

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JUNE 2016



Dear Readers,

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

Last month saw AIMA continue its mandate of spreading management thought not just at home but on foreign shores as well.

After successfully conducting its maiden India Conference in Dubai earlier this year, AIMA, in collaboration with Berkeley Haas, recently held the US-India Conference in Berkeley chaired by Ms Preetha Reddy. The conference witnessed a high level of discussions by eminent speakers including Mr Sam Pitroda, Mr Sachin Pilot, Mr Vishal Sikka, Mr Nicholas Dirks (Chancellor, University of California, Berkeley), Mr Venkatesan Ashok (Consul General of India, San Francisco), Mr Paul E Jacobs (Executive Chairman, Qualcomm Incorporated) to name a few.

In addition, AIMA organised the 11th edition of its highly acclaimed Global Advanced Management Programme (GAMP) in the USA, led by Prof. Solomon Darwin. GAMP witnessed active participation of senior executives from various domains who benefitted of the programme's panel discussions, executive briefings and on-site visits to leading organisations in Silicon Valley.

AIMA was one of the co-organisers of the Horasis India Meeting on 3-4 July 2016 in Cascais, Portugal, convened by Horasis. The Horasis India Meeting gathered a host of decision makers from business and government to discuss India's role in the global economy. This year too, AIMA contributed with a high profile delegation of speakers.

During the period AIMA also organised its 5th HR Leadership Retreat at Goa led by Mr T V Mohandas Pai, Chairman, Manipal Global Education and addressed by leading professionals and experts. You will find more details on these programmes inside.

AIMA in partnership with Ahmedabad Management Association organised its 6th MSME Convention at Ahmedabad chaired by Dr. JS Juneja, Chairman, AIMA MSME Committee & Chairman, Global Project and Services Pvt Ltd. AIMA continued to offer its training programmes and interactive sessions for professionals and academicians. Brief reports are carried in this edition along with updates from the LMAs and some articles on management, including an interesting one - 'A CEO's Guide to Navigating Brexit' from Harvard Business Review.

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

Warm Regards

**Rekha Sethi**  
Director General

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**Published by**

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

*Managing Editor*  
Ms Smita Das

# CONTENTS



## 04 India – US Conference

### AIMA SNAPSHOTS

#### 10 VISIT TO GOOGLE X



#### 11 HORASIS INDIA MEETING



#### 14 11TH GLOBAL ADVANCED MANAGEMENT PROGRAMME 2016



#### 16 5TH HR LEADERSHIP RETREAT



#### 17 MSME CONVENTION



#### 18 INTERACTIVE SESSION



#### 19 TRAINING PROGRAMMES



### FEATURES

21 A CEO'S GUIDE TO NAVIGATING BREXIT

26 HOW SMART LEADERS BUILD TRUST

30 LMA NEWS

51 AIMA EVENTS CALENDAR





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

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Corporate Identification Number: L40101DL1975GOI007966, Tel No: 011-24387333, Fax No: 011-24361018,  
E- Mail : ntpccc@ntpc.co.in, Website : www.ntpc.co.in

## India – US Conference



*(L-R) Mr Solomon N Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, UC Berkeley; Rekha Sethi, Director General, All India Management Association; Venkatesan Ashok, Consul General of India, San Francisco; Nicholas Dirks, Chancellor, University of California, Berkeley; Richard Lyons, Dean, Haas School of Business, UC Berkeley; Preetha Reddy, Conference Chairperson & Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd and Diane Farrell, Deputy Assistant Secretary for Asia US Department of Commerce, International Trade Administration*

AIMA in its endeavour to promote innovative and global management thinking among Indian enterprises, organised the US-India Conference in association with Haas School of Business, University of California, Berkeley on 8th July, 2016 on the theme 'Managing India's Growing Role in the Global Economy : Opportunities for India-US Partnership' in California, USA.

The conference was chaired by Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd who shared,

"Continuous learning and relentless innovation are fundamental to the growth of every generation. The rapid changes in technologies and market conditions now require India's youth to quickly develop commensurate capabilities." Mr Nicholas Dirks, Chancellor, University of California, Berkeley said, "The conference comes at a very important moment in time. India boasts of the fastest growing economy in the world as the American technology sector continues to grow, increasing demand for well-educated talent and innovative





*Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India addressing at AIMA's US - India Conference*

poor because everybody is busy solving the problems of the rich. We need to democratise information effectively for benefitting the people at the bottom of the economic growth." Mr Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India, emphasised the need of making technology free from language and cultural barriers and making it available to normal people.

research", during his welcome address. The inaugural session was also addressed by Mr Venkatesan Ashok, Consul General of India, San Francisco; Ms Diane Farrell, Deputy Assistant Secretary for Asia, US Department of Commerce, International Trade Administration; Mr Richard Lyons, Dean, Haas School of Business, UC Berkeley; Mr Solomon N Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, UC Berkeley and Ms Rekha Sethi, Director General, AIMA.

In a session on how technology has transformed nations and empowered people, Mr Paul E Jacobs, Executive Chairman, Qualcomm Incorporated, and Mr Vishal Sikka, CEO, Infosys Ltd, discussed how India could surge ahead by

Addressing the conference Mr Sam Pitroda, Telecom Inventor, Entrepreneur and Policy Maker said, "India needs to invest in solving problems of the



*Ram K Reddy, President-Elect, TiE Silicon Valley and Chairman, Global Industry Analysts, Inc. and Sam Pitroda, Telecom Inventor, Entrepreneur and Policy Maker*



*(L-R) Preetha Reddy, Conference Chairperson & Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd; Vishal Sikka, CEO, Infosys Ltd and Paul E. Jacobs, Executive Chairman, Qualcomm Incorporated*

focusing on key areas of technology. On the occasion, the AIMA Managing India Award 2015 for Emerging Business Leader of the Year was presented to Mr Vishal Sikka, CEO, Infosys Ltd.

Some of the other eminent speakers who addressed the conference included Mr Ram K Reddy, President-Elect & Board Member, TIE Silicon Valley Silicon Valley and Chairman, Global Industry Analysts, Inc.; Mr Omar Ishrak, Chairman & CEO, Medtronic Inc.; Mr Satish Reddy, Chairman,

Dr. Reddy's Laboratories and Mr Duncan Logan, Founder & CEO, RocketSpace.

A day prior to the conference the AIMA team, comprising eminent corporate and thought leaders, visited the Google X research centre on 7th July 2016. The team was given an overview of Google X by Mr Mahesh Krishnaswamy, Head Manufacturing, Loon Project which also included a first-hand look and feel of Google's upcoming self-driving car.



1. (L-R) Omar Ishrak, Chairman & CEO, Medtronics Inc.; Preetha Reddy, Conference Chairperson & Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd and Satish Reddy, Chairman, Dr. Reddy's Laboratories
2. (L-R) Mr Solomon N Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, UC Berkeley and Duncan Logan, Founder & CEO, RocketSpace.



3. Vishal Sikka, CEO, Infosys Ltd. with the AIMA Managing India Award 2015 for Emerging Business Leader of the Year
4. (L-R) Venkatesan Ashok, Consul General of India, San Francisco; Diane Farrell, Deputy Assistant Secretary for Asia US Department of Commerce, International Trade Administration; Sam Pitroda, Telecom Inventor, Entrepreneur and Policy Maker and Preetha Reddy, Conference Chairperson & Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd



5. (L-R) Venkatesan Ashok, Consul General of India, San Francisco and Sachin Pilot, President, Rajasthan Pradesh Congress Committee and Former Union Minister for Corporate Affairs, Government of India
6. (L-R) Vivek Wadhwa, Fellow, Arthur & Toni Rembe Rock Centre for Corporate Governance, Stanford University and Sam Pitroda, Telecom Inventor, Entrepreneur and Policy Maker



7. Vishal Sikka, CEO, Infosys Ltd receiving the AIMA Managing India Award 2015 for Emerging Business Leader of the Year from Preetha Reddy, Conference Chairperson & Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd and Mr Solomon N Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, UC Berkeley looks on.

8. Paul E Jacobs, Executive Chairman, Qualcomm Incorporated addressing

9. Satish Reddy, Chairman, Dr. Reddy's Laboratories addressing the conference





**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](mailto:saumya@aima.in) | [www.aima.in](http://www.aima.in)

## Visit to Google X



*AIMA team at Google X office in front of the self-driving car*

AIMA team, comprising eminent corporate and thought leaders, visited the Google X research centre on 7 July, 2016. The team was met by Mahesh Krishnaswamy, Head Manufacturing, Loon Project.

He introduced the team to the philosophy at Google X - Moonshot – go for the Big Problem, think of Radical Solution and bring in Breakthrough Technology. Think 10 x - not 10 percent! The philosophy also entails testing ideas with all different departments like Technology, Finance and Marketing being involved. If not found feasible, teams are encouraged to kill them quickly. In fact, there is a bonus for killing a non-doable idea early than to waste money and resources further.

Mahesh Krishnaswamy walked the team through the ambitious Loon project which promises an internet highway web across the skies. This project, when fully operational would

resolve network problems in the remotest areas on the continent. The belief is that networking the entire population would usher in a new era of empowerment and prosperity with marginal sections being connected.

The team was also taken through various other projects comprising Project Makani, a solution which might resolve the problem of energy through wind mills in a captive area. Makani is working to make clean energy accessible for everyone. They also gave an overview of smart contact lens which automatically monitors the blood sugar levels through tears, without invasive needle pricks and enables healthy living.

The team had a first-hand look and feel of the driver-less car which is currently being tested in the suburbs and being perfected to highway and full commercial usage.



## Horasis India Meeting



*Virtual ribbon cutting with co-hosts and co-organisers*

AIMA was one of the co-organisers of the 2016 Horasis India Meeting on 3-4 July in Cascais, Portugal, convened by Horasis and co-hosted by the Portuguese Government, the City of Cascais and the Confederation of Indian Industry (CII).

AIMA contributed with a high profile delegation of speakers and participants including Mr Sunil Kant Munjal, Sr Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd. & Chairman, Hero Corporate Service Pvt Ltd; Mr Rajive Kaul, Chairman, NICCO Group; Mr Sudhir Jalan, Chairman, Jalan Group; Mr Sanjay Budhia, Managing Director, Patton Group of Companies and Ms Rekha Sethi, Director General, AIMA.



*Sunil Kant Munjal, Sr Vice President, AIMA and Joint Managing Director, Hero MotoCorp Ltd. & Chairman, Hero Corporate Service Pvt Ltd*

The Horasis India Meeting gathered a host of decision makers from business and government to discuss India's role in the global economy and to shape the country's future direction. The event was open to the Chief Executive Officers of India's and the world's leading companies. Gen. V K Singh, Minister of State for External Affairs and Overseas Indian Affairs, India and Mr Manuel Caldeira Cabral, Minister of Economy, Portugal discussed how their two nations looked forward to forging closer links through cultural exchanges and through investment.

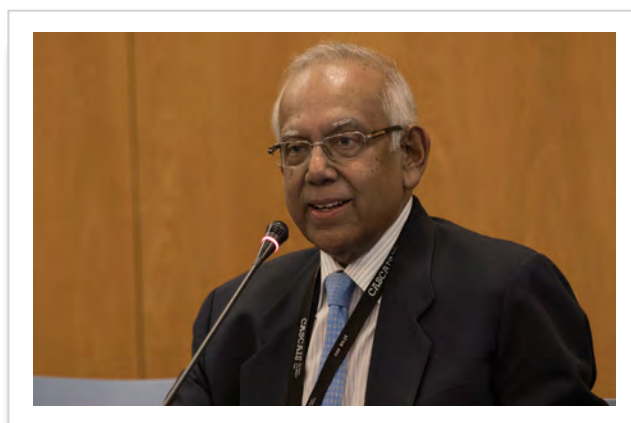
A major facet noted by the delegates is India's continued rapid growth as shown in its GDP figures. Now it is the world's fastest growing economy though it might falter as the global growth has slowed. Delegates noted that the Chinese 'slow-down' has forced knock-on effects globally and also in some Indian economic sectors, nevertheless e-commerce (with all its structural challenges), healthcare, and pharmaceuticals, are growth sectors.



*Gen. V K Singh, Minister of State for External Affairs and Overseas Indian Affairs, Government of India addressing the session*



*Rajive Kaul, Chairman, NICCO Group*



*Sudhir Jalan, Chairman, Jalan Group*



Entrepreneurs remain optimistic and the investment mood, an indicator of future growth, is positive.

In the opening plenary session Mr Sunil Kant Munjal shared his views on India and the World Economic Outlook and how the Indian & global economy will perform in 2016-17. Mr Rajive kaul, in another plenary session, spoke on how India as the new engine of globalization is changing the balance of investment, trade and prosperity worldwide. Mr Sanjay Budhia discussed how the global geopolitical and economic shifts are shaping India's future and how is it impacting business in India and elsewhere. Mr Sudhir Jalan spoke on how can innovation propel the Indian economy up the value chain and the

strategies that can help Indian firms enhance their competitive edge in a global landscape. Ms Rekha Sethi spoke on achieving gender parity and how can gender-based norms and perceptions be transformed to harness women's economic and creative potential.

The Horasis India Meeting is the foremost annual meeting of Indian business leaders and their global counterparts. This meeting provides a platform for business and government to discuss a wide range of issues related to the Indian economy. The meeting this year gathered 300 senior decision makers from business and government from around the globe engaging them to shape India's future directions.



*Sanjay Budhia, Managing Director, Patton Group of Companies*



*Rekha Sethi, Director General, All India Management Association*

# 11th Global Advanced Management Programme 2016



*GAMP participants at Intel Museum*

AIMA organised its 11th Global Advanced Management Programme (GAMP) and 6th in the series in the US during 26th June – 2nd July 2016 in the Silicon Valley, USA. This programme was led by Prof. Solomon Darwin, Executive Director, Center for Corporate Innovation, Haas School of Business, University of California, Berkeley.

The programme is designed especially for senior executives and teaches Open Innovation and Disruptive Innovative business model

solutions. From keynote speakers and panel discussions to executive briefings at top Silicon Valley companies, participants actively engaged in creative problem-solving exercises and in developing a new business model for their own organisations. Simultaneously, US companies benefitted from understanding the expansion and evolution of Indian business models. The senior executives attending the programme learned from a multitude of inspirational and innovative leaders at on-site visits to Wells



Fargo Bank, which is one of the oldest banking institution in the US and how it is reinventing itself as a formidable force in the new hi-tech world, Standard Chartered Innovation Studio, Techshop, RocketSpace, a specialist company in the space of incubating startups in the Silicon Valley, Fujitsu, PayPal, Kaiser Permanente International, Intel Museum, Cisco Systems, IBM and GE Global Innovation Center.

Mr Venkatesan Ashok, Consul General of India in San Francisco addressed and interacted with

the participants at a special plenary session Mr PK Agarwal, CEO, Northeastern University (SV) and Former CTO, California State, also addressed as a keynote speaker

At the end of the programme, the participants incorporated disruptive innovative business models to propose back to their companies and were conferred with the 'Global Advanced Management Programme' Certificate awarded by AIMA.



*GAMP Participants at Fujitsu*

## 5th HR Leadership Retreat



*Participants and speakers at the Retreat*

AIMA organised its 5th HR Leadership Retreat during 17 - 19 June, 2016 at Goa on the theme 'HR in the Digital World'. The retreat was led by Mr T V Mohandas Pai, Chairman, Manipal Global Education. The objective was to learn from the experiences of successful leaders and organisations on how to efficiently meet the needs of a changing, complex market and develop leaders both for business and HR in this new digital paradigm shift.

Other eminent speakers who shared their thoughts were Mr Richard Rekhy, Chief Executive Officer, KPMG in India; Mr Rajesh

Magow, Co-Founder & CEO – India, MakeMyTrip India Pvt Ltd; Mr Sandip Sen, Global CEO, Aegis Limited; Mr S Chandrasekhar, President & Global Head of HR, Dr. Reddy's Laboratories Ltd; Mr Rajeev Bhaduria, Director Group HR, Jindal Steel & Power Ltd; Mr Thiru A Thirunavukkarasu, President HR, JK Organisation; Mr Richard Lobo, Senior Vice President and Head HR, Infosys. The retreat was structured on the thought that digital and internet technologies have radically changed the way we work, requiring a tremendous change in all areas of human resources.



# MSME Convention



*(L-R) Dr Raj Agrawal, Director, AIMA; Rajiv Vastupal, Past President, AIMA & CMD, Rajiv Petrochemicals; G R Aloria, Chief Secretary, Government of Gujarat; Arvind Agarwal, Additional Chief Secretary (Industries & Mines), Government of Gujarat; Dr J S Juneja, Chairman, AIMA MSME Committee & Chairman, Global Project and Services Pvt Ltd. and Tushar Patel, President, Ahmedabad Management Association*

AIMA in partnership with Ahmedabad Management Association organised its 6th MSME Convention on 11 June 2016 at Ahmedabad on the theme 'Make in India: Growth Opportunities for MSME's'. The convention was inaugurated by Mr. G S Aloria, Chief Secretary, Government of Gujarat.

The convention was chaired by Dr. J S Juneja, Chairman, AIMA MSME Committee & Chairman, Global Project and Services Pvt Ltd. Mr. Arvind

Agarwal, Additional Chief Secretary (Industries & Mines), Government of Gujarat; Mr. Rajiv Vastupal, Past President, AIMA & CMD, Rajiv Petrochemicals and Mr. Tushar Patel, President, Ahmedabad Management Association also addressed the gathering.

Some of the other distinguished speakers at the convention included Mr. S.N. Tripathi, Additional Secretary & Development Commissioner, Ministry of MSME; Prof. Pankaj Chandra,

Chairman, Board of Management, Ahmedabad University; Ms. S. Uma Shanmukhi, DGM (SME), State Bank of India; Mr. Viranchi Shah, President-elect, Indian Drugs Manufacturers Association; Mr. Shailesh Patwari, Vice President, Gujarat Chamber of Commerce; Mr. Pramod Vijayvarghia, DGM, SIDBI; Dr Vipin Kumar, Chief Innovation Officer, National Innovation Foundation; Mr. Ashok Bhatia, President-Emerging Markets, Zydus Cadila; Mr. Rajiv Gandhi, CEO & MD, Hester Biosciences Ltd; Dr. Sunil Shukla,

Director, EDI; Mr. Rajendra Shah, Chairman, Harsha Engineers Ltd; Mr. Parag Desai, Executive Director, Wagh Bakri Group; Mr. Sanjay Rai, MD, Kandla Energy & Chemicals Ltd; Prof. Yoginder K Alagh, Chancellor, Central University of Gujarat & Nagaland University; Dr. Jaimin Vasa, MD, Vasa Pharmachem; Mr Sunil Parekh, Corporate Advisor & Member, Vibrant Gujarat Advisory Board and Mr. Sunil Kumar, President, India SME Forum. The Convention was attended by around 225 people.

## Interactive Session



AIMA organised an Interactive Session on 'India Can - Ideate, Innovate, Transform' with Mr Ravi Nawal, an author and an expert on Innovation and Strategy on 24th June 2016. The session was chaired by Dr Sunil Abrol, Advisor AIMA. Mr Nawal explained complex issues through stories instead of tedious data and arguments. The session was interactive and the participants discussed and debated issues and ideas.

*(L-R) Sunil Abrol, Advisor AIMA and Ravi Nawal, an Author and an Expert on Innovation and Strategy*



## Training Programmes



*Participants of Behavioural Skills for Executive Assistants / Secretaries training programme*

AIMA organised a two-day training programme 'Behavioural Skills for Executive Assistants / Secretaries' on 02 – 03 June 2016 at New Delhi. The training programme was for administrative professionals, including Executive Assistants, Office Secretary and Executive PA, Secretaries or other members of the administrative support staff and covered topics like Managing Pressure and Conflicting Demands, Influencing Skills Gaining Support and Cooperation of Others, Managing Human Relations, Communicating with Stakeholders, Effective Management of Client Relationships, Planning, Prioritising & Monitoring and Maintaining Confidentiality.

This was the third edition and the training was attended by 40 participants from over 24 organisations. The training was very well received by the participants.

Another two day training was organised on 'Transiting to Executive Role' on 9-10 June 2016 at New Delhi. The programme objective was to

help participants understand the challenges associated with executive roles and help them develop managerial skills to manage these challenges effectively to progress as professional.

AIMA Centre for Skill Development and Training conducted a training programme on 'Presentation Skills - An exclusive high impact Business Presentation Skills' programme for management professionals, entrepreneurs and self-employed professionals on 23-24 June 2016, at New Delhi. The programme objective was to equip and help deliver great presentations by communicating effectively with the right delivery, content and slides.

A two day in-company programme on 'Superannuation Planning' was conducted successfully for retiring employees of Oil India Limited on 13-14 June 2016 at Dulaijan Campus, Assam. The new realities of retirement, myths related to retirement and life planning post retirement were the key elements of this training programme. The training was very well received by the participants.

# 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

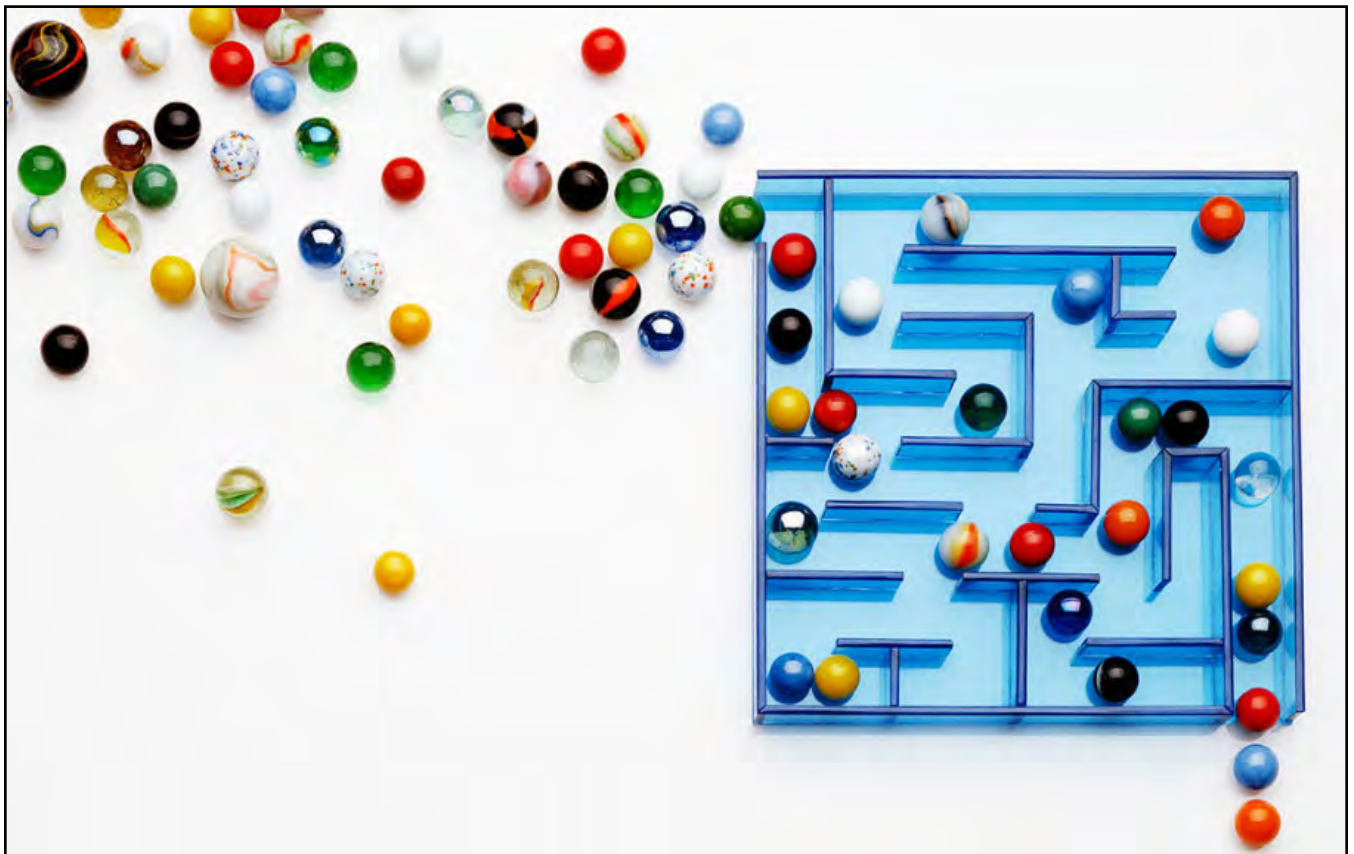
Tel: +91 (11) 43128100, 24645100, Extn.- 738/710 | Fax: +91 (11) 24608503 | E-mail: scm@aima.in

Website: [www.aima.in](http://www.aima.in)



# A CEO's Guide to Navigating Brexit

*by Martin Reeves and Philipp Carlsson-Szlezak*



The Leave campaign's victory, with a margin of 3.8 percentage points, has likely ushered in a protracted phase of uncertainty for the UK, EU, and global economies. A systemic shock cutting across industries and borders, Brexit poses significant strategic challenges for business leaders as they

navigate the fallout. Judging by our interactions with CEOs around the world to date, some of their burning questions are:

- What are the elements of uncertainty created by Brexit?

- How can leaders develop a specific view of the industry- and firm-level implications?
- What are the first-response imperatives for corporate leaders?
- What structural changes to the business environment are triggered by Brexit, and how do we adapt to them?

This is how we recommend CEOs approach these difficult questions:

### Identify the sources of uncertainty

The uncertainties that come with Brexit can be ordered into four categories. While the overall directional impact is generally clear, it's the magnitude, duration, and differential that are more critical to determine.

**Political process.** There are significant drivers of uncertainty domestically and abroad. At home, the UK faces dissolution pressures if Scotland seeks to salvage its EU membership, while the EU has every incentive to make Brexit a painful experience to deter other defectors, making the outcome of negotiations difficult to predict. These unknowns have the potential to influence the evolution of the financial, institutional, and real economies.

**Financial economy.** The directional impact on key prices was widely predicted — and strong corrections to the pound (-11% versus the dollar) and to equities (-13.6% FTSE250) were indeed recorded in the first two sessions after the vote. The Bank of England will likely lower policy rates, or even adopt negative interest rates. What drives uncertainty are the magnitude and duration of these corrections; as prices guide resource allocation, their volatility and

uncertainty interferes with planning and investment decisions.

**Trade regime.** The reconstruction challenge for the UK's trade regime is clear. The EU represents 47% of UK exports, facilitates an additional 13% through non-EU trade deals, and currently negotiates with countries worth an additional 21% of UK exports. While the UK would need only eight bilateral trade agreements to cover 80% of its current exports, there is a long tail of 18 additional countries worth more than \$1 billion in UK exports and an additional 132 countries to cover all existing exports. Both internal and external factors drive uncertainty about the duration and outcome of the reconstruction challenge — for example, the UK's ability to negotiate agreements, having outsourced this task to Brussels for 40 years, or trade partners' willingness to engage with Britain in a constructively and timely manner.

**Real economy.** The transmission mechanism to the real economy is primarily via delayed or canceled investment decisions or the anticipatory redeployment of employment or production assets. Here, too, the directional impact has been analyzed credibly, with estimates ranging from 3%–9% of GDP loss. Here it is the speed, depth, and duration of these effects — on demand, consumption, and employment across industries — that drive uncertainty.

### Determine the specific industry- and firm-level implications

Industries and individual companies vary widely in terms of the impact on the uncertainties outlined above, due to their differential dependence on UK and EU production, demand and trade, global trade, regulation, and integration into EU structures



(e.g., R&D subsidies, EU norms and standards, etc.). Therefore each company needs to carry out (or take to the next level) its own specific impact analysis.

It is impossible to forecast precise impact with confidence, given that exit terms, timing, and knock-on implications are all uncertain. A scenario-based approach to planning, modeling, and preparing for multiple outcomes is therefore recommended. This can be done in four steps:

1. Attach a “value” to each source of uncertainty — strong vs. light currency depreciation, high vs. low future EU market access — along with your perception of likelihood (plausible, likely, unlikely) to build an “uncertainty map.”
2. From the map, combine various values to develop multiple scenarios. The scenarios should be made internally consistent by avoiding contradictions (e.g., by combining political uncertainty with lower volatility).
3. Consider the industry- and firm-level sensitivities to these scenarios. The key questions are about the impact on your firm’s business model, operating model, EU institutional arrangements and financial structures, and performance.
4. Use the scenarios and sensitivities that you’ve identified to test the resilience of your current plans, highlight risks, formulate response options, build capabilities, and reflect the results in strategies and initiatives and in risk management.

For example, a U.S. industrial conglomerate with a strong market presence in the UK and a spatially fragmented value chain may find its strategic sensitivity is highest to the UK’s potential failure

to replicate the EU’s global trade access. Expecting growing protectionism, a plausible strategic response could be aggressively defragmenting its value chain and concentrating production in the UK (so as to counteract the rising cost of trade). In some cases companies will feel confident enough to bet on particular scenarios; in others they may wish to diversify measures to become scenario-agnostic or to create options and boost agility to be able to move decisively when matters become clearer.

### Turn thoughts into action

In addition to initiating the strategic impact assessment outlined above, it is important that business leaders translate their insights into action. Immediate actions include:

- Inform employees and stakeholders of the industry- and company-specific facts (e.g., liquidity, stability of existing trading arrangements, and so on). Create confidence by showing that issues are being carefully considered, and define the process.
- Confirm that the impact will take time to play out. Emphasize that little is likely to change in the short term in legal and trading arrangements, although markets may be jittery until negotiation outcomes are clear.
- Continually update the industry and company assessment as events unfold. Run scenarios. Design contingency plans and reflect any insights in your strategies for growth, geographical footprint, global supply chain, and risk management.
- Don’t let a communication vacuum open up. Keep talking about progress against goals.

### Adapt to the new post-Brexit business environment

Once a response to Brexit has been initiated, forward-looking business leaders will ask themselves, What's the bigger picture? What structural changes does Brexit signal? How has the business environment changed and how must business practices be adapted for short-term survival and long-term advantage?

Brexit appears to be consistent with structural changes to the business environment that were already under way. While business has already become more sensitive to geopolitics, the politics of discontent and populism may prove to have an even bigger impact. Brexit highlights the plausibility of similar uncertainties unfolding in the U.S. and in other countries.

This calls for two conclusions as business leaders strive to make sense of the new environment. The first is a renewed emphasis on strategy under uncertainty, with a focus on flexibility, adaptiveness, and resilience. The second is that many businesses now need enhanced capabilities to effectively capture and translate the macroeconomic and political developments for industry- and firm-level implications. Conditions will likely be very different for different parts of any business, especially for large and global companies, making it even more imperative to select the right approach to strategy and execution for each segment.

#### *About Author:*

*Martin Reeves is a senior partner at the Boston Consulting Group, the director of the BCG Henderson Institute, and a coauthor of Your Strategy Needs a Strategy (Harvard Business Review Press, 2015).*

*Philipp Carlsson-Szlezak is Chief Economist at the Boston Consulting Group.*

#### *Disclaimer:*

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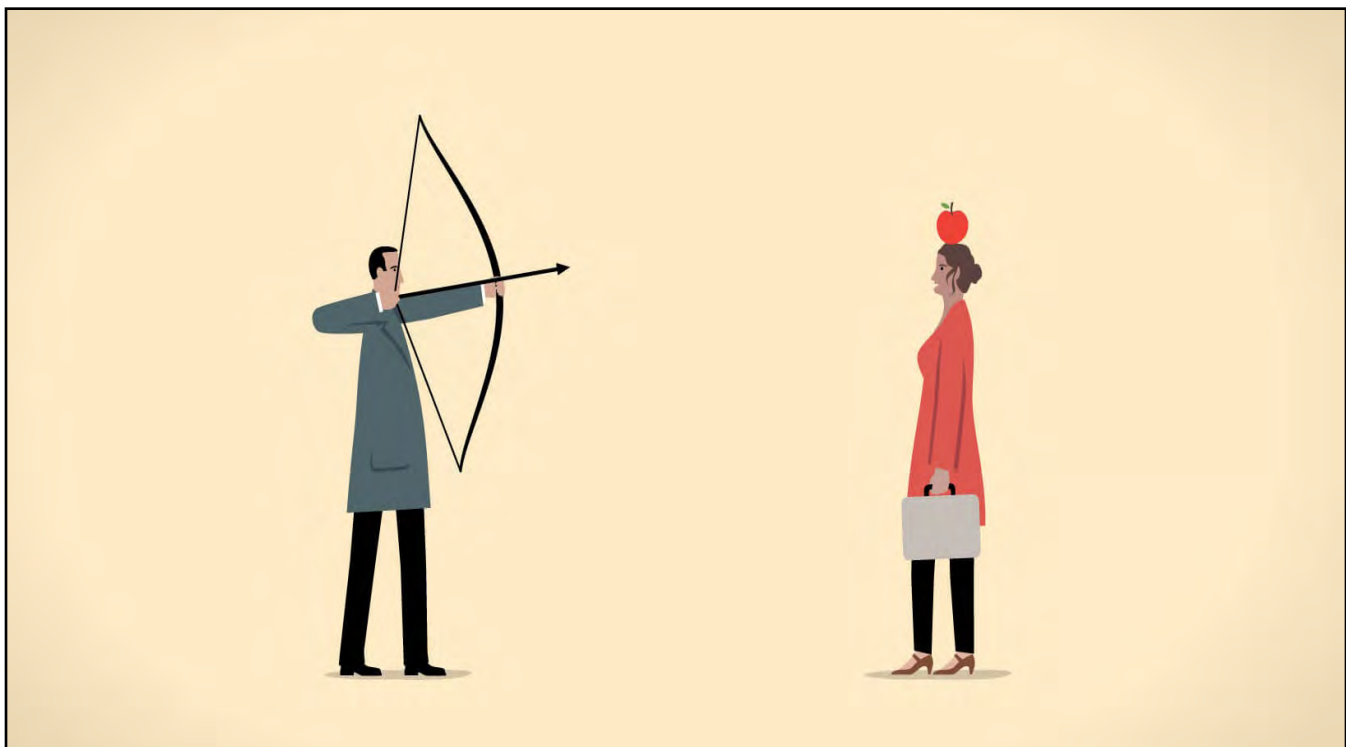
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# How Smart Leaders Build Trust

*The chairman of JetBlue explains how a high-trust culture makes a better company (and life).*

by Theodore Kinni



Joel Peterson could have written his first book on any number of topics. As treasurer, CFO, and then CEO of Trammell Crow Co., the world's largest private real estate development firm, he helped craft countless

deals. As the founder of Peterson Partners — a private equity group with \$1 billion in investments — and JCP Capital, he has become a savvy judge of companies and entrepreneurs. And as chairman of





the board of JetBlue and a director at dozens of other companies over the past 35 years, he is an expert on corporate management and governance.

Yet Peterson, the Robert L. Joss Consulting Professor of Management at Stanford Graduate School of Business, chose to write about trust.

"I believe that trust is more powerful than power itself," explains Peterson. "It supports innovation and flexibility, and it makes life more enjoyable and more productive. People who live in high-trust environments thrive."

Peterson defines trust as a giving up of control, at some level, to another person. His book, *The 10 Laws of Trust*, which he wrote with David Kaplan, explores the mechanisms of trust creation in organizations. "You have to be intentional about building a high-trust environment. It doesn't just happen," he says. "It's just like diet or exercise."

Peterson provides three tests for deciding who to trust. The first is character. "We can't trust a leader without integrity, who we can't count on to do what he or she says," he explains. Next is competence. You trust your mom, for example, but would you trust her to fly a 747 to London? The third, he says, is authority to deliver. There's no point in trusting a pilot to fly to London if she doesn't have permission to take off.

"It's folly to trust anybody if all three aren't present," Peterson says.

But encouraging trust in an organization is more than exhibiting it at the top level. Leaders must also learn to trust their followers. "Leaders empower followers through trust," says Peterson. "And by empowering people, they create a virtuous cycle of productivity and flexibility and innovation."

I believe that trust is more powerful than power itself. It supports innovation and flexibility, and it makes life more enjoyable and more productive.

Joel Peterson

Peterson's 10-point codex is intended to guide leaders as they seek to raise the level of trust within in their organizations. Trust-building requires rigor and intentionality. It also requires a realistic mindset that admits that inevitably something will happen that damages trust, like in 2007, when JetBlue passengers on a flight to Cancun got stranded for eight hours on the tarmac at New York's John F. Kennedy International Airport.

"Trust and betrayal are two sides of the same coin," Peterson notes, "and you need to start out understanding that there is a risk of betrayal. But I make the argument that it is worth the risk and that there are ways to limit it."

One way to limit this risk is through accountability. Clear accountability is a necessary feature of a high-trust culture, Peterson says. If people don't know what is being measured, then they don't really trust. They're cautious and wary. "When I've got managerial responsibility, I say, 'Here's exactly what we're trying to do. Here are the deliverables. Here's the timeframe. Here's the budget. Let's remain accountable to each other.' Because the more accountable we are to each other, the higher trust goes."

What should you do when trust is betrayed? "You

have to fix it," he says. "You need to apologize. If it's early on in the game, you can correct things. You can provide direct feedback." On the other hand, there are certain betrayals that are so serious that you're really better off parting ways. It may not be worth fixing if the value differences are too great, the priorities are too different, or the betrayal is too profound.

"In all betrayals of trust, however, there's a healing process that you have to go through," Peterson says. "The most important thing to do is forgive. Forget it and start thinking about the future."

As a dealmaker, Peterson has found that special care must be taken to create and preserve trust during the negotiation process. We've been trained to think of negotiations as a zero-sum game, and the whole negotiating process is geared that way, he says. "But

by holding onto the notion of win/win, and 'solving for fair' and listening hard enough, I've often found that I can give the other party what they want at a price that's right," he says. "So I'm prodding and trying to figure out something that works for the other party as well as for me. If you can do that, you can create trust right up front."

Creating and building trust requires a consistent effort, but Peterson is convinced that it is worthy work for leaders. "Flying the way that I like to fly, you do run some risks," he admits. "You have to expect there will be betrayal, and you have to overcome that. You have to be careful about who you go into business with. You have to be rigorous about following the laws of trust. But it's a better way. It's a more excellent way of living a life."

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*Disclaimer:*

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



## Ahmedabad Management Association

### Special Lecture for Career Selection

The momentum for the month of June was mobilised by the seminar 'Emerging Opportunities in Film Making and Acting' addressed by Ms. Shital Shah, Film & TV Actress on 3rd June. Prof. Diptiranjan Mahapatra, Adani Institute of Infrastructure Management addressed on 'Career Opportunities in Infrastructure Management Education' on 4th June. The sessions were very well received by the attendees and served beneficial to all aspiring students ensuring clear understanding of the various career aspects.



*Ms. Shital Shah addressing on 'Career in Films'*

### Book Forum

Ms. Rama Moondra, Corporate Trainer addressed on the book, 'Marissa Mayer and the fight to save YAHOO!' written by Nicholas Carlson on 10th June. It provided useful insights on managing a corporation and its grey shades along with its brand value.



*Ms. Rama Moondra at the Book Forum*

### Management Forum

Dr. Lalita Iyer 9th Memorial Lecture was addressed on 15th June by Ms. Anuranjita Kumar, Head, HR, Citi, South Asia on the topic 'Trials & Triumphs in a Woman's Journey through Corporate Landscape'.

Mr. D. Shivakumar, Chairman & CEO, PepsiCo India addressed on 'Leadership Excellence: Collaborate – Execute & Own (CEO)' on 24th June as part of AMA Diamond Jubilee Lecture series.



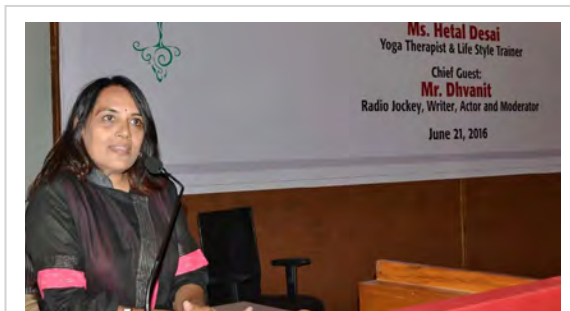
*Mr. D Shivakumar sharing his experience on Leadership*

Both the lectures were insightful with the speakers sharing their leadership experiences, growth strategies, thought leadership and organisation transformation and were widely applauded by the management professionals.

### Member Connect Initiatives

'Usage of Unmanned Aircraft mainly targeting Government Bodies' was addressed by Mr. Jugal Pandya, Co-Founder, Z-Axis on 11th June, providing various novel understandings on the subject. Film based discussion on 'The Spirit of Social Entrepreneurship – Inspirations from Baba Ramdev' was addressed by Mr. Paresh Pandya,

Motivational Speaker and Trainer on 18th June. Celebrating International Yoga Day on 21st June, Ms. Hetal Desai addressed on 'YOGA – A Way of Life with practical Demonstrations'. Mr. Sanjay Chakraborty, Marketing Communication Advisor addressed on 'Street Smart Marketing' on 17th June.



*Ms. Hetal Desai addressing on Yoga Day*



*Mr. Himlal Parikh interacting on Capital Markets*

### Developing Perspectives

With a view for developing Capital Market Awareness, three programmes were conducted by Mr. Himlal Parikh, Director, Interface Capital Markets (P) Ltd. He addressed on 'Career in Financial Market' on 16th June, 'IPO – Public Issue Investment'

on 23rd June and 'Systematic Investment Programme – Do it Yourself and Mutual Fund' on 30th June. All programmes were very well received by the participants highlighting India's current economy and providing suggestive measures for investments.

### Management Development Programmes

AMA conducted 43 Management Development Programmes this month focusing on E-Commerce for Small Entrepreneurs, Inventory Control Techniques, Financial Analysis for Business Decisions, Train the Trainer Workshop, Developing Professionals CSR Projects, Legal Aspects of Purchasing & Contracts, Excelling in Exports, Certificate Programme on Grooming Yourself, Six Sigma, Brand Communication, Managerial Effectiveness etc.



*Train the Trainer Programme conducted by Mr. G Balachandran*

## Allahabad Management Association

### MDP

Allahabad Management Association held an MDP on 'Effective Presentation Skills, Communication Skills, Ethics and Self Belief' from 14th-17th June. The speaker for the session was Mr. Vibhav Bajpai, Director, Hp4, The Soft Skill Company & Vice President, Allahabad Management Association. The programme was well received and more than 75 students participated in the deliberations.



*Mr. Vibhav Bajpai addressing the participants*



*Mr Mahesh Mangal, General Manager (Core) being presented a memento by Dr. N C Agarwal, President, Allahabad Management Association*

### AGM and Annual Day

Allahabad Management Association organised their AGM and Annual Day celebrations on 26th June. Outgoing president Dr. K.N.N. Singh addressed the house and the incoming president Dr. N.C. Agarwal spelt out his priorities for the year.

The Annual Day celebrations were graced by chief guest Mr. Mahesh Mangal, General Manager, Central Organisation for Railway Electrification and the introduction of the chief guest was done by the Vice President, Mr. Vibhav Bajpai. The chief guest addressed the audience and highlighted the importance of the role of managers in the present high decibel environment. The programme was well attended and very well received.



*The new Executive Committee 2016-2017*

## Baroda Management Association

### Friday Evening Talk

Baroda Management Association held a Friday Evening Talk (FET) on 'Coaching - A way of Life' on 3rd June. Mr. Rohan Lele, Head HR, Zydex Industries was the speaker for the session. The session was appreciated by the participants.

Another FET was organised on 10th June on 'Princely state of Baroda: Contribution to Indian Music and other Performing Arts'. Prof. Rajesh Kelkar, Head - Vocal music department at Faculty of Performing Arts, Maharaja Sayajirao University, Baroda was the speaker for the event.

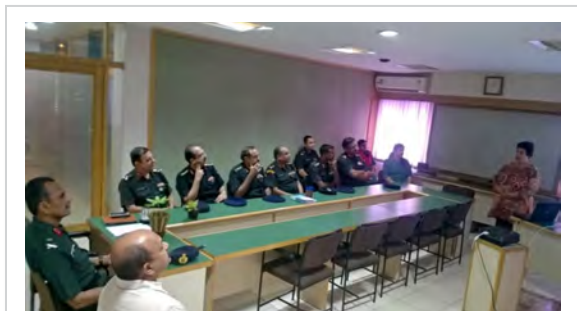
A FET was organised on 17th June on the topic 'What did you see when you faced the mirror today'. The speaker for the event was Dr. Trupti Samir Almoula, Director - MBA Programme, Narmada College of Management, Bharuch.

Another FET on 'Do we really need to value and protect our Heritage?' was organised on 24th June with Ms. Sandhya Bordawekar Gajjar.



*Mr. Rohan Lele addressing*





*Ms. Avi Sabavala, President, BMA making a presentation, BMA*



*Mr. Ganesh Iyer with the participants*

### EME's visit to BMA

EME School Vadodara visited the Baroda Management Association on 6th June. The meeting was an official meet where in EME wanted to understand the BMA functioning and avenues for collaboration. Maj. Gen. K Eswaran, VSM and Brig. Wadhwa along with the other EME officials were present.

### MDPs

BMA organised a one day Management Development Programme on '7 QC Tools' on 15th June. Mr. Ganesh Iyer, Management Consultant was the speaker.

Another MDP on 'Import Export Documentations & Procedures' was held on 22nd June. Mr. Ajit Shah, ex-editor, All India Import – Export Weekly Journal was the speaker.

## Bathinda Management Association

Bathinda Management Association organised an interactive session on 'Professional and Personal Life Management' on 17th June. Mr Pankaj Shukla, Founder of Being Capable, a renowned motivational speaker, who has conducted many workshops in leading corporates was the speaker for the session. The programme was well attended and very well received.



*Felicitation of Mr Pankaj Shukla*

## Bharuch District Management Association

### CEO Think Tank

BDMA organised a CEO Think Tank Forum at the 6th National Management Convention -2016 on 10th June. Dr. Anil Kane, Former Vice Chancellor, M S University - Baroda President



*Dr. Anil Kane addressing*

-World Wind Energy Association spoke on 'Relevance of Kalpsar Project in today's Environment' and Dr. Hasmukh Patel, Executive Director – Finance, GACL spoke on 'Changing Business Dynamics in Current Economic Scenario'.

### 6th National Management Convention

BDMA organised the 6th National Management Convention on 10th & 11th June at Bharuch on the theme 'Make in India – Challenges & Opportunities'. Various sessions revolving around the core theme were addressed by illustrious speakers



*NMC organising committee & staff members*

## Bombay Management Association

### Certificate Course in HRM

A special weekend course in association with L. R. Associates was held on 4th & 11th June. The facilitator for the course was Prof. Leslie Rebello and others from L. R. Associates. The topics covered were Industrial Relations, Trade Unions, CB & Negotiations and HR Audit, HR Costs, Budgets & Agreements.

The Participants learned a lot from the experience shared by the faculty members in dealing with various situations and issues.



*Ms. Priyanka Acharya with participants*



*Mr. Mathew Timmons and Mr. Yuichi Seida at the session*

including

Mr. Sunil Parekh, Founding Curator - Global Shapers Ahmedabad; Dr. Amit Kapoor, President & CEO of India Council on Competitiveness; Mr. Jay Narayan Vyas, Eminent Economist & Thinker; Mr. Mathew Timmons, Managing Director – South Asia, Lubrizol Advanced Materials India Pvt. Ltd. & Mr. Yuichi Seida, Polymer Factory Head, Toyo Ink India Ltd.



*Prof. Leslie Rebello with participants*

### Training Programmes

'Work Your Network' was a half day programme held on 10th June conducted by Ms. Priyanka Acharya. This programme helped participants to learn the concepts and ideology behind networking and experience modern ideas to make effective use of the platform that networking offers; understand the core of networking; communicate smarter at networking forums and explore online networking sources and their smart usage.



*Mr. Vincent D'Silva at the session*

A full day programme on 'Industrial & Institutional Selling Skills' was held on 17th June and conducted by Mr. Vincent D'Silva. The participants appreciated the case studies and practical examples shared in the programme.

A full day programme on 'Advanced Excel' was held on 23rd June, conducted by Mr. V. Sarangapani. This programme enlightened the participants with various formulae, statistical, logical, financial and other functions.

### Evening Programme

An evening programme on 'NLP for Achieving Personal Excellence' was held on 25th June, conducted by Mr. Shyam Kalle. The programme helped participants to learn how the mind works and how one can change one's thoughts and belief systems, and achieve one's full potential.



*Mr. Shyam Kalle addressing the participants*

## Calcutta Management Association

### Lecture

CMA organised a Lecture programme on 'An Introduction to Investment in Commodity Market' on 14th June. Mr Vibhor Tandon, AVP, MCX Kolkata and Mr Diptendu Moulik, MCX Kolkata delivered the lecture and interacted with the audience. The event was very well received and CMA intends to do many more of these lectures in coming days.



*Prof. Asok Kr Banerjee, Vice President, CMA giving a memento to Mr Vibhor Tandon, Asst Vice President, MCX, Kolkata*



*The participants and faculty at the workshop*

### Workshop

CMA organised a one day Workshop on 'Important Labour Laws; Do's & Don'ts for Managers' on 24th June. Mr Amit Kumar Basu, Former Jt President - HR, Corporate Affairs & Legal of Hindalco Industries was the Workshop Director. The workshop was attended by representatives from 13 different companies. Mr Pinaki Sanyal, Industry Relation Consultant, CESC Ltd. also took a session in the workshop.



### Profit the Mind Oration

The CMA Profit the Mind Oration was delivered on 25th June by Mr Jawhar Sircar, CEO, Prasar Bharati & Ex Culture Secretary, Govt of India. He spoke on the topic 'How Culture impacts Management Practices'. More than 100 people attended the lecture.



*(L-R) Mr Siddhartha Chatterjee, Treasurer, CMA; Prof. Asok Kr Banerjee, Vice President, CMA; Mr Jawhar Sircar, CEO, Prasar Bharati & Mr Gautam Ray, President, CMA*

### Calicut Management Association

The Calicut Management Association conducted a lecture on 'The Rise of an Entrepreneur' on 30th June. The speaker on the occasion was Mr. Afnas, CEO, Indulekha Group. He shared his experience as a CEO of the Indulekha Group and explained about key factors which affect the efficiency of a CEO. More than 50 members participated in the event.



*Mr. Afnas, CEO, Indulekha Group addressing*

### Coimbatore Management Association

A one day workshop on 'Supervisory Skills Development' was held on 18th June. 30 members attended the workshop.



*The workshop in progress*

## Chandigarh Management Association

Chandigarh Management Association organised a talk on the subject 'Financial Inclusion through Financial Education' on 30th June. Mr Amit Pardhan, Regional Director, Securities and Exchange Board of India (SEBI); Dr Surya Kant Sharma, Dy. General Manager, SEBI; Ms Rana Usman, Sr. Vice President, National Stock Exchange Ltd (NSE) and Ms Renu Bhandari, Chief Manager, NSE were the keynote speakers.

CMA members and students of Gyan Jyoti Institute were present for the session. Mr J S Nayyar, President CMA gave the welcome address and also presented mementos to the distinguished speakers while Dr Aneet Bedi, Vice President of CMA delivered the vote of thanks. The event was facilitated by Mr Surinder Verma, Chairman, Citizens Awareness Group and CMA Office Bearer.



*Speakers at the session on 'Financial Inclusion through Financial Education'*

## Delhi Management Association

### 8th Mega HR Conclave

Delhi Management Association in collaboration with Indus Business Academy organised the 8th Mega HR Conclave on 'Transforming HR: Preparing for Tomorrow' on 9th June. Dr. Veena Swarup, Director –HR, Engineers India Limited was the Conclave Director. Mr. Subodh Bhargava, Chairman, TATA Communications delivered the Keynote address. The Guest of Honor on the occasion was Mr. Bhavdeep Singh, CEO, Fortis Healthcare Limited. The Chief Guest was Dr. Subhash Chandra Khuntia, Secretary, MHRD, Govt. of India.



*(L-R) Dr. Ekta Saxena, Dr. Veena Swarup, Mr. Bhavdeep Singh, Dr. Subhash Chandra Khuntia, Mr. Subodh Bhargava and Mr. Rajan Pandhi*



*(L-R) Ms. Sonali Dua, Mr. A Thiru, Mr. Suvojoy Sengupta, Mr. J S Kaushal and Mr. Ashish Arora*

Some of the other speakers included Mr. Suvojoy Sengupta, Partner, Mckinsey & Company; Mr. Ashish Arora, Founder & Managing Director, HR Anexi; Mr. J S Kaushal, Director-Personnel, Central Warehousing Corporation; Mr. A Thiru, President-HR, JK Organization (EZ); Ms. Sonali Dua, Global Clients Relationship Leader, Deloitte Consulting; Mr. Deepak Bharara, CHRO, Lanco Infratech; Ms. Pooja Malik, Vice President-HR, Anand Automotives; Ms. Nasreen Khan, Director, Catalysts India; Mr. Ajay Bhatia, Vice President-

HR, Innodata; Mr. Prasheel Pardhe, Corp. Group HR COE-Talent, HCL Technologies amongst others. The conclave was followed by a Case Study Contest 2016.

### Seminar

DMA in collaboration with Erudio Consulting organised two sessions on 'Global Career in SAP Consulting' on 30th June. The programme facilitators, Mr. Rajeev Agarwala and Mr. Debashish Bhattacharyya shared the opportunities, prospects and CTC expectations that one should have in SAP consulting with the participants.



(L-R) Ms. Anila Nair, Mr. Prasheel Pardhe, Mr. Deepak Malhotra, Mr. Prakash Rao and Ms. Suparna Pal

## Faridabad Management Association

A half day programme on 'Train the Trainers - Changing Role of Trainers' was held on 29th June. The training was conducted by Mr. Subhash Jagota, Director, Global Business Solutions. 25 participants attended the programme which was very well appreciated.



Participants with the speaker at the programme

## Ghaziabad Management Association

### Training Programme

A training programme on 'Cost Optimisation' was organised for shop floor engineers and supervisors on 17th June at Continental Carbon India Ltd. and the facilitators were Dr. R K Singhal, HOD (MBA), ABES Engineering College and CA. Anil Agarwal. Mr. M K Rath, Plant Head of Albert David Ltd. shared his views on TQM for cost effectiveness. There were 32 participants from 10 organisations

### Development Programme

GMA organised a three and a half day's staff Development Programme on 'Excel Tips and Techniques' from 22nd - 24th June at ABES Engineering College. Prof. Durgansh Sharma is an expert on Excel techniques and Prof. Ajay Singh and Dr. Amrita Singh from Jaipuria NOIDA and ABES EC respectively, were facilitators for other Microsoft Office systems. The programme witnessed participation from the staff of three industries apart from the majority who were from ABES Engineering College itself.



Workshop in progress



### 33rd Annual General Meeting

The 33rd AGM of the Association was conducted on 25th June. The Executive Director welcomed the members; Mr. Amit Agarwal, Hony. Secretary detailed the activities carried out during the previous year and CA Mr. Anil Agarwal, Hony. Treasurer read out the Audited Accounts of the GMA. Mr. P K Dash represented AIMA in the meeting. President, Dr. R.K. Agarwal addressed the members and thanked them for their cooperation. A booklet containing the activity report of the Association was also released.

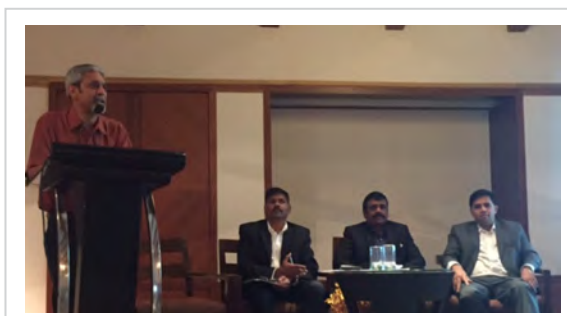


*Dr. R. K. Agarwal, President GMA addressing*

### Goa Management Association

As part of GMA Knowledge Series 'Leader-speak', Goa Management Association organised a talk by Dr. Vikram Patel, Professor at the London School of Medicine on 9th June. Dr. Vikram Patel was listed in TIME Magazine's 100 most influential persons of the year in 2015. Dr. Patel addressed the gathering on the topic 'To Die for Love : Why India's Youth are Losing Hope'.

The welcome address was given by Mr. D Kumar Pillai, Chairman, Goa Management Association. Mr. Pranay Verdia, General Manager, Goa Marriott Resort & Spa, welcomed Dr. Patel; Mr. Harshvardhan Bhatkuly, Honorary Secretary, Goa Management Association, introduced the speaker; Dr. Vikram Patel and Dr. Pradeep Salgaonkar, Vice Chairman, Goa Management Association, presented the vote of thanks. The talk was attended by around 200 people.



*Dr. Vikram Patel delivering his address. Also seen Dr. Pradeep Salgaonkar, Vice Chairman, GMA, Mr. D Kumar Pillai, Chairman, GMA and Dr. Harshvardhan Bhatkuly, Hon. Secretary, GMA.*

### Guwahati Management Association

#### Synergos 2016

A four member team from Guwahati Management Association led by Mr Dhireswar Gohain, General Secretary and other members of GMA participated in one day HR conclave in Tura NEHU Campus on 19th May. The theme of conclave was 'Skilling the unskilled – Handling the corporate Dilemma'.



*Synergos 2016*

### Monthly Meeting

A monthly members meet of all the members of GMA was held on 30th May presided over by Mr D N Barua, President-GMA. Dr Amiya Kr. Sharma, Executive Director of RGVN was the guest speaker Mr Sharma delivered a well-documented lucid talk on 'Ways to End Poverty'. The talk was very well appreciated. The Chief Guest also released GMA News bulletin.

### Training Programme

Guwahati Management Association conducted a training programme for working executives on 'Improving Professional Effectiveness' on 27th and 28th June. The trainer for the programme was Mr Diganta Sharma, a certified corporate trainer. The training was well attended by 25 participants coming from various business and industrial sectors. The programme ended with Mr D N Barua, President, GMA, presenting the certificates.



*Release of GMA News bulletin by Dr Amiya Kr Sharma*



*The President & Directors of GMA along with participants*

## Hardwar Management Association

Hardwar Management Association organised a competition on 17th June to select a team for AIMA's 42nd National Competition for Young Managers. The top three winners will now represent BHEL at the regional level competition to be held at New Delhi in August 2016.

The programme was addressed by Mr Rajeev Bhatnagar, President HMA and General Manager, BHEL Haridwar. Various General Managers and senior officials of BHEL, members of the organising committee, members of Hardwar Management Association were present on the occasion.



*The session in progress*

## Hyderabad Management Association

### MDP

Hyderabad Management Association (HMA) conducted a one day Management Development Programme on 'Interpersonal Skills & Relationship Management' by Ms Revathi Turaga, Founder-Director, Revathi Online Learning Solutions Pvt. Ltd on 17th June. 24 participants from large and medium industries attended the training



*Mr V Ramchander, Convener, MDP Programmes welcoming the gathering*

### Student Development Programme

Hyderabad Management Association conducted a one day Student Development Programme and inauguration of Student Chapter at Rajeev Gandhi Memorial College of Engineering & Technology, Nandyal on 22nd June. The programme was divided into two sessions on 'Rural Entrepreneurship: Issues & Challenges' and a Panel Discussion on 'Role of MBA Students in Rural Development'. The Student Chapter was inaugurated by Mr Ravi Kumar Peesapati, Secretary, HMA.



*(L-R) Mr Ravi Kumar Peesapati, Secretary, HMA; Mr E N Prasad Reddy, President, HMA and Mr Sravan Kumar Madap, Vice-President, HMA.*

### AGM

Hyderabad Management Association conducted its 51st Annual General Meeting & Elections on 28th June.

## Indore Management Association

### Centre of Excellence

Indore Management Association organised Centre of Excellence (COE), an evening talk on the topic 'Laws of Likability' on 2nd June with Dr. Sandeep Atre, Founder-Director of CH EdgeMakers and Socialigence.



*Dr. Sandeep Atre addressing session*



*Participants during IMA HR Forum Meeting*

### HR Forum

IMA organised an HR Forum Meeting on 'Strategic Reorientation & Organisational Transformation' for management professionals and students on 23rd June. The facilitator for the session was Mr. Subodh Shrivastava, AM-Core HR, DiasparkInfotech Pvt. Ltd.



### Management Film Show

IMA organised a Film Show, based on the movie 'Manjhi' for management professionals and students on 15th June. The moderator for the session was Mr. Navin Khandelwal, Chartered Accountant.



CA Naveen Khandelwal addressing at IMA Management Film Show



Prof. Siddhartha K. Rastogi addressing session at IMA Readers Clique

### Readers Clique

IMA organised an IMA Reader's Clique - a book lovers' club, on 'Indian Summer' for management professionals and students on 8th June with Prof. Siddhartha K. Rastogi, Associate Professor of economics at the Indian Institute of Management Indore.

### Evolution for Excellence

IMA organised its Evolution for Excellence Workshop on the topic 'ISO - A way of Life' and the trainer for workshop was Dr. Dhruv Kumar who is an ISO 9001:2000 Lead Auditor (IRCA Certified) trainer. Dr. Kumar shared the definition of Quality as the degree to which a set of inherent characteristics fulfills requirements.



Dr Dhruv Kumar addressing the IMA Evolution for Excellence Programme



Participants during IMA Training@Doorstep programme

### Training @ Doorstep

IMA organised Training@Doorstep workshop on the topic 'Managing Disagreements : Strategies for Improved Communications' on 23rd June with Ms. Deepika Munot, a certified trainer. The participants were encouraged to interact, question and discuss the subject matter.

## Kerala Management Association

KMA celebrated its Annual Day & Awards Ceremony 2016 on 17th June which was attended in large numbers by professionals and future managers from leading B-schools in Kochi. Mr. Shiv Khera, noted International Trainer and Motivational Speaker inaugurated the Award Ceremony and delivered the Annual Day address.



*Mr. Shiv Khera inaugurating KMA Annual Day & Award Ceremony*



*Cmde. K. Subramanian receiving the Management Leadership Award*

Starting with B-schools awards in recognition of young promising talent, the stage also witnessed Corporates who were awarded for Corporate Excellence in five categories – Best in-house magazine published, CSR activities, HR initiatives, Manufacturing/Process Innovation implemented and Green Initiatives implemented. In the IT Excellence awards category, there were awards given away in the categories for best IT User, IT innovation and Emerging IT start up.



*Mr. G. Vijayaraghavan receiving the IT Leadership Award*

Some of the awardees included Cmde. K. Subramaniam (Retd.), Former Chairman & Managing Director, Cochin Shipyard Ltd.; Mr. G. Vijayaraghavan, Founder CEO, Technopark & Member, Kerala State Planning Board; Mr. Satish Menon, Executive Director, Geojit BNP Paribas Financial Services Ltd. The Young Managers' Contest Awards, KMA Excellence Awards, KMA - NASSCOM IT Awards, B-School Students Awards were also presented.

## Ludhiana Management Association

### Lecture

Ludhiana Management Association (LMA) organised a Lecture cum Presentation on 'Digital & Social Media Strategies & Marketing' on 1st June with Mr Pankaj Thakar, Founder Director, Padup Ventures Pvt Limited as the Guest Speaker. About 230 industrialists, entrepreneurs, professionals and executives attended the programme.



*Mr Pankaj Thakar interacting with the participants*

## Sessions

LMA held a mentoring session on 'Peer Discussion on Sales & Negotiations' on 24th June with Mr Vishal Juneja, Director, Vidhata Industries Limited. 25 young entrepreneurs attended this discussion and mentoring session.

LMA organised another session on 'Why is it good to do Business in Mauritius : Free Access to 500 Million People of Africa' on 27th June. The guest speakers included H.E. Mr J Goburdhun, High Commissioner of Mauritius in India; Mr Seewraj Nundlall, Director, Board of Investment, Mauritius;



*Mr Vishal Juneja sharing his experiences on Sales & Negotiations*



*H.E. Mr J Goburdhun interacting with the participants*

Mr Hemant Sood, Senior Adviser, IMTCFF; Mr Sunil Kumar Chadda, Chief Strategic Adviser, IMTCFF and Mr P S Pannu, President, Indo-Mauritius Trade & Cultural Friendship Forum. H.E Mr. J Goburdhan acknowledged the cultural heritage of India and Mauritius and shared that Indians are doing a wonderful job in running Mauritius and encouraged more and more people, business movement across borders for better understanding of each other culture and heritage. Mr S Nundlall and other delegates of IMTCFF gave a presentation on business opportunities in different areas for Indians to take up in Mauritius. The programme was attended by 220 participants.

## Madurai Management Association

Madurai Management Association organised an awareness programme on 'Price Risk Management using the Exchange Platform' on 24th June in association with MCX and Green India Commodities Pvt. Ltd. Mr M. Shunmugasundaram, President, welcomed the gathering. Mr. Senthil Kumar, Director, Green India Commodities Pvt. Ltd. was the guest of honour. Mr.T.G. Senthil Velavan, Vice President, Multi Commodity Exchange explained in detail about commodity trading. Dr. Shyamala, HOD, MSIT & M, Fatima College proposed the vote of thanks.



*Mr. T.G. Senthil Velavan, Chief Guest addressing the gathering*



## Mangalore Management Association

Mangalore Management Association and SDM PG Centre for Management Studies & Research, Mangalore jointly organised a lecture meeting on 'Waste Management Through Vermi Technology' by Dr. S. Hareesh Joshy, Retd. Professor of Zoology, St. Aloysius College, Mangaluru, on 17th June. Ms. Savithri Rama Rao, Life Member MMA, rendered the invocation. Dr. Devaraj K., Director, SDM PG Centre of Management Studies & Research gave the presidential address. Mr T.G. Shenoy, Former President, MMA welcomed the gathering and Mr K.V. Seetharam, Member, MMA introduced the Chief Guest. Mr Prasanna Mallya, Secretary, MMA proposed the vote of thanks and Mr H. Madhusudan Bhandarker, Life Member MMA compered the programme.



*Dr. S. Hareesh Joshy, addressing the audience on 'Waste Management Through Vermi Technology'*

## Navsari Management Association

### Orientation Programme

NMA conducted an awareness programme 'Importance of aptitude test' on 11th June at Vidyakunj School. 350 students and teachers participated in the event. Mr. Janak Parekh, HOD of National Training and Consultancy addressed the audience.



*Students at the programme*



*Mr. Rajiv Bhatt addressing the participants*

### Management Lessons from Music

To draw analogies between management and music, Navsari Management Association organised an event 'Management Lessons from Music' on 18th June. Mr. Rajeev Bhatt, Director, Ernst & Young LLP was the speaker. Distinguished personalities of Navsari city appreciated the programme.



*Mr. Pradeep Mallik addressing the participants*

### Career opportunities

An expert professor of communication at school of liberal studies Mr. Pradeep Mallik shared his knowledge with young students on 25th June and motivated them to develop the skills as per their aptitude and interest.

### WISE (Woman Internet Safety Education)

NMA organised a seminar on WISE on 26th June to increase awareness on cyber securities. Mr. Chintan Pathak, Techlawyer and professor at V.T. Choksi Law College shared some insights on cybercrime.

### TMA Visit

An interactive session with the executive committee members of Tarapur Management Association and Navsari Management Association was organised on 19th June. Mr. GVS Kumar, President of TMA and all the EC members shared their work culture for twelve times best LMA award winning achievements. An industrial visit to JSW Steel Coated Limited was also organised.



*Executive committee members of TMA and NMA*

## Palghat Management Association

### Seminar

Palghat Management Association held a seminar on 'Effective Written Communication on Research Findings' on 20th June 2016. The programme was addressed by Prof.(Dr) P. R. Poduval, Prof. S. Sivadas & Dr. A. P. Jayaraman as the resource persons.

### Journal Release

PMA held the release of the 125th edition of 'Organisational Management' the Journal of PMA on 20th June with Mr G. Krishna Kumar, Vice Chairman, CII Kerala.



*Mr K.K. Babu President PMA giving the welcome address*



*Mr G. Krishna Kumar, Vice Chairman, CII Kerala releasing the 125th edition of 'Organisational Management'*

## Quilon Management Association

The installation of office bearers for the year 2016-17 was held on 29th June with Dr. S. Satheesh Bino, IPS, District Police Chief, Kollam as the Chief Guest. The new office bearers and the executive committee members for the year 2016-17 were announced. Mr Sreeraj, Secretary General welcomed the gathering and Mr Rajendra Prasad, President chaired the meeting. Mr Harilal, Secretary Programme introduced the chief guest, Mr Zakheer, Secretary Public Relation presented a memento to the Chief Guest and Dr. Madhu gave the vote of thanks.



*Dr. S Satheesh Bino, IPS inaugurating the installation of office bearers function.*

## Rohilkhand Management Association

Rohilkhand Management Association organised a powerful MDP on 'Yes It's Possible' on 18th June. Ms. Mahak Vaish from Possiblers, New Delhi was the speaker. Mr. KK Damani, President, RMA & Executive Director, I.W.P. welcomed the participants. The speaker shared valuable insights and concepts.



*Ms Vaish addressing the participants*

## Tarapur Management Association

### Evening Talk

Tarapur Management Association organised an evening talk on 14th June on the theme 'HR Process Automation & Compliance' with Mr Dhvani Mehta and Mr Pratik Vaidya. Mr Mehta and Mr Vaidya spoke on various innovative concepts in HR functions and statutory laws of employees applicable to the industries. The programme was well attended by executives from various industries and students from business schools.



*Mr Dhvani Mehta & Mr Pratik Vaidya on dais with executive members Mr Partha Ghosh & Mr M S Subramaniam*



### Interactive Session

TMA held an interactive session with the executive committee members of Navsari Management Association followed by an industrial visit on 19th June. This initiative was an effort to exchange the thoughts and ideas of the members from both TMA and NMA through a brain storming session on how to operate the association effectively for the benefit of the executives, entrepreneurs, business school students & the industries at large. The members actively participated in the discussion. This was followed by a visit to JSW Steel Coated limited as a part of the industrial visit. The visit was a great learning experience for TMA and NMA members.



*Mr GVS Kumar, President TMA addressing the session*

## Thrissur Management Association

### World Environment Day

TMA-Student Chapter held an Environment Day Programme on 5th June. 200 students from five colleges participated in the programme. The objective of the programme was to save the planet by planting trees.



*Students planting saplings*



*Green Initiative*

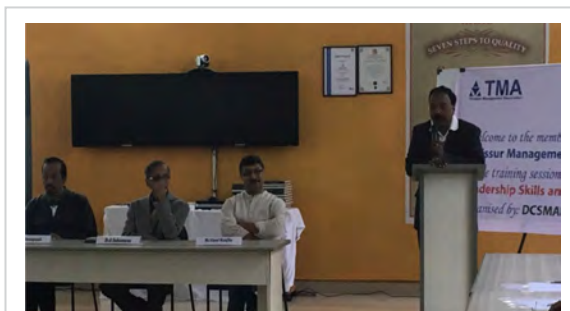
### Green Initiative

To celebrate World Environment Day, TMA launched the TMA Green Initiative on 7th June. The objective was to plant maximum trees and go green. TMA along with Oushadhi, a Kerala Government enterprise, planted 300 saplings this monsoon. This project was well received by the local community.

### Training Session

TMA held one day training programme on 'Leadership Skill and Styles' on 25th June with Dr. A Sukumaran.

The objective of this programme was to sharpen the leadership skills of TMA members. The training gave an insight to look within and reinvent oneself.



*Training programme on 'Leadership Skill and Styles'*

### Trivandrum Management Association

Trivandrum Management Association organised a one day workshop for senior level professionals on 'How to Become a Goody Goody Boss' by Mr. Ajayyakumar. B on 17th June. The programme was inaugurated by Mr. S.N Raghuchandran Nair, Managing Director, SI Properties Ltd., Trivandrum and was well received by the delegates.



Speakers at the workshop

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

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

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



## AIMA Events Calendar

Event	Conference Director	Venue	Date
42nd National Competition for Young Managers		Bangalore Kolkata Mumbai New Delhi Grand Finale New Delhi	15-16 July 2016 22-23 July 2016 29-30 July 2016 05-06 August 2016 12 August 2016
21st AIMA Convocation		New Delhi	05 August 2016
InsightStorm Art and Business	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
3rd National Leadership Conclave	Sanjiv Goenka, Chairman, RP Sanjiv Goneka Group	New Delhi	22-23 March 2017

To view full calendar please visit [www.aima.in](http://www.aima.in)

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**For more details, please contact:**

Rahul Bhatia, Program Manager  
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# 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](http://www.aima.in)