and habit with strong determination of the time span to achieve the goal.

Seminar

NMA organised a seminar on 'Secrets of Happy and Stress Free Life' in association with Divya Bhaskar Knowledge Series a division of 'Dainik Bhaskar Group' on 16th May. Renowned trainer, Mr. Yogendra Singh Rathod said that if complaint is an action, scarcity will be the reaction. 50 participants attended the programme.

Film Based Discussion

Believe in yourself, never give up was the essence of the film based discussion led by Mr. Bhaskar Joshi, Past President of BMA on the films 'Power of Vision' and 'A Miracle Man' held on 22nd May. 40 participants attended the programme.

Certificate Course

To enhance the creativity of children NMA Vocational Center

organised a certificate

course on Advanced Calligraphy from 22nd to 31st May. Mr. Gopal Patel, a prominent calligraphist taught various techniques to apply calligraphy with different art forms.

Aptitude Test & Counseling

NMA counseling center arranges an aptitude test for the students of 9th to 12th standard twice a month. During this month it was scheduled on 15th and 31st May. After the test on the base of report counseling with students and parents is provided. Counseling is one of the three permanent activities of NMA and free career guidance is provided to students.



Mr. Kishan Patel taking the session



Mr. Yogendra Singh addressing the participants



Mr. Bhaskar Joshi addressing the participants



Mr. Gopal Patel with the calligraphy students

test on the base of report counseling with students and parents is provided. Counseling is one of the three permanent activities of NMA and free career guidance is provided to students.

Palghat Management Association

Palghat Management Association recently held its Annual Management Convention 2016 on 27th May on the theme 'Building Your Brand And Growing Exponentially'. The inaugural address was delivered by Mr P N Sukumaran Nair, Chief Executive, Patspin Ltd. The keynote address or the inaugural session was given by Mr KS Pradeep Kumar, GM, District Industry Centre, Palakkad. The keynote address for the valedictory session was delivered by Mr TP Sreenivasan, Former Ambassador. Other participants included Mr V Guruvayurappan, Secretary; Mr KK Babu, President, PMA; Prof R Chandrasekhar; Mr Akash Gautham; Mr Ali Asgar, IAS, MD, Kerala Tourism Development Corporation.



Panelist at the session

Quilon Management Association

QMA organised a session on 'Leadership' with Mr Alexander Jacob IPS (Retired), Former DGP of Kerala as the Chief Guest on 25th May. Mr Jacob explained the eight qualities of a leader and how to develop them. The AGM of the year 2015-16 held later in the day. Mr Rajendra Prasad chaired the meeting.



Mr Alexander Jacob IPS (Retired), Former DGP of Kerala talking on the subject 'Leadership'

Rohilkhand Management Association

Rohilkhand Management Association organised a two day technical workshop on 11th and 12th May. The workshop was conducted by Mr. H. Nagrajan, B.E, Sr. Faculty, Centre for Management and Technology Development, Chennai on the topic 'Bearings and Lubrication and Pumps Maintenance'. The trainer shared his specialised knowledge and experience on the topics. 48 technical personnel from different industries participated and appreciated the presentation.

Tarapur Management Association

Training Programme

Tarapur Management Association in collaboration with Tarapur Industrial Manufacturers association organised a half-day programme on 27th May on the theme 'Emerging Issues & Challenges of Employee – Employer Relationship'. The speaker of the session was Dr Krishnamurthy. The programme was well attended by executives and the entrepreneurs of the area.



Mr GVS Kumar, President TMA addressing the session with Dr Krishnamurthy

Film Show

TMA organised a film show on 17th May of a panel discussion held at National Leadership Conclave organised by AIMA on 29th -30th April 2015 at New Delhi on the theme 'From Agenda to Action – Meeting New Expectations'.

Thrissur Management Association

Lecture Programme

TMA organised its monthly Guest Lecture Programme on 31 May on the theme 'A Passionate Shipbuilder -The Struggle and Joy'. The Chief Guest was Mr. Madhu S Nair, Chairman & Managing Director, Cochin Shipyard Ltd. Mr. Nair explained his journey at the CSL, how he used his management skills in forging alliances with international partners and motivated the workforce.



Mr. Madhu S Nair addressing the gathering



Mrs. Ranjita Pratap giving her address on 'Startups and You'

TMA Student Chapters

TMA Student Chapters held a programme on 28th May on the theme 'Startups and You'. The Chief Guest was Mrs. Ranjita Pratap, Senior Manager HR-Sibelco India Private Ltd. 95 TMA Student Chapter members participated in the programme.

Study Tour

TMA organised a Study Tour on 10th May on the topic 'Study on developing House Boat tourism'. Er. M. R. Gopalakrishnan led the programme which was attended by 25 participants



CA V Venugopal, President, TMA addressing

Trivandrum Management Association

Trivandrum Management Association organised an evening lecture programme on 'Essentials of a Sane Society' by Rev. Dr. Valson Thampu on 27th May. The programme was well received by the audience.



Rev. Dr. Valson Thampu, addressing as Mr. S. Ramnath, President, TMA and Mr. MR Subramonian, Sr. VP, TMA look on

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AIMA Events Calendar

Event	Conference Director	Venue	Date
6th MSME Convention	Dr. J S Juneja, Chairman, Global Projects & Services (P) Ltd	Ahmedabad	11 June 2016
5th HR Leadership Retreat	TV Mohandas Pai Chairman, Manipal Global Education	Goa	17-19 June 2016
11th Global Advanced Management Programme	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	USA	26 June-02 July 2016
India Conference - Berkeley, USA	Preetha Reddy Executive Vice Chairperson Apollo Hospitals Enterprise Ltd	Anderson Auditorium, University of California Campus, Berkeley USA	08 July 2016
42nd National Competition for Young Managers		Bangalore Kolkata Mumbai New Delhi Grand Finale New Delhi	15-16 July 2016 22-23 July 2016 29-30 July 2016 05-06 August 2016 12 August 2016
Insight Storm with Storm the Norm	Anisha Motwani, Business Strategist, Speaker, Columnist and Author	Mumbai	10 August 2016

Event	Conference Director	Venue	Date
4th Marketing Retreat	D Shivakumar Chairman & CEO- India Region, PepsiCo India Holdings Pvt Ltd	Goa	19-21 August 2016
53rd SYMP		Guwahati	02 September 2016
43rd National Management Convention		New Delhi	21-22 September 2016
54th SYMP		Lucknow	22 October 2016
14th HRM Summit	TV Mohandas Pai Chairman, Manipal Global Education	New Delhi	01 December 2016
5th Young Leader Retreat	Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Info Edge and Vineet Agarwal, Managing Director, TCIL		02-04 December 2016
2nd India - Dubai Conference	Sunil Kant Munjal, Vice President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd	Dubai	30 January 2017

To view full calendar please visit www.aima.in

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AIMA

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