

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JULY 2016



Dear Readers,

It gives me great pleasure to present the next issue of AIMA News. AIMA has always been at the forefront in spreading management thought and building capability in aspiring and practicing managers. A pioneer in the field of education, a large number of students and working professionals/academia have benefitted of AIMA's management education programmes and courses over the years.

The past month saw another batch of AIMA students convene at AIMA's 21st Convocation. More than 1300 students were awarded their management degrees, diplomas and certificates at the ceremony from the Chief Guest, Mr T V Mohandas Pai, Vice President, AIMA & Chairman, Manipal Global Education Services and Prof Rajan Saxena, Chairman, AIMA-CME Board of Studies & Vice Chancellor, NMIMS University. 13 scholars also received their PhDs which is offered in collaboration with Aligarh Muslim University. You will find a detailed report inside.

In another first, AIMA and Insight Storm Ventures organised a unique programme 'Insight Storm' on a novel format. The inaugural edition, co-created by Ms Anisha Motwani and Mr Ranjan Malik, Co-founders & Managing Partners, Storm the Norm Ventures, was held in Mumbai recently where thought leaders from the fields of Art and Business paired up to deliver insights over 30 minute-sessions. Mr Firdose Vandrevala, President AIMA delivered the welcome address and some of the other speakers included Mr Kabir Bedi, Indian television and Film actor; Mr Arnab Goswami, Editor-in-chief, Times Now and ET Now; Mr Sam Balsara, Founder, Chairman and Managing Director, Madison World and Madison Communications; Ms Dia Mirza, Model, Actor, Producer and Social Activist amongst many others. Mr Kabir Bedi, Indian television and Film actor; Mr Arnab Goswami, Editor-in-chief, Times Now and ET Now; Mr Sam Balsara, Founder, Chairman and Managing Director, Madison World and Madison Communications; Ms Dia Mirza, Model, Actor, Producer and Social Activist amongst many others.

During the past month, AIMA kicked off its 42nd National Competition for Young Managers across India with the Grand Finale held in August. AIMA continued to reach out to the several organisations through its unique simulation programme - Chanakya. In addition, working professionals, academicians and students continued to benefit of AIMA's workshops, training programmes and interactive sessions during the month. You will find more details inside. This issue also carries updates from the LMAs and some interesting articles on management.

The forthcoming month will see AIMA's customary change of guard at the 43rd National Management Convention to be held at New Delhi on 21-22 September 2016 which will be addressed by industry thought leaders and policy makers. We hope you would be able to join us there and further details can be obtained from the website at www.aima.in

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

Warm regards,

Rekha Sethi
Director General

AIMA OFFICE BEARERS

PRESIDENT

Mr Firdose Vandrevala
AIMA

SENIOR VICE PRESIDENT

Mr Sunil Kant Munjal
Chairman
Hero Corporate Service P Ltd

VICE PRESIDENT

Mr T V Mohandas Pai
Chairman
Manipal Global Education Services

TREASURER

Mr Nikhil Sawhney
Vice Chairman and Managing Director
Triveni Turbine Limited

IMMEDIATE PAST PRESIDENT

Mr H M Nerurkar
Chairman
TRL Krosaki Refractories Ltd.

DIRECTOR GENERAL

Ms Rekha Sethi

Published by

Management House, 14, Institutional Area,
Lodhi Road, New Delhi-110003
Tel : 01124645100
Fax : 01124626689
E-mail : dлма@aima.in
Website : <http://www.aima.in>

Managing Editor
Ms Smita Das

CONTENTS



04 21st AIMA CONVOCATION

AIMA SNAPSHOTS

06 INSIGHT-STORM



09 42ND NATIONAL COMPETITION FOR YOUNG MANAGERS



10 INTERACTIVE SESSIONS



12 FACULTY DEVELOPMENT PROGRAMME



12 CHANAKYA

13 WORKSHOP



14 TRAINING PROGRAMMES



FEATURES

17 THE REAL REASON UBER IS GIVING UP IN CHINA

21 MARY BARRA: WHAT EVERY B-SCHOOL GRADUATE SHOULD KNOW

25 LMA NEWS

42 AIMA EVENTS CALENDAR



Giving them a life of **pride and self esteem....**

Through its R&R and CSR efforts, NTPC is bringing
the deprived villages within the mainstream of progress

As a responsible corporate citizen, NTPC aims to improve the socio-economic conditions of the people. Various activities are taken up in the areas of **basic infrastructure development** like primary education, community health, drinking water, sanitation, roads, vocational training. Women empowerment. Rehabilitation & Resettlement.

NTPC has developed a policy on Sustainable Development to allocate 1% of Net Profit every year. It also strongly believes in achieving organisational excellence through "People First" approach.



NTPC Limited
(A Govt. of India Enterprise)

Regd. Office: NTPC Bhawan, SCOPE Complex, 7, Institutional Area, Lodhi Road, New Delhi-110003.
Corporate Identification Number: L40101DL1975GOI007966, Tel No: 011-24387333, Fax No: 011-24361018,
E- Mail : ntpccc@ntpc.co.in, Website : www.ntpc.co.in

21st AIMA Convocation



Rekha Sethi, Director General, AIMA; Firdose Vandrevala, President, AIMA; T V Mohandas Pai, Vice President, AIMA and Chairman, Manipal Global Education Services; Dr Rajan Saxena, Chairman, AIMA Board of Studies & Vice Chancellor, NMIMS and Dr Raj Agrawal, Director, CME, AIMA

AIMA presented management qualifications to 1,374 students at its 21st Convocation on 5 August 2016. Mr T V Mohandas Pai, Chairman, Manipal Global Education Services, the Chief Guest on the occasion presented credentials to the students. Of the qualifying students, 13 were awarded PhD in Business Administration (degree granted by Aligarh Muslim University), 666 received Post-graduate Diploma in Management, 33 received Postgraduate Diploma in IT Management and 655 received their respective Advanced Diploma in Management and Certificate in Management.



T V Mohandas Pai, Vice President, AIMA and Chairman, Manipal Global Education Services addressing

Speaking on the occasion, Mr T V Mohandas Pai said, “Demographics, globalisation and automation are disrupting the world and jobs for young people are a concern”. He also told AIMA management graduates that to succeed in today’s world, they will have to think global and be flexible. “Management graduates have to be problem solvers as the business of business is to solve problems and they must keep up with productivity technologies”.

Firdose Vandrevala, President, AIMA, shared that today students faced competition not just from other management graduates but also from automation of management tasks. “To

compete with algorithms, human managers will have to constantly learn new skills and create new knowledge,” he said. Prof Rajan Saxena, Chairman, AIMA-CME Board of Studies and Vice Chancellor, NMIMS announced that AIMA is in the process of setting up a Case Research Centre to develop Indian case studies for management students in India. He also announced that AIMA would set up a Policy Research Group to provide thought leadership in the areas of management and management education.

The convocation included presentation of gold medals to the toppers of each course.



AIMA students at the 21st AIMA Convocation

Insight Storm



(L-R) Kabir Bedi, Indian television and Film actor; Firdose Vandrevala, President, AIMA and Ajay Bijli, Chairman & Managing Director, PVR Cinemas

AIMA and Insight Storm Ventures organised a unique programme ‘Insight Storm’ on a novel format. The inaugural edition, co-created by Ms Anisha Motwani and Mr Ranjan Malik, Cofounders & Managing Partners, Storm the Norm Ventures, was held in Mumbai on 10th August 2016.

This edition of Insight Storm paired up thought leaders from the fields of Art and Business to deliver insights over 30 minute-sessions. The speakers shared three pre-created insights around a theme, followed it up with a ‘collision dialogue’ and ended with one fresh insight each. Mr Firdose Vandrevala, President AIMA delivered the welcome address.

Some of the eminent thought leaders who shared their insights included Mr Kabir Bedi,

Indian television and Film actor; Mr Arnab Goswami, Editor-in-chief, Times Now and ET Now; Mr Sam Balsara, Founder, Chairman and Managing Director, Madison World and Madison Communications; Ms Dia Mirza,



Arnab Goswami, Editor-in-chief, Times Now and ET Now addressing the session

Model, Actor, Producer and Social Activist; Mr Ajay Bijli, Chairman & Managing Director, PVR Cinemas; Mr Raj Nayak, CEO, Colors - Viacom 18; Mr Neeraj Roy, MD and CEO, Hungama Digital Media Entertainment; Mr Ashish Hemrajani, Founder-CEO, Bigtree Entertainment; Mr Vikas Behl, Film Producer, Screenwriter, and Director (Phantom Films); Ms Ananya Birla, Founder of Svantra Microfinance; Mr Ashwini Sanghi, Thinker, Speaker, Writer and Storyteller; Mr Mahesh Murthy, Founder, Pinstorm and Co-founder, Seedfund; Mr Rohan Joshi, Stand-up Comedian, Writer and TV Presenter; Ms Radha Kapoor, Founder & Executive Director of the Indian School of Design and Innovation (ISDI); Ms Malini Agarwal, Founder & Blogger-in-Chief, Miss Malini.com; Mr Roshan Abbas, Radio Jockey, Theatre Actor, TV Anchor, Writer, and Director; Mr Raghava K K, Multidisciplinary artist and Storyteller;



Sam Balsara, Founder, Chairman and Managing Director, Madison World and Madison Communications

Mr Shabir Momin, MD & CTO, ZengaTV.com and Mr Jatin Das, Indian painter and sculptor.

The event saw a gathering of more than 200 management professionals from diverse industry and was well appreciated by the audience.



(L-R) Roshan Abbas, Radio Jockey, Theatre Actor, TV Anchor, Writer, and Director; Ranjan Malik and Anisha Motwani, Co-founders & Managing Partners, Storm The Norm Ventures and Malini Agarwal, Founder & Blogger-in-Chief, MissMalini.com

1. (L-R) Ananya Birla, Founder of Svatantra Microfinance and Vikas Behl, Film Producer, Screenwriter and Director (Phantom Films)
2. Firdose Vandrevala, President, AIMA delivering the welcome address
3. Jatin Das, Indian painter and sculptor addressing Insight Storm



4. Dia Mirza, Model, Actor, Producer and Social Activist addressing the session
5. Radha Kapoor, Founder & Executive Director, Indian School of Design and Innovation (ISDI) addressing the session

42nd National Competition for Young Managers



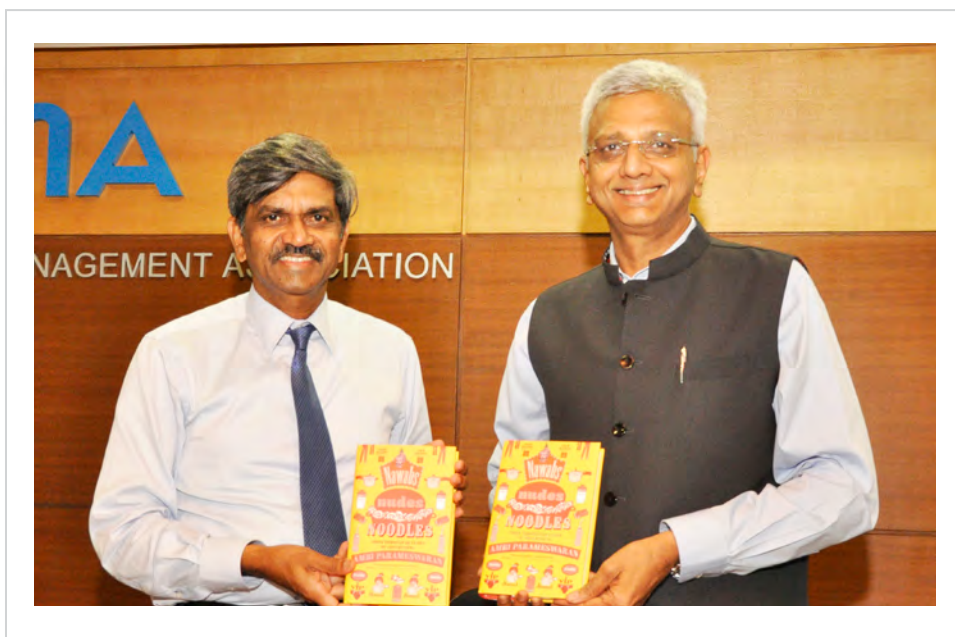
Winners of 42nd National Competition for Young Managers

The 42nd National Competition for Young Managers was held on the theme 'Breaking Through: Making India a Creative Superpower'. The Regional Rounds were on 15-16 July in Bangalore, 22-23 July in Kolkata, 29-30 July in Mumbai and 5-6 August in New Delhi. The Grand Finale was held on 12 August 2016 at New Delhi. The Jury at the finale was chaired by Dr Aquil Busrai, Chief Executive Officer Aquil Busrai Consulting. The other jury members were Mr Ramashankar Pandey, Managing Director,

Hella India Lighting Ltd and Ms Anuja Bansal, Secretary General, SOS Children's Villages of India. The chief guest at the finale was Dr Prabhu Aggarwal, Chief Learning Officer, Jindal Steel & Power Ltd.

Bosch Ltd emerged as the National Champions, GE (T & D) India Ltd. were the 1st runners up & BPCL were the 2nd runners-up. Sir Padampat Singhania Award for Best Young Manager was given to Malvika Pradhan of Bosch Ltd.

Interactive Sessions



D Shivakumar, Chairman and CEO, Pepsico India holding Pvt Ltd and Ambi Parameswaran, Brand Strategist and Founder, Brand-Building.com & Author

AIMA organised an Interactive Session on ‘Leadership by Proxy: The Story of Women in Corporate India’ by Ms Poonam Barua, Founder Chairman of the Forum for Women in Leadership -WILL Forum India on 22 July 2016. Ms Sangeeta Talwar, Managing Partner, Flyvision Consulting chaired the session. Ms Barua has also authored a book on the above said subject. During the session, she emphasised on creating a brave new mindset in corporate India and businesses worldwide - that will genuinely embrace balanced leadership as a true goal of corporate enterprise.

AIMA and Pan MacMillan India jointly organised another session on ‘Nawabs, Nudes, Noodles - India through 50 Years of Advertising’ with Dr Ambi Parameswaran, Brand Strategist and

Founder, Brand-Building.com & Author on 8 August 2016. Mr D Shivakumar, Chairman and CEO, Pepsico India and Past President AIMA chaired the session. During his session Mr. Parameswaran shared how advertising has evolved, reflecting the country’s culture, politics and economy in the last fifty years. Dr Parameswaran examined advertisements to study how the Indian consumer has changed in the past five decades and how advertising and society have shaped each other. The session was very well received by the audience.



Poonam Barua, Founder Chairman of the Forum for Women in Leadership - WILL Forum addressing the session

Two Days Training Programme on

Behavioural Skills for Executive Assistants/Secretaries

20-21 October, 2016

The Ambassador Hotel, V.N Road, Churchgate (West), Mumbai – 400 020

Executive Assistants/ Secretaries, Office Secretaries, Administrative Professionals and Executive PAs need to work in the highly demanding and challenging work environment. More than basic office management, their role includes a greater insight into how an organization runs at a senior level. They are frequently required to supervise others and take charge of challenging tasks, communicate across levels and frequently act as a vital link between the top executive and various departments.

This training is especially designed to develop behavioural skills needed by Executive Assistants/ Secretaries to be more effective and efficient at workplace and beyond.



For registration and further details, please contact

Saumya Singh, Assistant Director, Centre for Skill Development & Training

All India Management Association; Management House, 14, Institutional Area, Lodi Road, New Delhi-110 003

Tel: 011-24645100, 43128100 (Ext 512) 24608531 (D), Mob.: +91 9810475327,

Email: saumya@aima.in | www.aima.in

Faculty Development Programme



Participants of faculty development programme

AIMA conducted a faculty development programme on ‘Doctoral Workshop on Research Methodology Using SPSS & R Analytics’ leading to Certification in Research Methods and R Proficiency’ during 14-16 July 2016 at New Delhi. The participants of the workshop will continue learning through the online learning platform created by AIMA. The participants will have free

access to this platform for one and a half months. Later a proficiency test will be conducted and on successful clearing the assessment, proficiency certificates in research methods and R analytics will be issued. The workshop was attended by 32 participants from industry, academia and PhD scholars.

Chanakya

AIMA conducted a two day Business Simulation Programme for Sulzer India Ltd employees on 19-20 July 2016 at Pune. The programme was targeted at senior and middle management to get them into the competitive mode of steering the organisation through the new age challenges, especially the possible de-

regularisation in some of their products. The programme was conducted on AIMA’s online platform and was highly appreciated by the participants. AIMA’s simulation emphasises on strategy, competitive analysis, finance, cross-functional alignment, and the selection of business tactics towards growth.

Workshop



Participants at the workshop on Capability Building Workshop on ROI Methodology

AIMA organised a two day workshop on ‘Capability Building Workshop on ROI Methodology’ on 22-23 July 2016 at New Delhi. The workshop was conducted in collaboration with Roots n Shoots Management Consulting Pvt. Ltd. It was a new initiative to provide a conceptual understanding on the ROI methodology developed by Dr. Jack Philip of ROI Institute, USA.

The workshop focused on the ROI methodology, a credible system to evaluate the value of non-capital expenditures including L&D and HR till date. The two day capability building workshop was designed to provide skills, resources, and knowledge to measure the value of L&D and HR projects and programmes – down to the financial return on investment (ROI). About 15 participants attended the workshop which was very well received.

Training Programmes



Participants at the training programme

AIMA CSDT organised a training programme on 'Interpersonal Communication Skills' on 21-22 July 2016 at New Delhi. The training objective was to expand the perception of participants regarding inter-personal competencies and their impact on performance and success, to extract and crystallise inter-personal skills through experiential analysis, to identify the components of each inter-personal skill, to synthesise the application of inter-personal competencies in different work and life scenarios, to formulate an action plan for applying inter-personal competencies for building and sustaining teams, collaboration and synergy.

Another training programme was organised for IOCL on 'Managerial Effectiveness' on 22-23 July 2016 at New Delhi. The training was customised to help participants learn Managerial Effectiveness Models, Managing priorities – Obstacles and Way Forward, Goal Setting,

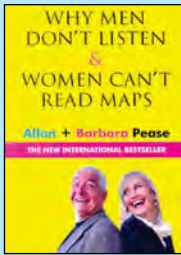
Prioritising tasks and responsibilities, Delegation etc.

AIMA CSDT organised a two day training programme for women professionals on 'Effectiveness for Women Professionals', the fourth in the series, on 28-29 July 2016 at New Delhi. Women from various professions including research, engineering, accounts, HR, administration and IT participated in the training and benefited immensely.

A one day training was organised on 22 July 2016 for internal trainers of Engineers India Limited at New Delhi. This was a refresher session on trainer skills for internal trainers of EIL.

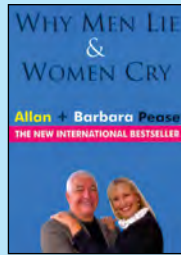
AIMA's ACT scheme is endorsed by NOCN, UK. Under the scheme offered, 32 technical trainers were certified by AIMA-NOCN under various levels during July 2016.

New Additions in AIMA Library



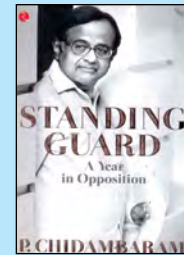
Allan

Why men don't listen & women can't read maps / Allan, Barbara Pease.
New Delhi : Manjul Publishing House Pvt. Ltd., 2015, P. 300



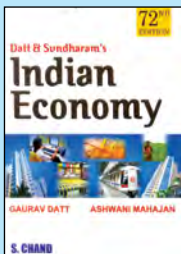
Allan

Why men lie & women cry / Allan, Barbara Pease.
New Delhi : Manjul Publishing House Pvt. Ltd., 2015, P. 322



P. Chidambaram

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



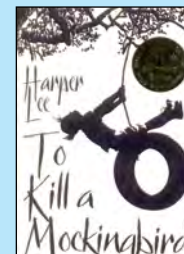
Gaurav Datt

Indian economy. 72nd ed.
New Delhi:
S. Chand & Company Pvt. Ltd., 2016, P. 1066



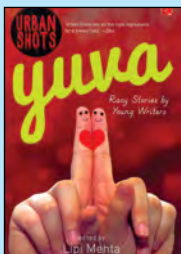
Dominique Lapierre

Freedom at midnight / Dominique Lapierre, Larry Collins.
New Delhi:
Vikas Publishing House Pvt. Ltd., 2012, P. 774



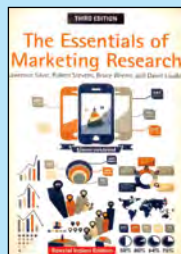
Harper Lee

To kill a mockingbird. London : Arrow Books, 2010, P. 309



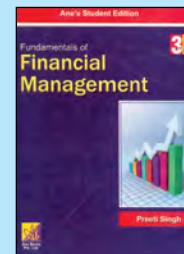
Lipi Mehta

Urban shots: yuva.
New Delhi:
Rupa Publications India Pvt. Ltd., 2014, P.177



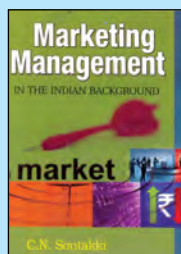
Lawrence Silver

The essentials of marketing research. 3rd ed.,
New York:
Routledge, 2014, P. 362



Preeti Singh

Fundamentals of financial management.
New Delhi:
Ane Books Pvt. Ltd., P. 703.



C.N. Sontakki

Marketing management: in the Indian background.
New Delhi:
Kalyani Publishers, 2014, P. Irr.

Certificate in Initial Lean Supply Chain - Strategic

A programme that equips you with the competitive edge needed for today's business.



Overview

With increasing complexities and requirement of competitive edge in doing business, Supply chain management is becoming increasingly important for organisations, at the same time, more and more challenging for individuals responsible. Developments urge companies to integrate their business processes with those of their suppliers, customers and other stakeholders. Processes include production and delivery of goods/services, procurement, planning and control, development and deployment of strategies and policies, project management. This certificate programme focuses on the tools of Global Supply Chain Management including concepts and applications. Student completing the Initial Lean Supply Chain – Strategic course will learn how to apply lean strategies, lean principles, and best practices to synchronize the supply chain with upstream and downstream partners.

Key Benefits

- Globally available professional certificate offered by two well reputed institutions, Purdue University and AIMA.
- Program designed and delivered by highly experienced Global Supply Chain management professionals.
- Hands-on experience through case study, business games and assessments.
- Anywhere, Anytime learning.
- Enhance Supply Chain Knowledge and skills by focusing on the 4V's: variety, velocity, variability and visibility.
- New insights into aligning your supply chain to achieve competitive advantage.
- Opportunity to explore purchasing, production, and distribution strategies for a global environment.

For more details please contact

Programme Manager

All India Management Association, Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003

Tel: +91 (11) 43128100, 24645100, Extn.- 738/710 | Fax: +91 (11) 24608503 | E-mail: scm@aima.in

Website: www.aima.in

The Real Reason Uber Is Giving Up in China

by William C. Kirby



Last September some of the world's foremost technology industry leaders met in Seattle with Xi Jinping, president of China. In a group photograph, 30 CEOs with a combined market capitalization of \$2.5 trillion smiled for the camera alongside the Chinese leader. They included Microsoft CEO Satya Nadella, Facebook CEO Mark Zuckerberg, and leaders of some of the most prominent "sharing economy" companies: Airbnb CEO Brian Chesky and Didi Chuxing CEO Cheng Wei, the head of China's leading taxi and private car hailing app.

Conspicuously absent from the photo was Uber's CEO, Travis Kalanick.

This did not bode well for Uber's future in China. On Monday Uber said that it is selling its operation in China to a rival Chinese ride-sharing company whose CEO was in that foreshadowing photo. Cheng Wei will get a seat on Uber's board as part of the deal. Kalanick gets the same on Didi Chuxing's board, and Uber gets around a 20% share of the Chinese company, which will run Uber's Chinese operation as a separate brand.

Much of the U.S. news coverage has centered on Uber capitulating to competition and getting schooled by its Chinese archfoe. It is true that Kalanick consistently called China the most important market for Uber. He joked to a Chinese publication that he was spending so much time in China that he should apply for Chinese citizenship. Uber truly wanted to succeed in its fastest-growing market, one where taxi drivers outnumber their U.S. counterparts tenfold. The company's losses were mounting in a bid to win market share.

Still, I believe Uber is leaving China not because of interference from its rivals but because of interference from the state.

When Uber entered the Chinese market, it soon learned it had to change its core product. At first, customers had to validate credit card information before opening an account. This presented a major obstacle for many potential Chinese users. Uber China recognized this disadvantage in its business approach and, just in time for the formal launch in February 2014, added the option of payment through Alipay.

After that, Uber continued to use Google Maps to locate and match customers with drivers. But Google Maps coverage in China was extremely limited and notoriously inaccurate. So Uber China entered into a strategic partnership with Baidu in December 2014. Baidu, an economically powerful and politically connected company, was now in Uber's inner circle of investors. Uber China also installed servers on Chinese soil to prevent its operations from getting disrupted while passing over China's notorious firewall.

Yet even after making its core product more

attractive to Chinese customers, Uber had to spend hugely to attract drivers and riders. New users were attracted to the platform by large discounts on their first trip, often equivalent to the full cost of the ride. Similarly, drivers were encouraged to join the service. In Chengdu, Uber drivers numbered 42,000, nearly the same as the number of Uber drivers in London, Paris, and San Francisco combined. But the company's capital investment had an unintended consequence: It gave rise to a rampant economy of drivers faking trips for personal profit.

It was costly, but it still worked. Despite intense competition from two Chinese taxi-hailing services (that later merged to take on Uber more directly), Uber was succeeding because it could drive in a gray zone of Chinese markets.

After all, Uber's aggressive push into China was made possible by the fact that the space was largely unregulated. The company founded local entity after local entity in China to compete in different urban markets. That's a proven strategy; China is not one market for almost anything. My colleague Meg Rithmire has shown that different cities in China can have very different regulatory environments. Many successful private companies in China have realized they can succeed in areas where the government is not yet present or where it has not yet set regulations. Basically, you can succeed in any form of business that is not yet illegal. Ride sharing was one such business.

The losses Uber was taking to win market share were unsustainable. But the same goes for its erstwhile chief rival. Didi Chuxing had become the dominant Chinese player in the space. But neither company could afford the high level of subsidies (and resulting

costs from driver corruption) needed to win new drivers and riders and new markets.

In the end, it wasn't competition that spelled Uber's demise in China; it was impending national regulations. Uber was negotiating with Didi Chuxing as a new regulatory scheme was being written. The nationalization of industry regulation was bad news for a startup that depended on local variance and gray zones.

These national regulations are now a reality. To be sure, the headline reads well in the Xinhua news release on July 28, 2016: "China Grants Legal Status to Ride-Hailing Services." But legal status in China can come with handcuffs. The country's first nationwide regulation of the industry was truly bad news for Uber and, if followed to the letter, bad news for the entire industry.

Under the new regulations, the data collected by Uber would come under the purview of the government. There would be no more subsidies. Market prices would prevail, the regulations state, "except when municipal government officials believe it is necessary to implement government-guided pricing." According to Xinhua, ride-hailing companies would be urged to merge with taxi companies. (Many of those also happen to be owned by the local governments.) Uber would have to get both provincial and national regulatory approval for its activities anywhere in China. Online and offline services would be regulated separately.

About Author:

William C. Kirby is the Spangler Family Professor of Business Administration at Harvard Business School and the T. M. Chang Professor of China Studies at Harvard University. His latest book, co-authored with Regina Abrami and F. Warren McFarlan, is Can China Lead? (HBR Press, 2014). He is the co-author, with Joycelyn Eby, Adam Mitchell, and Shuang Lu, of the case study, "Uber in China: Driving in the Gray Zone" (2016).

Disclaimer:

This article is republished with permission from Harvard Business Review. <https://hbr.org/2016/08/the-real-reason-uber-is-giving-up-in-china>

Moreover, foreign companies like Uber would be subject to even more regulation than their competitors. Even though Uber had been registered in the form of local companies, its national platform would now be handled differently. And despite this standardization of the industry, local governments would be allowed to issue "ride-hailing service driver's licenses" and to determine who is eligible to be a driver and what kinds of cars can be driven.

This national regulation was an impending disaster for Uber. In retrospect, perhaps the company could have remained in charge and made money had it kept to its initial "niche" market for wealthy Chinese people and expats. But by going for the mass market to reach higher valuation and to fuel its larger platform strategy, Uber brought on extra challenges. Central government regulations were almost inevitable.

There is an English saying that a picture is worth a thousand words. You could certainly apply that to the fateful photograph of Xi Jinping and the top technology CEOs — the one where Kalanick is out of the picture.

There's also a saying in China: "The nail that sticks up is the nail that gets hammered down."

Here is the takeaway. Where the Chinese state steps in is where entrepreneurship goes to die. In selling its China business to Didi Chuxing, Uber is getting out of its China operations at the right time and at a reasonable price.

Join the **Management Movement**



- Networking opportunities with Indian and global corporate majors
- Platform to interact with other members / thought leaders
- Concessional rate for AIMA programmes
- Complimentary participation in a few flagship events of AIMA
- Complimentary membership of AIMA library
- Affiliation to any one LMA
- Free copies of 'Indian Management' and AIMA E-news
- Representation on the AIMA Council of Management through election

So when are you connecting with us?

Be an AIMA Member Today !

www.aima.in

Mary Barra: What Every B-School Graduate Should Know

The CEO of General Motors shares leadership lessons she's learned along the way.

by Shana Lynch

In today's job-hopping culture, Mary Barra is an outlier. The 54-year-old Stanford GSB graduate started at General Motors at age 18, rose in rank and responsibility, and became the automobile giant's chief executive in 2014.



Under her tenure, GM has excelled. It posted a profit of \$9.7 billion in 2015, the highest since its 2009 bankruptcy restructuring. It also beat nearly every carmaker to the first mass-marketed all-electric car and invested heavily in car-sharing and self-driving startups.

Barra has also weathered challenges in her leadership role, including the recall of 30 million cars with faulty ignitions.

Returning to campus for this year's Stanford Graduate School of Business graduation, Barra shared four



leadership lessons with the graduating class. In her words (excerpted from her speech):

Leaders Listen

It's OK to admit what you don't know. It's OK to ask for help. And it's more than OK to listen to the people you lead. In fact, it's essential.

It's important to surround yourself with people who will challenge you and tell you when and why you are wrong.

And the need to listen doesn't diminish when you become general manager or CEO — it increases.

Leaders Care

I was a student here in the late 1980s, when MBAs were frequently compared to Gordon Gekko, the character played by Michael Douglas in the 1987 film Wall Street. Gordon Gekko's mantra was simple: "Greed is good."

Today, many people continue to view the business world with considerable disdain. Gallup's latest update on confidence in U.S. institutions reports that more than three-quarters of U.S. adults don't trust "big business."

As leaders in business, government, nonprofits, NGOs, or wherever your career takes you, you have a responsibility to help change the relationship and the reputation our institutions have with society.

For me, at GM, that starts with customers. And no matter what business you go into, you only win when your customer says you win.

Leaders Inspire

Your company's success depends on how well you satisfy your customers. When one day you are leading an organization, you should absolutely be

concerned about the bottom line.

But as a visionary leader, you should be thinking about more than just the next quarter. You should also be thinking about the next decade, and what your company's reputation and place in the world will be after 40 quarterly results.

More and more, today's employees want to be connected to a broader purpose. They want their companies and institutions to make the world a better place.

I believe we can do both. I believe we are required to do both. And I believe it's up to leaders to set the tone, create the vision, and inspire the behaviors that allow our organizations to best serve society.

If you truly want to 'change the world,' you need more than talent.

Mary Barra

PIt means creating workplaces where employees are empowered to contribute to their full potential. It means working to improve the communities where we live and work by supporting and improving STEM [science, technology, engineering, and mathematics] education.

It means changing the way we build our products — using renewable energy, creating landfill-free facilities, and working to address climate change. At GM, it means working to reduce and, one day, eliminate the effect our cars have on the environment.



At the end of the day, all businesses are about people first — because the only way we can build genuinely successful businesses is to build lasting relationships inside and outside the company. We do that by holding ourselves accountable, by doing what we say we are going to do, and by inspiring others to strive for something bigger than themselves.

Leaders Work

If you truly want to “change the world,” you need more than talent. You also need to do the work, because hard work beats talent if talent doesn’t work hard.

I think about my mom and dad. My parents grew up during the Great Depression. My mom grew up on

a farm in Northern Michigan. My dad grew up in an iron-mining area of upper Minnesota. They didn’t have many advantages. They each had only high school degrees. But they believed in the American dream, and they worked hard to achieve it.

They taught my brother and me that there is no substitute for hard work and that work comes before play. They displayed the kind of passion and grit that allowed them not just to raise a family, but to build a foundation from which we could reach even higher.

Education will open doors. Talent will open worlds. But it is hard work that will enable you to accomplish more than you ever imagined.

Disclaimer:

This article is republished with permission from Stanford Business School of Graduate. <http://www.gsb.stanford.edu/insights/mary-barra-what-every-b-school-graduate-should-know>



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

For details contact:

Saumya Singh - Assistant Director
All India Management Association
Centre for Skill Development & Training (CSDT)
Management House, 14, Institutional Area, Lodi Road, New Delhi-110 003
Ph.No.011-24608531 (D), 9810475327, Email:saumya@aima.in
www.aima.in

Ahmedabad Management Association

Management Forum

Mr. Himlal Parikh, Director, Interface Capital Markets (P) Ltd. addressed on 'Trading in Stock Market' on 7th July. A Panel Discussion on 'Free Trade Agreement: Gujarat Advantage' was addressed on 8th July by eminent panelists Mr. T S Vishwanath, Principal Advisor, APJ-SLG Law Office; Mr. Sunil Parekh, Corporate Advisor, Zydus Cadila; Mr. S M Chaturvedi, Import-Export Consultant.



Mr. Himlal Parikh interacting with the audience

Dr. Rasananda Panda, Professor, MICA, addressed on 'Present Update on Indian Economy in the context of BREXIT' on 22nd July. Mr. Mihir Parikh, Director, Saral IT Solutions addressed on 'Getting your first job in IT' on 8th July. The sessions were very well received by the attendees and served beneficial to all professionals as well as aspiring students ensuring clear understanding of the various management aspects.



Dr. Paresh Kariya at the 5th Research Forum

Research Forum

Mr. Paresh Kariya, Director, OTIS Elevators India Ltd. addressed the doctoral students on 9th July and provided useful insights on managing and carrying out research, guidelines to draft research proposals and elaborated with examples various parameters of research.

Member Connect Initiatives

Swami Nikhileshwarananda, Shri Ramakrishna Mission, Vadodara addressed on 'Harmony of Four Yogas for Peace & Happiness' on 9th July. 'Standing Ovation' (Inspirational Stories of the Unsung Heroes) was addressed by Mr. Sanjay Chakraborty, Marketing Communication Advisor, Essksee Consultancy on 15th July and provided various novel understandings on the subject. Open House Orientation

Session on 'Film Production and Management' was addressed by Ms. Malti Mehta, Former Director & Producer, EMRC on 16th July. Dr. George Watts and Mrs. Laurie Blazek from Top Line Talent, USA addressed the interactive session on 'Becoming an Inspiring Leader' by giving relevant examples and effective presentation.

Developing Perspectives

'Leadership Transformation – from Smartness to Wiseness' was addressed by Dr. Shailesh Thaker, Life Coach & Public Speaker on 29th July. Dr. Paresh Kariya, Director, OTIS Ltd. addressed on 'Developing Professional Attitude at Work' on 30th July. Both the programmes were very well received by the participants.



Swami Nikhileshwarananda delivering his talk

Management Development Programmes

AIMA conducted 63 Management Development Programmes this month focusing on Effective Public Speaking & Personality Development, Performance Management System, Effective Interviewing Skills, Brand Summit 2016, Teacher's workshops, Certificate Programmes on Film Production & Management, Bakery & Pastry Chef Professional, Project Management, Purchasing Management, Marketing Effectiveness etc.

Allahabad Management Association

Allahabad Management Association in collaboration with HP4 - the soft skills company conducted a Entrepreneurship Development Programme on 8th & 9th July under a joint venture with Hardcourt Butler Institute, Kanpur as a first outsourced programme by Skill India, Govt. of Uttar Pradesh. The trainers were Mr. Vibhav Bajpai, Soft skills trainer, Vice President AMA and Mr. Ravi Prakash, motivation consultant and Secretary AMA. The programme was well received and 150 students participated in the deliberations.



Mr Ravi Prakash & Mr Vibhav Bajpai with the participants



The Core Committee members with Mr. Sanjeev Sareen

As part of the evening lecture series, an informative talk on Life Style Management – The Science of Eating was delivered by Mr. Sanjeev Sareen, President Reliance Industries on 30th July. The Chief Guest on the occasion was Prof. K. K. Bhutani, Director, UPTEC Allahabad. About 15 executives from RIL and 55 members of AMA were present in the lecture and benefitted greatly.

Baroda Management Association

Friday Evening Talks

A Friday Evening Talk (FET) on 'Self Management to Happiness' was held on 1st July with Mr Bhargav Parekh, as speaker.

Another FET on 'Emerging Trends in India Stock Market with special reference to BREXIT' was conducted on 8th July with Mr. Jagdish Thakkar, Director of Fortune Fiscal Limited. He spoke about the Stock Market history to present date scenario with specific reference to Stock Market turmoil.



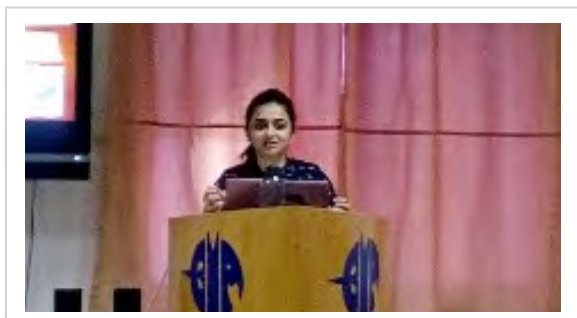
Mr. Bhargav Parekh addressing the FET on 'Self Management to Happiness'

Another Friday Evening Talk on 'Bring Your Undisclosed Income Under Tax Umbrella' was held on 15th July. Mr. R K Singh Mehra, Income Tax Department Baroda was the speaker for the session.



Mr. R K Singh Mehra addressing FET

A Friday Evening Talk on 'Oral health: Debunking your dental myths', with Dr. Sneha Sameep Shah was conducted on 22nd July.



Dr. Sneha Shah addressing

Another FET was held on 29th July with Mr. Kumar Shah on 'Ride your Dreams', a book he has written on his experience of the grueling 76 days he spent on the road crossing 14 international boundaries on a motorbike from Vadodara to London in 2013-14. It will be published by December 2016.



Mr. Kumar Shah addressing

MDP

A one day MDP on Model GST Law was held on 23rd July with Advocate Saurabh Dixit as the speaker. He gave a very informative and insightful lecture which was well appreciated by the audience.



Advocate Saurabh Dixit with participants

Bharuch Management Association

MDP

BDMA organised an MDP on 'Incident Reporting & Investigation' on 5th July. The faculty for the programme was Mr. Dilipsinh N Chauhan, Trainer & Consultant.



Participants with Mr. Dilipsinh N Chauhan



Participants with Mr. Apurva Pandya

An MDP on 'Effective Written Communication' was conducted on 14th July with Mr. Apurva Pandya, Senior Executive Head & Trainer, BDMA. The session included the different ways & types to communicate in business world. Email which is the utmost part of communication in professional world was covered on a broad spectrum.

Evening Talk

An evening talk on 'Fundamentals of Ethical Management' was held on 6th July. Swami Vishwatmanandji, Senior Monk, Ramkrishna Mission, Chief Monk, Ramkrishna Ashram, Rajkot, Editor, Ramkrishna Jyot was the speaker. He enlightened the audience with the lessons from Srimad Bhagwad Gita and he shared the management lessons that one should apply to grow professionally.



Swami Vishwatmanandji addressing

Inhouse Training Programme

BDMA is organising an Inhouse Training Programme on Effective English at Lubrizol Advanced Materials Pvt Ltd, Dahej from July-September with Mr. Apurva Pandya, Senior Executive Head & Trainer.

Mr Pandya conducted another Training Programme on 'Unleashing the Potential within You (Motivation)' at Toyo Ink India Pvt Ltd, Dahej on 30th July.



Mr. Apurva Pandya conducting the session

Bhopal Management Association

Bhopal Management Association was closely involved in the 'Mandar-And-No-More Mission'. Co-Chairman, Dr. Mahesh Shukla, Sr. General Manager, BSNL, was instrumental in contributing greatly to this campaign of saving lives from the dangers of water-bodies. Lok Sabha Speaker, Ms. Sumitra Mahajan remotely inaugurated a 2G mobile tower at a special programme organised in the Governor House. This tower has been set up by BSNL Madhya Pradesh, as a public welfare contribution to save lives from the dangers of water-bodies. BMA is committed to support such causes as a part of its social responsibility.

Bhopal Management Association successfully organised an Awareness Session on 'Safe Computing' on 9th July. Mr Ashish C Chaturvedi, Head, IT Department of Permali Wallace Pvt. Ltd. was the key resource person. About 30 people, including employees of Permali Wallace Pvt. Ltd. and members of BMA, attended the programme. Mr Shrikant Phatak, member BMA and President, Rotary Club East Bhopal; Mr S K Kodesia, CEO and Mr Sandeep Bhargava, Permali Wallace Pvt. Ltd. also participated. Hon. Secretary BMA, Mr Vishwas Ghushe, welcomed all the participants; Treasurer BMA, Mr Manoj Jha presented a memento and Mr G K Chhibbar gave the vote of thanks.

Bombay Management Association

A special weekend course in association with L. R. Associates was continued at BMA. The concluding session was held on 2nd July with Prof. Leslie Rebello & others from L. R. Associates. The participants learnt a lot on the covered topics relevant to the present days. The participants also made presentations followed by the certification ceremony.



Inauguration of 2G mobile tower



Awareness Session on 'Safe Computing'



Prof. Leslie Rebello with the participants

A one day programme on 'Spin Selling Skills' was held on 15th July conducted by Mr. Mehul Kuwadia. The participants learnt how to plan a successful sales call, ask the right questions etc. The programme was very well received.



Mr. Hariharan with the participants



Mr. Ashok Sharma with the participants

A half day programme on 'Business Shastra' was held on 21st July conducted by Mr. Hariharan Iyer. The programme inspired the participants to think of a purpose of their business in addition to creating a vision and mission for their existing and upcoming business.

A full day programme on 'Inventory Control Techniques' was held on 27th July conducted by Mr. Ashok Sharma. The programme was very well received.

Chandigarh Management Association

Chandigarh Management Association (CMA) organised two state level workshops on 'Internet Safety' and 'Car Safety' on 19th July. Dr Aneet Bedi, President, CMA inaugurated the session. Eminent speakers and experts addressed the audience. The workshops were attended by more than 60 members.

Ms Rinki Sharma from Consumer VOICE, New Delhi and Mr. Surinder Verma, Chairman, Citizen Awareness Group explained how the internet frauds were being executed and how to avoid them.

In the second half of the day, a workshop on 'Car Safety' was organised with Ms Rinki Sharma, Consumer VOICE; Dr. Guneet Singh, Assistant Professor, Psychology, Panjab University, Chandigarh; Mr. Jagwinder Thakur, Assistant Professor, GJIMT, Mohali and Mr Harbir Singh Atwal, Superintendent of Police (Traffic), Punjab Police, Mohali. The workshop ended with a quiz on car safety, conducted by Dr. Guneet Singh.



Dr. Aneet Bedi, President, CMA welcoming Ms. Rinki Sharma from Consumer Voice



Mr. Harbir Singh Atwal, SP Security and Traffic, Mohali along with CMA members

Delhi Management Association

Delhi Management Association organised a Summit on 'Relevance of CSR - PSE Perspectives' under the leadership of Dr. Bhaskar Chatterjee, DG & CEO, IICA as Summit Chairman and Mr Prem Prakash Srivastava, CEO, PFC Consulting as Summit Director on 22nd July.

Mr Arun Gupta, Ex. CMD, SJVN Ltd was the Guest of Honour; Mr Narendra Kumar (IAS), Principal Secretary, Govt. of NCT of Delhi was the Keynote Speaker and Mr Ved Prakash, CMD, MMTCL Limited was the Chief Guest. Mr Rajiv Arora, HR Leader, Mercer India & Vice President, DMA delivered the welcome address and Mr Prem Prakash Srivastava gave the programme overview.

Some other speakers included Dr. Bhaskar Chatterjee; Mr A K Agarwal, Director (Projects), Power Finance Corporation; Dr. U D Choubey, Director General, SCOPE; Mr V M Bansal, Chairman, NDIM; Mr V M Kaul, Former Director, Power Grid; Mr R Nagarajan, Director (Finance), Power Finance Corporation; Dr. A K Nigam, Director (CSR & HR), White Swan Consulting Group; Mr S K Jain, ED (CSR), NTPC; Mr Bibhuti Pradhan, Chief Manager (CSR & Sustainability areas), IOCL; Mr Shitanshu Prasad, ED (P&A), SAIL amongst others.

The DMA CSR Awards 2016 were presented to ONGC, NTPC, Power Grid, GAIL, ANTRIX and Numaligarh Refinery Limited for their Outstanding CSR Projects. Mr Rajan Pandhi, Director, DMA delivered the vote of thanks.



(L-R) Dr. Bhaskar Chatterjee, Mr Ved Prakash, Mr Narendra Kumar (IAS), Mr Arun Gupta, Mr Prem Prakash Srivastava, Mr Rajan Pandhi and Mr Rajiv Arora



DMA CSR Award 2016 Winners with the dignitaries

Ghaziabad Management Association

Ghaziabad Management Association and Ghaziabad Branch of The Institute of Chartered Accountants of India organised a 'Citizen & Member Awareness Workshop on The Income Declaration Scheme, 2016' on 2nd July. The Guest of Honour was Mr. Arun Kumar Thatai, Principal Commissioner of Income Tax, Ghaziabad and the speaker on the occasion was CA Rajeev Ahuja, who deals with corporate taxation.

During the workshop, a live telecast of the address of Hon'ble Finance Minister, Govt of India was made where he explained some details of the declaration scheme followed by a panel discussion. Dr. Girish Ahuja, a Taxation expert explained the scheme in great detail.



Principal Commissioner of Income Tax addressing the gathering

Guwahati Management Association

Guwahati Management Association observed World Population Day by organising a meeting on 11th July where the keynote address was delivered by Mr. H. Talukder. Mr. D. N. Barua, President GMA welcomed the gathering. Mrs. Gayatri Bhattacharjee, Former Professor, Guwahati University spoke on the theme 'Investing in Teenage Girl'. Mr Parag Phukan spoke on growing population and sustainability.



Mrs Gayatri Bhattacharjee, Former Professor of Guwahati University addressing

Hyderabad Management Association

Youth Skill Fest

The Hyderabad Management Association acted as supporting partners for the mega event 'Youth Skill Fest-Yuva Kaushal' organised by The Institute of Company Secretaries of India on 15th July.

Lecture Meeting

Hyderabad Management Association conducted a Management Lecture Meeting on 'Discover Self People Analytics' on 19th July with Dr J M Sampath, Ph.D, Managing Director, Arpitha Associates Pvt Ltd.

Speaking on the occasion, Dr J M Sampath, spoke on leveraging Technology in the HR Domain to develop the abilities of employees to increase productivity and the value of individual contributions to the organisation. Mr. Sravan Kumar Madap, President of Hyderabad Management Association presided over the occasion and Mr. Ravi Kumar Peesapati, Secretary, HMA gave the vote of thanks.

Student Development Programme

Hyderabad Management Association conducted a half day Management Student Development Programme at M R L Institute of Technology, Dundigal, Hyderabad on 22nd July.

On the occasion, Hyderabad Management Association conducted Management Lectures led by Mr Vijay Vedantam, HMA Individual Member & Vice President, Atlas Financial Research Consulting Pvt Ltd and Mr Ramchander Maddela, HMA Life Member & Executive Vice President, Corporate HR & Strategy, Foodmingo.com



Dr J M Sampath, Managing Director, Arpitha Associates Pvt Ltd, Bangalore delivering the lecture.

Panel Discussion

HMA in association with Centre for Economic and Social Studies jointly conducted an interactive Panel Discussion on '25 Years of Economic Policy Reforms : A Retrospection' with Chairman, Padma Bhushan C H Hanumantha Rao, Former Member, Planning Commission of India on 28th July. The other panelists included Dr S Chakravarthy, IAS (Retd), Former Chief Secretary, Govt of Andhra Pradesh; Mr P V Prabhakar Rao, Noted Industrialist and Mr P V R K Prasad, IAS (Retd), Former Additional Secretary in the Prime Minister's Office.



Padma Bhushan C H Hanumantha Rao, Former Member, Planning Commission of India & Mr Sravan Kumar Madap, President, HMA garlanding the photo of Former Prime Minister, Mr P V Narasimha Rao



Mr Sriram lighting the lamp as Mr Vittal Rao, Retired Advocate; Mr Ravi Kumar Peesapati, Secretary, HMA and Mr Sravan Kumar Madap, President HMA look on.

MDP

HMA conducted a Management Development Programme on 'Reaching the Top' by Dr N V Warlu, Founder, WISE- Warlu's Institute of Success Education on 30th July. 26 participants from large & medium industries attended the training.

Indore Management Association

Film Show

IMA organised a Management Film Show on 'Money ball' on 5th July with Mr Abhishek Sanghvi, Director, Swan Finance, who spoke on the power of data analytics to transform failure into success.



Mr. Sanghvi during Management Film Show



Mr. Rakesh Jain during Training@doorstep

Training@Doorstep

Indore Management Association organised its Training@doorstep Workshop on 'Energizing People For Performance' on 21st July with Mr. Rakesh Jain, Master Practitioner Life Coach, NLP and principal facilitator at Outdoor Learning Resources Pvt. The entire workshop was very creative and used various techniques of outbound training exercises.

Evolution For Excellence

Indore Management Association organised a full day Workshop on the topic 'The Lean Way to Improve Efficiency' on 8th July. The facilitator for the session was Mr. Tarun Chhugani an astute professional and Six Sigma Black belt with 14 + years of corporate experience.



Mr. Tarun Chhugani during Evolution for Excellence



Dr. Kalindi Kale during Center of Excellence

Center of Excellence

IMA organised Centre of Excellence (COE), an evening talk on the topic 'Transform Better-Transform Faster' on 19th July with Dr. Kalindi Kale, a Transformation Management Consultant. She talked about why 'copy-paste' does not work in Organisation Development Interventions, how to recognise the time to transform amongst other things.

HR Forum Meeting

Indore Management Association organised its HR Forum Meeting, on the topic 'Positive Reinforcement towards Modeling Behaviours' for management professionals and students on 26th July. The facilitator for the session was Mr. Mohit Kumar a Human Capital Strategist.



Mr. Mohit Kumar interacting with the participants during HR Forum Meeting

Once Upon A Time

Indore Management Association organised the second edition of the series #OnceUponATime: Stories of Champions with Mr. Renuka Aradhya on 29th July. The moderator for the programme was Dr. Sandeep Atre, Founder Director, Socialigence.



Mr. Renuka Aradhya in conversation with Dr. Sandeep Atre

Mr Aradhya begged on the streets once, now his company has a turnover of Rs 30 crore and employs 150 people. The most important learning for him in his journey has been that

to earn money we must have a vision. And to make that happen, we must make the best of opportunities that come our way.

Kerala Management Association

Annual General Meeting & Managing Committee

The Annual General Meeting of KMA was held on 1st July. Mr. Prasad K. Panicker, President welcomed the gathering and invited Mr. Mathew Urumbath, Sr. Vice President for the welcome address followed by the Presidential Address. Mr. Panicker, during his address spoke about the innovative programmes held during the year and



Mr. Prasad K. Panicker, President delivering the Presidential Address



Elected MC Members & select Past Presidents

congratulated the various committee chairpersons and members for their commitment and support rendered. Mr. C S Kartha, Honorary Secretary KMA, presented the Annual Report of activities and Mr. Jibu Paul, Treasurer presented the audited accounts.

Election of Members for the Managing Committee for 2016-17 & 2017-18 was also conducted on 1st July. The Office Bearers of KMA for the year 2016-17 were elected in a Managing Committee Meeting on 10th July. Strategy Meet of the Elected Members along with a few select Past Presidents was held on 17th & 18th July.



2nd issue of KMA Business Review and Research Journal being released

KMA Business Review and Research Journal

President Mr. Prasad K Panicker congratulated Chairman of the KMA Business Review and Research Journal for bringing out the second issue of the journal and invited Dr. P K Abraham to release the journal presenting the first copy to Dr. Francis Cherunilam.

Ludhiana Management Association

Lecture cum Presentation

Ludhiana Management Association organised a Lecture cum Presentation on 'The Government Perspective – From Inside & Outside' on 20th July. The Guest Speaker was Mr. Vivek Atray, Sr. IAS Officer, Govt. of Haryana, Chandigarh. 185 industrialists, entrepreneurs, professionals & senior executives attended the programme which was followed by an open house session.



Mr Vivek Atray interacting with the participants

Integrated View of Entrepreneurship

On 28th July, Mr Kamal Wadhwa, Founder & CEO, TCY Learning Solutions Pvt Limited & Sr. Vice President, LMA spoke on 'Integrated View of Entrepreneurship'. He engaged the students through a series of questions that often intrigue students in terms of starting up a venture of their own. 211 student members of LMA & faculty members of different management institutes attended the lecture which was followed by an open house session



Mr Kamal Wadhwa interacting with student members on Entrepreneurship



Dr Monika Bharti interacting with women members on Skin Care

Seminar

A Seminar on Skin Care was conducted on 30th July with Dr Monika Bharti, Dermatologist & Cosmetologist, Ludhiana. Dr Bharti interacted with women members of LMA and enlightened the participants on the latest trends in medical cosmetology. 40 women members of LMA attended the seminar & participated in the discussions.

Mangalore Management Association

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangalore jointly organised a lecture meeting on 'Role of Organic Food in Managing Health' by Mr Addoor Krishna Rao, President, Saavayava Krishika Balaga Mangaluru, on 26th July.

Mr U. Rama Rao, Former Secretary, MMA, rendered the invocation. Dr. Devaraj K., Director, SDM PG Centre of Management Studies & Research gave the presidential address. Mr J.H.G. Anchen, Vice President, MMA welcomed gathering and introduced the Chief Guest. Mr M.R. Vasudeva, President, MMA expressed his views about the talk and honoured the Chief Guest. Mr Prasanna Mallya, Secretary, MMA proposed the vote of thanks.



Mr Addoor Krishna Rao, addressing the audience

Meerut Management Association

Meerut Management Association and Indian Industries Association organised a Seminar and Panel Discussion on Recent Amendments in Regulations for Cash Transactions, Service Tax and GST Draft Bill on 12th July. CA Dhruv Arora, CA Akash Jain, Advocate Mohit Sapra and Advocate S. K. Mathur were the esteemed speakers who enlightened the members on Tax on cash transactions, Service Tax and GST Draft Bill. The event witnessed a participation of over 90.



(L-R) Mr. Anurag Agrawal Secretary IIA, Mr. Ankit Singhal President MMA, Mr. Atul Bhushan Gupta Chairman IIA, Advocate S. K. Mathur, CA Dhruv Arora, CA Akash Jain and Advocate Mohit Sapra

Navsari Management Association

Workshop

A six day workshop on 'Diamond Grading' was organised by Navsari Management Association with the help of Indian Diamond Institute and Export Promotion Council of India from 6th to 12th July. Mr. Dineshbhai Navadiya, President, Diamond association, Surat inaugurated the programme. The workshop was attended by 20 participants.



Prashant Parekh, EC Member of NMA addressing the workshop



Mr. Nirmal Parekh with participants

Aptitude Test

NMA counseling centre arranges an aptitude test for the students of 9th to 12th standard. During this month it was scheduled on 17th July. On the basis of test report, counseling is provided to students and parents which helps them in making the right career choice.

On 10th July NMA organised a workshop on 'End to Begin'. Mr. Nirmal Parekh was the speaker for the session.

A two day workshop on 'MS Excel Foundation' was organised on 30th & 31st July with Mr. Sham Sachinwala, MS Excel expert, 15 participants attended in the workshop.



Participants with Mr. Sam Sachiwala

Palghat Management Association

Palghat Management Association's 32nd Formation Day Function was held on 26th July. The guest of honour was Dr. P.B. Sunil Kumar, Professor Incharge IIT Palakkad. The programme was very well received.



Dr. P.B. Sunil Kumar addressing



Mr Madhava Priyan addressing

A one day workshop on 'Effective Team Building & Leadership' was held on 26th July. The session was led by Mr Madhava Priyan, MP, International Trainer in HR. 32 participants attended the programme.

Quilon Management Association

Quilon Management Association (QMA), in association with The Institution of Engineers (India), Kollam Local Centre (Chemical Division Board of IEI) organised National Seminar on the theme 'Challenges & Opportunities of Titanium Industries' from 22nd to 23rd July. The programme was inaugurated by Honorable Minister for Industries and Sports, Kerala, Mr E.P. Jayarajan. Mr M. P. Sukumaran Nair, Chairman RIAB, IEI Council Member and Chemical Division chairman presided over the function. The keynote address was given by Padmashree



QMA National Seminar i naugural function



Honorable Minister for Industries and Sports, Kerala Mr E.P. Jayarajan inaugurating the National Seminar

Mr. M.C. Dathan, Scientific Adviser to Chief Minister, Govt. of Kerala & Former Director VSSC. Dr. L.V. Muralikrishna Reddy, Immediate Past President, Institution of Engineers; Dr. Ajayaghosh, Director CSIR-NIIST and Dr. Febi Varghese, Managing Director, KMML also spoke on the occasion

Some of the other speakers included Mr P Rajendra Prasad, President Quilon Management Association and Hon. Secretary of Institution of Engineers (india); Dr. S. Jose, Chairman, Institution of Engineers; Dr. S. Suresh Kumar, Former Chief General Manager and Unit Head IREL;

Mr. K Raghavan, Deputy General Manager, KMML; Mr. A J Janardhanan, Unit Head, Indian Rare Earth Ltd; Dr. G. Madhu, Principal, School Of Engineering, CUSAT & IEI Chemical Division Board member; Mr. Georgee Ninan, Joint General Manager, KMML amongst others.

The organising committee chairman was Mr. Rajendra Prasad, President, QMA and Secretary Prof. S. Jose, Chairman IEI, KLC. The members were Er. Sreeraj C, Dr. M. P. Sukumaran Nair, Prof. Muhammed Zakkeer, Mr. P. P. Agarwal, Dr. P. G. Mathews, Dr. G. Madhu, Mr. K.V. Aravindakshan, Mr. N B Vasoya, Mr. Franklin Daniel, Dr. L V Muralikrishna Reddy, Mr. Sunil Kumar, Dr. J K Gehlawat, Mr. Jayaraju, Dr. R Bhima Rao and Dr. R. Madhu.

Rohilkhand Management Association

The Annual General Meeting of Rohilkhand Management Association was held on 27th July. RMA President, Mr. K.K. Damani, Executive Director, The Indian Wood Products Co. Ltd., welcomed the members and highlighted activities of previous year. Established in 1956, this year RMA will be celebrating its 60th anniversary, its Golden Jubilee.



President K.K. Damani, Secretary Qadir Ahmad and other members present in AGM

Tarapur Management Association

TMA Institute of Management Studies (TIMS) organised the inaugural session of the XVI batch of Advance Diploma in Industrial Safety on 16th July. ADIS is a professional diploma course conducted by TMA successfully for the past fifteen years and is recognised by Maharashtra State board of Technical Education. The executives working in this part of the country have benefitted from this course and till date more than 450 safety officers have passed out from this institute. The XVI batch was inaugurated by Mr Satishkumar, Chief- Operations, Global Wires, TATA Steel Ltd., and also the best performers of XV batch were awarded during the event.



Chief Guest Mr Satishkumar presenting the award to the Best Student of XV batch.

Thrissur Management Association

Management Programme

On 7th July TMA organised a joint programme with CII, Chamber of Commerce and ICAI on 'Honouring the Highest Tax Payers of Thrissur'. The objective of the programme was to recognise the highest tax payers of Thrissur. On the occasion Mr. P. A. Muralidharan IRS, Joint Commissioner of Income Tax, Thrissur spoke on the topic 'The Income Disclosure Scheme 2016'.



Mr John Thomas (DGM South Indian Bank) on behalf of South Indian Bank



Release of Silver Jubilee Souvenir

Silver Jubilee Valedictory Function

On 23rd July TMA organised the Silver Jubilee Valedictory function with the Chief Secretary, Govt. of Kerala Mr. S.M. Vijayanand, IAS as the chief guest. He spoke on the topic 'Revisiting Kerala Development Model'. In his speech he touched upon the vision of Kerala and its challenges. AIMA Director, Mr. Sanjay Grover delivered the special address. He praised TMA for its various activities. On the occasion TMA's Silver Jubilee Souvenir was launched by the chief guest.

Trivandrum Management Association

Trivandrum Management Association organised an Evening Lecture on 'Reducing the Stress through Art Therapy' by Dr. Girija Kaimal, Assistant Professor, Drexel University, Philadelphia, USA on 22nd July. The programme was well received by the participants.



Dr. Girija Kaimal addressing

PROFESSIONAL DIPLOMA IN BUSINESS ANALYTICS

A programme specially design for professionals involved in the planning, implementation, monitoring and measuring the effectiveness of Big Data strategy - or anyone who is looking to add a new skill set and pursue a career in this dynamic field of business analysis.



Module 1: Business Analytics and Big Data Fundamentals

Module 2: Introduction to Analytics and R Programming

Module 3: Data Analysis using R

Module 4: Advanced Analytics using SAS

A programme designed and delivered by experts from AIMA and Wiley

FOR QUERIES: PLEASE CONTACT

Dr Anuja Pandey - Programme Director
Ph: 011 24645100/43128100 Ext 709, Email: apandey@aima.in

Rahul Bhatia - Programme Manager
Ph: 01124645100/43128100 Ext 722, M. +91 9250127573 Email: rbhatia@aima.in

All India Management Association

Management House, 14, Institutional Area, Lodi Road, New Delhi-110 003 Ph: 011- 24645100, 43128100, Fax: 011-24626689/24643035, W: www.aima.in

AIMA Events Calendar

Event	Conference Director	Venue	Date
4th Marketing Retreat	D Shivakumar Chairman & CEO-India Region, PepsiCo India Holdings Pvt Ltd	Goa	19-21 August 2016
53rd SYMP		Guwahati	02 September 2016
20th Student Management Games (SMG 2016)		Pune & Baroda Indore Hyderabad Coimbatore New Delhi Ghaziabad Online	19-20 September 2016 22-24 September 2016 27-28 September 2016 03-05 October 2016 17-18 October 2016 19-21 October 2016 07-09 November 2016
43rd National Management Convention		New Delhi	21-22 September 2016
54th SYMP		Lucknow	22 October 2016
13th National Competition for Young India		Bangalore Kolkata Mumbai New Delhi	November & December 2016
14th HRM Summit	TV Mohandas Pai Chairman, Manipal Global Education	New Delhi	01 December 2016
5th Young Leaders Retreat	Sanjeev Bikhchandani Founder and Executive Vice Chairman, Info Edge and Vineet Agarwal, Managing Director, TCIL	Goa	02-04 December 2016

Event	Conference Director	Venue	Date
2nd India - Dubai Conference	Sunil Kant Munjal Vice President AIMA & Chairman, Hero Corporate Service P Ltd	Dubai	30 January 2017
7th Senior Leadership Retreat	Sunil Kant Munjal Vice President AIMA & Chairman, Hero Corporate Service P Ltd	Goa	10-12 February 2017
61st Foundation Day & 11th National Management Day		New Delhi	21 February 2017
3rd National Leadership Conclave	Sanjiv Goenka Chairman, RP Sanjiv Goneka Group	New Delhi	22-23 March 2017
Managing India Award 2016	Sanjiv Goenka Chairman, RP Sanjiv Goenka Group	New Delhi	22 April 2017

To view full calendar please visit www.aima.in

For any feedback, suggestions or advertising queries please write to, aimanews@aima.in

Published and released by AIMA Corporate Communications.

CONNECT WITH US



Professional Certificate Programme in **Digital Marketing & Analytics**

A Joint Skilled Based Certificate Programme from AIMA and Digital Vidya



Objectives

- To update participants on the latest developments in the field of Digital Marketing.
- To make the participants understand the fundamentals of Digital Marketing.
- Develop skills to drive innovation in Digital Marketing
- To share the benefits and uses of Search Engine Optimization and its significance.
- Use of Google Analytics and other tools.
- Use of Social Media Marketing in today's global environment

Joint Certification

Professional Certificate in digital marketing and analytics

Course Outline

- Orientation to Digital Marketing
- Search Engine Optimization (SEO)
- Search Engine Marketing/Google Analytics and Display ads
- Social Media Marketing
- Email Marketing
- Web Analytics

Program Fee

Rs. 36,000 (at the time of admission) + Service Tax

Class Schedule

Online Weekend Programme: 3-4 hours (Saturday/Sunday)

For more details, please contact:

Rahul Bhatia, Program Manager
All India Management Association

Management House, 14, Institutional Area, Lodhi Road, New Delhi-110003, Tel.: 011-24645100 Extn. 722

Email: rbhatia@aima.in Fax : 011-24626689 Mobile: +91- 9250127573

www.aima.in

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

All India Management Association

Management House, 14 Institutional Area, Lodhi Road, New Delhi-110003

Tel.: 011-24645100, 43128100 ; Fax: 011-24626689,

Website: www.aima.in