

APRIL 2016



Dear Readers,

It gives me great pleasure to present the April issue of AIMA News.

Last month AIMA hosted one of its major flagship events, the AIMA Managing India Awards 2016.

Now in its 7th year, the AIMA Managing India Awards saw several eminent personalities being honoured at a glittering ceremony. Mr Suresh Prabhu, Minister of Railways gave away awards to Mr S Ramadorai, Former Vice Chairman, Tata Consultancy Services and Chairman, National Skill Development Agency & National Skill Development Corporation; Mr Rajiv Bajaj, Managing Director, Bajaj Auto Ltd.; Mr Ajay Piramal, Chairman, Piramal Group; Mr Satish Reddy, Chairman, Dr Reddy's Laboratories Ltd.; Mr Rajat Sharma, Chairman & Editor-in-Chief, India TV; Mr Amit Agarwal, Vice President & Country Manager, Amazon and Mr Sachin Bansal, Executive Chairman & Co-Founder, Flipkart. They were introduced by equally renowned personalities and you will find more details inside.

During the period, AIMA also conducted its first Global Procurement Summit 2016 held in partnership with the World Bank and the Ministry of Micro, Small and Medium Enterprises in New Delhi. The two day Summit was addressed by senior government officials, international speakers and leading professionals. The in-depth panel discussions at the Summit highlighted the important developments being made in the field of Procurement both in India and abroad. It was attended by 230 participants of over 15 nationalities. A detailed report is carried in this issue.

This edition of AIMA News also brings to you updates from a talk organised with Mr Jairam Ramesh, Member of Parliament, on his book 'To The Brink And Back', the SYMP held in collaboration with Thrissur Management Association, interactive sessions and other developments at AIMA. In addition you will find brief reports on the LMAs' activities and a few interesting articles on management.

I hope you enjoy this edition of AIMA News and look forward to your feedback and comments.

Warm Regards

Rekha Sethi
Director General

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AIMA

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▲ Torpedo ladle at SAIL Rourkela

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Managing India Awards



(Seated L-R) Rajat Sharma, Chairman & Editor-in-Chief, India TV; S Ramadorai, Former Vice Chairman, Tata Consultancy Services and Chairman, National Skill Development Agency & National Skill Development Corporation; Suresh Prabhu, Minister for Railways, Government of India; Ajay Piramal, Chairman, Piramal Group and Satish Reddy, Chairman, Dr Reddy's Laboratories Ltd. (Standing L-R) Rekha Sethi, Director General, AIMA; Amit Agarwal, Vice President & Country Manager, Amazon India; Sachin Bansal, Executive Chairman & Co-Founder, Flipkart; Rajiv Bajaj, Managing Director, Bajaj Auto Ltd; Firdose Vandrevala, President, AIMA and Sunil Kant Munjal, Senior Vice President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd.

The 7th AIMA Managing India Awards were held on 28th April 2016 where stalwarts of India were recognised for their outstanding contribution in different areas at a glittering awards ceremony at New Delhi.

AIMA has a fabulous process of selection. All the awardees are from diverse and interesting fields and they have done phenomenal jobs in their spheres, said Mr Suresh Prabhu, Minister for Railways, Government of India. "We have been through various phases since the Independence of our nation. Now we have come to a phase



Suresh Prabhu, Minister for Railways, Government of India



(L-R) Sunil Kant Munjal, Senior Vice President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd; Suresh Prabhu, Minister for Railways, Government of India; Firdose Vandrevale, President, AIMA and Rekha Sethi, Director General, AIMA

where we need to find out how to manage the next phase of growth. We have achieved so much; but more needs to be achieved. What is important is the ambit of management at macro level," he added.

The evening started with the introduction by Ms Rekha Sethi, Director General, AIMA. The welcome address was given by Mr Firdose Vandrevale, President, AIMA.

Mr Rajiv Luthra, Founder and Managing Partner, Luthra & Luthra Law Offices, introduced the Outstanding Institution Builder Award for Mr S Ramadorai, Former Vice Chairman, Tata

Consultancy Services and Chairman, National Skill Development Agency & National Skill



S Ramadorai, Former Vice Chairman, TCS, and Chairman, National Skill Development Agency & National Skill Development Corporation, receiving the Outstanding Institution Builder Award from Suresh Prabhu, Minister for Railways, Government of India as Firdose Vandrevale, President, AIMA looks on



Ajay Piramal, Chairman, Piramal Group receiving the Corporate Citizen of the Year Award from Suresh Prabhu, Minister for Railways, Government of India as Sunil Kant Munjal, Senior Vice President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd looks on

Development Corporation. Speaking about the most important aspect that India needs to focus to make Skill India project a success, he said that for skilling to succeed in India, we must look at it holistically from both the supply side as well as the demand side. On the supply side, with a challenge of skilling more than 400 million by 2022, any skilling intervention will have to be at a staggering scale. On the demand side, the most critical aspect is to demonstrate the value of skilled labour to the industry, he added.

The Business Leader of the Year Award for Mr Rajiv Bajaj, Managing Director, Bajaj Auto Ltd, was introduced by Mr Richard Rekhy, Chief Executive Officer, KPMG in India. Mr Bajaj said that it was



Rajiv Bajaj, Managing Director, Bajaj Auto Ltd, receiving the Business Leader of the Year Award from Suresh Prabhu, Minister for Railways, Government of India



his dream to make Indian engineers recognised all over the world and that they had been successful in doing so. Today Bajaj motorcycles are exported to all over the world.

Mr Ajay Piramal, Chairman, Piramal Group, received the Corporate Citizen of the Year award. His citation was read by Fashion Designer Ms Anju Modi. He emphasised that although India has been making developments in the economic and scientific space, there are still a lot of areas which require attention and care. Though the government is doing whatever possible, considering the magnitude of the challenge, it is the duty of each one of us to help as much as we can, he said.



Satish Reddy, Chairman, Dr Reddy's Laboratories Ltd, receiving the Indian MNC of the Year Award from Suresh Prabhu as Firdose Vandrevala, President, AIMA looks on

Mr M Damodaran, Chairman, Excellence Enablers Pvt. Ltd, read the citation for Indian MNC of the Year awarded to Dr Reddy's Laboratories Ltd. Mr Satish Reddy, Chairman, Dr Reddy's Laboratories Ltd, received the award. According to him, that Indian MNCs should leverage their inherent strengths globally. They must build on their low cost, highly productive, global innovation capabilities and expand their global footprint to access cutting edge capabilities and technological platforms that can keep them ahead of the value curve, he pointed out.

Recipient of the Outstanding Contribution to Media award, Mr Rajat Sharma, Chairman & Editor-in-Chief, India TV,



Rajat Sharma, Chairman & Editor-in-Chief, India TV, receiving the Outstanding Contribution to Media Award from Suresh Prabhu



expressed that media in India has evolved over the years and today it has become more dynamic, more engaging and omnipresent. Contemporary Artist Ms Anjolie Ela Menon read his citation and described him as a veteran editor and a leader of television journalism in India.

Mr Manoj Jain, Managing Director, Shriram Life Insurance Company Ltd, introduced Amazon Seller Services Pvt. Ltd as the MNC in India of the Year. Mr Amit Agarwal, Vice President & Country Manager, Amazon India, received the award and said that there is huge opportunity to innovate and transform the way India buys and sells.

Transformational Business Leader of the Year award was received by Mr Sachin Bansal, Executive Chairman & Co-Founder, Flipkart. He was introduced by Kathak Maestro, Ms Shovana Narayan. Advising young Indian entrepreneurs, he suggested to keep the user at the core of all decision making. Taking regular feedback and incorporating that in your strategy is the key. Top it up with fresh thoughts, hard work, self-belief and disciplined attitude, this is the key to growth and success in this tough competitive world, he added. The vote of thanks was delivered by Mr Sunil Kant Munjal, Senior Vice

President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd

The jury members included Mr Sanjiv Goenka, Jury Chairman and Chairman, RP-Sanjiv Goenka Group; Mr Firdose Vandrevala, President, AIMA; Mr Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd; Mr H M Nerurkar, Chairman, TRL Krosaki Refractories Ltd; Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd; Mr Vineet Agarwal, Managing Director, Transport Corporation of India Ltd; Mr P Balaji, Director - Regulatory & External Affairs, Vodafone India Ltd; Mr Rajive Kaul, Chairman, NICCO Corporation Ltd; and Mr Sudhir Jalan, Chairman & Managing Director, Meenakshi Tea Company Ltd.



Amit Agarwal, Vice President & Country Manager, Amazon India, with the MNC in India of the Year Award



Sachin Bansal, Executive Chairman & Co-Founder, Flipkart; with the Transformational Business Leader of the Year Award



1. *M Damodaran, Chairman, Excellence Enablers Pvt Ltd; and Richard Rekhy, Chief Executive Officer, KPMG in India*

2. *Shovana Narayan, Kathak Maestro; and Anjolie Ela Menon, Contemporary Artist*



3. *Satish Reddy, Chairman, Dr Reddy's Laboratories Ltd; and Manoj Jain, Managing Director, Shriram Life Insurance Company Ltd*

4. *Sunil Kant Munjal, Senior Vice President, AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd; and Rajat Sharma, Chairman & Editor-in-Chief, India TV*





5. *Sachin Bansal, Executive Chairman & Co-Founder, Flipkart; Rajiv Luthra, Founder and Managing Partner, Luthra & Luthra Law Offices; and Anju Modi, Fashion Designer*



6. *Uddesh Kohli, Chairman, Construction Industry Arbitration Council, at the awards function*



7. *Vineet Agarwal, Managing Director, TCIL; Rajiv Bajaj, Managing Director, Bajaj Auto Ltd; and Nikhil Sawhney, Treasurer AIMA, Vice Chairman & Managing Director, Triveni Turbine Ltd.*

8. *S Ramadorai, Former Vice Chairman, TCS, and Chairman, National Skill Development Agency & National Skill Development Corporation; Ajay Piramal, Chairman, Piramal Group; and FirdoseVandrevala, President, AIMA*



9. *Rajive Kaul, Chairman, NICCO Corporation Ltd; and Amit Agarwal, Vice President & Country Manager, Amazon India*



10. *Sunil Kant Munjal with KL Chugh, Chairman Emeritus, ITC Ltd; and Chairman, Cosmos Consulting*



11. *Dr JS Juneja, Chairman, Global Projects & Services (P) Ltd; and P Dwarakanath, Head - Group Human Capital, Max India*



12. *Pranjal Sharma, Host - The Appointment, Zee Business; and D Shivakumar, Chairman and CEO, PepsiCo India Holdings Pvt Ltd.*

11th Global Advanced Management Programme 2016

***Disruptive Innovation & Open Business
Models in The Changing Global Landscape***

26 June to 02 July, 2016 at Silicon Valley, USA.

Programme Background

Today's executives are facing increasing pressure to achieve profitable growth resulting from rapid changes in economic landscape, new technologies, shortened product life cycles, cross-cultural communications, global competition and changing consumer behaviour. The Global Advanced Management Programme will help in part to address some of these emerging issues and provide tools to better navigate their companies.

The programme specifically addresses economic and business trends in global markets and high-growth economies. The programme offers you the chance to rethink your business models and management approaches as a global leader and focus on specific business challenges faced by your company. Professor Darwin will guide in-depth discussions and provide highly informed views.

One of the key take away of the programme will be that each participant will be building a new and innovative Business Model for their company.

Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

Programme Modules

- Module 1: Global Economic Trends
- Module 2: Open Innovation
- Module 3: Business Model Innovation
- Module 4: Sustainability Management in the New Era
- Module 5: Visits to world class companies which could include companies like Google
 - Tesla Motors • Intel • Standard Chartered Bank • Cisco Systems Inc • IBM Research • PayPal • Wells Fargo Bank • VISA • GE • Stanford Medical Centre
 - UC Berkeley Campus amongst others.

Programme Certificate

Upon the successful completion of the programme, participants will be conferred a "Global Advanced Management Programme". Certificate awarded by All India Management Association

Participation Fee

- Delegate Fee per participant: INR equivalent to USD 8500 per Participant

Nitin Saxena

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Global Procurement Summit 2016



(L-R) P Dwarakanath, Head Group, Human Capital, Max India; Sandeep Verma, Home Secretary, Govt of Rajasthan; Madhav Lal, Former Secretary, Ministry of MSME and Abduljabbar H. Al-Qathab, Lead Procurement Specialist, World Bank Washington

AIMA organised its first Global Procurement Summit 2016 in partnership with the World Bank and the Ministry of Micro, Small and Medium Enterprises in New Delhi on 21st -22nd April 2016. The summit provided a comprehensive view into what is happening in the world of Procurement and captured the experience, performance, perspective and intentions of top level procurement professionals. It presented successful strategies and benchmarks that procurement leaders can use to gain insight into best practices and hence improve the operations and performance. The Summit also highlighted the need for Governments to analyse the impact and cost benefits before introducing and implementing preferential procurement policies.

The Summit was inaugurated by Mr. Madhav Lal, former Secretary, Government of India. Mr. Lal highlighted the strategic role gained by Procurement at senior Government levels and shared his experience in developing the preferential procurement policies for small and medium enterprises that throw up the challenges of lack of data analytics and adequate capacity in the system.

The eminent speakers who addressed the Global Procurement Summit 2016 were top officials from Ministry of Micro Small & Medium Enterprises, Ministry of Finance, Public Procurement Division, Ministry of Railways, Government of Rajasthan and Kerala including some international speakers. Some of the speakers included Mr. Abduljabbar Al-Qathab,



(L-R) Raj Agrawal, Director, AIMA; Shantanu Roy, Sustainability Professional and Hon. Secretary General, Green Purchasing Network India; Sanjay Kumar, Additional General Manager, DFCCIL, Ministry of Railway; Chaiyod Bunyagidj, Vice President, Thailand Environment Institute and Shanker Lal, Country Focal Point-Procurement, World Bank

Lead Procurement Specialist, World Bank Washington; Mr A K Kalesh Kumar, Capacity Building Coordinator, South Asia Procurement, The World Bank; Dr Krishan K Batra, President & CEO, Institute of Supply Management, India; Mr Sanjay Agarwal, Director, PPD, Department of Public Expenditure, Ministry of Finance, Govt of India; Mr. Chaithanya Chava, Director – Public Sector & Governance - GRID - Pricewaterhouse Coopers Private Limited; Ms Swayamsidha Mohanty, Sr Procurement Specialist, World Bank; Mr. Pravin K Purang, Management Advisor Jindal; Ms. Irina Goncharova, World Bank, Kyrgyz Republic; Prof. Samir Srivastava, Professor, IIM Lucknow; Dr Rathan Kelkar, CEO, Centre for e-Governance, Government of Karnataka; Mr Ved Prakash, CMD, MMTC; Dr Chaiyod Bunyagidj, Vice President,

Thailand Environment Institute; Mr Madhu Sudan Sahoo, Member, CCI; Mr Sandeep Verma, Home Secretary, Govt of Rajasthan and Mr Anna Pinto Herbert, Sr Operations Officer, Integrity Vice Presidency, World Bank, Washington amongst others.

World Bank also launched the Hindi language version of its flagship Certificate Programme in Public Procurement (CPPP), offered as Massive Open Online Course. The event was well received with 230 participants from about 15 countries. The topical themes and in depth discussions were highly appreciated by participants. This Summit helped in bringing many important developments in Procurement that countries in the region are presently addressing, into focus.



(L-R) Krishan K Batra, President & CEO at Institute of Supply Management, India; Sanjay Aggarwal, Director, PPD, Department of Public Expenditure, Ministry of Finance, Govt of India; Abduljabbar H. Al-Qathab, Lead Procurement Specialist, World Bank Washington; A K Kalesh Kumar, Capacity Building Coordinator, South Asia Procurement, The World Bank and Ranen Banerjee, Partner – Public Sector & Governance - GRID - PricewaterhouseCoopers Private Limited

Talk on 'To The Brink And Back'



(L-R) Rekha Sethi, Director General, AIMA; Jairam Ramesh, Member of Parliament and Richard Rekhy, Chief Executive Officer, KPMG in India

AIMA organised a talk with Mr Jairam Ramesh, Member of Parliament on his book 'To the Brink and Back' on 12th April 2016. The present government must learn the art of political consensus building from P V Narasimha Rao, who ushered in the radical economic reforms in 1991 despite heading a minority government, said Jairam Ramesh, Member of Parliament and former minister, who was a key aide of the Prime Minister during the 33 days of revolutionary change in 1991.

Richard Rekhy, Chief Executive officer, KPMG in India chaired the session. The programme was very well attended.



Jairam Ramesh, Member of Parliament

Interactive Session



(L-R) Sunil Abrol, Advisor, AIMA and Anisha Motwani, Business Strategist, Speaker, Columnist and Author

AIMA organised an interactive session was organised with Ms Anisha Motwani, Business Strategist, Speaker, Columnist and Author of the Book titled ‘Storm the Norm - Untold Stories of 20 Brands that did its Best’ on 20th April 2016. The session was chaired by Dr Sunil Abrol, Advisor, AIMA.

Another Interactive Session on ‘How to Develop Performing Teams’ with Dr Anil Sethi, Founder G K Group of Companies & Co-Founder of Healthcare Tech Startup drsafehands.com. The session was held on 26th April 2016 at the AIMA.

AIMA Certified Trainer (ACT)



AIMA Certified Trainer (ACT) session in progress

AIMA conducted the first assessment session of AIMA Certified Trainer (ACT) after being endorsed by NOCN, UK on 7th April 2016 at New Delhi.

AIMA Certified Trainer (ACT) is a scheme of assessment and certification of Trainer Skills. It is a recognition of competencies and skills acquired by an individual as a trainer. The scheme has recently received endorsement from NOCN, UK Awarding Organization.

The joint certification of AIMA and NOCN is designed to give trainers recognition of skills to enable them to compete in the global market.

The certification will help trainers gain the competitive advantage at international standards.

Shaping Young Minds Programme



Mr Vijay Thadani, Vice Chairman & Managing Director, NIIT Ltd. lighting the lamp

AIMA in collaboration with Thrissur Management Association organised its Shaping Young Minds Programme on 20th April 2016 at Thrissur. The speakers who addressed the programme included Mr Vijay Thadani, Vice Chairman & Managing Director, NIIT Ltd; Justice N Santosh Hegde, Former Lokayukta, Government of



Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka

Karnataka; Mr D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings Pvt. Ltd & Past President, AIMA and Ambassador Deepak Vohra, Veteran Diplomat. The programme was well received with an audience of over 1500 participants.



Deepak Vohra, Veteran Diplomat



D Shivakumar, Chairman and CEO, PepsiCo India Holdings Pvt Ltd.



AIMA's Scheme of Assessment & Certification of Skills & Competencies

AIMA Certified Trainer (ACT) Endorsed by NOCN, UK

AIMA's ACT Certification is recognition of competencies and skills acquired by an individual as a Trainer and is **recognised and endorsed by NOCN, UK a leading British assessment and awarding organisation.**

Endorsed by NOCN, **AIMA Certified Trainer** is designed to give trainers recognition of skills to enable them to compete in the global market. The Certification will help Trainers gain the competitive advantage at international standards.

More information, please visit www.aima.in/training-services/overview/overview.html

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Write a Failure Resume to Learn What Makes You Succeed

By Bill Taylor



By any measure, Johannes Haushofer is an astounding success. He graduated with honors from Oxford and has not one but two PhDs, in economics (from the University of Zurich) and neurobiology (from Harvard). Now an assistant professor of psychology

and public affairs at Princeton, he has published so widely and presented at so many conferences that his academic CV runs a full seven pages.

So it's a little funny, and more than a little revealing,

that Haushofer recently lit up the Twittersphere when he published a “CV of Failures” — a long list of all the “degree programs I did not get into,” the “academic positions and fellowships I did not get,” and the “paper rejections from academic journals.” Basically, in a world where most of us seek attention and acclaim with lists of our triumphs, Haushofer shared with the world a detailed accounting of his disappointments and setbacks.

In the introduction to the unusual resume, Haushofer notes that he didn’t come up with the idea himself. A few years ago, Melanie Stefan, a postdoc at Caltech, wrote an article for Nature titled “A CV of Failures” after she got rejected for a fellowship to which she’d applied. Stefan, like Haushofer, is a person of tremendous achievement, but she realized that for every hour she’d spent working on something that succeeded, she’d probably spent six hours working on something that failed.

The problem with ignoring those setbacks, Stefan concluded, is that it leads to false perceptions of how success actually works. “As scientists, we construct a narrative of success that renders our setbacks invisible both to ourselves and to others,” she wrote. “Often, other scientists’ careers seem to be a constant, streamlined series of triumphs. Therefore, whenever we experience an individual failure, we feel alone and dejected.”

What a healthy dose of common sense — and a refreshing blast of honesty. In a world defined by hypercompetition and intense pressure, where business breakthroughs and career advancement demand a willingness to take risks and defy convention, the notion that any person can achieve meaningful success without experiencing setbacks and disappointments seems hopelessly naïve. A

willingness to chronicle your failures helps to create the kind of resilience that allows you to get beyond them.

That’s true for companies as well as for individuals. Bessemer Venture Partners, one the country’s oldest venture capital firms, has won big by funding some wonderfully successful startups, most recently companies such as LinkedIn, Yelp, Pinterest, and Blue Apron. Over the years, though, it also chose not to invest in deals that would have led to outrageous returns, including Apple, eBay, and FedEx, which it passed on seven times.

At most VC firms, these missed opportunities would be treated as dirty little secrets. At Bessemer, they are entries in its publicly available “Anti-Portfolio” — basically a Failure Resume for its partners.

Here’s the entry on not investing in PayPal: “David Cowan passed on the Series A round. Rookie team, regulatory nightmare, and, 4 years later, a \$1.5 billion acquisition by eBay.”

Here’s the entry on not investing in Lotus and Compaq: “[Legendary VC] Ben Rosen... offered Felda Hardyman the chance to invest in both Lotus and Compaq Computer on the same day. Says Hardyman: ‘Lotus wasn’t proven yet, and I was worried about the situation there. As for Compaq, I told him there was no real future in transportable computers since IBM could do it.’”

Here’s the entry on not investing in Facebook: “Jeremy Levine spent a weekend at a corporate retreat in the summer of 2004 dodging persistent Harvard undergrad Eduardo Saverin’s rabid pitch. Finally, cornered in a lunch line, Jeremy delivered some sage advice[.] ‘Kid, haven’t you heard of Friendster? Move on. It’s over!’”



I don't know how many of us are prepared to reckon so openly (and humorously) with mistakes or missed opportunities, let alone share them with the world. What I do know is that many of us carry overly simplified ideas about the logic of success and how it unfolds, and that those false narratives often stand in the way of actually succeeding.

The renowned historian Arnold Toynbee famously quipped, "Nothing fails like success when you rely on it too much." We may have entered a world in which

nothing succeeds like failures, especially if you are honest about them. Indeed, the very last entry in Johannes Haushofer's list of setbacks is what he called his Meta-Failure: "This darn CV of Failures has received way more attention than my entire body of academic work."

So don't rest on your success. Go ahead and write your Failure Resume.

About Author:

William C. Taylor is cofounder of Fast Company magazine. His forthcoming book is Simply Brilliant: How Great Organizations Do Ordinary Things in Extraordinary Ways. Follow him on Twitter at @williamctaylor.

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A Big Data Approach to Public Speaking

Key takeaways from analyzing 100,000 presentations

by Matt Abrahams

Students in my strategic communication class often ask how they can become more engaging, competent communicators. This question is in no way new — rhetoricians dating back to the ancient Greeks have explored this issue. However, unlike Cicero and Aristotle, we now have big data tools and machine-learning techniques to examine the core characteristics of effective communicators.



One person leveraging this technology (and one of my most popular guest lecturers) is Noah Zandan, founder and CEO of Quantified Communications, which offers one of the first analytics platforms to measure, evaluate, and improve corporate executives' communication skills.

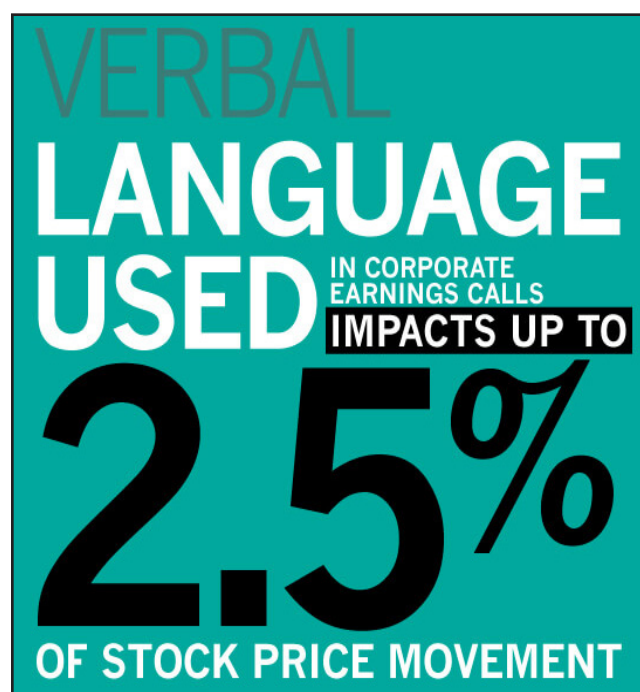
Zandan's team of data scientists analyzed more than

100,000 presentations from corporate executives, politicians, and keynote speakers. They examined behaviors ranging from word choices and vocal cues to facial expressions and gesture frequency. They then used this data to rate and rank important communication variables such as persuasiveness, confidence, warmth, and clarity.

Zandan grounds his team's work in a communication scheme created by psychologist Albert Mehrabian. They expand upon Mehrabian's original "Three V's" — the verbal, vocal, and visual choices that a communicator makes — by adding a fourth V: the vital elements of communication.

Here's what his team has learned through studying the best communicators, combined with concepts I cover in class:

Verbal



The actual words you use, whether spoken or written, matter. Zandan and his team found that the language used in corporate earnings calls affects up to 2.5% of stock price movement. Based on data from the most successful communicators, here are three things to keep in mind.

First, word choice should be appropriate for your audience and conform to the context (e.g., formality).

Relying on jargon is likely to confuse your audience. The best approach is always to take the time to define terms and technologies that some in your audience might not know. You would also be well-served to have someone review your content specifically to confirm that your word choices are appropriate.

Second, avoid hedging language. Qualifying phrases such as "kind of" and hesitant language like "I think" can be beneficial in interpersonal communication, where they invite contribution and adjust your status relative to the person with whom you are conversing. But in contexts like presenting in public, they can reduce your credibility. You will sound more confident when you remove qualifiers and say "I feel" or "I believe." The best way to make yourself aware of how often you use hedging language is to have a trusted colleague alert you while giving a practice presentation. Once you're aware, you will be better able to proactively eliminate this type of language.

Finally, speak clearly and concisely. Research suggests that succinct messages are more memorable. In fact, Zandan and his team found that effective communicators' messages tend to be more concise than those from speakers who were rated as average or below average. Many presenters speak the way they write — that is, they use complex sentences with nested clauses and phrases. This works well in writing, but when you're presenting, it's hard for you to speak and challenging for your audience to follow. In writing, we don't have to worry about pauses for breath. Nor do we need to worry about the audience understanding what we have written, as a reader can always reread a confusing passage. To be more concise, start by stripping away excess wording that might sound good when read silently but that adds limited value when spoken aloud. When you're

practicing, ask others to paraphrase your points to see if their wording can help you be more succinct.

Vocal



VOCAL
EVEN JUST A
10%
INCREASE
IN VOCAL VARIETY CAN HAVE A
HIGHLY SIGNIFICANT IMPACT

Vocal elements include volume, rate, and cadence. The keys to vocal elements are variation and fluency. Think of your voice like a wind instrument. You can make it louder, softer, faster, or slower. We are wired to pay attention to these kinds of vocal change, which is why it is so hard to listen to a monotonous speaker. In fact, even just a 10% increase in vocal variety can have a highly significant impact on your audience’s attention to and retention of your message.

Less expressive speakers should vary their volume and rate by infusing their presentations with emotive words like “excited,” “valuable,” and “challenging,” and using variations in their voice to match the meaning of these words. If you’re speaking about a big opportunity, then say “big” in a big way. With

practice, you will feel more comfortable with this type of vocal variety.

Disfluencies — all those “ums” and “uhs” — might be the most difficult vocal element to address. Not all disfluencies are distracting. “Ums” and “uhs” within sentences are not perceived as frequently, nor are they as bothersome, as those that occur between thoughts and phrases. Your audience often skips over midsentence disfluencies because they are more focused on your content than your verbal delivery. But as you move from one point to another, disfluencies stand out because your audience is no longer focused on what you are saying. In essence, you are violating your audience’s expectation of a silent pause by filling it.

To address these between-thought disfluencies, be sure to end your sentences, and especially your major points, on an exhalation. By ending your phrases on a complete exhalation, you necessarily start your next thought with an inhalation. It is nearly impossible to say “um” (or anything, for that matter) while inhaling. A useful way to practice this is to read out loud and notice your breathing patterns. In addition to eliminating between-thought disfluencies, your inhalation brings a pause with it. This unfilled pause has the added benefit of varying your rate.

Visual

Visual elements refer to what you do with your body. Zandan cites studies by educational researchers that suggest approximately 83% of human learning occurs visually. Your nonverbal behaviors such as stance, gestures, and eye contact are critical not only for conveying and reinforcing your messages, but they serve as the foundation of your audience’s assessments of your confidence. This is important because your audience equates your competence

VISUAL
 EDUCATIONAL RESEARCHERS SUGGEST ABOUT
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VISUALLY

with their perceptions of your confidence.

Your stance is all about being big and balanced. Stand or sit so that your hips and shoulders are square (i.e., not leaning to one side) and keep your head straight, not tilted. Presenting from a balanced position not only helps you appear more confident, but it actually helps you feel more confident, too. When you make yourself big and balanced, you release neurochemicals that blunt anxiety-producing hormones.

“Even just a 10% increase in vocal variety can have a highly significant impact on your audience’s attention to and retention of your message”

Matt Abrahams

Gestures need to be broad and extended. When you’re gesturing, go beyond your shoulders rather than in front of your chest, which makes you look small and defensive. When you’re not gesturing,

place your arms loosely at your sides or clasp your hands loosely right at your belly button level. Finally, remove any distracting items that you might futz or fiddle with, like jewelry, pens, and slide advancers.

Eye contact is all about connecting to your audience. In North American culture, audiences expect eye contact, and quickly feel ostracized when you fail to look out at them. While you need to spread your eye contact around so that you connect with your entire audience, you need not look at each member individually, especially if you are in front of a large crowd. A good strategy is to create quadrants and look in those various directions. Also, try to avoid repetitive patterns when you scan the room. Finally, as Zandan rightly advises his clients, if you are presenting remotely via video camera, imagine you’re speaking directly to people and look into the camera, not at your monitor or keyboard.

Vitals

Vital elements capture a speaker’s true nature — it is what some refer to as authenticity. For authenticity,

VITALS
AUTHENTIC
SPEAKERS WERE CONSIDERED TO BE
1.3 TIMES
 MORE TRUSTWORTHY
AND
1.3 TIMES
 MORE PERSUASIVE



Zandan's team has found that the top 10% of authentic speakers were considered to be 1.3 times more trustworthy and 1.3 times more persuasive than the average communicator. Authenticity is made up of the passion and warmth that people have when presenting.

Passion comes from exuding energy and enthusiasm. When you're preparing and practicing your talk, be sure to reflect back on what excites you about your topic and how your audience will benefit. Reminding yourself of your motivation can help energize you (or reenergize you if it's a presentation you give over and over again). Additionally, thinking about how you are helping your audience learn, grow, and achieve should ignite your spirits. This energy will manifest itself in how you relay your information. This doesn't mean you have to be a cheerleader; you need to find a method for relaying your message that is authentic and meaningful for you.

Warmth can be thought of as operationalized empathy. It is a combination of understanding your audience's needs and displaying that understanding through your words and actions. To be seen as warm, you should acknowledge your audience's needs by verbally echoing them (e.g., "Like you, I once...") and by telling stories that convey your understanding of their needs, such as the CEO who tells a story of the most difficult tech support call she had to deal with as she addresses her client services team. Further, maintain an engaged posture by leaning forward and moving toward people who ask questions.

Before your next speech, try out the Four V's and the specific suggestions derived from big data and machine learning to see if they fit your needs. Only through reflection, practice, and openness to trying new things can you become an engaging, competent communicator.

About Author

Matt Abrahams is a Stanford GSB organizational behavior lecturer, author, and communications coach.

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HR

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- **Rajeev Bhaduria**, Director Group HR, Jindal Steel & Power Ltd
- **Thiru A Thirunavukkarasu**, President – HR, JK Organisation
- **Richard Lobo**, Senior Vice President and Head – HR, Infosys
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Ahmedabad Management Association

Summer Workshops 2016

AMA conducted creatively engaging and highly awaited 'Summer Workshops 2016' for all the school and college students starting from 2nd April till 13th May. It included 69 programmes on diverse themes beneficial to students.

Seminar

The momentum for the month of April was mobilised by a seminar on 'Why Bad Things Happen to Good People' addressed by Swami Bodhananda Saraswati of the Sambodh Foundation on 7th April. It was followed by an open workshop on stories based on 'Panchtantra' on 8th April. Both the sessions were very well received by the attendees.

Mr. Cyril Shroff, Managing Partner, Cyril Amarchand Mangaldas addressed a seminar on 8th April regarding 'Corporate Governance in Family Owned Business'. A highly informative lecture on 'Start-up Challenges: Government Policy and Support' was addressed by Dr. Chandan Chatterjee, Director, Centre for Entrepreneurship Development on 9th April.

Both the lectures were widely applauded by the management professionals.

Book Release

A book release function of the book 'Life the Beautiful, DIY – Do it Yourself' by Bhasker & Suwarna Banajra was organised at AMA on 14th April. Guru G. Narayana was the Chief Guest.

Developing Perspectives

Dr. Rasananda Panda, Professor, MICA, spoke on 'India in the Global Economy' on 15th April. Mr. Huzaifa A Nakhoda, Principal Consultant, Navigating Consulting, Dubai addressed a talk on 'Doing Business in Dubai' on 16th April. Dr. Mukesh Patel, Nihar Arogya Mandir gave an address on 'Painful Life: Lessons from Naturopathy' on 22nd April.

Member Connect Initiatives

Dr. Paresh Kariya, Director, Business Development, OTIS Elevators Co. Ltd., delivered a power packed and thought provoking session on 'In Search of Mindfulness' on 23rd April.



Swamiji interacting with the students



Mr. Cyril Shroff addressing the public



Dr. Rasananda Panda addressing the talk

Management Development Programmes

AMA conducted 49 Management Development Programmes this month focusing on Service Tax with Budget 2016 Updates, Copywriting, E-Commerce for Small Entrepreneurs, Brand Management, Employability Enhancement Endeavour, Effective Cost Management, First Aid Training, Certificate Programme on Exports and Imports, Research Design, Project Management, Hi-impact presentation skills etc.



Participants of Copywriting Course

Baroda Management Association

Friday Evening Talk

Dr. Vivek Jain, senior Consultant Dermatologist and Sexologist addressed the Friday evening talk on 'Human Weds Mobile' on 1st April. The talk provided a holistic view of the Mobile - where, when, how do people use it; its hazards, precautions, judicious usage etc.

Another talk was led by Ms. Avi Sabavala, Vice-President, BMA and Immediate Past President of Vadodara Chamber of Commerce & Industry on 'Enjoying India's Wild Spaces' on 8th April. The session was engaging and provided a unique learning experience about wildlife.

On 15th April, Mr Rohintan Talati, a HR professional spoke on the theme 'Access Consciousness'. The session was well received by the participants.

Mr. Manish Baxi, Chartered Accountant spoke on the topic 'Plan to Retire @ 60-Financial Planning' on 29th April. The session focused on giving an idea on how to curve out the retirement financial planning at the early age of life, rather than after retirement

Mr. Amit Gadhvi, Head HR, Raychem RPG Group addressed on 'Future of HR – HR 2020' on 22nd April. The talk highlighted on transforming HR to make it ready for the future.



Ms. Avi Sabavala addressing the Friday Evening Talk session.

Leadership Retreat

The Baroda Management Association organised the leadership retreat 2016 on the theme ‘Making India Manager’ from 11-13 April at the Daman Ganga Valley. The MDP focused on understanding the changed global business scenario, its impact on the organisation and enhancing managerial competence. The programme was well received by the participants.



Participants of Leadership Retreat 2016.

MDP

A Management Development Programme on ‘Effective Time Management’ was organised by BMA on 18th April. The speaker for the programme was Mr. Rajiv Kumar Luv. The participants were provided with valuable lessons and tips on time management.

A half day Management Development Programme on ‘Stress Management’ was organised by BMA on 30th April. The speaker for the programme was Mr. Bhaskar Joshi. The programme focused on initiating few good habits that will eradicate stress from the grass root level.



Participants of MDP session.

Talk Show

Baroda Management Association under the Women Development Committee and the Rotary Club of Baroda Cosmopolitan hosted a talk show on 24th April. The speaker for the show was Ms. Rujuta Diwekar, a famous dietician. The talk show was a huge success and more than 900 people attended the show.

A book ‘Thyroid PCOD’ authored by Ms. Rujuta Diwekar was also released on the occasion.



Release of the book ‘Thyroid PCOD’

Industrial Visit

Under the BLING committee 2015-16, school students were taken on an industrial visit to a renowned organisation - The Care Group located in the outskirts of Vadodara. The Care Group is the manufacturer and exporter of intraocular lenses and ophthalmic pharmaceuticals.

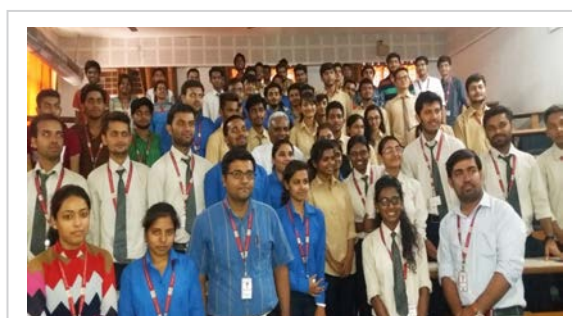
The visit was undertaken for two different batches of school students each on 27th and 28th April. This enhanced a one to one interaction of the school children with the professionals of the Care Group to understand their manufacturing processes, work texture and learning experiences.



Participants at Care Group-Baroda.

Half Day Session

Mr. Bhaskar Joshi addressed a half day afternoon session on management movies. As a part of the session, the students were shown two important management movies that highlighted the Importance of leadership and taking up the initiative to move ahead overcoming all the hurdles. The movies that were shown to the students were ‘Miracle Man - the story of Morris’. A short documentary film of an athlete who won the world title in skating. After the session there was an interactive question and answer session with the students.



Participants with the speaker

Bhopal Management Association

The Bhopal Management Association (BMA) in association with the Bhopal Chapter of Institute of Company Secretaries of India (ICSI), successfully organised a full day workshop on ‘Corporate Governance’ on 16th April.

The programme started with the video message of the Hon. Finance Minister, Govt. of India, Mr Arun Jaitley and the address of the President of ICSI New Delhi, CS Mamta Binani. The Chief Guest for the programme was Mr. Mangesh Tyagi, Principal Advisor (Governance), Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis.

Other speakers included Mr. Yogesh Pandit, Asst. Prof. Cyber Law, Atal Bihari Vajpayee Hindi Vishwavidyalaya, Bhopal; CS D. K. Jain, Practising Company Secretary; Mr. Alok Sahu, Director, CIPET and Mr Subhash Vithaldas, Chairman BMA and Director Permali Wallace Pvt.Ltd. On the occasion of Corporate Governance Day, C S P.K Rai, Chairman, Bhopal Chapter of ICSI along with the other dignitaries hoisted the flag of Corporate Governance. The programme was coordinated by CS Pranay Patel, ICSI and Mr. Aamir Khan, Centre Coordinator, BMA and the vote of thanks was delivered by CS Shrishti Pandey, ICSI. Around 125 people attended the workshop.



CS P K Rai along with Subhash Vithaldas and other dignitaries releasing Stamp of Corporate Governance.

Bombay Management Association

Certificate Course

A special weekend Certificate Course in Human Resources Management was organised by BMA in association with L. R. Associates for 12 Saturdays from 2 April to 18 June. The facilitator for the course was Prof. Leslie Rebello and others from L. R. Associates.



Prof. Leslie Rebello addressing the participants.

Half Day Programme

A half day programme on 'Selling for Customer Satisfaction' by Ms. Sushma Ribeiro was held on 7th April. Participants learnt how to sell their product without actually having to sell.



Ms. Sushma Ribeiro and the participants

On 22nd April a half day programme on 'Inbound Marketing & Sales Model' by Mr. Paresh Patel was organised by the Eastern Suburbs Centre of BMA. The participants learnt how to earn customer's interest instead of pushing interruptive messages, and requested more programmes on this topic.



Mr. Paresh Patel addressing the participants.

Awards Ceremony

The BMA Annual Awards Ceremony was held on 21st April where over 250 members and guests attended this event. The prestigious ceremony recognised and honoured eminent individuals from the Indian corporate world, with BMA Awards. Union Minister of Railways, Mr. Suresh Prabhu was presented the first ever BMA Change Catalyst of the Year Award. The other award recipients included Mr. Rahul Bajaj, Chairman, Bajaj Auto Limited; Mr. Keki Mistry, Vice Chairman & CEO, HDFC Limited; Ms. Renuka Ramnath, Founder, MD & CEO, Multiples; Mr. Bhavish Aggarwal, Founder and CEO, OLA Cabs & Mr. Ankit Bhati, Co-Founder & CTO, OLA Cabs; Ms. Sonal Raghuvver Lohiya of Durgadevi Saraf (DSIMS); Dr. Sreeram R.Gopalkrishnan of Atharva (AIMS) and SIES College of Management Studies (SIESCOMS).



Ms. Renuka Ramnath, Founder, MD & CEO, Multiple receiving the BMA Woman Achiever Award

& CEO, HDFC Limited; Ms. Renuka Ramnath, Founder, MD & CEO, Multiples; Mr. Bhavish Aggarwal, Founder and CEO, OLA Cabs & Mr. Ankit Bhati, Co-Founder & CTO, OLA Cabs; Ms. Sonal Raghuvver Lohiya of Durgadevi Saraf (DSIMS); Dr. Sreeram R.Gopalkrishnan of Atharva (AIMS) and SIES College of Management Studies (SIESCOMS).

The awards ceremony was conducted by Mr. R. Ramakrishnan, Chairman, BMA Awards Committee and Vice-Chairman & JMD, Polycab Group along with Mr. Suresh Mhatre, President BMA. The Jury comprised of Mr. K. K. Nohria formerly from CG, Mr. Shailesh Haribhakti of Haribhakti & Co, Mr. P. R. Ramesh of Deloitte, Ms. Kalpana Morparia of JP Morgan, Mr. Sunil Kaushal of Standard Chartered Bank, Mr. S. Hajara formerly from SCI, Mr. M. K. Chouhan of Asian Centre of Corporate Governance and Mr. Boman Irani of Keystone Realty. The awards ceremony was followed by a panel discussion on 'India: The Next 3 years - Reigniting Growth' moderated by Mr. R. Ramakrishnan with Mr. Keki Mistry, Ms. Renuka Ramnath and Mr. S. Hari Bhakti on the panel.

Evening Programme

On 23rd April an evening programme on 'Living A Stress Free Anger Free Life' by Dr. Bishram was organised by the BMA Navi Mumbai at SIES College of Commerce & Management Studies, Nerul. The programme focused on how to live a stress free and anger free life.

An evening programme on 'Leadership Excellence' by Mr. Avinash Ananda was organised by the BMA Thane Centre on 23rd April. The programme focused on understanding how to be a better leader of yourself first so that you can be even better at inspiring and positively impacting others around you.

Chandigarh Management Association

Chandigarh Management Association organised a Lecture Series 'How to Take care of Your Spine and Cervical problem' on 26th April in collaboration with Fortis Hospital Mohali. The keynote speaker was Dr Deepak Joshi, MS (Ortho), fellow in Spine surgery from Harvard USA and Consultant-Spinal Injury.

President CMA Mr J.S.Nayyar and Past President Mr A. K. Gandhi felicitated Dr Deepak Joshi. The programme was anchored by Ms. Madhulika Kak, General Secretary, CMA. Participants got free consultation and answers to their queries. Vice President CMA, Dr. Aneet Bedi closed the programme with the vote of thanks.



Mr. Keki Mistry, Vice Chairman & CEO, HDFC Limited receiving the BMA Management Man of the Year Award



Dr. Bishram with participants



Dr Deepak Joshi receiving the memento from Mr JS Nayyar, President, CMA (L-R) A. K. Gandhi, Past President, CMA and Madhulika Kak, General Secretary, CMA

Coimbatore Management Association

CMA's 'Monday Musings' is a 45 minute popular interactive programme on a topic concerning individual and institutional management. Monday Musing is conducted every Monday. It is usually attended by more than 30 people.

The speaker for one of the Monday Musings was Rtn. Rajagopal, Promoter and Head, Shreyas Energy & Project Services, Coimbatore. The session was well received by the participants.



Rtn. Rajagopal, Promoter and Head, Shreyas Energy & Project Services, Coimbatore addressing the session.

Delhi Management Association

Seminar

DMA in collaboration with Citizen Awareness Group organised a Seminar on 'Financial Inclusion through Financial Education' on 20th April. Mr Surinder Verma, Chairman, Citizens Awareness Group welcomed the eminent speakers and the participants. The opening remarks were delivered by Mr. S C Sharma, Director, Consumer Coordination Council.

Some of the other speakers included Mr. Surya Kant Sharma, DGM, SEBI; Ms. Renu Bhandari, Chief Manager, National Stock Exchange of India; Mr. Ramji Bhai Mavani, Chairman, Consumer Coordination Council and Mr. Abhishek Srivastava, Vice Chairman, Consumer Coordination Council. The seminar was very well received by the participants.

Another seminar on 'Legal Awareness of Consumers' was organised by Delhi Management Association in collaboration with Dignity Restoration and Grievance Settlement Association (Dignity India) and Delhi State Legal Services Authority (DSLISA) on 29th April.

Mr. Rajan Pandhi, Director DMA welcomed the Chief Guest, Mr Sanjeev Jain, Addl. District & Sessions Judge and Officer on Special Duty, DSLISA and Guest of Honour, Dr. (Ms.) Chandra Rajan Advocate, Supreme Court; Mr. Saurabh Gandhi, General Secretary, United Residents of Delhi and the participants.

In the opening remarks Mr. Arun Kumar, Chairman, Dignity India emphasised on the need to have an alternate redressal mechanism instead of going to courts for finding solutions and providing immediate relief to complainants. The concluding remarks were given by Ms. Madhu Bala, President (Women Wing), Dignity India.



(L-R) Mr. S C Sharma, Mr. Surinder Verma, Mr. Ramji Bhai Mavani, Ms. Renu Bhandari and Mr. Surya Kant Sharma.



(L - R) Ms. Madhu Bala, Mr. Arun Kumar, Mr. Saurabh Gandhi, Shri Sanjeev Jain, Dr. (Ms.) Chandra Rajan

Start-Up Expo

With a view to bring together an ecosystem for startup success ‘Start - Up Expo’ was organised by The Indus Entrepreneurs (TiE) duly supported by DMA on 23rd April. The unique one-day event was an unprecedented platform for startups to showcase their business, explore partnership opportunities, as well as interact with investors, venture capitalists, business experts, mentors, corporates, support agencies, industry associations, government organisations and more.

Round Table Meet

DMA organised a Round Table meet on ‘Innovation Culture and Practices: Organisation Diagnostics’ on 26th April. The discussions were led by Dr. RK Agrawal, Chairperson (OB & HRM Area), IIM Kashipur and Mr. Sunil Omanwar, Head – Learning & Development, Fortis Healthcare, and the participants. The event was appreciated by the participants.



Participants of Round Table meet.

Ghaziabad Management Association

Interactive Session

Ghaziabad Management Association organised a lecture cum interactive session on ‘Managing Modern Organisations using Ancient Indian Wisdom’. This session was organised on 29th April and the resource person was Mr. Sumit Chaudhuri, Chairman & Managing Director, Third Millenium Business Resource Associates, New Delhi. The session was very interesting and interactive.



Mr. Sumit Chaudhuri, Chairman & Managing Director, Third Millenium Business Resource Associates receiving the memento.



Winning teams of Manthan 2016

Manthan 2016 – RKG Business Quiz

Ghaziabad Management Association and the Department of Business Administration of Raj Kumar Goel Institute of Technology organised a Business Quiz for UG students of colleges in and around Ghaziabad at its campus on 26th April.

Around twenty teams from various colleges participated in the quiz. The event was inaugurated by Mr. Devendra Swaroop, Ex General Manager, BEL. The team from MMH College, Ghaziabad was declared winner and the First & Second Runners up were the teams from IMS Ghaziabad.

MDP

Ghaziabad Management Association in association with Ajay Kumar Garg Institute of Management conducted a two-days Management Development Programme on ‘Digital Marketing’ on 12th & 13th April. A host of participants, both senior and middle level, from various organisations took part in the programme. Majority of the participants were from the area of marketing and advertising.

The programme was inaugurated by Mr. Vinay Gupta, Executive Director, GMA. The welcome address was given by Dr. T R Pandey, Director, AKGIM. Some of the other speakers for the event included Prof. Rajeev Sirohi; Mr. Hemant Bisht, Founder, Orange Cube Consultancy; Dr. Maupriya Gaur; Prof. Namita N. Kumar; Mr. Shyam from SPA Web Solutions and Mr. Pankaj Chauhan from Research Gyan. The programme concluded with the valedictory address by Dr. R. K. Agarwal, Director, AKGEC, and President, GMA.



Participants of Management Development Programme

Hardwar Management Association

Interactive Session

Hardwar Management Association organised an interactive session on ‘Let’s change the way we live - a step towards changing one’s Lifestyle’ on 27th April. The session was presided over by Mr Rajeev Bhatnagar, President, HMA. The chief guest/key speaker for the session was Mr Pankaj Shukla, Life Management Guru, Being Capable.

The entire session focussed on managing life through mind power, behaviour & peace, naturopathy, yogasanas, pranayams & meditation. The programme ended with a vote of thanks by Mr Tarun Mishra, Jt Secretary, HMA. Around 75 members participated in the session.



Pankaj Shukla presenting on Life Management

Hyderabad Management Association

Memorial Lecture

In association with the Centre for Organisation Development (COD), the Hyderabad Management Association jointly conducted Sri B L Maheshwari Memorial 8th Lecture by Dr D Subbarao, Former Governor, RBI on ‘Leading the Reserve Bank : Challenges and Dilemmas’ on 30th March. The talk was highly inspiring and informative.



Dr. Habil F Khorakiwala, Chairman, COD presenting a memento to Dr D. Subbarao, Former Governor, Reserve Bank of India, as Mr Ravi Kumar Peesapati, Secretary, HMA looks on.

Hardwar Management Association

Annual Endowment Lecture

Mr Grandhi Mallikarjuna Rao, Founder Chairman, GMR Group delivered the 11th GNCT Annual Endowment Lecture on ‘Challenges in the Journey to build and sustain an Enterprise’ organised by Hyderabad Management Association, in association with the Sri Gelli Narayana Chetty Trust on 11th April.

Mr. E N Prasad Reddy, President of Hyderabad Management Association and Mr. Ramesh Gelli, Chairman, Sri Gelli Narayana Chetty Trust also spoke on the occasion.



Mr G M Rao, Founder Chairman, GMR Group addressing the audience. (L-R) Mr Ravi Kumar Peesapati, Secretary, HMA; Mr Ramesh Gelli Chairman, GNCT; Mr E N Prasad Reddy, President, HMA and Mr G Prabhakar, Managing Trustee, GNCT



Mr V V Lakshmi Narayana, Addl. DGP (Maharashtra) addressing the gathering. (L-R) Mr Ravi Kumar Peesapati, Secretary, HMA, Mr E N Prasad Reddy, President, HMA and Mr Vijay Vedantam, Co-Convener, Lecture Meetings, HMA

Evening Lecture

Hyderabad Management Association conducted an evening lecture on ‘Transformation & Responsibility of a Citizen’ by Mr V V Lakshmi Narayana, Addl. Director General of Police, Maharashtra on 22nd April. Mr. E N Prasad Reddy, President of Hyderabad Management Association presided over the occasion and Mr. Ravi Kumar Peesapati, Secretary, HMA gave the vote of thanks.



Mr. Ujjesh Sinha during IMA Centre of Excellence

Indore Management Association

Evening Session

Indore Management Association organised Centre of Excellence (COE), an evening talk on the topic ‘Just Listen: How to be a Good Listener’ on 5th April. The facilitator for the session was Mr. Ujjesh Sinha-Director, State Bank Foundation Institute (Chetana) at State Bank of India.

Evolution for Excellence

Indore Management Association organised its Evolution for Excellence, a one-day workshop for corporates on 12th April. The module for the workshop was 'Creating Culture of Innovation' and the speaker for the session was Mr. Amber S. Arondekar, National Trainer and the Founder & Mentor of Powertrain Incorporation.



Mr. Amber S. Arondekar during Evolution for Excellence



Dr. Upinder Dhar during IMA Reader's Clique

Reader's Clique

Indore Management Association organised its Reader's Clique - a book lovers' club programme on the book 'Good to Great'. The programme was organised on 13th April. The moderator for the session was Dr. Upinder Dhar, Vice Chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore.

Film Show

Indore Management Association organised a Film Show on a famous Hollywood Movie 'Antz' on 19th April. The moderator for the session was Mr. Abhishek Nandedkar, CEO-Vastramber, Indore.



Mr. Abhishek Nandedkar during IMA Management Film Show



Mr. Mukesh Vyas during IMA Training @ Doorstep

Training @ Doorstep

Indore Management Association (IMA) organised its Training @ Doorstep a one-day workshop for professionals on 22nd April at Pratibha Syntex Limited, Industrial Area, Pithampur. The module for the workshop was 'Painless Performance Management' and the facilitator for the workshop was Mr. Mukesh Vyas, Associate Vice President (HR).

Jamshedpur Management Association

Jamshedpur Management Association (JMA) organised a visit to Tata Steel as part of their Industry Tour Programme, 'Learn with Fun and Joy'. A 20 member team of JMA visited I- Blast Furnace of Tata Steel. The objective of the session was to make JMA members aware about daily management practices and Total Quality Management at shop floor. On this occasion Mr. Subha Cahndar, Executive I-Blast Furnace, briefed the team about process of iron making. The visit was coordinated by Mr. Rabindra Kumar, Hony Secretary JMA.



Participants at Tata Steel

Kerala Management Association

Evening Lecture Meeting

Kerala Management Association organised an evening lecture meeting on the topic 'Biodiversity and Business' on 1st April. The lecture was addressed by Dr. Oommen V Oommen, Chairman - Kerala State Biodiversity Board.



Dr. Oommen V addressing KMA Members



Dr. Harish Pillai addressing KMA Members

Another evening lecture meeting was held on 'Medical Value Travel: A Window of Opportunity for Kerala' on 20th April. The meeting was addressed by Dr. Harish Pillai, CEO, Aster Medcity, Kochi & Cluster Head, Aster DM Healthcare, Kerala.

Scripting My Story

The third edition of the 'Scripting My Story' session was held on 26th April with Mr. Kochouseph Chittilappilly, Founder Chairman, V-Guard Group in conversation with Mr. Sunil K. Zachariah, Past President, KMA



Mr. Kochouseph Chittilappilly in 'Scripting My Story session'



Mr. Jomon Joseph interacting with participants

Management Education Programme

A one day workshop on 'Advanced MS – Excel for Business and Management' was held on 5th April led by Mr. Jomon Joseph, M.Com, MBA, CPFA, Promoter of The Strategist & Specialist in Equity Research, Kochi. 43 participants attended the workshop.

Another one day workshop on 'Building High Power Teams' was held on 27th April led by Mr. G. Balachandran MBA, HRD Consultant, International Training Fellow & Certification Commissioner, JCI University USA. 21 participants attended the workshop.

A one day workshop on 'Frontline Work Excellence' was held on 28th April by the Programme Facilitator Mr. G. Balachandran MBA, HRD Consultant, International Training Fellow & Certification Commissioner JCI University



Mr. G. Balachandran with the participants.

USA. 16 participants attended the workshop.



Mr. G. Balachandran interacting with the participants

34th Annual Young Managers Contest 2016

KMA's 34th Annual Competition for Young Managers was inaugurated by the Chief Guest Mr Prasad K. Panicker- KMA President & Executive Director, BPCL Kochi Refinery; Mr Jibu Paul, KMA Hon. Treasurer & Chairman-Young Managers Forum; Mr Royson V Luke, Convenor-Young Managers Contest and Mr Ajayaraj Palasseri, Director & CEO, Nagarjuna Ayurveda Centre also spoke on this occasion.

The theme for this year's competition was 'Transportation Infrastructure Kerala – Vision 2025'. The panel of Judges included Mr. S. R Nair, Director, Mentor Guru Professional Services Pvt. Ltd., Dr. M. P. Sukumaran Nair, Former CMD, Travancore-Cochin Chemicals Ltd and Mr. K.J. Sohan, Ex Mayor, Cochin Corporation. The team from Cognizant Technology Solutions India Pvt. Ltd won the contest. The teams from Cochin Shipyard Ltd and M/s Synthite Industries Ltd were the 1st & 2nd Runners up.



Mr. Prasad K. Panicker inaugurating the 34th Annual Young Managers Contest 2016

Lucknow Management Association

Training

LMA in collaboration with Lucknow Chapter of NIRC of The Institute of Company Secretaries of India organised a two weeks Management Skills Orientation Programme for ICSI interns on 2nd April.

Workshop

Young Managers Forum of LMA organised a workshop on 'Emotional Intelligence' by Dr. Amrita Dass, Founder Director, Institute for Career Studies at Dept. of Business Administration, University of Lucknow on 9th April.

Young Managers Forum of LMA organised a workshop on 'Managerial Styles' on 18th April. The speaker was Prof Mirza Saiyadain, a PhD. in Human Resource Management & Organisational Behaviour from University of Kansas, USA. The workshop was well received by the participants.

Interactive Session



Dr. Roop Rekha Verma, Former Vice Chancellor, University of Lucknow addressing

An interactive session on 'Developing Smart Cities' was organised by LMA Knowledge Centre for Smart Cities and Urban Rejuvenation on 29th April. Mr. Srijan Pal Singh, Secretary, Dr. Kalam Center, Lucknow and co author of the book 'Smart and Human: Building Cities of Wisdom' with Mr GRK Reddy, MD, MAARG Group participated in the session. Mr. Mewa Lal of Muskan Jyoti Samiti also made a presentation on Agri-Bio Waste Management for Sustainable Agriculture in the session.



Mr. Chandra Shekhar Verma, a soft skill trainer addressing the session



Participants at the workshop

Women's Forum of LMA organised an interactive session on 'Women's Security in Public Places' on 22nd April in collaboration with two non-profit organisations, Saanjhi Duniya and Lucknow Expressions. Dr. Roop Rekha Verma, Former Vice Chancellor, University of Lucknow and a well known social activist running Saajhi Duniya and Ms. Kanak Rekha Chauhan of Lucknow Expressions led the discussion. A film on the subject produced by Saanjhi Duniya and UNICEF was also screened at the programme.



Interactive session in progress

Film Screening

LMA invited Mr. O.P. Srivastava to screen ‘Life in Metaphors-A Portrait of Girish Kasravalli’ on 26th April. Based on the life of Kasravalli, Mr. Srivastava made this film, which won him the prestigious 63rd National Film Award for the Best Film on Biographical/Historical Reconstruction as the Director of the film for the year 2015. The film has been officially selected for several film festivals.



Mr. O.P. Srivastava (centre) addressing the session

Ludhiana Management Association

Panel Discussion

Ludhiana Management Association organised a Panel Discussion on ‘Roadmap for Development of Industries in Punjab’ on 1st April. The panelists for the discussion were Past Presidents of Ludhiana Management Association, Mr D L Sharma, Mr Anil Kumar, Mr Mahesh Munjal and Mr V K Goyal. Dr KNS Kang, President, Ludhiana Management Association was the moderator for the session. Around 250 members attended and actively participated in the discussion.



Mr Anil Kumar, Past President, LMA addressing the members.

LMA also hosted a Lecture cum Dinner Meeting on 1st April. The guest speaker for the meeting was Mr Viney Kaushal, Ex Mg Director, Accenture, Chicago, USA. He interacted with the members on ‘Key Learnings from Cultural Differences in various Continents & its Impact on doing Business’. Around 270 members attended the meeting followed by an open house session.

Seminar

LMA organised a seminar at Young Entrepreneur Forum on 6th April. The theme for the seminar was ‘Managing Management Time’ and Mr Mahesh Munjal, MD, Majestic Auto Limited, Ludhiana was the guest speaker. Mr Munjal interacted with the young entrepreneurs and advised them how to overcome day to day problems. Around 25 participants attended the seminar.

Executive Development Programme

LMA organised an Executive Development Programme (EDP) on 9th April. The guest speaker for the programme was Mr D K Sindwani, Director, Corporate Services, Vardhman Textiles Ltd, Ludhiana. Mr V K Goyal, Executive Director & CEO, SEL Group also spoke on the subject. 45 executives of SEL Group participated in the programme followed by an open house session.

Lecture cum Presentation

LMA held a Lecture cum Presentation on 18th April. Dr B S Aulakh, Prof. of Urology & Transplant Surgery, Dayanand Medical College & Hospital, Ludhiana was the guest speaker. Dr Aulakh gave a presentation on ‘Save your Kidneys & Avoid Urinary Problems’. It was a highly informative and educative session followed by an open house session. 190 members attended the session.



Mr D K Sindwani, Director, Corporate Services, Vardhman Textiles Limited.

Mangalore Management Association

Lecture Meeting

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangalore jointly organised a lecture meeting on ‘Humour in Management’ by Dr. P. Selvaraj, Dy. General Manager/ Faculty Member, Bankers Institute of Rural Development (BIRD), Mangaluru, on 25th April.



Dr. P. Selvaraj, addressing the audience on ‘Humour in Management’.

Dr. Devaraj K., Director, SDM PG Centre of Management Studies & Research gave the presidential address. Prof. J.H.G. Anchen, Vice President, MMA welcomed gathering. Mr M. Monteiro, Governing Body Member, MMA introduced the Chief Guest. Mr M. R. Vasudeva, President, MMA expressed his views on the given talk and handed over a memento to the Chief Guest. Mr Prasanna Mallya, Secretary, MMA proposed the vote of thanks.

Meerut Management Association

Lecture Meeting

MMA organised Annual Dayal Debate on ‘India Is Not Serious about Gender Equality’ on 19th April. 18 teams of students from various engineering and management colleges from Meerut and nearby places took part. MIT Education was the winner while JP School of Business and MIET Engineering were the 1st and 2nd runners up.



The winning teams with their trophies

Mr. Ankit Singhal, President, MMA opened the debate and welcomed all guests. Mr. Ashok Singhal coordinated the event. The trophies were presented by Mr. Abhay Dayal, Managing Director and Mr. Aman Dayal, Director of Dayal Fertilizers Pvt. Ltd.

Navsari Management Association

The first event of the new financial year, was organised by NMA on 17th April on the theme 'It's Your Business – Make It Big'. The speaker was Mr. Jagdish Joshi, a renowned management educator. The programme was attended by nearly 650 participants. The programme was well appreciated by all and there was a definite takeaway for everybody.



Mr Jagdish Joshi addressing the audience

Workshop

A half day 'Workshop on Calligraphy' was organised by NMA on 23rd April as a part of summer programme for the students. The coach, Mr. Gopal Patel exhibited some pictures on canvas and also explained few techniques. 63 participants attended the workshop and 20 participants registered for the advanced course of 21 days on Calligraphy.



Mr. Gopal Patel demonstrating calligraphy work

With a view to increase productivity of a person, a workshop was organised by NMA on 'Managing Priorities and Time Wasters' on 24th April. Mr. Hiren Vakil, a professional coach for the subject, was the faculty for the day. A practical session was conducted on 'How well you are managing your time' which had 16 questions to be answered by the participants. The workshop was appreciated by all the participants.



Mr. Hiren Vakil addressing the participants

Noida Management Association

Workshop

Noida Management Association organised a one day workshop on Labour Laws 'What All The Manager Should Know of Labour Laws' on 14th April. The programme was well received by 50 participants drawn from leading industries from Noida and NCR. Mr Manoj Mishra, Chairman Cum-Managing Director, National Fertilizers Ltd inaugurated the programme, and the keynote address was given by Mr SS Yadav, Executive Director P&A, KRIBHCO. The faculty consisted of Mr Dinesh Jain, President, Legal & Corporate Affairs, U- Flex Ltd.; Mr Bhupendra Kaushal, Vice President, HR, Ginni Filaments and Mr Sanjeev Asthana, Group HR Head, Triveni Engineering & Industries Ltd. Mr SC Kulshrestha, Labour Law advisor was the Programme Director. The programme was highly appreciated by the delegates.



Workshop in progress

Quilon Management Association

Quilon Management Association arranged a programme on 25th April on the topic 'Heartfulness meditation – Sahaj Marg Meditation' by Dr. Jagdesh, Former DMO of Kollam. Dr. Jagdesh explained that in our modern lifestyles, meditation will definitely help to relax and find the way that gives us a sense of well-being and joy.

Mr Sreeraj, Secretary General welcomed the chief guest. Mr Rajendra Prasad, QMA President presided over the function and Mr Harilal, QMA Secretary-programme introduced the chief guest. Ms Madhu, QMA secretary-Administration gave vote of thanks. Mr KV Aravindakshan presented a memento to the chief guest.



Dr. Jagdesh, former DMO, Kollam speaking on Heartfulness Meditation.

Tarapur Management Association

Evening Lecture

TMA organised an evening lecture on the topic 'Road to Heart & Health' on 20th April. The session was conducted by the well-known Doctor Parag Kulkarni, MS (Gen Surgery) DNB (Gen Surgery). Dr Parag is also one of the senior faculty of TMA Institute of Management Studies and an Executive Member of TMA. The session was well attended by the members of TMA and the executives working in the industrial belt of Boisar - Tarapur.

Film Show

A film show on 'Great Indian Management of Dabbawalas' was organised on 29th March which included a lecture delivered by Dr Pawan G Agrawal at IIM Calcutta. The message from the lecture enlightened the audience with a powerful take away on best practices of error free performance, proactive and optimistic approach of Dabbawalas which got them the Six Sigma certification and many other laurels.



Dr Parag Kulkarni demonstrating the demo on handling heart attack victims.

Thrissur Management Association

Shaping Young Minds Programme

Thrissur Management Association organised the AIMA Shaping Young Minds Programme on 20th April in collaboration with AIMA.

The speakers for the programme included Mr. Vijay Thadani, Vice Chairman & Managing Director, NIIT Ltd; Mr. V P Nandakumar, MD & CEO Manappuram Group, Past President – TMA; Justice N Santosh Hegde, Eminent Jurist and reformer, Former Supreme Court Judge and former Lokayukta, Karnataka; CA T S Anantharaman, Vice Chairman, Leo Pharma Group of Companies & Past President-TMA; Mr. D Shivakumar, Chairman & CEO, Pepsico India Holdings Pvt. Ltd & Past President – AIMA; Mr. V K Vijayakumar, Investment Strategist, Geojit BNP Paribas; Ambassador Deepak Vohra, Veteran Diplomat and Special Advisor to Prime Minister Lesotho and Guinea-Bissau; Er. Anand Menon, Former Chairman, Livestock Feed Manufacturers Association of India & Senior Vice President- TMA. Around 1500 delegates and 43 institutes participated in the programme.



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

Scholarship & Awards

TMA- Dhanlaxmi Bank student scholarship is an annual scholarship given to the students pursuing management studies. This year the recipients were Roshni P and Arya S B, the award was presented by Mr G. Sreeram, MD & CEO of Dhanlaxmi Bank Ltd.

TMA- Hykon Business Plan Contest is an all India event intended to bring out the talents of students. This year the team from KAU Thrissur won this contest. Certificates and awards were awarded by Er. Christo George, Chairman & MD of Hykon Pvt. Ltd.

An annual award is given to the student pursuing management studies in Thrissur. This year the recipient of the award was Uthra M

Silver Jubilee Management Convention

TMA organised its Silver Jubilee Management Convention & Presentation of Management Awards on 19th April. The theme for the event was 'Sustainability in Uncertain Times'. The Convention was inaugurated by Mr Vijay Thadani, Vice Chairman & Managing Director, NIIT Ltd. The Keynote address was given by Dr. Rudra Sensarma, Ass. Prof IIM Kozhikode. The speakers shared that in spite of all the uncertainties, India will emerge as a global economic power.



Dr. Rudra Sensarma, Ass. Prof IIM Kozhikode addressing

During the Silver Jubilee Management Convention TMA honours people who have done extremely well in their walks of life. This year Manappuraam Life Time Achievement Award 2016 was given to CA T S Anantharaman, Vice Chairman, Leo Pharma Group of Companies; Leo Pharma Management Excellence Award was given to Mr. K M Mohandas - Westfort Hospital Group; P. N. K. Unni Memorial Women Entrepreneur Award was given to Mrs. Veda Bestin, Managing Director, Jomsons Enterprises India Pvt Ltd.

The 5th issue of TMA bi-monthly e-magazine 'The Management Voice' was officially released by TMA editor Mr. Ranjan Sreedaran at the Silver Jubilee Management Convention.

South Zone LMA Meet

The South Zone LMA meet was held on 20th April. Members from seven LMA's took part in this meet, deliberations were done on how to improve the relationship between the LMA's and the need to have joint programmes to strengthen the LMA's.



The South Zone LMA meet

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AIMA Events Calendar

Event	Conference Director	Venue	Date
National Management Games 2016		Bhubaneswar Bengaluru Mumbai New Delhi Grand Finale New Delhi	05-06 May 2016 12-13 May 2016 19-20 May 2016 24-26 May 2016 27 May 2016
17th National Management Quiz		Bangalore Kolkata Mumbai Delhi & Grand Finale	07 May 16 14 May16 21 May 16 28 May16
Cornell University “Leading for Innovation Programme”		New Delhi	24-26 May 2016
6th MSME Convention	Dr. J S Juneja, Chairman, Global Projects & Services (P) Ltd	Ahmedabad	11 June 2016
5th HR Leadership Retreat	TV Mohandas Pai Chairman, Manipal Global Education	Goa	17-19 June 2016
11th Global Advanced Management Programme	Prof Solomon Darwin Executive Director - Center for Corporate Innovation, UC Berkeley-Haas School of Business	USA	26 June-02 July 2016

Event	Conference Director	Venue	Date
India Conference - Berkeley, USA	Preetha Reddy Executive Vice Chairperson Apollo Hospitals Enterprise Ltd	Anderson Auditorium, University of California Campus, Berkeley USA	08 July 2016
42nd National Competition for Young Managers		Mumbai Kolkata Bangalore New Delhi Grand Finale New Delhi	15-16 July 2016 22-23 July 2016 29-30 July 2016 05-06 August 2016 13 August 2016
Insight Storm with Storm the Norm	Anisha Motwani, Business Strategist, Speaker, Columnist and Author	Mumbai	10 August 2016
4th Marketing Retreat	D Shivakumar Chairman & CEO- India Region, PepsiCo India Holdings Pvt Ltd	Goa	19-21 August 2016
53rd SYMP		Guwahati	02 September 2016
43rd National Management Convention		New Delhi	21-22 September 2016
54th SYMP		Lucknow	22 October 2016
14th HRM Summit	TV Mohandas Pai Chairman, Manipal Global Education	New Delhi	01 December 2016

Event	Conference Director	Venue	Date
5th Young Leader Retreat	Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Info Edge and Vineet Agarwal, Managing Director, TCIL		02-04 December 2016
2nd India - Dubai Conference	Sunil Kant Munjal, Vice President AIMA, Joint Managing Director, Hero MotoCorp Ltd & Chairman, Hero Corporate Service Pvt Ltd	Dubai	30 January 2017

To view full calendar please visit www.aima.in

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