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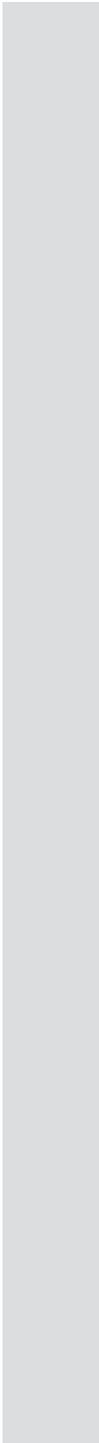
ANNUAL REPORT
2013-2014

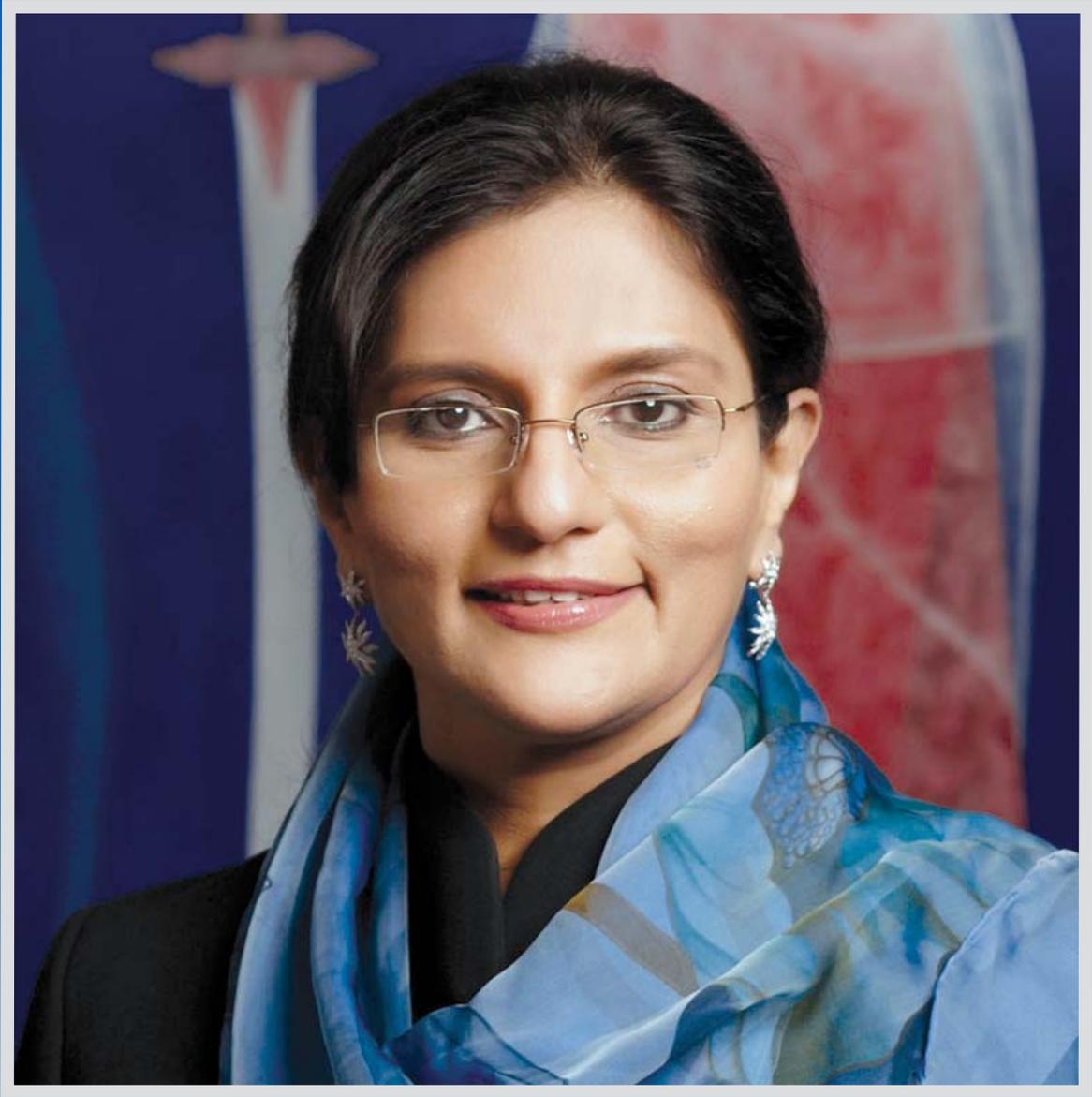




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President's Message

Dear AIMA Colleague,

It was my privilege to serve AIMA as its 48th President and I am pleased to place before you an overview of AIMA's growth and achievements of the past year through this Annual Report.

Our nation has been increasingly gaining attention for its unique population as over 65 percent is below 35 years of age. This reality demands that we keenly promote skill development, pivotal to creating ample job opportunities. In a significant first, AIMA took upon a national level skill development initiative and is in the process of setting up a Management and Management Services Skills Council under the aegis of the NSDC for developing NOS, courses and certification of management and entrepreneurship skills. AIMA has also initiated a capacity-building project with UK-India Education and Research Initiative for creating a framework for management and general employability skills in India, working with NOCN and Asset Skills, UK. In addition, AIMA has partnered with World Bank to offer a Professional Diploma in Public Procurement Programme; while AIMA's in-company and open programmes continued to enhance skill and competency of working professionals.

Furthermore, in its endeavour of converging international management thought, AIMA had invited Mr Jack Trout, international management guru to India. We also conducted the 8th Global Advanced Management Programme at Silicon Valley, California led by Prof Solomon Darwin from Haas School of Business University of California, Berkeley. Also, closer home, I had the privilege of leading an Indian delegation to the South Asia Conclave, Pakistan where AIMA was a strategic partner. Nurturing its international linkages, AIMA participated in the 44th St Gallen Symposium held in Switzerland with an eminent delegation of Indian speakers. AIMA was also a co-organiser of the Global India Business Meeting organised by Horasis in Liverpool, UK.

AIMA maintained its tradition of celebrating achievement and honoured Mr Dilip Shanghvi with the AIMA-JRD Tata Corporate Leadership Award and Mr Nandan Nilekani with the AIMA Public Service Excellence Award. Ms Anu Aga was conferred AIMA's Life Time Achievement Award. The 5th edition of AIMA's Managing India Awards were successfully held and several illustrious Indians, including Mr Deepak Parekh, Mr Uday Kotak, Mr Shiv Nadar, Mr SS Badrinath, Mr N Chandrasekaran amongst others were conferred these prestigious awards.

Over the year, AIMA continued to receive support and encouragement from Parliamentarians, Cabinet Ministers, industry captains, academicians and dignitaries from numerous walks of life. Several key Union Ministers and statesmen including Mr Arun Jaitley, Mr Ravi Shankar Prasad, Dr Najma Heptulla, Mr Anand Sharma, Mr Kamal Nath,

Dr Veerappa Moily, Mr Sachin Pilot, and Mr BJ Panda amongst many others graced AIMA platforms. In addition leaders from the business world including Mr Azim Premji, Ms Chanda Kochhar, Mr Sunil Kant Munjal, Dr Prathap C Reddy, Mr Shahrukh Khan, Mr Aditya Ghosh, Mr Subodh Bhargava to name a very few, led and addressed several AIMA programmes and initiatives.

AIMA, a federation of 64 LMAs across the nation works with a shared-purpose, which is to assist Indian managers make the most of the new opportunities by assimilating dynamic global perspectives and equipping them to manage change. I was fortunate to have had the opportunity to attend stimulating sessions held by LMAs at Mangalore, Kerala, Indore and Chennai and the LMAs perseverance and commitment to management excellence is highly praiseworthy.

In 2014, AIMA launched a smart phone Application for Android and iOS platforms which provides easy access to programme details and updates. AIMA added several new programmes and the Harvard Business School collaboration was a particularly noteworthy one. Similarly, amongst the new programme launches, the Kendriya Vidyalaya Sangathan Recruitment Project was a highly commendable achievement. AIMA's testing services evolved considerably and a key highlight of the year was the total testing volume during the period of report has been over a million candidates, recording a 10% increase over corresponding period.

The future of management will continue to witness radical changes and increasingly managers will be expected to provide greater accountability. A case in point is the Companies Act 2013 which was introduced to improve corporate governance, simplify regulations, enhance the interests of minority investors, legislate the role of whistle-blowers and it introduced a provision for spending on Corporate Social Responsibility (CSR) activities.

Another sea change that I personally want to witness is a total transformation in our attitude towards health. If pioneers like AIMA take on the onus to propagate a healthier corporate India, the benefits would be massive and long term. Our priceless bodies are capable of priceless achievements and it becomes our individual and collective responsibility to respect our bodies, and our health.

I am immensely grateful to the wise counsel of the Past Presidents and the Council Members of AIMA, my fellow Office Bearers and the Secretariat of AIMA, ably led by Rekha Sethi for enabling me to steer AIMA over the past year. I am delighted to pass the baton to Mr HM Nerurkar, who I am sure will add real steel to AIMA!

God speed!

Preetha Reddy

AIMA Office Bearers 2013-2014



PRESIDENT
Preetha Reddy

Carrying the Apollo beacon of healing, Ms Preetha Reddy is greatly committed to taking high quality healthcare closer to every Indian in need and in making India a global healthcare destination. Focused on patient centricity, she works closely with the organisation's 8000 clinicians to introduce contemporary protocols to further enhance clinical outcomes. In addition to her responsibilities at Apollo, she works with industry bodies and the State & Central Governments in India on healthcare programmes and policy promotion. Committed to serve the less fortunate, under her leadership, Apollo Hospitals has done inspiring work, especially for underprivileged children.



SENIOR VICE PRESIDENT
H M Nerurkar

Mr H M Nerurkar joined Tata Steel in 1982, and has, over the years, held various positions across functions. He became Vice President in 2002 and in 2007, was appointed Chief Operating Officer. He was appointed Executive Director of India and South East Asia and subsequently Managing Director in 2009. With over 35 years of experience in steel industry, Mr Nerurkar is an executive with multifaceted experience and is associated with several professional organisations such as Indian Institute of Metals, Institute for Steel Development and Growth amongst others. Several awards have been conferred on him over the years.



VICE PRESIDENT
Firdose Vandrevalla

Mr Firdose Vandrevalla, Executive Vice-Chairman, Essar Steel India Limited is a doyen of Indian business. Mr Vandrevalla has worked in the Steel, Power, Telecommunications and Real Estate industries, with illustrious organisations such as Tata Group, Motorola and Hirco. Known as a 'turn around' wizard he successfully made sick business units profitable; revitalised marketing and sales; and led the charge for customer focus at Tata Steel. During his tenure Tata Power was recognised as amongst Top 5 best managed companies by A T Kearney and India Today. He has been a Board Member at a number of leading Indian Companies and Industry Bodies.



TREASURER
P Dwarakanath

Mr P Dwarakanath is Advisor, Group Human Capital of Max India Ltd., an Insurance and Healthcare group. Earlier he was the Director, Human Resources and Administration, India/South Asia with GSK. He is on the board of several companies and institutions including GSK Consumer Healthcare Ltd. He is a former President of National Human Resources Development Network (NHRDN). Additionally he has been President of Delhi Management Association (DMA) and Regional President, Northern Region, AIMA.



IMMEDIATE PAST PRESIDENT
D Shivakumar

Mr Shivakumar is Chairman & CEO, India Region PepsiCo India Holdings Pvt. Ltd. and was the Sr Vice President for Nokia running IMEA prior to that. He has worked with more than 34 brands and is a keen student and practitioner of brands, marketing, management and leadership. He is an avid reader, he writes regularly for business magazines and teaches regularly at all the top business schools across the world. Mr Shivakumar has a good ability to combine the theory and practice in management. He has received many awards; One of top five Marketers in India 2003, Brand Builder of the year in 2008, Best CEO in 2009, IIM Calcutta distinguished alumnus award in 2011, to name a few.

Council of Management 2013-2014

PRESIDENT

- Ms Preetha Reddy

SENIOR VICE PRESIDENT

- Mr H M Nerurkar

VICE PRESIDENT

- Mr Firdose Vandrevala

TREASURER

- Mr P Dwarakanath

IMMEDIATE PAST PRESIDENT

- Mr D Shivakumar

REPRESENTATIVES OF NON-ROTATING LMAs

- (Ahmedabad) - Mr Yatindra R Sharma
- (Mumbai) - Mr Niteen Bhagwat
- (Indore) - Mr Sunil Chordia
- (Calcutta) - Mr Alokesh Banerjee
- (Bangalore) - Dr M N Krishna Murthy
- (Hyderabad) - Mr Gampa Nageshwer Rao
- (Madras) - Mr Srivats Ram
- (Lucknow) - Mr Alok Ranjan

REPRESENTATIVES OF ROTATING LMAs

- (Noida) - Mr Dinesh Jain
- (Meerut) - Mr Rajeev Jain
- (Jamshedpur) - Mr Pratha Sengupta
- (Patna) - Mr R P Sahu
- (Trivandrum) - Mr A S Suresh Babu
- (Trichur) - Er Gopalakrishnan M R
- (Bharuch) - Mr Sushil Kumar
- (Goa) - Mr D Kumar Pillai

REPRESENTATIVES OF PROFESSIONAL INDIVIDUAL MEMBERS

- (FELLOW) - Mr Yogi Sriram

- (MEMBER) - Mr Saurabh Agrawal
- Dr Hari Krishna Maram
- Prof S Balasubramanian
- Prof Atanu Ghosh

REPRESENTATIVES OF INSTITUTIONAL MEMBERS

- Dr H Chaturvedi
- Mr M L Shanmukh
- Mr Rajendra Prasad Singh
- Mr L R Shrivastav

- Dr Saugata Mitra
- Mr R Mukundan
- Mr Chender K Baljee
- Mr Nikhil Sawhney

CO-OPTED MEMBERS

- Mr Vineet Agarwal
- Mr Sanjeev Bikhchandani
- Mr Subodh Bhargava
- Mr Shivinder Mohan Singh
- Mr Vijay Thadani

SPECIAL INVITEES

- Mr Sudhir Vasudeva
- Mr Sunil Kant Munjal
- Mr Inderdeep Singh
- Mr Richard Rekhy
- Mr Harshavardhan Neotia

DISTINGUISHED INVITEES

- Mr C S Verma
- Mr C K Ranganathan
- Mr Gopal Srinivasan
- Mr Kris Gopalakrishnan
- Mr M Damodaran
- Mr P Balaji
- Ms Meera Harish
- Mr Rajiv Bajaj
- Mr Bhaskar Bhat
- Mr Vipin Sondhi
- Mr Rajeev Talwar
- Mr Nikhil R Meswani
- Mr Sanjay Budhia
- Mr R S Sharma
- Mr Bunty Peerbhoy
- Mr Sandeep Chaudhary
- Mr Roopen Roy
- Mr Santosh Desai
- Mr Neeraj Aggarwal
- Prof Saibal Chatopadhyay
- Dr M J Xavier
- Prof Debashis Chatterjee
- Prof D K Bandyopadhyay
- Prof Bibek Debroy
- Mr P S Puri

EX-OFFICIO

- Ms Rekha Sethi, DG, AIMA

Past Presidents of AIMA

| | | | |
|---------------------|---------|-------------------------|-----------|
| Dr A L Mudaliar * | 1959-60 | Dr J S Juneja | 1990-91 |
| Mr N Dandekar * | 1960-63 | Mr Chinubhai R Shah | 1991-92 |
| Dr K S Basu * | 1963-67 | Mr Ramesh Gelli | 1992-93 |
| Sir James Lindsay * | 1967-69 | Mr K L Chugh | 1993-94 |
| Dr Charat Ram * | 1969-70 | Mr Rajendra Singh * | 1994-95 |
| Mr M K Raju* | 1970-72 | Mr K B Dadiseth | 1995-96 |
| Dr Ram Tarneja | 1972-73 | Mr K Jairaj | 1996-97 |
| Mr H Mangaldas * | 1973-74 | Mr J P Chowdhary | 1997-98 |
| Mr S C Aggarwal * | 1974-75 | Mr Krishan Kalra | 1998-99 |
| Mr K K Unni * | 1975-76 | Mr Kewal Krishan Nohria | 1999-2000 |
| Mr P K Sen * | 1976-77 | Mr T T Thomas | 2000-2001 |
| Mr R K Swamy* | 1977-78 | Mr Rajive Kaul | 2001-2002 |
| Mr Prem Pandhi* | 1978-79 | Dr Uddesh Kohli | 2002-2003 |
| Dr Minoo D Daver* | 1979-80 | Mr R Gopalakrishnan | 2003-2004 |
| Mr Atmaram Saraogi | 1980-81 | Mr Sunil Alagh | 2004-2005 |
| Mr P Unnikrishnan | 1981-82 | Mr Sudhir Jalan | 2005-2006 |
| Prof R D Gupta* | 1982-83 | Mr Subir Raha* | 2006-2007 |
| Mr Nirbhay Mal Jain | 1983-84 | Mr Kewal Handa | 2007-2008 |
| Mr S P Acharya | 1984-85 | Mr Srinivasan K Swamy | 2008-2009 |
| Prof S L Rao | 1985-86 | Mr Sanjiv Goenka | 2009-2010 |
| Dr Gurpreet Singh | 1986-87 | Mr Gautam Thapar | 2010-2011 |
| Mr P V R N Iyer | 1987-88 | Mr Rajiv Vastupal | 2011-2012 |
| Dr Jamshed J Irani | 1988-89 | Mr D Shivakumar | 2012-2013 |
| Dr R James David | 1989-90 | | |

* Deceased

List of Committees Chairmen 2013-2014

| | |
|---|------------------|
| Finance Committee | Mr P Dwarakanath |
| Audit Committee | Mr P S Puri |
| Best LMA Award Committee | Mr D Shivakumar |
| MSME Committee | Dr J S Juneja |
| Indian Management Editorial Advisory Board | Prof S L Rao |
| CME Board of Studies | Prof M M Pant |
| International Relations Committee/ Membership Development Committee | Mr Rajive Kaul |
| Centre for Public Governance | Mr K Jairaj |
| Managing India Awards Committee | Mr Sanjiv Goenka |
| Public Policy Committee | Mr Gautam Thapar |
| Nominations Committee | Mr D Shivakumar |

Key Events

August 2013 - September 2014

| Programme | Conference Director/Chairman | Place | Date |
|---|---|---|--|
| 10 th National Competition for Management Students | | East South West North Grand Finale | 23 – 24 Sep 2013 20 – 21 Sep 2013 30 Sep – 10 Oct 2013 30 Sep – 10 Oct 2013 5 Oct 2013 |
| 17 th Student Management Games (SMG -2013) | | North Bannari Erode Coimbatore Pune Online Udaipur Hyderabad | 17 – 19 Sep 2013 24 – 25 Sep 2013 26 – 27 Sep 2013 30 Sep – 1 Oct 2013 3 – 4 Oct 2013 7 – 8 Oct 2013 17 – 19 Oct 2013 28 Oct – 1 Nov 2013 |
| Shaping Young Minds Programme | | Goa | 4 Oct 2013 |
| 2 nd Young Leaders Retreat | Shivinder M Singh Executive Vice Chairman, Fortis Healthcare & Vineet Agarwal Managing Director, Transport Corporation of India | Goa | 4 – 6 Oct 2013 |
| MDP on Financial Modeling Using Excel and VBA | | New Delhi | 13 – 15 Nov 2013 |
| Session with Jack Trout | Jack Trout President, Jack Trout & Partners | New Delhi | 13 Nov 2013 |
| Workshop on Contract Labour | G M Saini Dr Subhash Gupta | New Delhi | 12 – 13 Nov 2013 |
| South Asia Conclave | | Lahore, Pakistan | 28 – 29 Nov 2013 |
| Management Conclave | | Bangalore | 15 Nov 2013 |

Key Events

August 2013 - September 2014

| Programme | Conference Director/Chairman | Place | Date |
|---|---|--|---|
| Session with Imran Khan on 'Leadership for Change' | | New Delhi | 7 Dec 2013 |
| Awareness Programmes on Enterprise Development for African Students | Dr J S Juneja Chairman SME Committee, AIMA and Past President, AIMA | Hyderabad Bangalore Pune | 4 – 5 Dec 2013 20 – 21 Dec 2013 12 – 13 Feb 2014 |
| 14 th National Management Quiz and 1 st HR Quiz | | South East West North Grand Finale | 12 Dec 2013 14 Dec 2013 19 Dec 2013 28 Dec 2013 28 Dec 2013 |
| 3 rd PSU Summit | Sudhir Vasudeva then Chairman & Managing Director, Oil and Natural Gas Corporation Ltd. | New Delhi | 20 Dec 2013 |
| Shaping Young Minds Programme | | Jalandhar | 10 Jan 2014 |
| Conference on 'New Age Leadership: The Gender of Talent' | Preetha Reddy Executive Vice Chairperson, Apollo Hospitals Group and President, AIMA | New Delhi | 16 Jan 2014 |
| Faculty Development Programme on Case Teaching and Case Writing | | New Delhi | 16 Jan 2014 |
| Workshop on Training the Trainer | | New Delhi | 11 Feb 2014 |
| HR Leadership Retreat | Mohandas Pai Chairperson, Board of Manipal Global Education Services and Advisor, Manipal Education and Medical Group | Goa | 14 – 16 Feb 2014 |

Key Events

August 2013 - September 2014

| Programme | Conference Director/Chairman | Place | Date |
|---|---|--|---|
| Shaping Young Minds Programme | | Mumbai | 28 Jan 2014 |
| Foundation Day and National Management Day | | New Delhi | 21 Feb 2014 |
| Pragati – Women Quiz Celebrating Achievements of Women | | New Delhi | 11 Mar 2014 |
| 8 th National Research Conference | | New Delhi | 19 – 20 Mar 2014 |
| The Innovation Practitioners Summit | Rajiv Narang Chairman & Managing Director, Erehwon Innovation Consulting | New Delhi | 21 Mar 2014 |
| 10 th National Student Quiz | | Lucknow Aurangabad Patna | Mar – Apr 2014 |
| AIMA-PMA Programme Four day Workshop on the Totality of Project Management | | New Delhi | 24 – 27 Mar 2014 |
| AAMO Meeting | | Canberra | 7 Apr 2014 |
| National Management Games 2014 | | Bhubaneswar Bangalore Mumbai Online New Delhi National Finals | 1 – 3 May 2014 20 – 22 May 2014 3 – 5 Jun 2014 17 – 19 Jun 2014 23 – 28 Jun 2014 30 Jun 2014 |
| 44 th St Gallen Symposium | | Switzerland | 7 – 9 May 2014 |
| FDP on Recent Advances in Research Methods & Data Analytical Tools | | New Delhi | 15 – 17 May 2014 |
| Workshop on Digital Marketing 'Google Adwords and Analytics' | | New Delhi | 12 – 14 Jun 2014 |

Key Events

August 2013 - September 2014

| Programme | Conference Director/Chairman | Place | Date |
|---|--|-------------------------------|---------------------|
| Programme on Contract Labour Management Challenges & Issues | | New Delhi | 20 – 21 Jun 2014 |
| Workshop on Effectiveness for Women Professionals | | New Delhi | 25 – 26 Jun 2014 |
| 6 th Business Responsibility Summit | Shankar Venkateswaran Chief, Tata Sustainability Group, Tata Sons Ltd. | New Delhi | 27 – 28 Jun 2014 |
| 8 th Global Advanced Management Programme | Solomon Darwin Executive Director, Centre for Corporate Innovation, Haas School of Business, University of California, Berkeley | San Francisco Bay Area, US | 6 – 12 Jul 2014 |
| Shaping Young Minds Programme | | Coimbatore | 25 Jul 2014 |
| Learning & Skill Development Summit | Dilip Chenoy CEO & MD, National Skill Development Corporation | New Delhi | 31 Jul – 1 Aug 2014 |
| Workshop on 'Enhancing Managerial Effectiveness through Emotional Wellbeing and Intelligence' | | New Delhi | 1 – 2 Aug 2014 |
| Shaping Young Minds Programme | | Ahmedabad | 2 Aug 2014 |
| AIMA Managing India Awards | Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group | New Delhi | 6 Aug 2014 |
| AIMA Convocation | | New Delhi | 13 Aug 2014 |

Key Events

August 2013 - September 2014

| Programme | Conference Director/Chairman | Place | Date |
|---|---|--|---|
| 2 nd Marketing Retreat | D Shivakumar Chairman and CEO, PepsiCo India Holdings Pvt. Ltd. | Goa | 22 – 24 Aug 2014 |
| 40 th National Competition for Young Managers: Ruby Jubilee | | West East South North Grand Finale | 7 – 8 Aug 2014 22 – 23 Aug 2014 22 – 23 Aug 2014 28 – 30 Aug 2014 13 Sep 2014 |
| 11 th National Competition for Young India | | East South West North Grand Finale | 21 – 22 Aug 2014 11 – 12 Sep 2014 18 – 19 Sep 2014 18 – 19 Sep 2014 26 Sep 2014 |
| Workshop on Project Management Leading to Globally Recognised IPMA Level D Certification | | New Delhi | 20 – 23 Aug 2014 |
| Faculty Development Programme on Case Teaching & Case Writing Workshop | | New Delhi | 28 – 30 Aug 2014 |
| 18 th Student Management Games | | Pan India | 15 Sep – 30 Oct 2014 |
| AAMO Meeting | | Kathmandu, Nepal | 18 – 19 Sep 2014 |
| 41 st National Management Convention | Sudhir Jalan Chairman & Managing Director, Meenakshi Tea Company Ltd. | New Delhi | 23 – 24 Sep 2014 |



EVENTS & CONFERENCES

AIMA conferences and events act as platforms for industry leaders, policy makers, academicians and thought leaders to articulate and share their views on current trends, practices and challenges. Through its management development programmes, retreats, business simulation programmes and competitions, AIMA enables the professional and personal development of aspiring and practicing management professionals.



Kamal Nath, then Minister for Urban Development & Parliamentary Affairs, Government of India, releasing the Special Cover and Special Cancellation, and a Postage Stamp to commemorate the Ruby Jubilee of AIMA National Management Convention. (L-R) Rekha Sethi, Director General, AIMA; D Shivakumar, then President, AIMA and Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd.; Sanjiv Goenka, Convention Chairman and Chairman, RP-Sanjiv Goenka Group; Rajinder Kashyap, Postmaster General, Business Development & Marketing, Indian Postal Service and Preetha Reddy, then Sr Vice President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group

40th National Management Convention

AIMA celebrated its 40th National Management Convention on the theme 'Courage in Uncertainty' on 26-27 September 2013 at New Delhi. To commemorate the Ruby Jubilee NMC, AIMA in collaboration with the Department of Post released a Special Cover & Special Cancellation and a Postage stamp.

Inaugurating the two day convention, Mr Kamal Nath, then Union Minister for Urban Development and Parliamentary Affairs said, "Government's courage alone cannot overcome uncertainty unless all the stakeholders in the economy including industry and entrepreneurs show courage as well."

Speaking about the role of opposition in policy making and implementation, Mr Arun Jaitley, then Leader of Opposition-Rajya Sabha and Member of Parliament (RS), Bharatiya

Janata Party, said that in majority of the areas, consensus are not required, but clarity of vision is required.



Shrukh Khan, Actor, Producer, Television Presenter



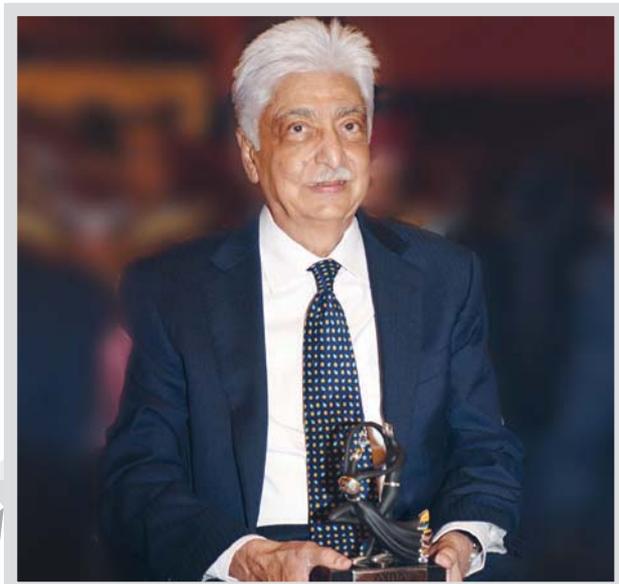
(L-R) Gautam Thapar, Past President, AIMA and Founder & Chairman, The Avantha Group and Arun Jaitley, then Leader of Opposition-Rajya Sabha and Member of Parliament (RS), Bharatiya Janata Party



Richard Rekhy, Chief Executive Officer, KPMG in India, addressing as Rajive Kaul, Past President, AIMA and Chairman, NICCO Corporation Ltd. looks on



(L-R) Omkar Goswami, Chairman, CERG Advisory Private Limited; Bimal Jalan, Former Governor, Reserve Bank of India and Shereen Bhan, Managing Editor, CNBC TV18



Azim Premji, Chairman, Wipro Ltd. after receiving the AIMA Managing India Award for the 'Corporate Citizen of the Year'



Chanda Kochhar, Managing Director & CEO, ICICI Bank Ltd. after receiving the AIMA JRD Tata Corporate Leadership Award

Addressing at a special plenary session, Mr Shahrukh Khan spoke about the role of courage in success. He said, "Success is not a direct result of your action, it just happens. You need to pass a few tests of failure to succeed. If you don't fail, you'll not learn and if you don't learn, you'll not grow."

On the occasion the AIMA Managing India Award for Corporate Citizen of the Year was presented to Mr Azim Premji, Chairman, Wipro Ltd. while the AIMA JRD Tata Corporate Leadership Award was presented to Ms Chanda Kochhar, MD & CEO, ICICI Bank Ltd. Mr Rajiv Vastupal, Past President, AIMA and CMD, Rajiv Petrochemicals Pvt. Ltd. was awarded Honorary Life Fellowship and Mr R Gopalakrishnan, Director, Tata Sons was presented the Dr Ram Tarneja Award for Best Article in Indian Management. Maj Gen D N Khurana was presented with the AIMA Honorary Fellowship. Several other awards were also presented on the occasion.

Talking about the new Companies Bill, Mr Sachin Pilot, then Minister of State for Corporate Affairs, said, "The new Companies Bill is in compliance with what is happening around the world. It is a forward-looking and reform-oriented bill." In his valedictory address, Mr Manish Tewari, then Minister of State for Information and Broadcasting, said that there are five benchmarks for any government: political stability, social cohesiveness, internal security, economic development and international relations.

The two day Convention chaired by Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group was addressed by many eminent speakers including Mr Jay Panda, Member of Parliament (LS), Biju Janata Dal; Mr D Shivakumar, then President, AIMA; Ms Preetha Reddy, then Sr Vice President, AIMA, and Executive Vice Chairperson, Apollo Hospitals Group; Mr Gautam Thapar, Founder and Chairman, The Avantha Group; Mr Rajiv Bajaj, Managing Director, Bajaj Auto Ltd.; Mr Kurush Grant, Executive Director on the Board of ITC Ltd.; Mr Prabhu Chawla, Editorial Director, The New India Express Group; Mr Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Ltd.; Mr Omkar Goswami, Chairman, CERG Advisory Private Ltd.; Mr Bimal Jalan, Former Governor, Reserve Bank of India; Ms Shereen Bhan, Managing Editor, CNBC TV 18; Mr P Balaji, Former Managing Director, Microsoft Devices Group amongst many others.

The 40th NMC also saw the appointment of AIMA's new office bearers. Ms Preetha Reddy took over the Presidency from Mr D Shivakumar. Mr H M Nerurkar, Former Managing Director, Tata Steel Ltd. took over as Sr Vice President, AIMA and Mr Firdose Vandrevala, Executive Vice Chairman, Essar Steel India Ltd. joined the team as Vice President, AIMA. Mr P Dwarakanath, Advisor, Group Human Capital, Max India Ltd. continued as Treasurer, AIMA.



(L-R) Prabhu Chawla, Editorial Director, The New India Express; Bajajant 'Jay' Panda, Member of Parliament (LS), Biju Janata Dal; P Balaji, Former Managing Director, Microsoft Devices Group and Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Ltd.



(L-R) Manish Tewari, then Minister of State (I/C) for Information and Broadcasting, Government of India; Sanjiv Goenka, Convention Chairman and Chairman, RP-Sanjiv Goenka Group and Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group



Arun Jaitley, then Leader of Opposition-Rajya Sabha and Member of Parliament (RS), Bharatiya Janata Party



(L-R) Rajiv Bajaj, Managing Director, Bajaj Auto Ltd. and D Shivakumar, then President, AIMA and Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd.



(L-R) D Shivakumar, then President, AIMA and Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd. and Shahrukh Khan, Actor, Producer, Television Presenter



(L-R) Gautam Thapar, Founder & Chairman, The Avantha Group; Sachin Pilot, then Minister of State (I/C) for Corporate Affairs, Government of India and Sanjiv Goenka, Convention Chairman and Chairman, RP-Sanjiv Goenka Group

58th Foundation Day and 8th National Management Day



(L-R) Gautam Thapar, Founder and Chairman, The Avantha Group; Ravi Shankar Prasad, then Deputy Leader of Opposition-Rajya Sabha and Member of Parliament (RS), BJP; Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group and H M Nerurkar, Senior Vice President, AIMA & Chairman, TRL Krosaki Refractories Limited

AIMA celebrated its 58th Foundation Day & 8th National Management Day on 21 February 2014 in New Delhi on the theme 'Governance for Growth'. The Chief Guest on the occasion was Mr Anand Sharma, then Minister for Commerce & Industry with Dr Prathap Reddy, Founder Chairman, Apollo Hospitals Group, as the Guest of Honour.

Speaking on the theme, Mr Sharma said, "Governance is important because without good governance you cannot have growth. They are inextricably linked." In her welcome address, Ms Preetha Reddy, President, AIMA, and Executive Vice Chairperson, Apollo Hospitals Group, talking about the theme of the day, said, "Governance and growth go hand in hand; they cannot sustain without one another."

Mr Ravi Shankar Prasad, then Deputy Leader of Opposition (RS) and Member of Parliament (BJP), delivered the keynote and shared, "People of India want governance and

delivery. The only relationship between good politics and good economics is good governance."

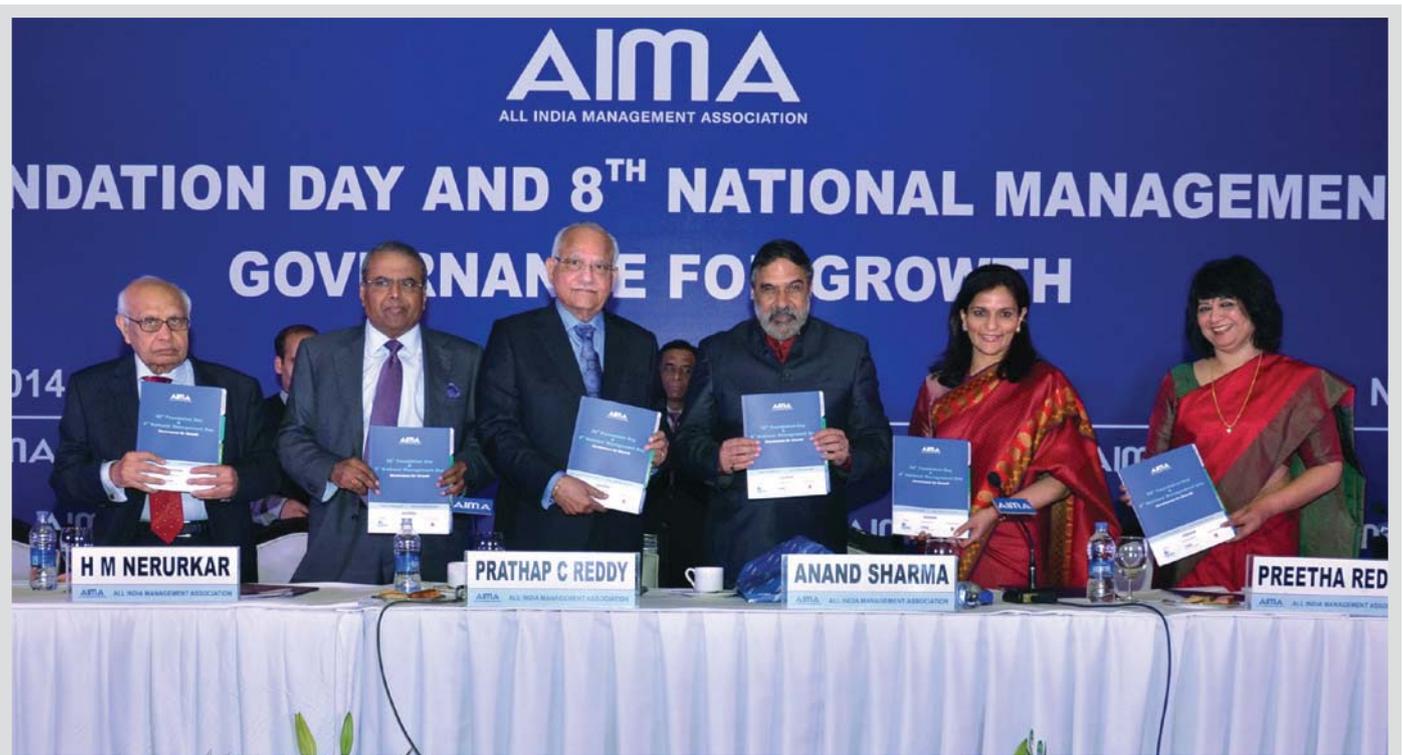
Earlier, speaking on the role played by governance in growth, Dr Prathap Reddy gave credit to the quick decision making at the top level in the 1980s for launching corporate healthcare in India. Mr Nandan Nilekani, then Chairman, Unique Identification Authority of India spoke about the value of digital governance to improving delivery of public services, while Mr Dilip Shanghvi, Founder and Managing Director, Sun Pharmaceutical Industries Ltd. was of the opinion that there are no shortcuts to manage and achieve innovation.

The Foundation Day celebrations were led by AIMA leadership, including Ms Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Mr H M Nerurkar, Senior Vice President, AIMA and Chairman TRL Krosaki Refractories Limited; Mr Firdose Vandrevalla,



(L-R) D Shivakumar, Past President, AIMA, and Chairman & CEO India Region, PepsiCo India Holdings Pvt. Ltd. and Dilip Shanghvi, Founder and Managing Director, Sun Pharmaceutical Industries Ltd.

Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group

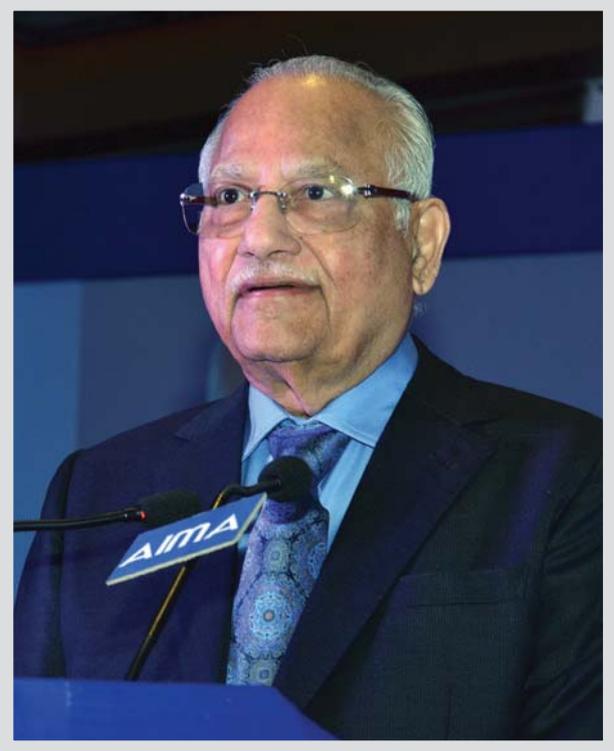


Release of AIMA Foundation Day Souvenir 2014 (L-R) Ram Tarneja, Past President, AIMA; H M Nerurkar, Senior Vice President, AIMA & Chairman, TRL Krosaki Refractories Limited; Prathap C Reddy, Founder Chairman, Apollo Hospitals Group; Anand Sharma, then Minister for Commerce & Industry, Government of India; Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group and Rekha Sethi, Director General, AIMA

Governance and growth go hand in hand; they cannot sustain without one another.

Vice President, AIMA and Executive Vice Chairman, Essar Steel; Mr Gautam Thapar, Past President, AIMA and Chairman, The Avantha Group and Mr D Shivakumar, Past President, AIMA and Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd. Several of AIMA's prominent awards were also given away on the occasion by the Chief Guest and Guests of Honour.

The occasion, that also saw the release of the Foundation Day Souvenir, was attended by over 400 delegates including distinguished business and political leaders.



Prathap C Reddy, Founder Chairman, Apollo Hospitals Group



R S Sodhi, MD, Amul Gujarat Co-operative Milk Marketing Federation with the AIMA - R K Swamy High Performance Brand Award presented by Ravi Shankar Prasad, then Deputy Leader of Opposition-Rajya Sabha and Member of Parliament (RS), BJP. (L-R) Gautam Thapar, Founder and Chairman, The Avantha Group; Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group; H M Nerurkar, Senior Vice President, AIMA & Chairman, TRL Krosaki Refractories Limited and S K Swamy, Chairman & MD, RK Swamy BBDO Pvt. Ltd.



Ravi Shankar Prasad, then Deputy Leader of Opposition-Rajya Sabha and Member of Parliament (RS), Bharatiya Janata Party



(L-R) Firdose Vandrevala, Vice President, AIMA, and Executive Vice Chairman, Essar Steel India Ltd. and Nandan Nilekani, then Chairman, Unique Identification Authority of India (UIDAI)

On the occasion of AIMA's 58th Foundation Day and 8th National Management Day eminent personalities from various sectors were felicitated.



AIMA Public Service Excellence Award, **Nandan Nilekani**, then Chairman, Unique Identification Authority of India

AIMA - JRD Tata Corporate Leadership Award, **Dilip Shanghvi**, Founder and Managing Director, Sun Pharmaceutical Industries Ltd.



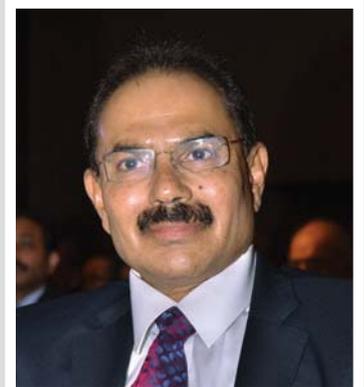
AIMA Life Time Achievement Award for Management, **Anu Aga**, Former Executive Chairperson, Thermax Group



AIMA - R K Swamy High Performance Brand Award, **Amul Gujarat Co-operative Milk Marketing Federation**



AIMA - Dr J S Juneja Award for Creativity & Innovation for MSME, **Glo Tech Organics Pvt. Ltd.**



AIMA's Honorary Life Fellowship bestowed on **Rajiv Vastupal**, Past President, AIMA & Chairman & Managing Director, Rajiv Petrochemicals Pvt. Ltd.

Managing India Awards



(L-R) Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Rajnath Singh, Home Minister, Government of India; Sanjiv Goenka, Chairman, AIMA Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group; Rekha Sethi, Director General, AIMA and Firdose Vandrevala, Vice President, AIMA, and Executive Vice Chairman, Essar Steel India Ltd.

Recognising the contributions made in various fields, AIMA felicitated some of the significant achievers of the nation at the AIMA Managing India Awards ceremony held on 6 August 2014 in New Delhi. Speaking on the occasion, Chief Guest, Mr Rajnath Singh, Home Minister said, "With vision, conviction, will and zeal, we will try to make India not only a super economic power, but also a super spiritual power. I congratulate AIMA for awarding the achievers of our nation because if we do not recognise their contribution, we will face brain drain." Congratulating the winners in her welcome address, Ms Preetha Reddy, President, AIMA, and Executive Vice Chairperson, Apollo Hospitals Group, said, "They are all remarkable nation builders and have set examples that can be role models for others."

Introducing the Lifetime Contribution Award for Mr Deepak Parekh, Chairman, HDFC Ltd., Ms Preetha Reddy referred Mr Parekh as the doyen of India's banking and financial sector. Fashion Designer Ms Ritu Kumar announced Mr MG George Muthoot, Chairman, Muthoot Group, as the Emerging Business Leader of the Year.

Mr M Damodaran, Former Chairman, SEBI, & Chairman, Excellence Enablers Pvt. Ltd., announced Mr Chandra Shekhar Ghosh, Chairman & Managing Director, Bandhan Financial Services, as the Entrepreneur of the Year.

Mr Sunil Kant Munjal, Jt Managing Director, Hero MotoCorp and Chairman, Hero Corporate Service Ltd., read the



Rajnath Singh, Home Minister, Government of India addressing



Standing (L-R) B D Park, President & CEO, Samsung Electronics South-West Asia; Rakeysh Omprakash Mehra, film writer, producer, director; Mammen Mathew, Chief Editor & Managing Director, Malayala Manorama; Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank; Sanjiv Goenka, Chairman, Managing India Awards Jury, and Chairman, RP-Sanjiv Goenka Group; Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Chandra Shekhar Ghosh, CMD, Bandhan Financial Services; Arup Roy Choudhury, CMD, NTPC Ltd. and Firdose Vandrevala, Vice President, AIMA and Executive Vice Chairman, Essar Steel India Ltd. Sitting (L-R) N Chandrasekaran, CEO & MD, Tata Consultancy Services Ltd.; S S Badrinath, Founder and Chairman Emeritus, Sankara Nethralaya; Deepak Parekh, Chairman, HDFC Ltd.; Shiv Nadar, Founder & Chairman, HCL, Shiv Nadar Foundation and M G George Muthoot, Chairman, Muthoot Group

citation for Samsung India Electronics Ltd. as the MNC in India of the Year. The award was received by Mr BD Park,



Rajnath Singh, Home Minister, Government of India presenting the Corporate Citizen Award to Shiv Nadar, Founder & Chairman, HCL, Shiv Nadar Foundation

President & CEO, Samsung Electronics South-West Asia. Film writer, producer, director Mr Rakeysh Omprakash Mehra received the Director of the Year Award, which was introduced by Mr Sanjiv Goenka, Chairman, AIMA Managing India Awards Jury, and Chairman, RP-Sanjiv Goenka Group. It was presented to him in the presence of Sarod maestro, Ustad Amjad Ali Khan.

The Outstanding Contribution to Media Award was presented to Mr Mammen Mathew, Chief Editor & Managing Director, Malayala Manorama, which was introduced by Mr Pavan K Varma, Member of Parliament, Rajya Sabha. The citation for NTPC Ltd. as the Outstanding PSU of the Year was read by Mr Prabhu Chawla, Editorial Director, The New Indian Express Group. Mr Arup Roy Choudhury, Chairman & Managing Director, NTPC Ltd., received the award. Mr P Balaji, Former Managing Director, Microsoft Devices



Rajnath Singh, Home Minister, Government of India, presenting the Indian MNC of the Year Award to N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services Ltd. (L-R) Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group; Rekha Sethi, Director General, AIMA and Firdose Vandrevala, Vice President, AIMA and Executive Vice Chairman, Essar Steel India Ltd.

Group announced the Outstanding Institution Builder Award for Mr SS Badrinath, Founder and Chairman Emeritus, Sankara Nethralaya; while Mr NK Singh, Former member of Rajya Sabha, introduced Mr Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank, as the Transformational Business Leader of the Year. Mr N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services Ltd., received the Indian MNC of the Year for Tata Consultancy Services Ltd. and the award was introduced by Mr BJ Panda, Member of Parliament, Lok Sabha.

The last award of the evening was Corporate Citizen Award presented to Mr Shiv Nadar, Founder & Chairman, HCL, Shiv Nadar Foundation. The citation was read by Mr Aron Purie, Founder, Editor-in-Chief and Chairman, India Today Group. Mr Firdose Vandrevala, Vice President, AIMA, and Executive Vice Chairman, Essar Steel India Ltd., delivered the vote of thanks.

The jury for the award this year was chaired by Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group,

and comprised Mr HM Nerurkar, Senior Vice President, AIMA and Chairman, TRL Krosaki Refractories Limited; Mr Firdose Vandrevala, Vice President, AIMA and Executive Vice Chairman, Essar Steel India Ltd.; Mr Rajive Kaul, Chairman, NICCO Corporation Ltd.;



B J Panda, Member of Parliament, Lok Sabha reading the citation for Indian MNC of the Year Award

Mr BP Rao, Chairman & Managing Director, BHEL; Mr Pramod Bhasin, Vice Chairman, GENPACT; Mr P Balaji, Former Managing Director, Microsoft Devices Group; Mr Vineet Agarwal, Managing Director, Transport

Corporation of India Ltd.; Mr Inderdeep Singh, President & Managing Director, Continental Device India Ltd.; Mr Richard Rekhy, Chief Executive Officer, KPMG in India; Mr AK Balyan, CEO & Managing Director, Petronet LNG Limited and Mr Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd.

The award for the Business Leader of the Year was conferred on Mr Adi Godrej, Chairmen, Godrej Group and will be presented on a later occasion.



Rajnath Singh, Home Minister, Government of India, presenting the Lifetime Contribution Award to Deepak Parekh, Chairman, HDFC Ltd., as Sanjiv Goenka, Chairman, AIMA Managing India Awards Jury, and Chairman, RP-Sanjiv Goenka Group looks on



(L-R) Rajiv Vastupal, CMD, Rajiv Petrochemicals Pvt. Ltd.; Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group; Amjad Ali Khan, Sarod maestro; Rekha Sethi, Director General, AIMA; Rajive Kaul, Chairman, NICCO Corporation Ltd. and JS Juneja, Chairman, SME Committee, AIMA, and Chairman, Global Projects & Services Pvt. Ltd.



1. (L-R) NK Singh, Former Member of Rajya Sabha; Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank; Shiv Nadar, Founder & Chairman, HCL, Shiv Nadar Foundation; Aroon Purie, Founder, Editor-in-Chief and Chairman, India Today Group and Pavan K Varma, Member of Parliament, Rajya Sabha

2. S S Badrinath, Founder and Chairman Emeritus, Sankara Nethralaya with the Outstanding Institution Builder Award

3. Arup Roy Choudhury, CMD, NTPC Ltd. with the Outstanding PSU of the Year Award

4. Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank receiving the award for Transformational Business Leader of the Year from Rajnath Singh, Home Minister, Government of India



5. B D Park, President & CEO, Samsung Electronics South-West Asia with the MNC in India of the Year Award

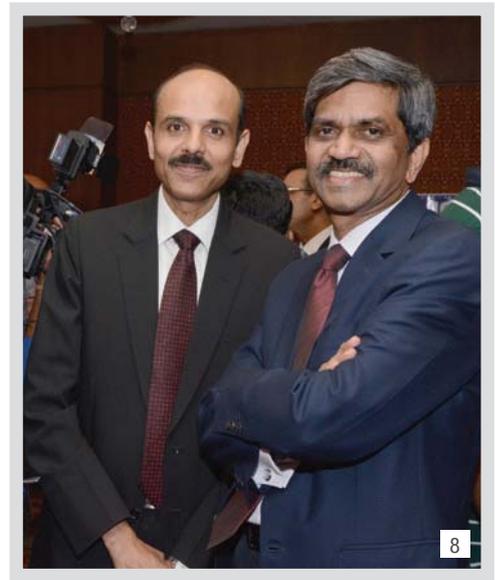
6. M G George Muthoot, Chairman, Muthoot Group receiving the award for Emerging Business Leader of the Year from Rajnath Singh, Home Minister, Government of India as Ritu Kumar, Fashion Designer looks on



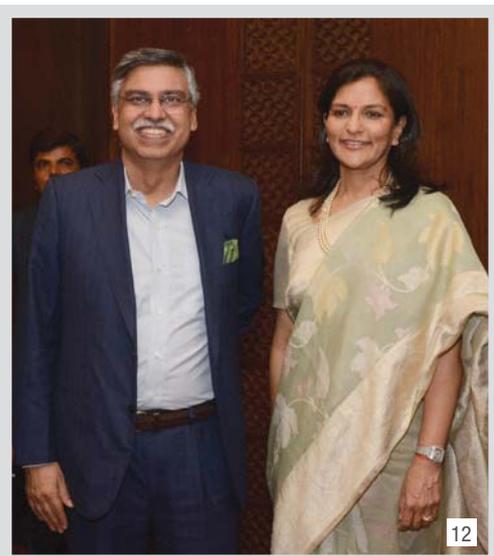
7. (L-R) M Damodaran, Former Chairman SEBI & Chairman, Excellence Enablers Pvt. Ltd. and Deepak Parekh, Chairman, HDFC Ltd.



8. (L-R) P Balaji, Former Managing Director, Microsoft Devices Group and D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings Pvt. Ltd.



9. (L-R) N Chandrasekaran, CEO & Managing Director, Tata Consultancy Services Limited; Prabhu Chawla, Editorial Director, The New Indian Express Group and Mammen Mathew, Chief Editor & Managing Director, Malayala Manorama



- 10. Chandra Shekhar Ghosh, CMD, Bandhan Financial Services with the Entrepreneur of the Year Award
- 11. Rajnath Singh, Home Minister, Government of India presenting the Outstanding Contribution to Media Award to Mammen Mathew, Chief Editor & Managing Director, Malayala Manorama
- 12. (L-R) Sunil Kant Munjal, Jt Managing Director, Hero MotoCorp and Chairman, Hero Corporate Service Ltd. and Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group
- 13. Rakeysh Omprakash Mehra, Film Writer, Producer, Director addressing on receiving the Director of the Year Award



14. (L-R) Shiv Nadar, Founder & Chairman, HCL, Shiv Nadar Foundation and N Chandrasekaran, CEO & Managing Director, TCS

15. Uddesh Kohli, Chairman, Construction Industry, Arbitration Council at the programme

16. (L-R) M G George Muthoot, Chairman, Muthoot Group with Sudhir Jalan, Co-Chairman, Rieter India Pvt. Ltd.

17. (L-R) Pavan K Varma, Member of Parliament, Rajya Sabha with B J Panda, Member of Parliament, Lok Sabha



18. (L-R) Krishan Kalra, Former Secretary General, PHD Chamber of Commerce and Industry with Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group

19. (L-R) Sanjiv Goenka, Chairman, AIMA Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group and Rakeysh Omprakash Mehra, Film Writer, Producer, Director sharing a light moment

Session with Jack Trout



(L-R) Rajiv Bajaj, Managing Director, Bajaj Auto; Jack Trout, President, Jack Trout & Partners; Rekha Sethi, Director General, AIMA and Aditya Ghosh, President, IndiGo

AIMA organised a one-day interactive session with Mr Jack Trout, the pioneer of modern marketing and President, Jack Trout & Partners on the theme 'Positioning Comes to India and Beyond' on 13 November 2013 at New Delhi.

During the session, Mr Trout focused on the battle of ideas in the present uncertain marketplace. He also addressed the challenges of marketing warfare and provided insights and examples for formulating winning strategies and effective positioning. Commenting on branding strategies of Indian companies, Mr Trout remarked that there seemed to be excessive extension of umbrella brands into unrelated businesses.

The session also included presentations of two outstanding Indian cases presented by Mr Rajiv Bajaj, Managing Director, Bajaj Auto and Mr Aditya Ghosh, President, IndiGo Airlines. Mr Rajiv Bajaj credited Mr Trout for helping Bajaj Auto pull ahead of the rest of the auto industry in profitability during the past four years.

Mr Aditya Ghosh, President, IndiGo said that all IndiGo employees were brand ambassadors and the company

did not have a formal marketing department. "Culture eats strategy for breakfast," he remarked. Mr Ghosh said that while IndiGo operated in the low-cost airline category, its positioning was 'a hassle-free airline'. The session was attended by over 100 senior management and marketing professionals of varied industries from across the country.



Jack Trout addressing the audience



(L-R) Rekha Sethi, Director General, AIMA; Sudhir Vasudeva, Summit Chairman and then Chairman & Managing Director, ONGC Ltd.; Veerappa Moily, then Minister for Petroleum & Natural Gas, Government of India; O P Rawat, Secretary, Department of Public Enterprises, Government of India and U D Choubey, Director General, SCOPE

3rd PSU Summit

AIMA in collaboration with Department of Public Enterprises, Government of India and Standing Conference of Public Enterprises (SCOPE) organised its 3rd PSU Summit with the theme 'Public Sector Undertakings - Catalyst to India's Growth' on 20 December 2013 at New Delhi. The summit was chaired by Mr Sudhir Vasudeva, then Chairman & Managing Director, ONGC Ltd., and KPMG in India were the Knowledge Partners.

Dr Veerappa Moily, then Minister for Petroleum & Natural Gas, Government of India graced the occasion as the Chief Guest and Mr O P Rawat, Secretary, Department of Public Enterprises, Government of India was the Guest of Honour. Speaking on the occasion, Dr Veerappa Moily said, "I'm in favour of giving absolute autonomy to PSU. I don't want to have the CEOs of PSUs coming to ministry for small things."

Some of the key speakers at the summit included Dr U D Choubey, Director General, Standing Conference of Public Enterprises; Mr Arun Balakrishnan, Former

Chairman & MD, Hindustan Petroleum Corporation Ltd; Mr Nabin Ballodia, Partner, KPMG in India; Mr Manoranjan Kumar, Advisor (PE), Dept. of Public Enterprises, Government of India; Mr B B Pattanaik, MD, Central Warehousing Corporation; Ms Veena Swarup, Director HR, Engineers India Ltd.; Mr H S Pati, Director Personnel, Steel Authority of India Ltd. and Mr Muninder Anand, Associate Director, KPMG in India.



Veerappa Moily, then Minister for Petroleum & Natural Gas, Government of India

PRAGATI: Celebrating Achievements of Women

AIMA organised 'PRAGATI: Celebrating Achievements of Women' on 11 March 2014 at New Delhi. PRAGATI featured a panel discussion on the theme 'Equity in Diversity: A Golden Opportunity to Evolve Together' followed by a unique women's quiz.

Delivering the inaugural address, Dr Najma A Heptulla, then Member of Parliament & Chairperson – Parliamentary Committee on Subordinate Legislation shared, "I was of the view that reservation for women would come with a stigma but I have realised that nobody bothers about voluntary gender equality". Ms Veena Swarup, Conference Chairperson and Director, HR, Engineers India Ltd. argued against quotas, saying that those could lead to complacency among women and would compromise quality. Ms Malvika Singh, the publisher of Seminar magazine and a veteran journalist delivered the keynote address at the conference and Mr Sushant Upadhyay, Partner AON Hewitt, delivered the theme address. Several other eminent speakers addressed the programme over various sessions.

This was followed by a unique women's quiz in which over 70 teams participated. The quiz was conducted



Najma A Heptulla, then Member of Parliament & Chairperson – Parliamentary Committee on Subordinate Legislation, Government of India

by Quiz Masters, Mr SPS Jaggi and Mr V Kumar from Bhilai Steel Plant. Indian Oil Corporation Ltd. emerged the champions followed by HPCL as the first runners-up.



(L-R) Rekha Sethi, Director General, AIMA; Najma A Heptulla, then Member of Parliament & Chairperson – Parliamentary Committee on Subordinate Legislation and Veena Swarup, Conference Chairperson and Director HR, Engineers India Ltd.

3rd HR Leadership Retreat

AIMA organised its 3rd HR Leadership Retreat on the theme 'Taking the Lead - The Role of Human Resources in Turbulent Times' from 14 – 16 February 2014 at Goa. The Retreat was organised under the Chairmanship of Mr TV Mohandas Pai, Chairman of the Board, Manipal Global Education Services. Ms Nandita Gurjar, Sr VP and Member, Executive Council, Infosys Technologies was the Programme Director.

The other eminent speakers at the Retreat included Mr D Shivakumar, Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd.; Mr Pramod Bhasin, Vice Chairman, GENPACT; Mr SY Siddiqui, COO, Administration (HR, IT, Finance, Company Law & Legal), Maruti Suzuki India; Mr Anand Pillai, Sr. Executive Vice President & Chief Learning Officer, Reliance Industries Ltd.; Mr Pratik Kumar, Executive Vice President, HR, Wipro Ltd.;

Mr S Vaitheeswaran, Managing Director & CEO, Manipal Global Education Services; Swami Bodhananda ji, Sambodh Foundation.

**AIMA organised its
3rd HR Leadership Retreat
on the theme 'Taking the
Lead - The Role of Human
Resources in Turbulent
Times'.**



Participants and speakers at the Retreat

Interactive Session with Imran Khan



(L-R) Rekha Sethi, Director General, AIMA; Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Imran Khan, Pakistani politician, celebrity and former cricketer and D Shivakumar, Past President, AIMA and Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd.

AIMA invited Pakistani cricketer turned politician, Mr Imran Khan to speak at an interactive session on the theme 'Leadership for Change' on 7 December 2013 at New Delhi. In his address, Mr Khan spelt out the need for transformational leaders who can demonstrate the ability to adapt to a changing world order.

Introducing Mr Khan, Ms Preetha Reddy, President of AIMA, and Executive Vice Chairperson, Apollo Hospitals Group, said, "He's a stupendous sportsman, an exemplary person and an almost-perfect politician."

The address was followed by an interactive session in which the audience sought his views on various aspects of leadership. Describing himself as an optimist, Mr Khan said that the primary difference between him and other cricketers, who were more talented than him, was the difference of impact between optimism and pessimism.

Thanking Mr Khan for addressing the session, Mr D Shivakumar, Past President, AIMA said that he found Mr Imran Khan's views straightforward and challenging.

He said that he expected Mr Khan to become Pakistan's Prime Minister by the support of Pakistan youth and grace of god. AIMA's leadership session with Mr Imran Khan was attended by over 250 people from corporates and intelligentsia.



Imran Khan addressing the audience

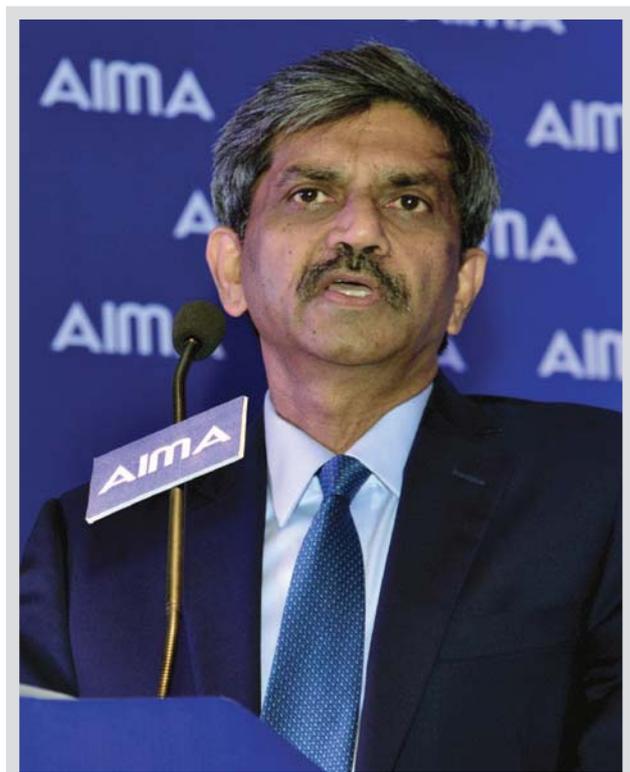
6th Business Responsibility Summit



(L-R) Shankar Venkateswaran, Summit Chairman & Chief-Tata Sustainability Group, Tata Sons Limited; Rekha Sethi, Director General, AIMA; Vijay K Thadani, Chief Executive Officer, NIIT Ltd. & Co-Founder, NIIT University; Ashok Kumar Pavadia, Joint Secretary, Department of Public Enterprises, Government of India and Parul Soni, Executive Director & Practice Leader - Development Advisory Service, Ernst & Young

The 6th Business Responsibility Summit, chaired by Mr Shankar Venkateswaran, Chief, Tata Sustainability Group, Tata Sons was held on 27-28 June 2014 in New Delhi. The inaugural session was addressed by the Summit Chairman, Mr Parul Soni, ED, Ernst & Young; Mr Ashok K. Pavadia, Jt. Secretary, Dept. of Public Enterprise; Mr Vijay K Thadani, CEO, NIIT & Founder NIIT University and Ms Rekha Sethi, DG, AIMA.

The 2nd half on the first day was devoted to two very special categories – the issue of Malnutrition and Water. Some of the speakers included Mr Rajan Sankar, Country Manager & Senior Advisor South Asia, Global Alliance for Improved Nutrition; Mr Manoj Kumar, CEO, Naandi Foundation Programme; Ms Anuja Bansal, Director Operations, Oxfam amongst others. One of the most heartening presentations was made by Mr Poppat Rao Pawar, whose village in a drought-prone area of Maharashtra, has been turned into a model village through community efforts. The first day of the summit rounded off with the 3 winning teams of the case study contests presenting their case studies.



D Shivakumar, Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd. addressing the session



(L-R) Shekhar Singh, Coordinator, National Campaign for Right to Information; Bharat Wakhlu, Resident Director, Tata Group; Govindraj Ethiraj, Founder-Editor, IndiaSpend and Jagdeep S Chhokar, Founder Member, Association for Democratic Reforms, Founder Chairperson, Aajeevika Bureau

Day two began with an address by Mr D Shivakumar, Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd. who stressed upon the importance of equality at the start rather than as an outcome. Some of the

other speakers included Mr Ashok Bharti, Chairman, National Confederation of Dalit Organisations, (NACDOR); Mr Govindraj Ethiraj, Founder-Editor, India Spend; Mr Bharat Wakhlu, Resident Director, Tata Group amongst others.



(L-R) Alka Talwar, Corporate Head – Sustainability and Corporate Communications, Tata Chemicals Ltd.; Popat Rao Pawar, Civil Society Activist & Executive Director, Maharashtra State Government's Model Village Programme; Joe Phelan, Director, World Business Council for Sustainable Development, India; Arunabha Ghosh, Chief Executive Officer, Council on Energy, Environment and Water, (CEEW); P Soman, Chief Agronomist & Senior Vice President, Jain Irrigation Systems Ltd. and Ravi Costa, Partner – Contaminated Site Management, ERM

Young Leaders Retreat



Participants and speakers at the Retreat

**AIMA organised the
2nd Young Leaders Retreat
from 4-6 October, 2013
at Goa on the theme
'Nurturing Future Ready
Leaders'.**

AIMA organised the 2nd Young Leaders Retreat from 4-6 October 2013 at Goa on the theme 'Nurturing Future Ready Leaders'. The retreat was organised under the Chairmanship of Mr Shivinder M Singh,

Executive Vice Chairman, Fortis Healthcare Ltd. & Mr Vineet Agarwal, Managing Director, TCIL and was moderated by Mr Harshvendra Soin, Vice President, Global Leadership Acquisition and Development, Tech Mahindra.

Some of the other key speakers including Mr Puneet Dalmia, Managing Director, Dalmia Cements Bharat; Mr Vineet Nayar, Vice Chairman, HCL Technologies; Mr Piyush Pandey, Executive Chairman and Creative Director, South Asia Ogilvy & Mather India; Mr TV Mohandas Pai, Chairman, Manipal Global Education; Mr Suhel Seth, Managing Partner of Counselage India and Founder of Equus; Mr Prabhu Chawla, Editorial Director, The New Indian Express Group; Mr Pramod Bhasin, Vice-Chairman, Genpact and Mr Sanjeev Bikchandani, Founder and Executive Vice Chairman of Naukri.com

Management Capability Index Survey



As pioneers in management thought leadership, AIMA, embarked upon the innovative initiative to study the management practices of corporate India and gauge the robustness and competitiveness of corporates and institutions operating in India. AIMA launched the AIMA Management Capability Index Report in 2010 as a survey and study of these parameters.

To enhance the capability of organisations, it is vital to define and track the critical parameters that determine business performance. Management Capability Index explores areas where organisations can focus to obtain positive business results, develop capabilities to unlock new markets and achieve growth. Management Capability of an organisation is an aggregate of the collective potential, exhibited or latent, of business managers in the organisation.

AIMA has completed the third edition of the cutting edge research on Indian management - the Management Capability Index (MCI) with KPMG as the knowledge partner and the report will be released at the 41st NMC. The MCI report has brought out some very interesting findings which will serve as a rich source of reference and a best-practices guide to both the industry and the academia.

The report creates comparative insights for measuring the evolving capability of management, based on changes in the business environment across different kinds of organisations.

Management Capability Index explores areas where organisations can focus to obtain positive business results, develop capabilities to unlock new markets and achieve growth.

India Africa Partnership Initiative



J S Juneja, Chairman SME Committee, AIMA and Past President, AIMA with the participants.

AIMA in collaboration with Ministry of External Affairs (East and South Africa Division, under IAFS-II) and Local Management Associations organised a series of 'Awareness Programmes on Enterprise Development for African Students' studying in India. The programme team was led by Dr J S Juneja, Chairman SME Committee, AIMA and Past President of AIMA.

AIMA conducted several enterprise development awareness programmes during the year held at Ludhiana (Oct 2013), Hyderabad (Dec 2013), Bangalore (Dec 2013), Pune (Feb 2013) and one scheduled in Delhi (Sep 2014).

The objective of the programme is to trigger the thought process of participants to set up their own enterprises in manufacturing and services sector upon returning home instead of looking for jobs. Considering the objective of the programmes, the theme was kept as 'Don't Hunt for the Job- Be your Own Boss'. AIMA sensitised close to 500 students from 23 African countries.

The programme included various plenary sessions on business opportunities in India and Africa, business management, finance, marketing, technology and exports.

The methodology of the programme includes various plenary sessions on business opportunities in India and Africa, business management, finance, marketing, technology and exports. Industrial visits were also included to make the students aware of various production processes and stages involved in the manufacturing and service sector.

New Age Leadership



Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group presenting a memento to Naina Lal Kidwai, Executive Director on the Board of Hongkong and Shanghai Banking Corporation Limited and Country Head, HSBC India

AIMA in association with Asian Association of Management Organisations (AAMO) organised a conference on New Age Leadership with the theme 'The Gender of Talent' on 16 January 2014 at New Delhi. The conference was chaired by Ms Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group. AON Hewitt was the knowledge partner.

Mr NK Singh, Former Member of Parliament was the Chief Guest at the conference.

Some of the other eminent speakers who addressed at the conference included Ms Naina Lal Kidwai, Executive



N K Singh, former Member of Parliament (Rajya Sabha) addressing the Inaugural session



Saadia Naveed, President, Management Association of Pakistan and Deputy MD, English Biscuit Manufacturers Pvt. Ltd.

Director on the Board of Hongkong and Shanghai Banking Corporation Limited and Country Head, HSBC India; Ms Saadia Naveed, President, Management Association of Pakistan and Dy MD, English Biscuit Manufacturers (Pvt.) Ltd.; Ms Khusbhu Sundar, Indian Film Actor & Producer; Ms Jane Endacott, General Manager, Octant Foundation; Mr Sandeep Ahuja, Managing Director, VLCC Healthcare Ltd. amongst others.

During the conference an MoU between AIMA and Management Association of Pakistan was renewed to further strengthen the relationship between the two associations.

Learning and Skills Development Summit

To deliberate on National Occupational Standards (NOS) and the objectives of aligning education and skills with NOS, AIMA in collaboration with National Skill Development Corporation (NSDC) organised a Learning & Skill Development Summit on the theme of 'Bridging the World of Work and Education: National Occupational Standards' on 31 July - 1 August 2014 in New Delhi.

Mr Dilip Chenoy, MD and CEO, NSDC, steered this initiative as Summit Chairman. Mr Pramod Bhasin, Chairman, Skills Academy delivered the keynote address and the theme presentation was made by Mr Avinash Vashistha, Chairman & Managing Director India, Accenture.

Some of the other speakers included Mr Sanjeev Gupta, Managing Director, Corporate Affairs, Accenture; Prof Furqan Qamar, Secretary General, Association of Indian Universities (AIU); Mr Basab Banerjee, Head-Standards & QA, National Skill Development Corporation; Mr Tushar Pandey, Sr. President & Country Head, Yes Bank Ltd.; Dr Biswajit Saha, Addl. Director, Vocational Education, CBSE; Ms Isabel Sutcliffe, Director, International Standards & Quality, Pearsons Qualifications International; Mrs Surina Rajan, Addl. Chief Secretary, Dept. of School Education,



Dilip Chenoy, MD & CEO, NSDC addressing

Govt. of Haryana; Mr Himanshu Aggarwal, Co-founder & CEO, Aspiring Minds; Prof S S Mantha, Chairman, AICTE; Mr Manish Sabharwal, Chairman, TeamLease; Mr Arun Kumar Pillai, Chief Operating Officer, IL&FS Skills Development Corporation Ltd. amongst others. The Summit was attended by over 200 professionals from industry, Government and concerned stakeholders.



(L-R) Rekha Sethi, Director General, AIMA; Dilip Chenoy, MD & CEO-NSDC; Pramod Bhasin, Chairman, Skills Academy; Avinash Vashistha, Chairman & Managing Director, India, Accenture and Sunil Abrol, Former Director General, Consultancy Development Centre

2nd Marketing Retreat



Participants and speakers at the Retreat

AIMA organised its 2nd Marketing Retreat in Goa from 22 - 24 August 2014 on the theme 'Marketing in the Age of Rapid Change'. The Retreat Chairman was Mr D Shivakumar, Chairman & CEO, India Region, PepsiCo India Holdings Pvt. Ltd.

Some of the speakers at the Retreat included Mr Piyush Pandey, Executive Chairman and Creative Director, South Asia, Ogilvy & Mather India; Mr Ajai Jhala, CEO, BBDO India; Mr Abheek Singhi, Partner and Director, Asia Pacific Leader, Consumer and Retail Practice, The BCG; Ms Geetu Verma, Executive Director, Foods, Hindustan Unilever Ltd.; Ms Anusha Shetty, Founder, Autumn Worldwide; Mr Vipul Sabharwal, Vice President Sales & Marketing, Whirlpool India; Ms Babita Baruah, Executive Business Director, JWT India; Mr Indranil Chakraborty, Founder, StoryWorks; Mr Sudipto Mozumdar, Senior Director, Customer Development, Food & Beverages, PepsiCo India Holdings Pvt. Ltd.; Ms Poonam Kaul, Director Communications, IMEA,

The Retreat was conducted in an experience sharing mode and the learning experience was very intensive and interactive, with a high level of active participation by the delegates.

Nokia India Sales Private Limited, a subsidiary of Microsoft Mobile Oy.

The Retreat was conducted in an experience sharing mode and the learning experience was very intensive and interactive, with a high level of active participation by the delegates.

The Innovation Practitioners Summit



(L-R) Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd. and Rajiv Narang, Summit Director and Chairman & MD, Erehwon Innovation Consulting

AIMA organised 'The Innovation Practitioner's Summit', fifth in the series, on the theme 'Innovation Led Transformation' on 21 March 2014 at New Delhi. Erehwon Innovation

Consulting was the Knowledge Partner for the Summit and Mr Rajiv Narang, Chairman & Managing Director, Erehwon Innovation Consulting steered this initiative as the Summit Director.

The Summit was based on a case study contest on breakthrough Innovations in Manufacturing, R&D, Marketing and HR practices. An eminent jury panel assessed the entries and the top two case studies from each category were showcased at the Summit.

Mr Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd. delivered the valedictory address at the Summit and also presented the awards to the winners. More than 200 delegates from corporates, PSU's, and academics participated at the Summit.

Management Conclave



(L-R) K Jairaj, Former Additional Chief Secretary, Government of Karnataka; Raj Agrawal, Director, CME, AIMA; Bruce Condi, Director, Vancouver Island University, BC, Canada; H Maheshappa, Vice Chancellor, Visvesvaraya Technological University and Chaitanya Patil, Director Trade and Invest British Columbia

AIMA organised the 2nd edition of Management Conclave on 15 November 2013 on the theme 'Education and Employability'. Some of the key speakers included Mr K Jairaj, Former Additional Chief Secretary, Government of Karnataka; Dr Raj Agrawal, Director, CME, AIMA; Mr Bruce Condi, Director, Vancouver Island University, BC, Canada; Mr H Maheshappa, Vice Chancellor, Visvesvaraya Technological University; Mr Chaitanya Patil, Director Trade and Invest British Columbia;

Ms Usha Subramanian, VP & Head Technical and Domain Learning, HR Excellence, HR CIO and Campus Management Mphasis amongst others. The conclave was attended by over 150 participants and over 10 universities from British Columbia, Canada including Royal Roads University, Vancouver Island University, Sprott Shaw College, Acsenda School of Management, Van Arts & Media, & University of The Fraser Valley.

Business Simulation Programme



Indian Oil Corporation emerged National Champions of NMG 2014 in the Grand Finale

Management Competitions

AIMA has been organising business simulation competitions for managers and students to challenge their strategy and decision making skills in a simulated economy. They get a flavour of running a corporation towards profitability amidst competition and efficient utilisation of human and material resources, identifying opportunities and dealing with crisis in business.

23rd National Competition for Business Management Simulations (NMG-2014)

The NMG-2014 saw massive participation across the country. The National Finals were held on 30 June 2014. Amidst all the regional finalists from the North, West, East and South Zones, Indian Oil emerged as the national champions in NMG-2014; Hero MotoCorp and SAIL closely followed as the first and second runners up. The champion and runners up teams went on to represent India at the Asian Management Games.

17th Student Management Games

The 17th National Competition for Student Management Simulation Games, popularly known as SMG, was held between 17 September and 1 November 2013. Amongst a total of 240 teams that participated across the country, FMS

Pacific University (Udaipur) emerged as the champions, and two teams from Nirma University emerged as the first and second runners up.

Business Simulation Programme – Corporate

AIMA has been a pioneer in conducting Business Management Simulation Programmes for training and evaluation for various business houses. 45 such programmes were conducted for various companies with more than 2000 managers across various levels, as beneficiaries. Some of the business houses that conducted the programme this year are Deepak Fertilizers, NTPC, PowerGrid, Hero MotoCorp, Jindal Steel Limited, Maruti Suzuki, LG, Atos Communications, Daimler, Tata Steel, SAIL etc.

Business Simulation Programme – Management Institution

Various business schools employ AIMA's business simulation to train their students to get hands on business management skills. Some of the business schools that used AIMA's business simulation are ISB Hyderabad and Mohali, MSM Meerut, NDIM, KCT Coimbatore, etc.

Management Quiz & Competitions



NCYM 2013 winners receiving a trophy from Manish Tewari, then Minister of State (I/C) for Information and Broadcasting, Government of India. (L-R) K L Chugh, Chairman, Cosmos Consulting; Rekha Sethi, Director General, AIMA; D Shivakumar, Chairman & CEO, PepsiCo India Holdings Pvt. Ltd.; Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group and Sanjiv Goenka, Convention Chairman and Chairman, RP-Sanjiv Goenka Group

National HR Quiz 2013

AIMA National HR Quiz was conducted for the first time and attracted a participation of over 120 corporate teams. Two teams from each zone qualified for the national finals and the Grand Finale was won by TCS. ICICI finished second and GAIL finished third. The regional winners were TCS, ICICI, GAIL, Murugappa & Oil India.

National Management Quiz 2013

AIMA National Management Quiz 2013 attracted 145 corporate teams. The national final was won by TCS, Chennai. Genpact finished second and TCS, Mumbai finished third. Two teams from each zone qualified for the national finals. The regional winners were TCS, Kolkata and Vizag Steel, RINL (East); TCS, Mumbai and Vizag Steel, RINL (West); TCS, Chennai and Maarga Systems (South) and Genpact and NTPC, Delhi (North).

National Student Quiz 2014

AIMA's National Student Quiz 2014 was conducted at Lucknow, Patna & Aurangabad which witnessed a participation of over 130 teams across these locations.

Quiz Management for Companies and Business Schools

AIMA offered its quiz organising capability to hold in-house quiz competitions for companies and business schools.

An exclusive quiz competition 'Cerebrace 2014', the 1st in the series, was conducted for GSK. The competition covered over 25 schools in Delhi / NCR which witnessed participation of over 2,000 students, from class 5 to class



Sharad Jaipuria, Chairman of Jaipuria Group with National Champions of NMQ from TCS, Chennai

8 making it the biggest quiz competition of its kind in the nation.

The other exclusive quiz was conducted for IIMT Gurgaon at Dehradun, Lucknow, Jaipur, Chandigarh & Delhi / NCR in which students from 30 colleges across the above mentioned cities participated in the competition.

National Competition for Young Managers 2014

AIMA's National Competition for Young Managers is celebrating its Ruby Jubilee this year. The regional rounds

were held in the month of August and the Grand Finale will be held in September.

National Competition for Management Students (NCMS) - 2013

The Grand Finale of 10th National Competition for Management Students was held on 5 October 2013 on the theme 'Inspired Leadership for Turbulent Times and the Power of Youth'. The team from AMITY University emerged as the national champions.



NCMS -2013 winners from Amity University with Ajay Bohra, MD, DSG Group India



(L-R) Row 1: Ritu Beri, International Fashion Designer; Rajiv Bajaj, Managing Director, Bajaj Auto Ltd.; Puneet Dalmia, Managing Director, Dalmia Cements Bharat; B S Nagesh, Vice Chairman & Non Executive Director, Shoppers Stop & Founder TRRAIN; Amjad Ali Khan, Sarod Maestro; Bibek Debroy, Renowned Indian Economist, Row 2: Sanjeev Kapoor, Celebrity Chef; Gangaram Talekar, Nutan Mumbai Tiffin Box; D Shivakumar, Chairman & CEO, PepsiCo India Holdings Pvt. Ltd.; Santosh Desai, Managing Director & CEO, Future Brands Ltd.; C K Kumaravel, Co-Founder & CEO, Naturals Beauty Saloon Pvt. Ltd.; Gen V P Malik, Former Chief of Indian Army Row 3: Justice N Santosh Hegde, Former Lokayukta, Govt of Karnataka; Raghunath Medge, Nutan Mumbai Tiffin Box; Prabhu Chawla, Editorial Director, The New Indian Express Group; Arvind Talekar, Nutan Mumbai Tiffin Box; Ambassador Deepak Vohra, Veteran Diplomat & Special Advisor to the Prime Minister of the Republic of Guinea Bissau

Shaping Young Minds Programme

AIMA's Shaping Young Minds Programme (SYMP) allows young managers and students to interact with iconic achievers from diverse fields.

SYMP Goa

The 39th SYMP was held at Goa on 4 October 2013 and was addressed by Ms Ritu Beri, International Fashion Designer; Mr Rajiv Bajaj, Managing Director, Bajaj Auto Ltd.; Mr Puneet Dalmia, Managing Director, Dalmia Cements Bharat; Mr Raghunath Medge & Mr Gangaram Talekar, Nutan Mumbai Tiffin Box (Team of Dabbawala's).

SYMP Jalandhar

The 40th SYMP at Jalandhar held on 10 January 2014 involved Prof Bibek Debroy, Renowned Indian Economist; Mr Sanjeev Kapoor, Celebrity Chef; Mr Prabhu Chawla, Editorial Director, The New Indian Express Group; Mr Raghunath Medge & Mr Gangaram Talekar, Nutan Mumbai Tiffin Box (Team of Dabbawala's).

SYMP Mumbai

SYMP Mumbai, held on 28 January 2014, included Gen V P Malik, Former Chief of Indian Army; Justice Santosh

Hegde, Former Lokayukta, Government of Karnataka; Mr Santosh Desai, Managing Director & CEO, Future Brands Ltd. and Ustad Amjad Ali Khan, Sarod Maestro.

SYMP Coimbatore

SYMP Coimbatore was held on 25 July 2014 in collaboration with Coimbatore Management Association. The programme was addressed by Mr CK Kumaravel, Co-Founder & CEO, Naturals Beauty Saloon Pvt. Ltd.; Mr Arvind Talekar, Nutan Mumbai Tiffin Box; Mr Sanjeev Kapoor, Celebrity Chef and Justice N Santosh Hegde, Former Lokayukta, Govt of Karnataka.

SYMP Ahmedabad

The 43rd SYMP was held on 2 August 2014 at Ahmedabad in collaboration with Ahmedabad Management Association. The programme was addressed by Mr D Shivakumar, Chairman & CEO, PepsiCo India Holdings Pvt. Ltd.; Gen V P Malik, Former Chief of Indian Army; Ambassador Deepak Vohra, Veteran Diplomat & Special Advisor to the Prime Minister of the Republic of Guinea Bissau and Mr BS Nagesh, Vice Chairman & Non Executive Director, Shoppers Stop & Founder TRRAIN.



GLOBAL

AIMA works closely with a number of overseas professional institutes in spreading the management thought overseas. It partners with several global organisations and institutions to create international level platforms for management dialogue and debate.

Global Advanced Management Programme

AIMA organised the 8th Global Advanced Management Programme (GAMP), 3rd in the USA under the theme 'Disruptive Innovation & Open Business Models in The Changing Global Landscape' from 6 – 12 July 2014 at Silicon Valley, California, USA. The programme was led by Professor Solomon Darwin, Executive Director, Centre for Corporate Innovation, Haas School of Business, University of California, Berkeley.

The programme covered case discussions, presentations, executive panels, site visits and interaction with the top management teams of leading companies in US like Autodesk, Intel, EMC, VMWare, Philips Research Lab, Google, IBM Research Centre, UCSF Medical Centre, Stanford Medical Centre and many others.

Some of the key speakers at the programme included Mr N Parthasarathi, Consulate General of India in San Francisco; Mr Aubrey de Grey, Chief Science Officer and Co-founder, SENS Research Foundation; Mr Naveen

GAMP this year covered case discussions, presentations, executive panels, site visits and interaction with the top management teams of leading companies in US.

Jain, Entrepreneur, Board Member, Singularity University; Mr PK Agarwal, Chief Executive Officer, TiE Global; Mr Vivek Wadhwa, Vice President of Innovation and Research, Singularity University; Mr Raj Desai, Executive Director, TiE Silicon Valley amongst many others.

The programme was attended by 17 participants from reputed organisations across India which included some representatives from renowned PSUs as well.



GAMP USA 2014 delegates

Asian Association of Management Organisations



AAMO Council Meeting in Canberra, Australia

AIMA is an active member of the Asian Association of Management Organisations (AAMO). AAMO is an independent, non-political and not-for-profit Association of National Management Organisations, which promotes, facilitates and supports the development of professional management in the Asia Pacific Region. The current 17 members of AAMO include Australia, Cambodia, Hong Kong, India, Japan, South Korea, Macau, Malaysia, Mauritius, Mongolia, Nepal, New Zealand, Pakistan, Philippines, Singapore, Sri Lanka and Taiwan.

AIMA participates each year in the bi-annual Council Meetings held at different locations across the Asian region, represented by Ms Rekha Sethi, DG, All India Management Association. During the meeting the National Management

Organisations share their country reports and brief overviews are also presented on AAMO activities including Asian Management Games, Young Managers Programme, Asian Management Review etc.

This year the AAMO presidency changed hands with Mr Bryan Nye, National President of Australian Institute of Management and CEO the Australasian Railway Association taking over from Mr Paul Tse, Vice Chairman and Honorary Secretary General, Macau Management Association.

This year the AAMO Council Meetings were held on 7 April 2014 in Canberra, Australia and on 18-19 September 2014 in Kathmandu, Nepal.

St. Gallen Symposium



Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group addressing a session on 'Old and new management and everything in between'

AIMA participated in the 44th St. Gallen Symposium held on 8-9 May 2014 at the University of St. Gallen, Switzerland. The symposium had more than 600 leaders from business, politics, science and society discussing this year's topic 'The Clash of Generations'.

AIMA as the India partner of the Symposium, contributed to the thought leadership by coordinating the participation of some key speakers who shared their views and perspective on the theme of the Symposium. The AIMA delegation was led by its President, Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group who spoke on the theme 'Old and new management and everything in between'. The Symposium witnessed the participation of several other Indian thought leaders including Mr Jay Panda, Member of Parliament, BJD who took an exclusive session on 'Does India need a dictator'; Mr Raghuram Rajan, Governor, RBI, who participated in an exclusive one-on-one session and also led a session on 'International monetary cooperation' and Mr Pranjal Sharma, Consulting



(L-R) Zia Mody, Founder & Senior Partner, AZB Partners and Aditya Ghosh, President, Interglobe Aviation Limited (IndiGo)

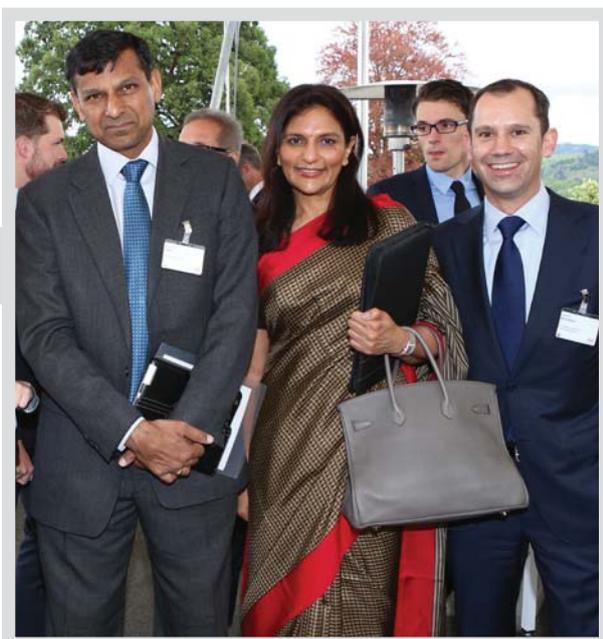
Editor, Business World who spoke on 'The global economic outlook' and 'Focus East Africa'. Mr Phiroz Vandrevala, Vice Chairman & Managing Director, Diligenta Ltd. and Mr Aditya Ghosh, President, Interglobe Aviation Limited (IndiGo) also addressed the Symposium.



Participants from the AIMA delegation at the Symposium

Some of the other participants included Mr Rajive Kaul, Chairman, NICCO Corporation; Mr Sudhir Jalan,

Co-Chairman, Rieter India Pvt. Ltd.; Mr Sanjay Kirloskar, Chairman and MD, Kirloskar Brothers Limited; Mr Nasser Munjee, Chairman, DCB Bank Ltd.; Mr Rajiv Vastupal, Chairman & MD, Rajiv Petrochemicals Pvt. Ltd.; Mrs Zia Mody, Founder & Senior Partner, AZB Partners and Ms Rekha Sethi, Director General, AIMA.



(L-R) Raghubar Rajan, Governor, RBI; Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group and Johannes Berchtold, Chief Operating Officer, St. Gallen Foundation for International Studies



Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group



Virtual ribbon cutting ceremony

Global India Business Meeting

AIMA was one of the co-organisers of the 2014 Global India Business Meeting on 22-23 June 2014 in Liverpool, United Kingdom, convened by Horasis and co-hosted by the City of Liverpool.

AIMA contributed with a high profile delegation of speakers and participants including Mr Subodh Bhargava, Chairman, Tata Communications; Mr Sunil Kant Munjal, Jt Managing Director, Hero MotoCorp; Mr Rajive Kaul, Chairman, NICCO Group; Mr Sudhir Jalan, Co-Chairman, Rieter India Pvt. Ltd.; Mr Rajiv Vastupal, Chairman & Managing Director, Rajiv Petrochemicals; Dr Hari Krishna Maram, MD and CEO, Imperial Group; Mr Yatindra R Sharma, Managing Director, KHS India and Ms Rekha Sethi, Director General, AIMA.

In his welcome speech, Mr NK Singh, Former Member of the Planning Commission, announced that the Indian

The Global India Business Meeting is the foremost annual gathering of Indian and global business leaders. This year's meeting focused on emerging markets with India at the core.

government will push for more economic reforms in the months ahead. Mr Rahul Bajaj, Chairman, Bajaj Auto, India, opined that now - with the optimism linked to the new government – economic growth is expected to come back to 8-10% within the next 3-5 years. Mr Shashi Tharoor, Member of Parliament, Former Union Minister, India, told participants that while the economic turnaround won't be quick, the ongoing reform process is reason to hope.

The meeting gathered 250 senior decision makers from business and government. Informed by the outcomes of the national elections, the meeting engaged participants to provide a holistic and timely perspective on the future direction for India.



Co-chair Sunil Kant Munjal, Jt Managing Director, Hero MotoCorp



Delegates from India

South Asia Conclave, Lahore



Pakistani and Indian speakers at the South Asia Conclave

AIMA was the strategic partner at the South Asia Conclave held on the theme 'The Power of Collaboration' at Lahore, Pakistan on 28-29 November 2013 with a high profile delegation.

The conclave focused on Leadership & Management, Trade & Investment, Technology, Entrepreneurship, Women Leadership, Film & Entertainment Industry, Transformational Leadership, among other topics and included speakers from both India and Pakistan. The speakers from India included Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group, Member Leadership Council, Wipro Limited & President, AIMA; Mr Rajive Kaul, Chairman, NICCO Group; Mr D Shivakumar, Immediate Past President, AIMA; Ms Rekha Sethi, Director General, AIMA; Ms Neha Dhupia, Indian Film Actress & Model; Ms Nandita Das, Award winning Actor & Director; Ms Shobha De, Celebrity Author, Novelist and Columnist amongst others. Whereas from Pakistan the conclave was addressed by Ms Hina Rabbani Khar, Former Federal Minister of Foreign Affairs; Mr Imran Khan, Former Cricket Captain, Pakistan; Mr Muhammad Zubair, Chairman, Board of Investment, Government of Pakistan and Mr Syed Sarmad Ali Group Managing Director, Jang Media Group & President, APNS amongst others.

The conclave was held over two days and included keynote speeches, interviews, panel debates, cultural evenings,

music, gala dinner, sightseeing, Pakistan India Golf Match etc. The conclave witnessed a participation of around 1000 delegates with over 150 participants from India.



(L-R) Preetha Reddy, President, AIMA & Executive Vice Chairperson, Apollo Hospitals Group and Hina Rabbani Khar, Former Federal Minister of Foreign Affairs, Pakistan



TESTING SERVICES

The core competency of AIMA's Centre of Management Services (CMS) has been in the administration of testing services for both recruitment and admission purposes. CMS today provides end-to-end custom made testing services to its clientele from corporate, academia and government.

AIMA's testing services are ISO 9001:2008 quality certified and has won several awards both at national and international levels. AIMA's Management Aptitude Test (MAT) is availed by about 600 B-Schools across India to screen and select candidates.

Testing Services



Management Aptitude Test (MAT)

The Management Aptitude Test (MAT) has been the flagship service of AIMA Centre for Management Services (CMS). During the academic cycle 2013-14, MAT was administered in September 2013, December 2013, February 2014 and May 2014. About 600 business schools accepted MAT scores for admission for the post-graduate management diploma and degree programmes. It continues to be offered in both the paper and the computer based test formats. The paper based test was administered on the first Sunday of February, May, September and December; which was followed by multiple windows of computer based test. The results were declared within two to three weeks and the same was promptly placed on AIMA website to reach out to all stakeholders within minimum possible time frame.

Customised Testing Services

CMS continued to offer its customised testing services to organisations in academia, industry and government.

CMS continued to offer its customised testing services to organisations in academia, industry and government. These services included tests for recruitment and admission in multiple areas of specialisation.

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The expertise in the testing stands diversified into various disciplines. The illustrative list is given in the table alongside:

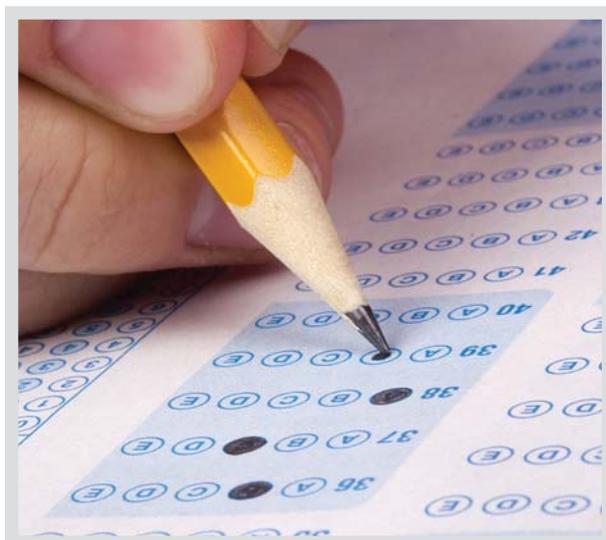
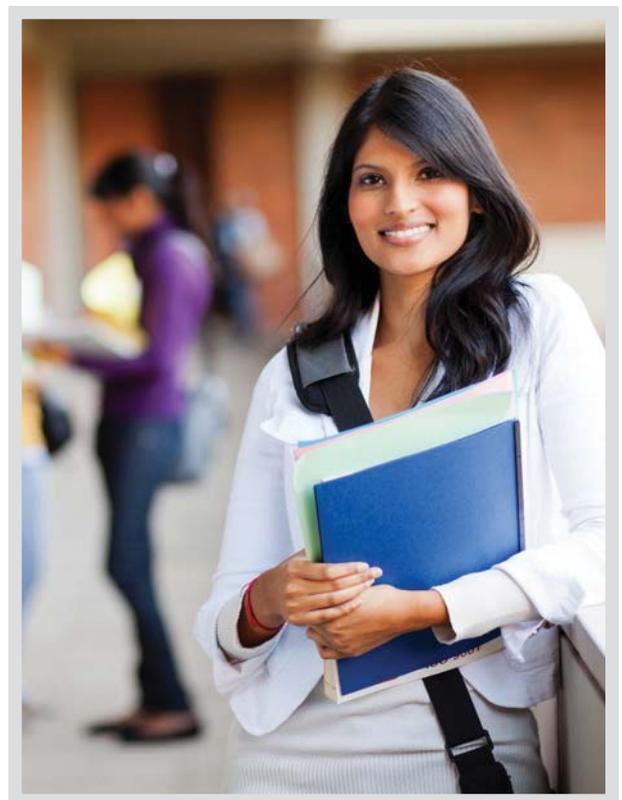
| DISCIPLINE | LEVEL |
|--|---|
| Engineering (All streams such as Civil, Computers, Electronics, Mechanical etc.) | ITI Certificate / Diploma / University Degree |
| Fashion | 10+2 / Degree / PG Degree |
| General Administration / Office Management | 10+2 / Diploma / Degree / PG Degree |
| Law | Degree / PG Degree |
| Management (All streams such as Finance, HR, Marketing etc.) | Diploma / Degree / PG Degree |
| Medicine | Degree |
| Para Medical (Multiple areas) | Diploma / Degree |

Besides, CMS has established capability to develop and administer tests in the following foreign languages: Arabic, Bahasa Malaysia, Chinese (Official Mandarin Based), Indonesian, Japanese, Korean, Russian, Thai.

The testing services activities can be custom made ranging from 'Design & Release of Advertisement' to 'Submission of Final Merit List'. Some of the interim activities are:

- Online & Offline Registration
- Fixation of Test Centres
- Generation of Online & Offline Admit Cards
- Development & Printing of Question Papers
- Administration of Test across India
- Processing of Results

A representative list of organisations that availed the testing services during the period of report is given overleaf.



Quality Service

The testing services being offered have a consistent record of absolute confidentiality and total credibility with multitude

of clients. The systems and procedures are time tested and trusted; and ISO 9001:2008 quality certified. It has won multiple recognitions.

List of organisations that availed AIMA Testing Services:

| RECRUITMENT TEST - CLIENTS | ADMISSION TEST - CLIENTS |
|--|--|
| Bharat Electronics Limited, Ghaziabad | Basudev Institute of Management & Technology |
| Central Railside Warehouse Company Limited | Bhartiya Vidya Bhawan |
| Central Reserve Police Force | Islamic University of Science & Technology |
| Central Warehousing Corporation | National Council of Hotel Management & Catering Technology |
| Centre for Development of Telematics | National Institute of Fashion Technology |
| Centre for Wind Energy Technology | Northern India Institute of Fashion Technology |
| Container Corporation of India Limited | University of Petroleum & Energy Studies |
| Delhi High Court | |
| Delhi University | |
| Employees' State Insurance Corporation | |
| Hans Raj College | |
| India Government Mint, Hyderabad | |
| India Government Mint, Kolkata | |
| India Government Mint, Noida | |
| Indian Institute of Tourism & Travel Management | |
| Indo Tibetan Border Police Force | |
| Kendriya Vidyalaya Sangathan | |
| National Green Tribunal | |
| NTPC Limited | |
| Security Printing & Minting Corporation of India Limited | |
| Security Printing Press, Hyderabad | |
| Shri Ram College of Commerce | |
| Solar Energy Corporation of India | |
| Supreme Court of India | |



EDUCATION SERVICES

AIMA has been a pioneer in the field of education and was instrumental in introducing India's first ever management programme through flexible learning. AIMA offers in depth management education programmes for students, industry and academia. AIMA continues to be at the forefront in driving industry and academic based research, surveys and reports.

Management Education



(L-R) Rekha Sethi, Director General, AIMA; Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group; Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Info Edge India Ltd. and Raj Agrawal, Director, Centre for Management Education, AIMA

AIMA Centre for Management Education (CME) continued to deliver high-quality management education through the distance education mode. AIMA CME expanded its agenda and reach during the year. It added education at programmes, opened new centres, increased technology adoption and associated with important new regulatory initiatives.

AIMA 8th National Research Conference

AIMA organised its 8th National Research Conference on the theme 'Managing Turbulence in Management Education: Aligning with the Needs of Industry' on 19 - 20 March 2014 in New Delhi. The conference provided a platform for the stakeholders in management education and industry to share insights and ideas to identify the major factors causing turbulence in management education. Around 30 panelists from industry and academia debated, discussed and suggested the strategies to align management education to the needs of industry. 28 researches done in these areas by academicians & scholars were also presented in the concurrent sessions. The conference was attended by more than 150 delegates.

Release of the book on 7th NRC

A book titled 'Entrepreneurship, Employability and Business

Education' published by Excel Books was launched in October 2013 in New Delhi. The book has a background research paper of the 7th National Research Conference and 18 selected research papers related to the theme.

Faculty Development Programmes (FDPs), Management Development Programmes (MDPs) and Training Workshops

During the year, AIMA organised 15 programmes (FDPs, MDPs and Workshops) across the country. These FDPs focused on a wide range of topics, including Financial Marketing, Digital Marketing, Totality of Project Management, Case Teaching and Case Writing Workshop, Training the Trainers, Advances in Research Methods and Data Analytical Tools, Managing the Contract Labour, CRM and ITES and Performance Management System.

Programmes offered during 2013-14 academic year

AIMA offered Post Graduate Diploma Programmes during the year including the flagship programme Post Graduate Diploma in Management (PGDM), Post Graduate Diploma in Information Technology Management (PGDITM), Post Graduate Diploma in Management (supported by e-learning), Post Graduate Certificate in Management (PGCM), Professional Diplomas, Advanced Certificate

in Management, Financial Modeling Course and PhD Programme (offered in collaboration with Aligarh Muslim University).

Professional Diploma in Public Procurement

AIMA in collaboration with the World Bank has taken an initiative to offer Professional Diploma in Public Procurement programme w.e.f academic year 2014-15. This programme is one of the key initiatives of the charter for Public Procurement Studies, aimed at building up a strong foundation in Public Procurement among practitioners and aspiring students. The distinguishing feature of this course is its innovative learning approach: the blended online/offline learning methodology. The learning covers the full range of learning from conceptual to experiential. The overall aim of the programme is to impart required knowledge and skills to undertake effective procurement using best in class practices. This will help in promoting professionalisation of public procurement in the country.

E-learning Initiatives

In addition to the e-learning supported PGDM programme offered since 2010-11 session, AIMA has also utilised e-learning method to conduct a foundation course



MDP workshop participants

for PGDM students who come from diverse academic backgrounds. AIMA also conducted e-learning sessions for PGDM students on case study analysis, project report writing, soft skills and career management.

Statutory Approvals

AICTE extended approval to AIMA Centre for Management Education for the PGDM and PGDITM programmes for the academic year 2014-15. Distance Education Bureau



AIMA students at their Convocation

of University Grants Commission also approved PGDM, PGDITM, PGCM and ACM programmes offered by AIMA for Management Education for the academic year 2014-15.

Convocation

The 19th Annual Convocation of AIMA was held on 13 August 2014 in New Delhi. Mr Sanjiv Bikhchandani, Co-Founder and CEO at Info Edge India Private Limited (Naukri.com) was the keynote speaker for the occasion. 1039 students of Post Graduate Programme in management were awarded diplomas and certificates and 21 scholars were awarded PhD degrees.

AIMA Kewal Nohria Award

The AIMA - Kewal Nohria Award for Academic Leadership in Management Education 2014 was conferred on Prof. Abad Ahmad, Chairman, Aga Khan Foundation and Academic Advisor at Centre for Management Studies, Jamia Millia Islamia.

Reconstitution of AIMA Board of Studies

AIMA Board of Studies was reconstituted in December 2013 under the Chairmanship of Prof MM Pant, a well-known academician and former Pro Vice Chancellor, IGNOU.

Research Committee

AIMA CME Research Committee under the Chairmanship

of Dr Dilip Bandyopadhyay, former Vice Chancellor, Guru Gobind Singh Indraprastha University approved two research projects; one on 'Training to Face 21st Century Global Market – A Decadal Plan for AIMA and Regional Associations' and the other on 'Global Accreditation Standards in Management Education – Comparative Assessments and Search for an Alternative Model'. Both the research works on the said topics are completed and the reports on the same have been submitted.

Nodal Centre Expansion

AIMA reach was considerably increased with the addition of 28 new nodal centres. These centres have significantly increased students' access to AIMA classes in the National Capital Region, Maharashtra, Gujarat, Karnataka, Odisha, Haryana and West Bengal.

Development of Customised Programmes for Companies

AIMA has initiated the development of customised programmes and workshops to cater to the special requirements of individual companies. SAIL, Tata Power and Genpact were among the companies that engaged AIMA to conduct customised programmes for their employees.



(L - R) Rekha Sethi, Director General, AIMA; R C Bhargava, Chairman, Maruti Suzuki India Ltd.; Raj Agrawal, Director, AIMA-CME and Sunil Abrol, Advisor, AIMA



SKILL DEVELOPMENT & TRAINING

AIMA's Centre for Skill Development and Training focuses on productivity, enhancement, training design, delivery, assessment and certification. AIMA provides customised, quality in-company training solutions and services across all management areas with best in class trainers and experts.

Skill Development & Training



To help bridge the competence gap and build a skilled workforce of management professionals, AIMA created a new division, Centre for Skill Development & Training. AIMA's Centre for Skill Development & Training (CSDT) will complete two years this year. The centre is focused towards bridging the skill gap through its initiative of setting up a Sector Skills Council and customised training programmes for industry.

CSDT has created its space as an in-company training provider in the industry. Many public sector undertakings and private companies are taking CSDT's services in building skilled workforce.

In Company Training

Some of CSDT's In Company Training clients include Engineers India Limited, State Bank of Patiala, Numaligarh Refinery Ltd. Golaghat, ONGC, NHPC, Pawan Hans, Delhi Metro Rail Corporation, GMR Group, Uflex, Alimco, IPGCL etc.

These trainings covered topics of employability and professional skills, such as Risk Taking, Business Interaction

Skills, Negotiation Skills, Mentoring & Coaching, Innovation, Workplace Communication Skills, Presentation Skills, Team Building, Corporate Social Responsibility, Succession Planning to name a few.

Some of CSDT's training programmes like Leadership Development Programme, Campus to Corporate, Training the Trainer, Contract & Labour Law are also accepted by industry and are in demand.

Public Training Programmes

CSDT organised the following open/public programmes:

- Programme on Contract Labour Management Challenges & Issues was conducted in November 2013 and in June 2014
- Training the Trainers was held in June 2014
- Training Programme for Women Professionals was held in June 2014, to help women sharpen their managerial skills, develop new skills and carve a leadership path for themselves. The training helped participating women professionals achieve their full potential and take up leadership roles in the future.



Sunil Abrol, former Director General, Consultancy Development Centre (CDC) addressing the training session

Under the scheme of 'AIMA Certified Trainer', there are five outcomes of Assessment and Certification:

1. AIMA Certified Trainer Level IV
2. AIMA Certified Trainer Level III
3. AIMA Certified Trainer Level II
4. AIMA Certified Trainer Level I
5. Incompetent or not certified by AIMA as Trainer

Certified individual applicants are graded in above first four categories, viz. Level IV, Level III, Level II and Level I denoting Outstandingly Competent, Highly Competent, Competent and Fairly Competent respectively. The summated score for all criteria under the three sections is calculated and range of cumulative grade is as follows:

| | | |
|----------|-----------------------------|-------------------------------------|
| Above 80 | Level IV | Outstandingly Competent (Certified) |
| 70- 79 | Level III | Highly Competent (Certified) |
| 60 - 69 | Level II | Competent (Certified) |
| 50 - 59 | Level I | Fairly Competent (Certified) |
| Below 50 | Incompetent (Not Certified) | |

These programmes were well attended and very well received.

Assessment & Certification

CSDT initiated Assessment & Certification services in the area of 'Training'. The two certifications offered are:

- i. AIMA Certified Training Coordinator (ACTC)
- ii. AIMA Certified Trainer (ACT)

For individual applicants open sessions for assessment are conducted for ACT & ACTC.

The assessment process for Trainer's Certification was conducted for Ultra Tech Cement Limited (Unit: Birla White) at Jodhpur as in-company process.



Participants at the training on 'Effectiveness for Women Professionals'

UKIERI Institutional Building Project

The British Council has awarded the grant to AIMA for the purposes of conducting activities under UKIERI Institutional Building project titled Creation of Management and General Skills SSC.

AIMA has partnered with two UK institutions in the project including the Asset Skills and NOCN.

To help in the setting up of the Management and General Skills SSC, AIMA has partnered with a UK SSC, in this case Asset Skills. Asset Skills will lead on the project and be supported by one of the UK's largest awarding organisations - NOCN. NOCN also works on related skills development in India.

Asset Skills is a well-established and respected UK SSC. It has a primary role as the employer-led skills body for facilities management, housing, property, planning, cleaning and infrastructure. Due to its background in management and general skills, it was chosen to take the lead on behalf of all UK SSCs on employability skills. Asset Skills works to improve productivity, efficiency and effectiveness by working with employers to ensure their staff have the skills they need to do their work well.

NOCN is a charity and leading UK awarding organisation in the UK with strong experience in management, vocational

CSDT was created to bridge the competence gap and build a skilled workforce of management professionals. It focuses towards mending the skill gap through its initiative of setting up a Sector Skills Council and customised training programmes for industry.

and soft/general and employability skills development and accreditation. In the 1980's its ground breaking approach to accredited skills development established what was then called a 'passport' for learners to demonstrate a transportable portfolio of skills.

In this collaborative model, AIMA will gain the experience of setting up and running a SSC as well as developing the NOS, LMI qualifications framework, assessments, accreditation and development of appropriate training materials.

The project work initiated with the visit of Mr Graham Hasting-Evans, Managing Director, NOCN. AIMA has already initiated first phase of research work. The first brain storming session of employers group was organised to identify the 'Employability Skills' for Indian industry. The first phase of survey is completed and the AIMA team visited UK partners to understand UK models of NOS, LMI and employability skills.



Participants at the training session



LMA & MEMBERSHIP

AIMA and its 66 affiliated Local Management Associations across India and abroad have the support of over 30,000 members.



LMA representatives with AIMA President and office bearers

LMA & Membership

AIMA took several initiatives to improve coordination with the 64 regional affiliates and two overseas cooperating members. AIMA leadership reached out to the local management associations (LMAs) and strengthened ties for enhanced collaboration.

AIMA attracted a significant number of new individual and corporate members this year. The following are the year's highlights of the LMA relations and membership initiatives of AIMA:

Joint AIMA-LMA Programmes

AIMA jointly organised several programmes with many LMAs in addition to helping them conduct their own programmes. In fact, AIMA customarily partners with the local affiliate if an LMA exists at the location of its programme.

LMA CEO Workshop

AIMA organised its annual LMA CEO workshop on the eve of the National Management Convention in Mumbai on 25 September 2013. The heads of 36 LMAs participated in the workshop. AIMA President, Ms Preetha Reddy addressed and interacted with the LMA CEOs over breakfast. The workshop yielded useful pointers for improving collaboration and coordination between AIMA and the LMAs.

National Management Convention

76 delegates from 36 LMAs participated in the National Management Convention in Delhi on 26-27 September 2013. The LMAs found the deliberations extremely useful and encouraging, with experiences being shared and a close rapport being established between various LMAs.

LMA Celebration of the National Management Day

AIMA's Foundation Day, which is also known as the National Management Day, was celebrated on 21 February 2014. 5 LMAs participated in the conference organised by AIMA to mark the occasion. 11 LMAs celebrated the occasion at their respective headquarters.

Best LMA Award Contest 2012-2013

24 LMAs participated in the Best LMA Award contest for 2012-13. The winning LMAs were:

- National Excellence Award - Madras Management Association
- Category I – Hyderabad Management Association
- Category II – Bombay Management Association
- Category III – Baroda Management Association
- Category IV – Guwahati Management Association
- Best Emerging LMA – Trichur Management Association

The winning LMAs were felicitated at the 40th National Management Convention on 27 September 2013 in Delhi.

Financial Support to LMAs

During 2013-14, AIMA provided financial support to 2 LMAs for infrastructure. These LMAs were Guwahati and Bharuch District.

LMA Visits by AIMA Officials

AIMA President, Ms Preetha Reddy visited many LMAs (Mangalore, Indore, Madras and Kerala). She encouraged the LMA officials and gathered inputs on the assistance required by the LMAs. AIMA Director General, Ms Rekha Sethi also visited many LMAs. AIMA Director for LMA Relations & Membership, Mr Sanjay Grover interacted with LMAs frequently and improved communication with LMAs across the country.

Membership

AIMA added 87 institutional members and 3689 individual members during the year. Member services were upgraded.

LMAs Group on Facebook

Ahmedabad, Kutch and Vaikom Management Associations

joined the AIMA-LMA Facebook group and the total number of LMAs on Facebook is now 46. LMAs are actively interacting and sharing information related to activities / events being organised by them on Facebook.

Websites for LMAs

As a part of an initiative led by Past President, Mr D Shivakumar, AIMA reached out to all LMAs with an offer for revamping/launching their websites with help from Google India. Nine LMA's showed interest for the website revamp. With the help of Google India, AIMA has created the websites for these LMAs.

AIMA Mobile App

As part of its endeavour to stay connected with its members, students and the management community, AIMA has launched the AIMA smartphone app. With this members will now have complete access to AIMA information and services, while having 24/7 connectivity to AIMA for relevant updates and announcements. The app is based on live web services and is linked to the AIMA website which will keep most of the content dynamic and updated at all times. The app is available for Android smart phones and Apple iPhone.



Preetha Reddy, President, AIMA and Executive Vice Chairperson, Apollo Hospitals Group, presenting the award to the winner of the 19th Young Managers Competition at Indore Management Association's 23rd International Management Conclave 2014



Dignitaries lighting the lamp at Bangalore Management Association's 61st Anniversary Awards

LMA's Affiliated to AIMA

EASTERN REGION

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

NORTHERN REGION

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

- Jalandhar Management Association
- Kala Amb Management Association
- Kanpur Management Association
- Lucknow Management Association
- Ludhiana Management Association
- Management Association Amritsar
- Management Association of Sonapat
- Meerut Management Association
- Noida Management Association
- Patiala Management Association
- Rohilkhand Management Association
- Yamuna Nagar Jagadhri Management Assn.

SOUTHERN REGION

- Bangalore Management Association
- Calicut Management Association
- Coimbatore Management Association
- Greater Mysore Management Assn.
- Hyderabad Management Association
- Kerala Management Association
- Madras Management Association
- Madurai Management Association
- Mangalore Management Association
- North Karnataka Management Assn.

- Palghat Management Association
- Quilon Management Association
- Travancore Management Association
- Trichur Management Association
- Trivandrum Management Association
- Tumkur Management Association
- Vaikom Management Association
- Visakhapatnam Management Association

- Pune Management Association
- Rajkot Management Association
- Surat Management Association
- Tarapur Management Association

CO-OPERATING MEMBERS

- Mauritian Management Association
- Qatar Indian Management Association

WESTERN REGION

- Ahmedabad Management Association
- Baroda Management Association
- Bharuch Distt. Management Assn.
- Bhopal Management Association
- Bombay Management Association
- Goa Management Association
- Gwalior Management Association
- Indore Management Association
- Kutch Management Association
- Nagpur Management Association
- Nashik Management Association



Sanjay Grover, Director, LMA Membership with President and EC Members of North Karnataka Management Association in Hubli

Institutional Members

| Category | Status as on 31.03.2013 (A) | New Admissions up to 31.03.2014 (B) | Resigned/Deleted (C) | Status as on 31.03.2014 (A+B-C) |
|-----------|-----------------------------|-------------------------------------|----------------------|---------------------------------|
| CORPORATE | 142 | 30 | 0 | 172 |
| COMBINED | 281 | 45 | 60 | 266 |
| MULTIPLE | 6 | 1 | 2 | 5 |
| SEPARATE | 36 | 1 | 9 | 28 |
| SME | 52 | 10 | 9 | 53 |
| TOTAL | 517 | 87 | 80 | 524 |

Professional Members

| Category | Status as on 31.03.2013 (A) | New Admissions upgradation up to 31.03.2014 (B) | Resigned/Deleted /Expired (C) | Status as on 31.03.2014 (A+B-C) |
|-------------------|-----------------------------|---|-------------------------------|---------------------------------|
| HON. FELLOWS | 68 | 1 | 0 | 69 |
| PAST PRESIDENTS * | 31 | 1 | 1 | 31 |
| LIFE FELLOWS | 97 | 6 | 0 | 103 |
| FELLOWS | 88 | 1 | 15 | 74 |
| LIFE MEMBERS | 1683 | 198 | 1 | 1880 |
| MEMBERS | 2626 | 439 | 584 | 2481 |
| CME-STUDENTS | 2417 | 2307 | 2354 | 2370 |
| STUDENTS | 652 | 736 | 619 | 769 |
| TOTAL | 7662 | 3689 | 3574 | 7777 |



AUDITOR'S REPORT & ACCOUNTS

2013-2014

Auditor's Report

The Members
All India Management Association
New Delhi

We have audited the attached Balance Sheet of All India Management Association as at 31st March, 2014 and the Income and Expenditure Account for the year ended on that date annexed thereto. These financial statements are the responsibility of All India Management Association and our responsibility is to express an opinion on these financial statements based on our audit.

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

- (a) We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of our audit;
- (b) In our opinion, proper books of accounts have been kept by the Society so far appears from our examination of the books;
- (c) The Balance Sheet and Income and Expenditure Account dealt with by this report are in agreement with the books of accounts;
- (d) In our opinion and to the best of our information and according to the explanations given to us, the said accounts read together with the Accounting Policies and Notes as mentioned in Note 26 thereon give a true and fair view;
 - (i) in the case of the Balance Sheet, of the State of affairs of the Society as at 31st March 2014; and
 - (ii) in the case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

SARC & Associates
Chartered Accountants
FRN 06085N

Dinesh Verma
Partner
Membership No. 089583

Date : May 26, 2014
Place : New Delhi

Balance Sheet as at March 31, 2014

Rupees

| | Particulars | Note No. | As At 31.03.2014 | As At 31.03.2013 |
|-----------|---|----------|-----------------------|-----------------------|
| I | Corpus & Liabilities | | | |
| 1 | Corpus | 1 | 38,44,95,639 | 37,98,75,475 |
| 2 | Reserve & Surplus | | | |
| | Earmarked Funds | 2 | 32,33,45,107 | 29,94,12,154 |
| | General Reserve | 3 | 1,97,63,26,395 | 1,68,02,12,791 |
| 3 | Non-Current Liabilities | | | |
| | Security Deposits | 4 | 1,44,58,646 | 1,50,62,000 |
| | Other Long-Term Liabilities | 5 | 3,31,944 | 12,10,637 |
| | Long-Term Provisions | 6 | 3,14,22,167 | 2,84,60,578 |
| 4 | Current Liabilities | | | |
| | Trade Payables | 7 | 3,45,12,725 | 2,80,99,037 |
| | Other Current Liabilities | 8 | 6,91,07,763 | 8,19,66,608 |
| | Short-Term Provisions | 9 | 16,51,396 | 30,25,429 |
| | Total | | 2,83,56,51,782 | 2,51,73,24,709 |
| II | Assets | | | |
| 1 | Non-Current Assets | | | |
| | (a) Fixed Assets | 10 | | |
| | i. Tangible Assets | | 30,26,70,570 | 30,22,46,821 |
| | ii. Intangible Assets | | 13,78,715 | 16,77,340 |
| | iii. Capital Work-in-Progress | | 60,80,441 | 60,80,441 |
| | iv. Intangible Assets under Development | | 6,08,498 | 3,40,000 |
| | (b) Non-Current Investments | 11 | 6,00,00,000 | 6,00,00,000 |
| | (c) Long-Term Loans & Advances | 12 | 2,57,07,122 | 4,43,45,454 |
| | (d) Other Non-Current Assets | 13 | 1,23,30,90,743 | 1,04,56,66,736 |
| 2 | Current Assets | | | |
| | (a) Inventories | 14 | 26,21,229 | 24,07,891 |
| | (b) Trade Receivables | 15 | 3,81,24,680 | 4,63,96,604 |
| | (c) Cash & Cash Equivalents | 16 | 5,68,20,995 | 9,86,16,255 |
| | (d) Short-Term Loans & Advances | 17 | 5,54,87,354 | 2,33,05,205 |
| | (e) Other Current Assets | 18 | 1,05,30,61,435 | 88,62,41,962 |
| | Total | | 2,83,56,51,782 | 2,51,73,24,709 |

Accounting Policies & Notes.

26

Notes 1 to 26 referred above, form an integral part of the accounts. As per our report of even date attached.

For SARC & Associates
Chartered Accountants
FRN 06085N

Preetha Reddy
President

P Dwarakanath
Treasurer

Dinesh Verma
Partner
Membership No. 089583

Rekha Sethi
Director General

Pankaj Rajvanshi
Chief Financial Officer

Date : May 26, 2014
Place: New Delhi

Income & Expenditure Account for the year ended March 31, 2014

Rupees

| | Particulars | Note No. | Year Ended 31.03.2014 | Year Ended 31.03.2013 |
|-----|---|----------|-----------------------|-----------------------|
| I | Revenue from Operations | 19 | 49,55,28,276 | 48,98,64,142 |
| II | Other Income | 20 | 20,59,10,414 | 18,00,40,111 |
| III | Total Revenue (I+II) | | 70,14,38,690 | 66,99,04,253 |
| IV | Expenses | | | |
| | (a) Employee Benefit Expenses | 21 | 10,64,02,355 | 10,84,26,736 |
| | (b) Depreciation & Amortisation | 22 | 50,75,617 | 58,59,417 |
| | (c) Operational Expenses | 23 | 18,64,26,853 | 17,96,25,681 |
| | (d) Other Administrative Expenses | 24 | 8,09,85,239 | 8,67,66,802 |
| | Total Expenses | | 37,88,90,064 | 38,06,78,636 |
| V | Surplus before Exceptional and Extraordinary Items and Tax (III-IV) | | 32,25,48,626 | 28,92,25,617 |
| VI | Exceptional Items | 25 | - | 1,20,35,728 |
| VII | Surplus before Appropriation (V+VI) | | 32,25,48,626 | 30,12,61,345 |
| | Transferred to: | | | |
| | Staff Benevolent | | 25,000 | 25,000 |
| | Building Fund | | 50,76,000 | 58,59,000 |
| | Life Membership Fund | | 85,50,453 | 73,73,034 |
| | Campus Development Fund | | 22,17,500 | 26,05,000 |
| | Social Causes Fund | | 80,64,000 | 75,32,000 |
| | General Reserve | | 29,86,15,673 | 27,78,67,311 |

Accounting Policies & Notes.

26

Notes 1 to 26 referred above, form an integral part of the accounts.

As per our report of even date attached.

For SARC & Associates
Chartered Accountants
FRN 06085N

Preetha Reddy
President

P Dwarakanath
Treasurer

Dinesh Verma
Partner
Membership No. 089583

Rekha Sethi
Director General

Pankaj Rajvanshi
Chief Financial Officer

Date : May 26, 2014

Place: New Delhi

Notes to Accounts Forming Part of Balance Sheet

Note No.1

Rupees

| Particulars | As At 01.04.2013 | Addition (Including appropriation & Interest) | Utilised | As At 31.03.2014 |
|----------------------|---------------------|--|-----------------|---------------------|
| Corpus | | | | |
| General Corpus | 36,72,92,740 | 40,48,221 | - | 37,13,40,961 |
| | <i>36,17,45,273</i> | <i>55,47,467</i> | - | <i>36,72,92,740</i> |
| LMA Support | 50,91,827 | 4,00,000 | 2,29,888 | 52,61,939 |
| | <i>50,00,000</i> | <i>4,00,000</i> | <i>3,08,173</i> | <i>50,91,827</i> |
| Awards | 74,90,908 | 7,53,333 | 3,51,503 | 78,92,738 |
| | <i>72,52,580</i> | <i>5,52,000</i> | <i>3,13,672</i> | <i>74,90,908</i> |
| Total | 37,98,75,475 | 52,01,554 | 5,81,391 | 38,44,95,638 |
| <i>Previous Year</i> | <i>37,39,97,853</i> | <i>64,99,467</i> | <i>6,21,845</i> | <i>37,98,75,475</i> |

Figures in italics are of previous year

Note No.2

Rupees

| Particulars | As At 31.03.2014 | As At 31.03.2013 |
|-------------------------------|---------------------|---------------------|
| Earmarked Funds | | |
| As per the last Balance Sheet | 29,94,12,154 | 27,60,18,120 |
| Additions during the Year | 2,39,32,953 | 2,33,94,034 |
| Total | 32,33,45,107 | 29,94,12,154 |

Note No.3

Rupees

| Particulars | As At 31.03.2014 | As At 31.03.2013 |
|---|-----------------------|---------------------|
| General Reserve | | |
| As per the last Balance Sheet | 1,68,02,12,791 | 1,40,64,52,436 |
| Less: Transfer to General Corpus - Invested in Fixed Assets | 25,02,069 | 41,06,956 |
| Add : Transferred from Income & Expenditure Account | 29,86,15,673 | 27,78,67,311 |
| Total | 1,97,63,26,395 | 1,68,02,12,791 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As At 31.03.2013 |
|--------------|--|---------------------|---------------------|
| 4 | Security Deposits | | |
| | Securities Deposit Payable | 1,44,58,646 | 1,50,62,000 |
| | Total | 1,44,58,646 | 1,50,62,000 |
| 5 | Other Long Term Liabilities | | |
| | Trade Payables: | | |
| | (i) Management Institutes | 4,690 | - |
| | (ii) Nodal Centres | 1,00,875 | 92,325 |
| | Expenses Payable | 2,26,379 | 11,18,312 |
| Total | 3,31,944 | 12,10,637 | |
| 6 | Long-term Provisions | | |
| | Provision for Gratuity | 1,99,97,155 | 1,84,31,654 |
| | Provision for Leave Encashment | 1,14,25,012 | 1,00,28,924 |
| Total | 3,14,22,167 | 2,84,60,578 | |
| 7 | Trade Payables | | |
| | (i) Sundry Creditors | 74,85,747 | 90,20,467 |
| | (ii) Management Institutes | 1,55,36,592 | 35,05,617 |
| | (iii) Nodal Centres | 1,11,63,095 | 1,32,47,342 |
| | (iv) Faculties | 3,27,291 | 23,25,611 |
| Total | 3,45,12,725 | 2,80,99,037 | |
| 8 | Other Current Liabilities | | |
| | Income received in Advance | 4,59,70,416 | 6,91,67,277 |
| | Membership Pending Application | 20,239 | 2,63,989 |
| | Share Payable | 19,71,110 | 17,45,667 |
| | Stale Cheques | 20,05,313 | 22,70,596 |
| | Other Payables: | | |
| | Statutory Dues | 62,03,003 | 35,31,580 |
| | AIMA Alumni Association | 1,28,500 | 1,03,800 |
| | Fees Refundable | 25,37,054 | 5,62,030 |
| | Salary Payable | 4,55,225 | 19,21,987 |
| | Expenses Payable | 98,16,903 | 21,99,682 |
| | JRD Tata Award Fund | - | 2,00,000 |
| Total | 6,91,07,763 | 8,19,66,608 | |
| 9 | Short-term Provisions | | |
| | Provision for Employee Benefits | | |
| | Provision for Leave Encashment | 16,51,396 | 30,25,429 |
| Total | 16,51,396 | 30,25,429 | |

Notes to Accounts Forming Part of Balance Sheet

Note No.10 Fixed Assets

Rupees

| Particulars | Depreciation/ Amortisation Rates | Gross Block | | | Depreciation | | | | WDV | | | |
|--|--|--------------------------|------------------|------------------|--------------------------|-------------------------|------------------|----------|------------------|-------------------------|--------------------------|--------------------------|
| | | 01.04.2013 As on P.Y. | Additions | Deletion | 31.03.2014 As on C.Y. | 31.03.2013 Upto P.Y. | Deletion | Addition | Current Year | 31.03.2014 Upto C.Y. | 31.03.2014 As on C.Y. | 31.03.2013 As on P.Y. |
| Tangible Assets | | | | | | | | | | | | |
| Land | 0% | 27,84,90,939 | - | - | 27,84,90,939 | 20,092 | - | - | - | 20,092 | 27,84,70,847 | 27,84,70,847 |
| Building | 10% | 1,03,46,203 | - | - | 1,03,46,203 | 49,31,744 | - | - | 5,41,447 | 54,73,191 | 48,73,012 | 54,14,459 |
| Plant & Machinery: | | | | | | | | | | | | |
| (i) Elevator | 15% | 8,05,500 | - | - | 8,05,500 | 7,71,656 | - | - | 5,077 | 7,76,733 | 28,767 | 33,844 |
| (ii) Central A.C.Plant & Air-Conditioners | 15% | 57,49,671 | - | - | 57,49,671 | 46,15,447 | - | - | 1,70,135 | 47,85,582 | 9,64,089 | 11,34,224 |
| (iii) Generating Sets | 15% | 6,10,000 | 6,15,643 | - | 12,25,643 | 5,80,417 | - | - | 50,610 | 6,31,027 | 5,94,616 | 29,583 |
| Furniture & Fittings | 10% | 1,59,82,403 | 8,43,750 | 1,45,982 | 1,66,80,191 | 46,54,029 | 29,180 | - | 11,63,351 | 57,88,200 | 1,08,91,991 | 1,13,28,374 |
| Office Equipment | 15% | 80,85,195 | 1,24,023 | 2,72,763 | 79,36,455 | 41,39,378 | 2,54,302 | - | 5,99,194 | 44,84,270 | 34,52,185 | 39,45,817 |
| Computer | 60% | 1,40,69,781 | 11,66,146 | 18,02,023 | 1,34,33,904 | 1,33,96,254 | 17,92,260 | - | 7,57,029 | 1,23,61,023 | 10,72,881 | 6,73,527 |
| Others: | | | | | | | | | | | | |
| Library Books & Films | 25% | 60,40,119 | 1,23,564 | - | 61,63,683 | 55,44,725 | - | - | 1,45,648 | 56,90,373 | 4,73,310 | 4,95,394 |
| Fire Fighting System | 15% | 15,13,615 | 11,250 | - | 15,24,865 | 11,70,059 | - | - | 52,377 | 12,22,436 | 3,02,429 | 3,43,556 |
| Vehicles | 15% | 10,00,126 | 16,71,830 | 10,00,126 | 16,71,830 | 6,22,930 | 6,22,930 | - | 1,25,387 | 1,25,387 | 15,46,443 | 3,77,196 |
| Total | | 34,26,93,552 | 45,56,206 | 32,20,874 | 34,40,28,884 | 4,04,46,731 | 26,98,672 | - | 36,10,255 | 4,13,58,314 | 30,26,70,570 | 30,22,46,821 |
| Previous Year | | 34,21,28,364 | 5,68,203 | 3,015 | 34,26,93,552 | 3,66,81,440 | 2,836 | - | 37,68,127 | 4,04,46,731 | 30,22,46,821 | 30,54,46,924 |
| Intangible Assets | | | | | | | | | | | | |
| Computer Software | 60% | 41,94,112 | 9,16,408 | - | 51,10,520 | 28,60,533 | - | - | 11,67,970 | 40,28,503 | 10,82,017 | 13,33,579 |
| Licenses & franchise | 60% | 8,38,182 | 2,50,329 | - | 10,88,511 | 4,94,421 | - | - | 2,97,392 | 7,91,813 | 2,96,698 | 3,43,761 |
| Total | | 50,32,294 | 11,66,737 | - | 61,99,031 | 33,54,954 | - | - | 14,65,362 | 48,20,316 | 13,78,715 | 16,77,340 |
| Previous Year | | 14,90,526 | 35,41,768 | - | 50,32,294 | 12,63,664 | - | - | 20,91,290 | 33,54,954 | 16,77,340 | 2,26,862 |
| Grand Total | | 34,77,25,846 | 57,22,943 | 32,20,874 | 35,02,27,915 | 4,38,01,685 | 26,98,672 | - | 50,75,617 | 4,61,78,630 | 30,40,49,285 | 30,39,24,161 |
| Grand Total of Previous Year | | 34,36,18,890 | 41,09,971 | 3,015 | 34,77,25,846 | 3,79,45,104 | 2,836 | - | 58,59,417 | 4,38,01,685 | 30,39,24,161 | 30,56,73,786 |
| Capital Work In Progress | | | | | | | | | | | | |
| Wall | | 60,80,441 | - | - | 60,80,441 | - | - | - | - | - | 60,80,441 | 60,80,441 |
| Total | | 60,80,441 | - | - | 60,80,441 | - | - | - | - | - | 60,80,441 | 60,80,441 |
| Previous Year | | 60,80,441 | - | - | 60,80,441 | - | - | - | - | - | 60,80,441 | 60,80,441 |
| Intangible Assets Under Development | | | | | | | | | | | | |
| ERP under Development | | 3,40,000 | 15,96,236 | 13,27,738 | 6,08,498 | - | - | - | - | - | 6,08,498 | 3,40,000 |
| Total | | 3,40,000 | 15,96,236 | 13,27,738 | 6,08,498 | - | - | - | - | - | 6,08,498 | 3,40,000 |
| Previous Year | | 31,21,053 | 4,62,415 | 32,43,468 | 3,40,000 | - | - | - | - | - | 3,40,000 | 31,21,053 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As at 31.03.2013 |
|------------------------------------|--|-----------------------|-----------------------|
| 11 | Non-current Investments | | |
| | Investment in Government or Trust Securities | 6,00,00,000 | 6,00,00,000 |
| | Total | 6,00,00,000 | 6,00,00,000 |
| 12 | Long Term Loans & Advances | | |
| | Security Deposits | | |
| | Unsecured, Considered Good: | | |
| | (i) Securities with Public Bodies | 74,11,559 | 90,94,778 |
| | Other Advances | | |
| | Unsecured, Considered Good: | | |
| | (i) Tax Deducted at Source | 1,82,95,563 | 3,48,39,663 |
| (ii) Advances to Suppliers | - | 4,11,013 | |
| | Total | 2,57,07,122 | 4,43,45,454 |
| 13 | Other Non-current Assets | | |
| | Fixed Deposits with Scheduled Banks | 1,23,26,99,597 | 1,04,51,28,246 |
| | Long-Term Trade Receivables | | |
| | Secured, Considered Good: | | |
| | (i) Nodal Centres | 8,530 | 2,11,490 |
| | Unsecured, Considered Good: | | |
| | (i) Management Institutes | 66,380 | 59,000 |
| (ii) Receivable against Programmes | 3,16,236 | 2,68,000 | |
| | Total | 1,23,30,90,743 | 1,04,56,66,736 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As at 31.03.2013 |
|----------|---|---------------------|---------------------|
| 14 | Inventories | | |
| | Books & Study Material | 21,58,606 | 17,48,167 |
| | Mementoes | 2,12,390 | 3,61,085 |
| | MAT Bulletins/OMR Forms | 27,461 | 86,596 |
| | AIMA Ties | 15,976 | 92,547 |
| | Corporate Brochure | 85,393 | 3,252 |
| | Publication (Books) | 319 | 319 |
| | Stationery | 92,453 | 1,08,986 |
| | Stamps | 22,800 | - |
| | Others | 5,831 | 6,939 |
| | Total | 26,21,229 | 24,07,891 |
| 15 | Trade Receivables | | |
| | Within Six Months- Secured, Considered Good | | |
| | (i) Nodal Centres | 72,044 | 63,154 |
| | Within Six Months- Unsecured, Considered Good | | |
| | (i) Receivable against Programmes | 81,00,069 | 86,26,698 |
| | (ii) Dues from Management Institutes | 2,60,25,928 | 3,49,91,413 |
| | (iii) Other Dues | 1,93,328 | 1,74,776 |
| | (iv) Dues from Faculties | 200 | 3,400 |
| | Others- Unsecured, Considered Good | | |
| | (i) Receivable against Programmes | 25,67,588 | 20,55,948 |
| | (ii) Dues from Management Institutes | 11,65,523 | 4,81,215 |
| | Total | 3,81,24,680 | 4,63,96,604 |
| 16 | Cash & Cash Equivalents | | |
| | Balances with Banks--Saving Account | 4,36,29,745 | 8,76,77,910 |
| | Balance with Banks--Current Account | 3,325 | 3,405 |
| | Balances with Bank--Auto FDR | 1,27,91,000 | 1,08,40,000 |
| | Cash in hand | 7,096 | 5,009 |
| | Postage | 3,89,829 | 89,931 |
| | Total | 5,68,20,995 | 9,86,16,255 |
| 17 | Short-term Loans & Advances | | |
| | Unsecured, Considered Good: | | |
| | (i) Salary Advances | 82,096 | 1,09,586 |
| | (ii) Examination/MAT Test Advances | 84,32,445 | 13,69,663 |
| | (iii) Tax Deducted At Source | 2,24,49,994 | 1,79,66,504 |
| | (iv) Earnest Money | 30,52,939 | 31,51,549 |
| | (v) Advances for Supplies & Services | 32,32,054 | 6,07,903 |
| | (vi) Advance for Research | 1,00,000 | 1,00,000 |
| | AIMA Employees Gratuity Trust | 1,81,37,826 | - |
| | Total | 5,54,87,354 | 2,33,05,205 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As at 31.03.2013 |
|----------|---|-----------------------|---------------------|
| 18 | Other Current Assets | | |
| | FDRs with Scheduled Banks | 85,53,10,940 | 78,35,28,038 |
| | Interest Income Accrued but not Due | 18,81,91,363 | 7,91,91,741 |
| | Prepaid Expenses | 93,63,293 | 2,29,60,207 |
| | Input Service Tax Receivable | - | 5,61,976 |
| | Input Service Tax Adjustable | 1,95,839 | - |
| | Total | 1,05,30,61,435 | 88,62,41,962 |
| 19 | Revenue from Operations | | |
| | Subscription from Members | 2,01,50,334 | 2,24,63,531 |
| | Course & Examination Fees | 13,33,02,142 | 13,75,66,682 |
| | Management Services | 26,97,74,597 | 23,64,18,304 |
| | Management Development Programmes | 6,85,10,906 | 9,01,26,790 |
| | Sale of Prospectus & Other Publications | 7,61,497 | 13,21,911 |
| | Royalty on Publication | 6,35,195 | 10,33,849 |
| | Grant from Government of India | 20,00,000 | - |
| | Miscellaneous Receipts | 3,93,605 | 9,33,075 |
| | Total | 49,55,28,276 | 48,98,64,142 |
| 20 | Other Income | | |
| | Interest income | | |
| | - From Bank Deposits | 19,50,55,589 | 16,95,37,673 |
| | - From Government Securities | 23,00,515 | 21,67,089 |
| | - Others : Saving Bank Accounts | 74,92,225 | 73,13,283 |
| | Advertisement Space Selling-CSS | 3,19,012 | 5,23,100 |
| | Miscellaneous Receipts-CSS | 7,43,073 | 4,98,966 |
| | Total | 20,59,10,414 | 18,00,40,111 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As at 31.03.2013 |
|----------|--|---------------------|---------------------|
| 21 | Employee Benefit Expenses | | |
| | Salary, Wages & Bonus | 9,14,45,882 | 8,99,20,865 |
| | Provident Fund | 45,43,920 | 44,05,824 |
| | Gratuity | 32,97,005 | 43,97,410 |
| | Pension Schemes | 8,01,404 | 8,52,768 |
| | Leave Encashment | 27,92,338 | 45,56,021 |
| | Employee Medical Insurance | 15,13,195 | 18,03,960 |
| | Staff Welfare | 20,08,611 | 24,89,888 |
| | Total | 10,64,02,355 | 10,84,26,736 |
| 22 | Depreciation & Amortisation | | |
| | Depreciation & Amortisation | 50,75,617 | 58,59,417 |
| | Total | 50,75,617 | 58,59,417 |
| 23 | Operational Expenses | | |
| | Membership Services | 61,23,680 | 65,88,809 |
| | Course & Examination | 5,28,59,279 | 5,58,31,742 |
| | Management Services | 9,49,25,813 | 6,85,76,310 |
| | Management Development Programmes | 3,25,18,081 | 4,86,28,820 |
| | Total | 18,64,26,853 | 17,96,25,681 |

Notes to Accounts Forming Part of Balance Sheet

Rupees

| Note No. | Particulars | As At 31.03.2014 | As at 31.03.2013 |
|----------|--|---------------------|---------------------|
| 24 | Other Administrative Expenses | | |
| | Training Recruitment | 4,70,735 | 4,33,276 |
| | Communication | 1,99,40,118 | 1,89,40,416 |
| | Rent, Rates & Taxes | 1,22,95,188 | 1,18,74,146 |
| | Travelling & Conveyance | 1,23,80,303 | 1,45,06,495 |
| | Repairs & Maintenance | 91,16,048 | 81,10,394 |
| | Legal & Professional Charges | 58,54,241 | 41,98,754 |
| | Electricity | 51,14,832 | 50,34,735 |
| | Printing & Stationery | 32,21,700 | 35,47,248 |
| | Bank Charges/Interest | 6,36,811 | 11,43,748 |
| | Safety & Security | 19,24,744 | 13,57,536 |
| | Hotel | 3,13,007 | 4,83,781 |
| | Subscriptions & Membership Charges | 5,53,756 | 4,86,439 |
| | LMA Relations & Support | 14,16,005 | 8,34,020 |
| | Amount Written Off | 60,530 | 54,04,977 |
| | Hiring Charges | 1,51,897 | 55,344 |
| | Vehicle Running & Maintenance | 1,66,995 | 1,98,997 |
| | Insurance | 1,56,069 | 1,44,100 |
| | Photography | 78,893 | 88,110 |
| | Kits & Reading Material | 9,460 | 905 |
| | Information Technology | 30,000 | 44,781 |
| | Entertainment | 1,00,943 | 1,22,037 |
| | Prize/Gifts/Scholarship | 34,673 | 44,022 |
| | Faculty Honorarium in kind | 25,196 | 31,822 |
| | Other Administrative | 1,05,813 | 43,234 |
| | Books & Periodicals | 27,710 | 34,051 |
| | AGM & Other Meeting | 27,090 | 28,304 |
| | SME Awards | 26,358 | 63,527 |
| | Advertising & Promotional Expenses | 30,62,039 | 50,68,525 |
| | Loss on Sale of Fixed Assets | 1,97,698 | - |
| | Penalty to Land & Development Office | 71,522 | - |
| | Service Tax (Non Claimable) | 32,37,949 | 43,42,278 |
| | Service Tax Paid | 86,826 | - |
| | Auditors' Remuneration | 90,090 | 1,00,800 |
| | Total | 8,09,85,239 | 8,67,66,802 |
| 25 | Exceptional Items | | |
| | Past Period Input Service Tax received | - | 1,20,35,728 |
| | Total | - | 1,20,35,728 |

Note-26

Significant Accounting Policies and Notes to Accounts

(Annexed to and forming part of the Balance Sheet as at 31st March, 2014)

A. Accounting Policies:

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

PF Trust, AIMA will need to ascertain the amount of contribution, if any; it has to make to the trust arising due to the decision of the government to increase the interest rate on Employees' Provident Fund from 8.50% to 8.75%.

10. All the monetary items denominated in foreign currency are reported in the balance sheet using the closing rate of exchange at the year end.

B. Notes to Accounts:

1. The AIMA Income Tax cases for the financial years 2004-05 to 2009-10 were listed for hearing on 12th November 2013 before the Hon'ble Delhi High Court. The Hon'ble Delhi High Court has held that the word 'education' has a wider meaning and is not restricted to imparting education to students through classes only. The Hon'ble High Court has held that the activity of conducting tests carried out by AIMA is not to be considered in isolation but has to be considered as part of the overall activities carried out by AIMA to further its objective.

The case has now been referred to DGIT (E) for review.

2. (A). AIMA in the past has received two show cause cum demand notices finally confirming the demand of service tax due of ₹ 25.53 crores along with a penalty of ₹ 25.53 crores u/s 78 and u/s 77 of the Service Tax Act. Thus the total demand inclusive of penalties comes to ₹ 51.06 crores.

AIMA had filed an appeal with the office of The Customs, Excise and Service Tax Appellate Tribunal (CESTAT), New Delhi. During the hearing on 30th September 2013, the Tribunal expressed a view that prima facie, AIMA has a very strong case with respect to membership charges, MAT income and Manpower recruitment. It stayed operation of the order and recovery of any amount with respect to these services till pendency of appeal.

They asked AIMA to pre-deposit of ₹ 86,826/- for royalty income for the period 16.06.2005 to 31.03.2008, which AIMA has complied with.

(B). Third show cause cum demand notice was issued by the Service Tax Department on 18th April, 2013 for ₹ 2.25 crores for the period from 2007-08 to 2011-12. The basis of the demand is same as in the previous two demands.

The reply to the above show causes cum demand notice has been filed by AIMA and this case shall be taken up in due course by the Service Tax Department.

3. AIMA received demand notice from South Delhi Municipal Corporation u/s 123D of Delhi Municipal Corporation Act, 1957 for deposit of ₹ 37, 33,518/- towards the payment of arrear on account of house tax for wrong use institutional building as business building. The same has been contested by AIMA before Tribunal and Tribunal waived off interest & penalty of ₹ 11, 98,785/- but retained the balance demand of ₹ 25, 34,733/-. AIMA challenged the order in The Honourable High Court vide W.P. (C) 2421/2014 & CM No. 5062/2014. The Hon'ble High Court has directed AIMA to deposit the above said amount in five equal installments interspersed by two months between each installment. The court in its order further directed that in case AIMA succeeds before the Appellate Authority the above said amount would be refunded to it along with interest.

4. Investments are made in securities covered under Section-11(5) of the Income Tax Act, 1961 and are valued at cost of acquisition.

5. The outstanding balances of creditors, debtors and other advances given to the parties are subject to confirmation and therefore; these balances are stated as per books of accounts. The Management has however, scrutinized these accounts and believes that no material adjustment will be necessary upon the receipt of confirmations.

6. Auditor's remunerations and other services excluding service tax are as follows:-

| | | Current Year (₹) | Previous Year (₹) |
|-----|--------------------------|---------------------|----------------------|
| i | Fees for Statutory Audit | 90,090/- | 85,800/- |
| ii | Fees for Tax Work | NIL | 15,000/- |
| iii | Other services | 47,000/- | 1,60,000/- |
| | | 1,37,090/- | 2,60,800/- |

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

For SARC & Associates
Chartered Accountants
FRN 06085N

Preetha Reddy
President

P Dwarakanath
Treasurer

Dinesh Verma
Partner
Membership No. 089583

Rekha Sethi
Director General

Pankaj Rajvanshi
Chief Financial Officer

Date : May 26, 2014
Place: New Delhi

BANKERS

Indian Overseas Bank
Lok Kala Manch Branch
20, Institutional Area,
Lodhi Road,
New Delhi 110003

State Bank of India
Lodhi Road Branch,
Andhra Association Building,
24-25 Institutional Area,
Lodhi Road,
New Delhi 110003

ICICI Bank Limited
NBCC Place,
New Delhi Branch,
Bisham Pitamah Marg,
Pragati Vihar,
New Delhi 110003

Bank of Baroda
Defence Colony Branch,
8A, DDA Shopping cum Office Complex,
Defence Colony,
New Delhi 110024

Axis Bank Ltd.
Khan Market Branch,
Shop 2A & 2B
Khan Market,
New Delhi 110003

Citi Bank N.A.
Jeevan Bharti Building,
124, Connaught Circus
New Delhi 110001

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Chartered Accountants,
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