

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

MAY 2017



Dear Readers,

It gives me great pleasure to present the May issue of AIMA News. Through the month AIMA continued to celebrate this landmark year – its Diamond Jubilee – while continuing its mandate of spreading management thought through its various services and programmes.

The Hon'ble President of India, Shri Pranab Mukherjee addressed a special AIMA session at the Rashtrapati Bhawan to commemorate AIMA's Diamond Jubilee Year recently. The Hon'ble President unveiled special plaques commemorating AIMA's Diamond Jubilee and inauguration of new AIMA office. He commended AIMA's contribution to building management capability over the past 60 years. Mr Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise; Ms Preetha Reddy, Past President, AIMA & Vice Chairperson, Apollo Hospitals Enterprises Ltd and Dr J S Juneja, Past President, AIMA and Chairman, Global Projects & Services Pvt Ltd were also present on the occasion which was graced by AIMA Past Presidents, Council Members, special invitees and AIMA members. You will find a detailed report inside.

AIMA organised its 6th HR Leadership Retreat under the chairmanship of Mr TV Mohandas Pai, Senior Vice President, AIMA and Chairman, Manipal Global Education Services Pvt Ltd. The Retreat, designed for senior HR practitioners to learn from the experiences of successful leaders and organisations was addressed by several eminent industry experts including Mr Pramod Bhasin, Founder, Genpact & Chairman, The Skills Academy; Mr Pulak Ghosh, Professor, Indian Institute of Management, Bangalore and Infosys Chair Professor, Presidency University, Kolkata & Senior Fellow, Niti Aayog; Mr Nitin Seth, Chief Operating Officer, Flipkart amongst others.

Management & Entrepreneurship and Professional Skills Council, a Sector Skills Council promoted by AIMA, organised its first Skills Summit with Dr KP Krishnan, Secretary, Ministry of Skills Development & Entrepreneurship (MSDE), Government of India delivering the inaugural address. On the occasion, the AIMA Kewal Nohria Award for Academic Leadership in Management Education was presented to Dr Bakul H Dholakia, Former Director, Indian Institute of Management, Ahmedabad. More details are carried inside.

This edition also brings you reports on the recent Shaping Young Minds Programme conducted in collaboration with Quilon Management Association, which witnessed several inspirational leaders share their life experiences and learnings with over 750 students and young managers. You will also find updates of AIMA's interactive sessions, training programmes and workshops conducted during the period along with activity reports from the LMAs and some interesting articles on management.

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

Warm regards,

**Rekha Sethi**  
Director General

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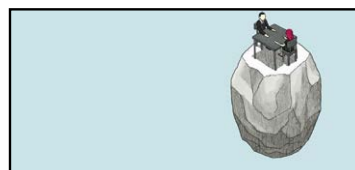
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# 43<sup>rd</sup>

# National Competition For Young Managers

Theme - The New World Order - Asian Economies in Leadership Roles: Can India Emerge as a Superpower?

## Participation Fee (Per Team)\*

(For a team of three persons)	1 Team	2-5 Teams	6-More Teams
For Members of AIMA/LMA	₹27,000	₹26,000	₹25,000
For Non-members of AIMA/LMA	₹28,000	₹27,000	₹26,000

*Service Tax as Applicable as per govt. norms  
SERVICE TAX No. AAATA 1644 AST001, PAN No. AAATA 1644 A*

Each team will be required to send the mandatory non-refundable entry fee, alongwith the registration form. The fees should be sent by a crossed demand draft/cheque in favour of All India Management Association, New Delhi.

*\* Nomination will only be confirmed on receipt of participation fees. The fee paid is non-refundable/non-adjustable, though participation by a substitute is allowed, till the written report is submitted.*

## Eligibility Criteria

A three member team of executives within 35 years of age (as on January 1, 2017) are eligible to participate. The team should be from the same organisation only. Organisations can nominate multiple teams.

## Date of The Competition

REGION	DATE
Kolkata	13-14 July, 2017
Chennai	20-21 July, 2017
Mumbai	3-4 August, 2017
Delhi	10-11 August, 2017

**Grand Finale, 18<sup>th</sup> August, 2017, at New Delhi**

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Online registration also available please visit [www.aima.in](http://www.aima.in)





## Special Session to Commemorate AIMA's Diamond Jubilee Year



*(L-R) Rekha Sethi, Director General, AIMA; Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise; Shri Pranab Mukherjee, Hon'ble President of India; Preetha Reddy, Past President, AIMA & Vice Chairperson, Apollo Hospitals Enterprises Ltd; and Dr J S Juneja, Past President, AIMA and Chairman, Global Projects & Services Pvt Ltd*

AIMA organised a special session on 7th June 2017 to commemorate its Diamond Jubilee Year and inauguration of new AIMA office plaque at the Rashtrapati Bhawan, New Delhi. Hon'ble President of India, Shri Pranab Mukherjee graced the special session. While speaking at the commemoration of AIMA's Diamond Jubilee, Shri Pranab Mukherjee, Hon'ble President of India, said, "It is a pleasure for me to be present amongst you this evening where we are celebrating the Diamond Jubilee of AIMA. You can be proud of sustaining a culture of success



*Shri Pranab Mukherjee, Hon'ble President of India*

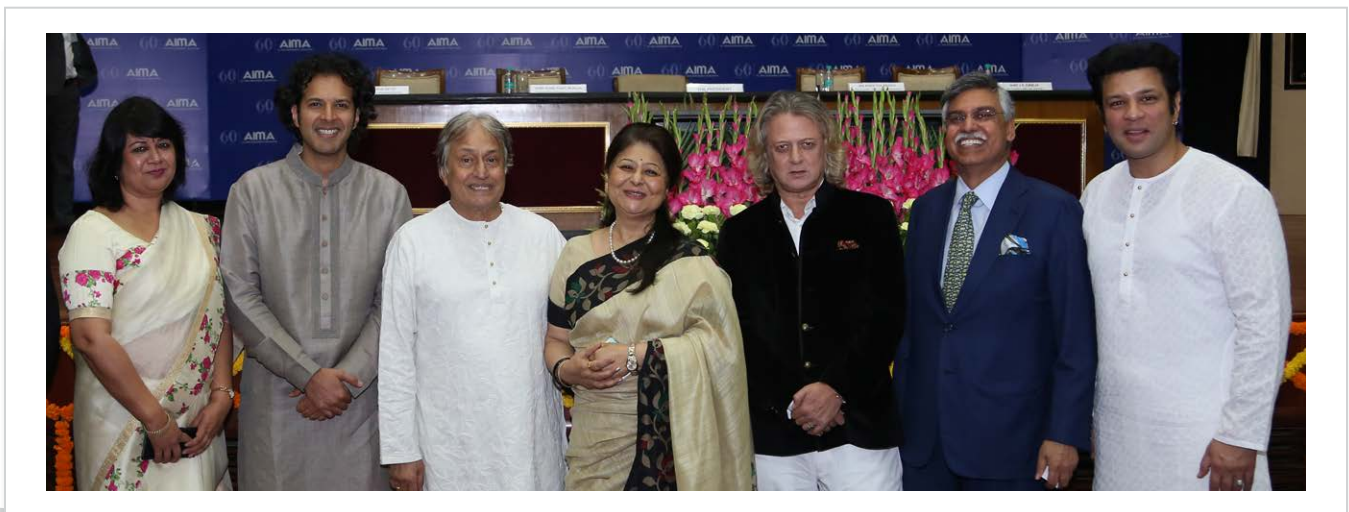


*Shri Pranab Mukherjee, Hon'ble President of India unveiling the plaques celebrating AIMA's Diamond Jubilee Year and inauguration of new AIMA Office*

in the last 60 years. I congratulate AIMA for the initiatives they have taken, especially to skill the youth of India." In the year 2017, AIMA completes 60 years of building management capability in the country. It is a landmark that marks the organisation's continuous contribution in spreading management thought at both, national and international levels.

The welcome speech was delivered by Ms Rekha Sethi, Director General, AIMA, followed by the presentation of a memento to the Hon'ble President by Mr Sunil Kant Munjal, President, AIMA and Chairman, The Hero Enterprise, who also addressed the gathering. During his address, Mr Munjal talked about the new initiatives taken by AIMA, one of which is the establishment of India's first independent case research centre to support teaching of Indian case studies in business schools in the country and outside.

On the occasion, there was also a screening of AIMA's Diamond Jubilee film. Special plaques commemorating AIMA's Diamond Jubilee and



*(L-R) Rekha Sethi, Director General, AIMA; Ayaan Ali Bangash, Sarod Master & Composer; Ustad Amjad Ali Khan, Sarod Virtuoso & Composer; Subhalakshmi Khan; Rohit Bal, Renowned Fashion Designer; Sunil Kant Munjal, President, AIMA and Chairman, The Hero Enterprise; and Amaan Ali Bangash, Sarod Master & Composer*





*Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise presenting a memento to Shri Pranab Mukherjee, Hon'ble President of India*

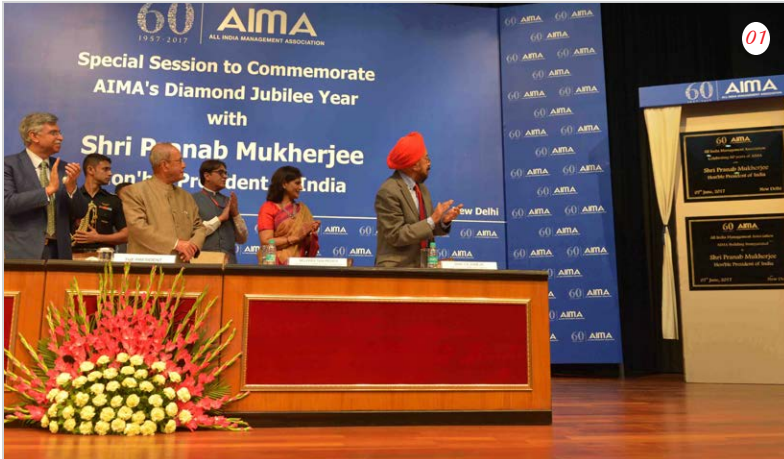
inaugurating the new AIMA office were also unveiled by the Hon'ble President.

The vote of thanks was delivered by Ms Preetha Reddy, Past President, AIMA and Vice Chairperson, Apollo Hospitals Enterprises Ltd.

Dr J S Juneja, Past President, AIMA & Chairman, Global Projects & Services Pvt Ltd was also present at the event. Many corporate and business leaders attended this special milestone that marks AIMA's unwavering commitment to promoting management excellence.



*Audience at the special session with the President of India*



01. Unveiling of the plaques celebrating AIMA's Diamond Jubilee Year and inauguration of new AIMA Office

02. Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise and Sanjay Gupta, Editor in Chief & CEO, Jagran Prakashan Ltd

03. Shri Pranab Mukherjee, Hon'ble President of India at the Special Session to Commemorate AIMA's Diamond Jubilee Year

04. Pranab Mukherjee, Hon'ble President of India looking at the AIMA's Diamond Jubilee Year and inauguration of new AIMA Office plaques

05. (L-R) Subhalakshmi Khan; Preetha Reddy, Past President, AIMA & Vice Chairperson, Apollo Hospitals Enterprises Ltd and Jatin Das, Renowned Indian Painter & Sculptor and Chairman, JD Centre of Art





# Management & Entrepreneurship Skills Summit



*Dr Bakul H Dholakia receiving the AIMA Kewal Nohria Award for Academic Leadership in Management Education from K P Krishan, Secretary, Ministry of Skills Development & Entrepreneurship (MSDE), Government of India. (L-R) Rekha Sethi, Director General, AIMA; Sunil Kant Munjal President, AIMA & Chairman, The Hero Enterprise; Jayant Krishna, Director, MEPSC and ED & COO, National Skill Development Corporation and Anil Kumar Pokhriyal, CEO, Management & Entrepreneurship and Professional Skills Council (MEPSC)*

Management & Entrepreneurship and Professional Skills Council (MEPSC), a Sector Skill Council promoted by All India Management Association (AIMA) organised its first Skills Summit 'Skilling India –The Roadmap' on 23rd May 2017 at New Delhi. Delivering the inaugural address, Dr KP Krishnan, Secretary, Ministry of Skills Development & Entrepreneurship (MSDE), Government of India deliberated the issue of restructuring of the Sector Skill Councils. However, he said that the Sector Skill Councils will remain the key to the industry connect of skilling ecosystem.

Mr Munjal, Chairman, MEPSC, & Chairman, The Hero Enterprise spoke about the need to

skill its young workforce within the next 10-15 years. Introductory remarks were delivered by Ms Rekha Sethi, Director MEPSC and Director General, AIMA. On the occasion, the AIMA Kewal Nohria Award for Academic Leadership in Management Education was presented to Dr Bakul H Dholakia, Former Director, Indian Institute of Management, Ahmedabad.

Some of the other speakers who attended the summit included, Mr Jayant Krishan, Director, MEPSC and ED & COO, National Skill Development Corporation; Mr Sanjeeva Shivesh, Co-Founder and CEO, The Entrepreneurship School; Mr Shantanu Prakash, Chairman & Managing Director, Educomp Solutions Ltd; Mr



Varun Khaitan, Co-Founder, Urban Clap; Mr Richard Rekhy, Former CEO, KPMG India; Mr Amarnath Jha, CEO, State Skill Development Mission, Government of Jharkhand; Mr Indrajit Bhattacharya, Director, National Accreditation Board for Education and Training (NABET), QCI; Ms Sandhya Chintala, Executive Director - Sector Skills Council NASSCOM and Vice President- NASSCOM.

The summit was well received by the eminent speakers and delegates from Ministry, NSDC, SSCs, media, academia and industry.



*Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise presenting a memento to K P Krishan Secretary, Ministry of Skills Development & Entrepreneurship (MSDE), Government of India*

## Workshop



*Participants of GST: Game changing Reform for the Indian Economy workshop*

AIMA CSDT conducted a one day workshop on 'GST: Game changing Reform for the Indian Economy' on 26th May 2017 at New Delhi. The trainers for the workshop were CA Jayant Bothra and CA Gaurav Gupta. The workshop was designed to enable the participants to not only understand the features of GST but also give them an in-depth understanding of various important issues which needs to be kept in mind while reworking their business.

## 6th HR Leadership Retreat



*Participants of the 6th HR Leadership Retreat*

AIMA organised its 6th HR Leadership Retreat on the theme 'Human Capital in the Age of Automation' from 19th to 21st May, 2017 at Goa. The retreat was chaired by Mr TV Mohandas Pai, Senior Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt Ltd and Ms Nandita Gurjar, Former Global Head HR & Member Executive Council, Infosys, Advisor to the Board of Startups was the Programme Director.

Some of the other eminent speakers who addressed the participants included Mr Pramod Bhasin, Founder, Genpact & Chairman, The Skills Academy; Mr D P Singh, Vice President and Head – HR, IBM India/ South Asia; Mr Nitin Seth, Chief Operating Officer, Flipkart; Mr Srikanth Balachandran, Global Chief Human Resources, Bharti Airtel; Mr Richard Lobo, EVP & Head – Human Resources, Infosys Ltd; Mr Pulak Ghosh,

Professor, Indian Institute of Management, Bangalore and Infosys Chair Professor, Presidency University, Kolkata & Senior Fellow, Niti Aayog; Mr Pranav Pai, Founding Partner and Chief Investment Officer, 3one4 Capital; Mr Jayant Prasad Paleti, Co-Founder, Darwinbox; Ms Kiran Menon, Co-Founder & CEO, Tydy; Mr Vijay Sharma, Co-Founder & CEO, Belong.

The retreat was designed to learn from the experiences of successful leaders and organisations on how HR will need to drive change by engaging strategically in workforce planning and employee engagement and develop leaders both for business and HR in this new digital paradigm shift. The Retreat provided direction to the HR leaders to prepare for the rise in automation not only to tackle the issue of redundancies but also on reskilling and capacity-building at a faster pace.



# Shaping Young Minds Programme



*Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka*

AIMA in collaboration with Quilon Management Association organised its Shaping Young Minds Programme on 20th May 2017 at Kollam. The programme was addressed by Justice N Santosh Hegde, Former Lokayukta, Government of Karnataka; Dr Aquil Busrai, Former Executive Director HR, IBM India Limited & Chief Executive Officer, Aquil Busrai Consulting; Ambassador Dr



*Dr Deepak Vohra, Special Advisor, Prime Ministers of Lesotho and Guinea- Bissau, Special Advisor, Ladakh Autonomous Hill Development Council, Kargil and Leh*

Deepak Vohra, Special Advisor Prime Ministers of Lesotho and Guinea-Bissau, Special Advisor Ladakh Autonomous Hill Development Council, Kargil and Leh; Mr Raghunath Medge, Nutan Mumbai Tiffin Box, Mumbai Dabbawalas. The programme was well received with an audience of about 750 participants.



*Dr Aquil Busrai, Former Executive Director HR, IBM India Limited & Chief Executive Officer, Aquil Busrai Consulting*



*Raghunath Medge, Nutan Mumbai Tiffin Box, Mumbai Dabbawalas*



## Training Programme



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

AIMA organised a two-day training Programme on 'Behavioural Skills for Executive Assistants / Secretaries', on 25-26 May 2017 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 who need to expand their skills so they can better support their manager/s and organisation.

The two day training 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, achieving service excellence, planning, prioritising & monitoring, decision making, business etiquette, maintaining confidentiality. The programme was well received from the participants.

## Interactive Session



*Sanjiv Kakar, Faculty at Art of Living Foundation receiving a memento from Dr Sunil Abrol, Advisor, AIMA*

AIMA organised an Interactive Session on 'The Art of Living: Mantras for Happiness' on 31st May 2017. Mr Sanjiv Kakar, Faculty at Art of Living Foundation was the speaker of the session. He shared the simple, effective techniques, drawn from the spiritual teachings of Sri Sri Ravi Shankar, to bring transformation to the mind and emotions leading to happiness. The session was chaired by Dr Sunil Abrol, Advisor, AIMA.

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# Chanakya

Business Simulation

**Growing Business should now be the tendency in the competition**



## 26<sup>th</sup> National Competition for Business Management Simulations - (NMG 2017)

### What is National Management Games (NMG)?

NMG is a unique platform for Corporate Managers to experience the thrill of Managing Business in competitive mode. It is one of the most awaited and prestigious annual event on Business Simulation, organized by AIMA. The participants get exposed to the intricacies of running a company with focus on resource management, market trends, production, inventory etc. The winners of NMG represent India in the Asian Management Games (AMG) and the Global Management Challenge (GMC).

#### Standard Slab - Participation Fee

No. of Teams	AIMA/LMA Members	For Non Members
1-3 Team	₹ 28,000/-Per Team	₹ 30,000/-Per Team
4-6 Team	₹ 26,000/-Per Team	₹ 28,000/-Per Team
7 Teams & above	₹ 25,000/-Per Team	₹ 26,000/-Per Team

#### Premium Slab - Participation Fee (with extra training)

No. of Teams	AIMA/LMA Members	For Non Members
1-3 Team	₹ 38,000/-Per Team	₹ 40,000/-Per Team
4-6 Team	₹ 36,000/-Per Team	₹ 38,000/-Per Team
7 Teams & above	₹ 35,000/-Per Team	₹ 36,000/-Per Team

Service Tax as applicable

Service Tax Regn. No. : AAATA 1644 AST001

PAN No.: AAATA 1644 A

Cheque / DD to be drawn in favour of All India Management Association, payable at New Delhi

**For online registration/information, please visit <http://chanakya.aima.in>**

### Regions and Dates

Eastern Round	Bhubaneswar	Prelim   17-18 May	Regional Final   19 May
Western Round	Mumbai	Prelim   31 May - 1 June	Regional Final   2 June
Southern Round	Bengaluru	Prelim   14-15 June	Regional Final   16 June
Northern Round	Delhi	Prelim   27-28 June	Regional Final   29 June

### Grand Finale - 1st July, 2017

Prizes	Champion Team : Rolling Challenge Trophy & ₹ 100,000/-	Runners Up I : Trophy & ₹ 60,000/-	Runners Up II : Trophy & ₹ 40,000/-
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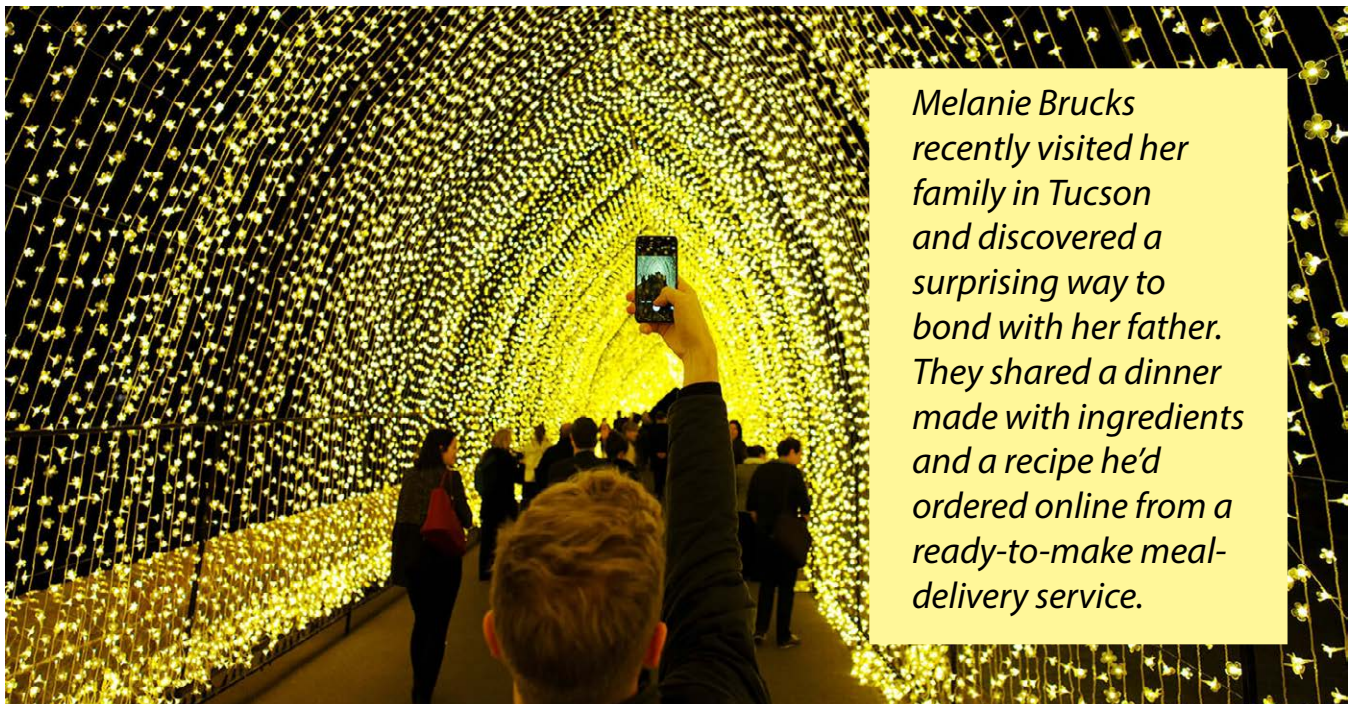
Website: <http://chanakya.aima.in>



# The Personal Touch, Quantified

*Reminding customers of their loyalty to your business makes them much more likely to refer friends.*

By Martin J. Smith



*Melanie Brucks recently visited her family in Tucson and discovered a surprising way to bond with her father. They shared a dinner made with ingredients and a recipe he'd ordered online from a ready-to-make meal-delivery service.*

"He started telling me about it and said I should try it," says Brucks, a doctoral student at Stanford Graduate School of Business "I did, and now we talk on the phone each week about what we order. It's been a new and interesting way to connect with him."

That experience is a textbook example of how personal referrals play out among products and

services, and a topic tackled in a recent study that Beth Benjamin, a senior director at the Palo Alto-based Medallia Institute, and her colleague Carly Kontra conducted with Brucks and Itamar Simonson, a Stanford GSB marketing professor. Medallia, founded by two Stanford GSB alumni, is a global provider of customer experience management



software and asked Simonson to collaborate on a field experiment to evaluate the impact of different referral strategies.

The study builds on conclusions in Simonson’s 2014 book, *Absolute Value: What Really Influences Customers in the Age of (Nearly) Perfect Information*, in which he notes that the way consumers make buying decisions has vastly changed with easy access to online user reviews, price-comparison apps, and other ever-evolving technologies. Personal referrals “used to be all word-of-mouth,” says Simonson, “but social media opens new channels, and makes it easier and more efficient to share your views to a lot more people.”

Millennials are especially likely to share their experiences online, according to another Medallia study, with a startling 85% of them reporting that they write online reviews or post on social media after a particularly good or bad customer experience. Confirming Simonson’s earlier assertions, the study found that millennials also rely heavily on digital word of mouth to inform their buying decisions.

“The question then becomes, ‘How can companies increase the probability that their customers will share their positive experiences with others?’” Benjamin says. “How can they encourage recommendations and referrals?”

The researchers ran an experiment at a Gainesville, Florida, athletic club to gauge which types of customer referrals are most effective. They gave club members three different ways to refer potential new members:

**Group 1** was asked to provide the names and email addresses of up to three friends.

**Group 2** was offered three seven-day guest passes that they could share with friends by providing the friends’ names and email addresses.

**Group 3** received a more personalized approach. Those members were told they had earned three sharable seven-day guest passes based on their individual workout frequency the previous month. The free guest passes were presented as a reward for visiting the gym, reminding members of how often they visited and applauding them for it.

Reminding customers of their own experiences at the club, and convincing them that their workouts were what earned them the right to refer others, turned out to be critical. “The personalized message was more than twice as effective at driving referrals as the more generic message that offered free guest passes as a standard perk of membership,” the report says.

It even worked for members who were more couch potatoes than ab crunchers. “While members who visited the gym more often were more likely to make a referral overall, the personalized message increased referrals across the board,” the researchers write.

“It didn’t matter how much you worked out,” Brucks says. “Three times a week or once a month, it has the same effect.”

The researchers say happy, engaged customers create a virtuous cycle by referring others to a product or service. They cited a different study that showed referred customers are 18% more likely to be loyal and are in turn more likely to refer their friends,

The question then becomes,  
How can companies increase  
the probability that their  
customers will share their  
positive experiences with  
others?

which reduces the overall cost of acquiring new customers. Citing previous studies, the researchers write: “The lifetime value of referred customers was 25% higher than that of other customers, and the value rose to almost 35% after accounting for their lower acquisition costs.”

“I think the main point of this paper, the most interesting point, is this finding that if you tell a customer about their own experience — ‘You’ve been using the club once a week, so congratulations’ — that feedback, even among infrequent users, significantly increases the likelihood of these people referring others to this club,” Simonson says. “That personal touch makes a real difference.”

*Disclaimer:*

*This article is republished with permission from Graduate School of Stanford Business. <https://www.gsb.stanford.edu/insights/personal-touch-quantified>*



# 12<sup>th</sup> Global Advanced Management Programme

Disruptive Innovation & Open Business Models in the Changing Global Landscape

25 June to 01 July, 2017  
at Silicon Valley, USA.



**AIMA**  
ALL INDIA MANAGEMENT ASSOCIATION



## Programme Director

**Solomon N Darwin**

Executive Director, Center for Corporate Innovation  
Haas School of Business, University of California,  
Berkeley

## Programme Framework

- i Class Room Lectures and Interactions
- ii Keynotes by Silicon Valley Startups and CEOs
- iii Visits to companies like • Google • Tesla Motors • Standard Chartered Bank • Intel • Cisco Systems Inc  
• IBM Research • PayPal • VISA • GE Co-Innovation Lab • Stanford Medical Centre • Wells Fargo Bank  
• Kaiser Permanente • UC Berkeley Campus amongst others

## Programme Certificate

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

## Participation Fee

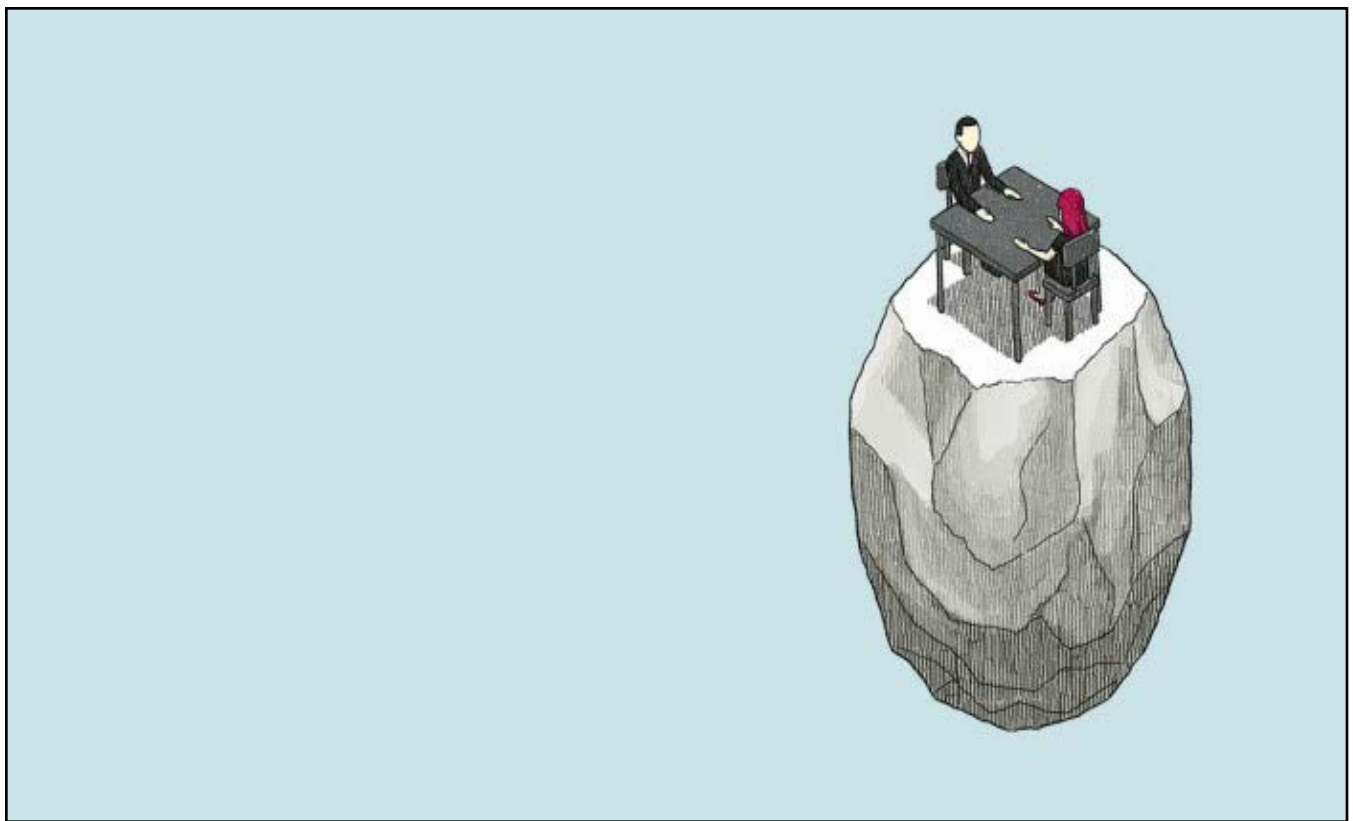
- Delegate Fee per participant: INR equivalent to USD 8500 per Participant

**Nitin Saxena**

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Tel: +91 (11) 43128100, 24645100, Extn.-528. Mob: +91 9811675559 | Fax: +91 (11) 24608503 | Email id: nsaxena@aima.in  
Website: www.aima.in

# How to Evaluate, Accept, Reject, or Negotiate a Job Offer

by *Rebecca Knight*



Congratulations! You got the job. Now for the hard part: deciding whether to accept it or not. How should you assess the salary as well as the other perks? Which publicly available information should you rely on? How should you try to get a better deal? And what's the best way to decline an offer if it's not the right job for you?

## What the Experts Say

When an employer extends a job offer to you, he has, in essence, “fallen in love with you,” says John Lees, the UK-based career strategist and author of *The Success Code*. “He has psychologically committed to you, and it is a critical moment.” According to Lees, “you have more leverage” to shape your job description

and improve your salary and benefits package “right after you are made an offer than you do in your first two years of employment.” Still, evaluating a job offer is not always straightforward — especially since you may not have the luxury of comparing it to others. “Step back and think expansively about your objectives,” advises Jeff Weiss, president of Lesley University and author of the HBR Guide to Negotiating. “Think about the offer in terms of your development, your quality of life, and the variety of the work you want to do.” No job offer will be perfect, so a big part of the evaluation requires you to “think about the trade-offs you are willing to make.” Here are some ideas to help you figure out if the job is right for you.

### **Shift your mindset**

First, you must recognize that receiving an offer represents a “new and different phase” of the job search process, says Lees. “The purpose of the interview is to get the offer,” he says. The next stage is about weighing that offer and then negotiating with your new employer. “Pause, you are starting a new chapter.” Bear in mind that even though the job is yours if you want it, you must “continue to be enthusiastic” in your dealings with your prospective manager, says Lees. “By sounding critical or suspicious or by questioning something about the offer, you are sending a negative signal,” he says. “It sounds as if you’re uncertain that you want job.” That may indeed be the case, but it’s not the message you want to send to your would-be manager. “Employers need to feel that you are committed.”

### **Be methodical**

Next, you need to think about what matters to you in both your professional and private life and then “assess the offer” against these metrics, says Weiss. “People tend to focus on the dollars, but it is useful to

ask, “What is of value to me?” After all, money is only one component of career satisfaction. “Very often it comes down to, ‘I would rather make X amount of money and be excited to go to work in the morning, than make X plus 10% and hate my job,’” he says. Below are the most important components to take into account as you assess the offer.

- **Salary**

Even when the money on offer is enough to live on, you need to figure out if it’s an amount worthy of your knowledge and skills and whether it’s in line with the local market. Look at the financial package on the whole. The key question, says Weiss, is “What is someone with my competencies and experience in this role and in this city paid?” Databases and job search websites, such as Glassdoor, Indeed, Ladders, and Salary.com are a good starting point, but Lees recommends talking to recruiters and headhunters and others in the industry. “Find anyone who knows the sector and the range,” he says. As part of your detective work, you must also devise “a good argument for why you are in the top 10-15% of that range.” But usually there is only so much wiggle room. “You must have a backup plan if there is no flexibility on money in terms of what other areas you want to push back on.”

- **Job content**

It’s also important to think about whether you will “derive job satisfaction,” from the offer that’s on the table, says Lees. To answer this question, you need to know the “kinds of activities you want to be involved in and the skills you want to use” as a professional. Ask yourself questions like “Do I want to lead a big team, supervise only a few others, or have zero management duties? Do I want to be in front of clients? Do I crave autonomy? Do I want lots of international travel — or no travel at all? What kinds



of projects do I want to be engaged in? And what kinds of professional tasks do I want no part of?" Then see how well the offer matches up against the responsibilities you're being asked to take on. "Also, look at what you will be doing, what success looks like, and what benchmarks you'll be judged against," he says. Having a deep understanding of what's expected of you is critical for deciding whether you do indeed want the job, he adds. Think hard about whether the "the job is achievable and whether you feel you are going to be able to hit the targets set out." If the answers are no, it may be that the role is ill-conceived or not for you.

- **Cultural fit**

You must also "do your due diligence," on the organization and its people to make a sound judgment on whether you will enjoy working there, notes Weiss. Ask yourself, "Is this a place where I will be happy? Where I will be challenged? And where I will thrive?" To answer that, Lees recommends "working the phones, reaching out to your contacts and LinkedIn network," and asking questions. "What is the organization like? How long do people stay? Find out what happened to the last person who did the job." You will not be able to negotiate or change the organization's culture, of course, but it is helpful to know beforehand what you're getting into. It might make sense to do a trial run at the company during the evaluation stage. "Say, 'I really want to learn more about this organization. Can I spend a few hours with the team?' That'll give you a sense of what your colleagues are like, what it would be like to work there, and where the bodies are buried."

- **Flexibility, vacation, and other perks**

For many employees, vacation time and the ability to work flexible hours are an increasingly valuable perk. While health benefits are typically standard

issue, additional paid time off may be negotiable. If flexibility is not an explicit component of the job offer, you can broach the topic in the negotiation stage, says Weiss. But bear in mind that "things like that are much easier to raise when you've made yourself invaluable," and have been working in the job for a certain period of time. That said, it's important during the evaluation stage to find out whether current employees are afforded such benefits. Get a feel for how a request for flexibility might be received by senior management. "If you are a perfect match for the job and it's a tight market, you have a lot of leverage," says Lees. But if the market is more fluid, you may have little leeway.

- **Other options**

"You must also assess your walk-away alternatives," says Weiss. Even if you don't necessarily have other job offers in hand, you need to consider other possibilities. "Think about the offer in terms of the cost and benefit of starting the job search process all over again, of staying in your current job, or of waiting to see what other offers materialize later down the road," he says. If nothing more, this exercise is useful in helping you realize that you have options.

### **Devise your plan**

Once you have "determined the most important elements of the offer that you would like to change," you need to "decide which cards you are going to play and the sequence of how you will play them," says Lees. Formulating your negotiation strategy requires creativity, says Weiss. If you are dealing with an intermediary — an HR administrator or a recruiter, for instance — remember to "not only make requests, but also arm that person with questions, information, and ideas." Come at it from the "perspective of joint problem-solving." He suggests saying something like, "The salary you're offering is great, but I want

to keep developing in this role. I can imagine some possibilities that might make the job more palatable such as having access to a mentoring program, a rotation program, or an educational allowance. Which of these might be possible?"

**Be tough but cheerful**

The rest is "classic negotiation," says Lees. "You want to maximize the cost of the things you are prepared to accept and minimize the things you're asking for." Demonstrate that you've undertaken a thoughtful evaluation. For instance, you might say, "I am quite happy with the role and responsibilities, but I would like to work from home one day per week." Seek to come across as a "tough but cheerful negotiator," he says. "Go into the deal-making with your eyes open," he adds. "You can't negotiate everything, and once you've agreed on something you can't go back on it," he says. Adds Weiss: "It's not what you ask for; it's how you ask for it. Be well-prepared, respectful, and constructive. You want to be seen as someone they want to work with."

**Say no (politely) if it's not right**

Ideally there will be some give and take in these negotiations, but if "you keep coming up against a 'no' for everything you ask for, that demonstrates inflexibility" on the part of your prospective employer, and that "could well be a management style you don't want to live with," says Lees. Heed red flags. "Pay attention to your internal monitoring system," he says. "If due diligence tells you that you should not take the job, listen." Besides, there is no shame in declining a job offer if it's not the right fit. "As long as you turn it down politely with one or two good reasons — it will not stretch you enough or you want to work in a different sector — you shouldn't feel bad about it," he says. And yet, you should "always leave the door open," says Weiss. "The people you are

dealing with are your potential customers, potential advisors, and perhaps even your future employers. Be respectful."

**Principles to Remember**

**Do**

- Think about what you want out of your job and use that as a framework to determine the elements of the offer you would like to alter
- Be selective about what you push back on
- Employ classic negotiation techniques by maximizing the cost of the things you are prepared to accept and minimizing the things you seek.

**Don't**

- Be critical or suspicious when questioning something about the offer.
- Neglect to consider your walkaway alternatives.
- Ignore red flags. If your instincts and due diligence tells you that you should not take the job, listen.

**Case Study #1: Do due diligence on salary considerations and be open to making trade-offs**

Two years ago, Jane Chung was contacted about a job as a project manager at Los Angeles-based AltaMed Health Services Corporation. At the time, Jane was a consultant and counted AltaMed among her clients.

When Jane got the offer, she was instantly pleased. "The initial base salary was around 20% higher than my salary at the time," she says. "Normally, I would've been tempted to accept immediately, but I knew that I needed to do a more thorough calculation of the complete offer package."

Jane's first order of business was to do a careful, comprehensive evaluation of the money. She used publicly available information from Glassdoor and

Indeed to get a sense of the specific title's market average. She also talked to recruiters and other people in her LinkedIn network to determine her worth. "I make it a habit, whether I'm actively job searching or not, to use my personal network to inquire about other companies' paid time off allowances/policies and flexibility in work schedule," she says.

From her due diligence, she learned that going from the private sector to a non-profit health system would mean a significant reduction in bonuses. "I recalculated my total current pay to be inclusive of benefits and bonuses, and factored in the increased scope and responsibility of this new position," she says.

Next, Jane reflected on whether she would be happy working at AltaMed. "My primary motivation for pursuing a position was because of the mission of the organization to provide healthcare to disadvantaged and under-served communities," she says. She was already familiar with and impressed by the organization's culture, dynamics and senior leaders.

And there were other perks. "I also knew the company observed a corporate shutdown during the holiday season, which was a plus for me," she says.

She then formulated her negotiation plan. A recruiter was acting as a go-between, and Jane made sure to "ask a lot of questions" while continually "expressing genuine enthusiasm for the offer."

Her first request was for a higher base salary, and while AltaMed did comply, the second offer still didn't meet her goal. So she next asked the recruiter if other elements, such as paid time off, were open for negotiation. Unfortunately, "she said that wouldn't be possible because of the company's strict adherence to the PTO formula based on years

served," Jane recalls.

Still, the move "did help the recruiter know I was committed to this position and that I was also open to negotiating other elements," Jane said. She asked once more if the company could sweeten the offer and it responded with another small base salary increase plus a signing bonus. So she took the job.

Today Jane is in the middle of a new job search as her project is tied to federal funding that is due to end in September of this year.

### **Case Study # 2: Prioritize what's important to you and formulate an approach**

A few years ago, a recruiter approached Andrea Molette Bradford, a marketing executive who has worked for Coca-Cola and Sprint, about a vice president position at a large retail company based in a different city.

Andrea was eager to make a career change and excited about the job. "The recruiter provided invaluable information about the company and coached me during the interview and the offer process," she says. "However, I kept in mind that the recruiter was hired and compensated by the company; therefore, I did not expect him to prioritize my best interests."

The offer arrived, and it was pretty good. She was pleased with role and responsibilities, starting salary, health benefits, bonus payment, and stock options.

But there were still some things that Andrea wanted to change. "Whenever I consider an offer, I always write down what I want, in priority order. I never share this list, but it is my north star in negotiations."

Her first priority was more vacation time; the second was a later start date. "I wanted to push it back so that I could close out my home and have time to move and get settled in my new city," she says.



She then formulated a plan for how she'd approach these requests. The thrust of her message was that she was satisfied with the bulk of the offer but wanted to maintain the number of weeks of holiday that she had in her current job. "I also told my boss that traveling makes me a well-rounded professional, and I need that vacation time in order to see people and things outside of my backyard." She also explained that she had relocated before and knew how important it was to allow "adequate time" for the transition.

Andrea strived to come across as reasonable and positive during the negotiation. She secured the additional vacation and, although her prospective boss wanted her to begin work earlier, Andrea ultimately prevailed. "The hiring manager pushed hard on [the start date], but I think he understood that it was important to me, and I only came to the table with two requests." She says she made the right decision to take the job.

Today Andrea is an independent consultant. "I am always open to great opportunities," she says.

*About Author:*

*Rebecca Knight is a freelance journalist in Boston and a lecturer at Wesleyan University. Her work has been published in The New York Times, USA Today, and The Financial Times*

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# 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.: 011-24608510 Extn. 722

Email: [rhatia@aima.in](mailto:rhatia@aima.in) Fax : 011-24626689 Mobile: +91- 9250127573

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

## Ahmedabad Management Association

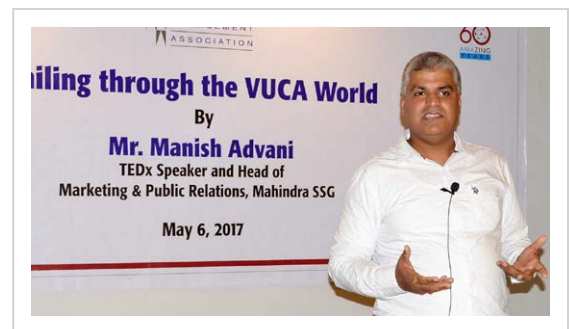
The activities for the month of May started with a talk by Dr. Surendra Pathak, Trainer & Prabodhak of Jeevan Vidya on 'Jeevan Vidyaa New Look at Education' and another talk with Dr. Sujata Menon, Historian and Author on 'Preparing Yourself for Civil Service Examination from School Days' was organised on 4th May. The workshop on Global Markets for Castor Oil Derivatives by Mr. S. Abidi, Consultant, Mumbai was conducted on 5th May. Book release and lecture on Mergers & Acquisitions was organised on 5th May. Mr. Savan Godiwala, Member Governing Council, Chaired the function to release the book 'Mergers & Acquisitions' written by Mr. Sunil Kanojia.



Book launch function

Talk on VUCA world was delivered by Mr. Manish Advani, TEDx Speaker & Head of Marketing & Public Relations, Mahindra SSG on 6th May. Mr. Rajat Jain & Mr. Deepak Sogani, Founding Partners, CEREBRI a Delhi based consulting company addressed on 'Professionalisation of Family Business' on 12th May. Mr. Jaimin Vasa, Member, AMA Governing Council chaired the meeting.

Second Learners' Forum on 'Retaining Talent' was conducted by Mr. B. N. Dastoor, Management Trainer on 18th May. On 19th May Dr. Anil Kane, Corporate Advisor, Suzlon Energy addressed on 'Green Energy – the Role of Wind Power and the Emerging Scenario'. In another function, Dr. Nimrat Singh, Consultant and Trainer addressed on 'From Talent to Career for High School Students' on 20th May. Ninth Research Forum Meeting was organised on 20th May. Dr. Ashwini K. Awasthi, Nirma University addressed the Research Forum and Dr. Paresh Kariya, co-ordinated the programme. Over 18 people attended the programme.



Mr. Manish Advani speaking on VUCA world

The Right Word Contest (3rd in the series) was conducted by the AMA English faculty Ms. Sangeetha Vishwanathan on 25th May. Talk on Stock Market – Technical Analysis in

a Non-Technical Way by Mr. Hitendra Gujarathi, Chartered Wealth Manager on 26th May. Over 150 people attended the programme. Speaker's Forum was organised on 'Your Day is As Good As you Make it'. Mr. Suresh Mashruwala coordinated the programme and over 80 participants attended.

As many as 58 Management Development Programmes were organised and 1276 people attended these programmes



Dr. Anil Kane addressing the audience



## Baroda Management Association

### Workshop

Baroda Management Association organised a two day workshop on ‘Embark on adolescence’ on 3rd and 4th May. The faculty for the session was a renowned image consultant from Baroda, Ms. Meghavi Vyas.

The programme helped the young participants to incorporate good habits and behaviour, formal as well as informal, to groom their overall personality.

### Friday Evening Talk

BMA organised a Friday Evening Talk on the topic ‘Family Values and Relations’ on 5th May. Ms Gargi Vaishnav was the speaker for the session and focused on being positive and maintaining healthy relations.

Another Friday Evening Talk was organised on 12th May on the topic ‘Yuva Aasha :Youth and Expectations’. Ms Dharmistha Bamaia was the speaker for the talk.

A Friday evening talk on the topic ‘E-Mail Etiquettes’ was conducted on 19th May with Ms Sheetal Thomas. The talk highlighted the importance of using proper subject and formatting, and avoiding common errors in an email.

A Special Friday Evening Talk was held on 26th May on the topic ‘The development of Vadodara around and outside’ with Mr N V Patel. He showed concern of decreasing growth rate of population and dwindling economic conditions and said that the city should provide employment opportunities.

### Annual Day Celebration and AGM

BMA celebrated its 59th Annual Day function on 28th May.



*Ms. Meghavi Vyas with participants*



*Mr N V Patel addressing the Special Friday Talk*



*Ms. Avi Sabavala being felicitated with the scroll of honour by the Chief Guest and the Guest of Honour during the Annual Day Function*



*The Installation of the new team of Office Bearers for the year 2017-18*

BMA also had its Annual General Meeting scheduled on the same day before the Annual Day function. It featured the Managing Committee, the Steering Committee Members as well as the New Office Bearers and the BMA Members.

The Guest of Honour for the Annual Day was Dr. Adil Malia, Chief Executive, 'The Firm' and the Chief Guest was Mr Parindu Bhagat, Independent Director, IOCL who addressed the gathering.

Ms. Avi Sabavala, the outgoing President of BMA addressed the audience about her experiences as a President of BMA during the year 2016-17, and all the events and programs undertaken at BMA. The new office bearers for the year 2017-18 were announced.

## Bharuch District Management Association

### 1st Women's Forum Meet

BDMA proudly introduced Women's Forum to its list of various Forums. The 1st Women's Forum was organised on 3rd May where professionals, entrepreneurs & housewives participated very actively and enthusiastically. Ms. Roopa Patel, IPP FICCI Ladies Organisation- Ahmedabad spoke on 'Women- Catalyst for Growth'.



*Ms. Roopa Patel interacting with ladies at the Women's Forum*

### Workshop on GST

BDMA organised an intensive Workshop on GST of 38 hours. The faculty included Advocate Jigar Shah, Laxmi Kumaran and Shridharan, Ahmedabad, CMA, V. S. Datey, Pune, Mr. Rohan Rane, Surat & few more who took various sessions during the intensive workshop. There were more than 80 finance & accounts professionals who participated in the GST workshop. This workshop helped the professionals to get acquainted with the new taxation system to be applied in India.



*Mr. Parag Sheth, President- BDMA inaugurating GST workshop along with Mr. Anish Parikh & Mr. Ragesh Makwana*



*Mr. Amit Upadhyay at the CEO Forum*

### CEO Forum

BDMA organised CEO Forum on 12th May on the topic 'Supply Chain Management.' Mr. Amit Upadhyay, General Manager, DIC Fine Chemicals Pvt. Ltd was the key note speaker for the Forum. The forum was attended by 40 CEO's from different industries across Bharuch district. The forum was concluded with question- answer & vote of thanks by Mr. A. K. Sahni, Chairman- CEO Forum.

**HR Forum**

BDMA held its 5th HR Forum on 23rd May. Mr. Vipin Kumar, General Manager – HR, Kohler India Private Limited was the speaker for the session. He spoke on Incentive System. The forum concluded with an interactive question and answer session.



*HR professionals at the HR Forum*

**Bhopal Management Association**

Bhopal Management Association in collaboration with Rotary Club - East Bhopal and Sagar Institute of Research & Technology, Bhopal organised a two day residential programme Rotary Youth Leadership Award (RYLA) 2017 on 27th and 28th May. Rtn. Darshan Singh Gandhi, District Governor, RI 3040 was the Chief Guest. Prof. V.P. Singh, Advisor MBA, SIRTE, Bhopal and Ms Saroj Gandhi, were the Guests of Honour. This programme focused on developing inter-personal skills and leadership qualities. About 50 students from Bhopal and Indore attended the programme.



*Rotary Youth Leadership Award*

**Delhi Management Association**

**Awareness Programme**

DMA organised an Awareness Programme on ‘Capital Market & Investment Planning’ on 12th May. Dr. Mukul Jain, SEBI Resource Person was the guest speaker of the programme. He stressed on Importance of savings & investments, Do’s & Don’ts of investments, Tax implications of different investments, Technicalities of stock Markets & MF’s, Role of stock exchanges & SEBI in grievance handling etc. The session was very well received by the participants.

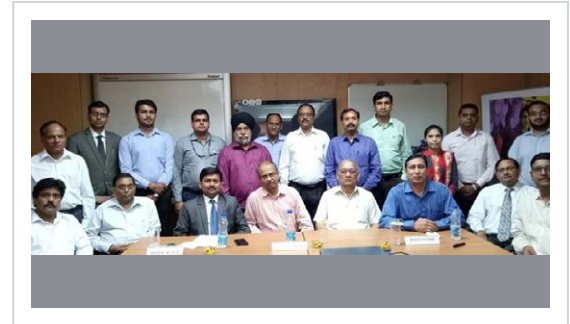


*Participants at the programme*



**Seminar**

DMA conducted a seminar on GST – The Future of Economic Growth on 17th May. Mr. Pranav Kumar, Promoter & Director, Alacrity Corporate Solutions gave the programme overview and welcomed the Chief Guest Mr. Shalabh Gupta, Chief Manager, Business Banking & SME, IDFC Bank. Other eminent speakers included CA Alakto Majumdar; CA Manoj Kumar Goyal; CA Mohit Golchha and CA P P Singh. The seminar was very well received by the participants.



*Participants at the seminar*

Another seminar in collaboration with Go-training was organised on ‘Real Estate Regulatory Act (RERA)’ by Advocate Amar Khera, Private Attorney/ Lawyer, Amar Associates, Advocates & Solicitors on 26th May. Ms Neena Malhotra, Past President, CA Nidhi Srivastava, Mediator MCA panel, Go-Training gave the vote of thanks.

**Interactive Ideas Meet**

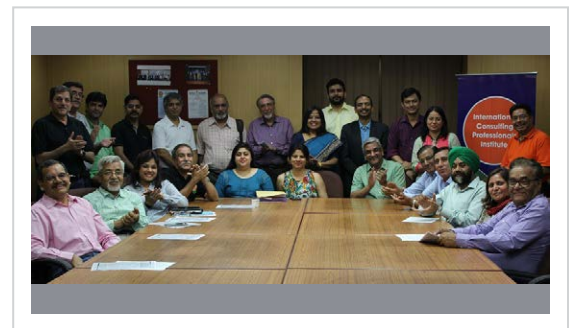
DMA in collaboration with ICPI and NHRD Network organised an Interactive Ideas Meet on Strengthening Consultant-Client Relationship in the VUCA World on 17 May. Mr. Rajan Pandhi, Director, DMA welcomed the eminent speakers, Mr. Ajay Kumar Tandon, Managing Partner, Lex Indis Law firm; Mr. G P Rao, Founder, GPR HR Consulting LLP and Mr. Rajiv Khurana, Managing Director/Trustee, ICPI. Mr. Deepak Bharara, Director, ICPI delivered the vote of thanks. The programme was attended by members from academics, business, consulting profession, development and entrepreneurs.



*L to R: Mr. G P Rao, Mr. Rajiv Khurana, Mr. Ajay Kumar Tandon and Mr. Rajan Pandhi*

**T 20**

DMA in collaboration with ICPI and NHRD Network organised a T 20 on 31st May wherein the speakers shared their expertise with the participants for 20 minutes each. The session facilitator Ms. Runa Maitra, Business Evangelist, Youth4work welcomed the eminent speakers Major Avtar Singh, Leadership Coach & Trainer; Mr. Rajesh Diwan, Advisor - Skills, Education, Learning & Training at ELCINA Electronic Industries Association of India and Dr. Anju Chawla, Learning & Development Professional, AGMJ Trainers. The programme was very well received by the participants. Mr. Sumit Chaudhari, Chairperson and Managing Director, Third Millennium Business Resource Associates gave the vote of thanks.



*Participants at the session.*

## Ghaziabad Management Association

### Lecture cum Interactive session

Ghaziabad Management Association organised a Lecture cum Interactive session on ‘Good Governance through Self discipline’ with Dr. A G Agarwal, Ex- CMD of CEL, Sahibabad, on 19th May.

Dr. Agarwal shared his experiences and said that the true governance starts from self and thus, the integral approach to awaken the ethical consciousness. The session was very interactive and was appreciated by the participants.



*Felicitation of the speaker*

## Goa Management Association

Goa Management Association (GMA) organised a factory visit and talk on ‘Latest Trends in HR’ for its Executive Committee Members at GKB Vision Ltd, a unit manufacturing ophthalmic lenses on 30th May. Mr. Durguesh Pai Angle, Chairman, National Institute of Personnel Management, Goa Chapters and Head – Human Resources & CSR, Unichem Laboratories Ltd was the speaker of the talk. Dr. Pradeep B Salgaonkar, Chairman, GMA, welcomed the gathering and Mr. Yeshwant Lawande, GM – Operations, GKB Vision Ltd, Goa presented the vote of thanks.



*Mr. Durguesh Pai Angle addressing the session*

## Guwahati Management Association

### Rolling in GST

Guwahati Management Association organised a programme on ‘Rolling in GST’ on 23rd May. Dr. Debashis Mitra, renowned tax and company law consultant and Mr. Rakesh Agarwal, Jt. Commissioner of Taxes, Assam were the keynote speakers of the event. It was a very well attended by GMA members, representatives from business bodies, industry, commerce and academic including two university Vice Chancellors.



*Dr. Debashis Mitra, renowned tax and company law consultant addressing the session*

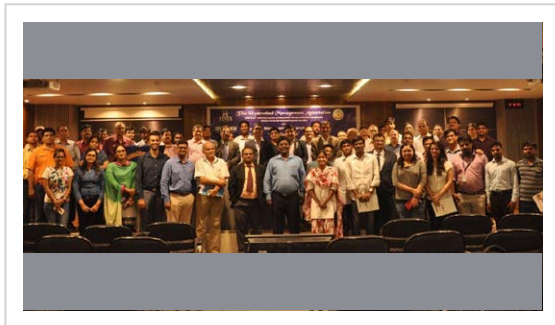
## Hyderabad Management Association

### Entrepreneur Export Meet

Dhanwantari Institute of Science & Technology and Hyderabad Management Association jointly organised 'Entrepreneur-Export Meet' on 20th May. Mr Sravan Kumar Madap, President, HMA inaugurated the meet and Mr V S Rao, Manager, DFI presided the programme.



*Mr Ravi Kumar Peesapati, Secretary, HMA, Mr Sravan Kumar Madap, President, HMA Mr Rohit Kumar Singh, Speaker, Mr Madhav Reddy, CEO-(E-Governance), Karvy Data Management Services Ltd and Mr K Harishchandra Prasad, Vice-President, HMA*



*Audience with the Chief Guest at Joint Lecture Meeting*

### Joint Lecture Meeting

Hyderabad Management Association & Karvy Data Management Services Ltd jointly held a Lecture Meeting on 26th May on 'GST Outreach'. Mr Rohit Kumar Singh, Head-Operations GSP Business, Karvy Data Management Services Ltd was the speaker for the session.

## Indore Management Association

### Mind Your Language Programme

IMA organised Mind Your Language session on the topic 'Techniques of Language Enhancement' on 26th May. The faculty for the workshop was Ms. Abha Anand, Corporate Trainer.



*Ms. Abha Anand addressing during the session*



*Participants during Learning from the Life of Legend Programme*

### Learning from Life of Legend

IMA organised an evening talk on 'Learning from Life of Lord Krishna' on 19th May. The moderator for the session was Dr. Vikrant Singh Tomar, Management Consultant.

### Management Development Programme

Indore Management Association (IMA) organised its Management Development Programme (MDP) on the topic Excellence in Sales and Marketing on 13th May. Mr. Achal Ranagswamy, Sales Trainer was the moderator.



**Readers Clique**

IMA organised Readers Clique on the book ‘Who Moved My Interest Rate’ on 11th May. The facilitator for the session was Mr. Pramod Saraf, Director Swan Finance.

**Evolution for Excellence**

IMA organised Evolution for Excellence workshop on ‘Building Better Work Relationships’ on 4th May. The trainer for the workshop was Mr. Aseem Shrivastava, Corporate Trainer.



*Mr. Pramod Saraf addressing the participants*



*Ms. Veena Chhibber addressing the participants*

**Center of Excellence**

IMA organised Center of Excellence (COE), an evening talk on the topic ‘An Extra Mile – Moving beyond Hierarchy’ on 3rd May. The facilitator for this session was Ms. Venna Chhibber, Corporate Trainer.

**Training@Doorstep**

IMA organised Training@Doorstep workshop on the topic ‘Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive’ on 30th May. The trainer for the workshop was Dr. Vikrant Singh Tomar, Director, UMS India.



*Dr. Vikrant Singh Tomar addressing the participants*

**IMA Student Chapter – Centre of Excellence**

IMA Student Chapter organised Centre of Excellence - a Talk on ‘What future has in store for our budding engineers’ on 19th May at Acropolis Institute of Technology & Research, Indore. The speaker for the session was Mr. Mukesh Kumar, Ecommerce Startup Entrepreneur.

**IMA Student Chapter – CEO Talk**

IMA Student Chapter organised a CEO Talk on 13th May at Acropolis Technical Campus, Ralamandal, Indore. The faculty for the session was Mr. Rajendra Joshi, SBU Head at AVTEC Ltd.



*Mr. Rajendra Joshi addressing the students*

**IMA Student chapter – Centre of Excellence**

IMA Student Chapter organised Centre of Excellence - a Talk on ‘Competition In- From Emerging Markets’ on 6th May at

Acropolis Technical Campus, Ralamandal, Indore. The speaker for the session was Prof. Rajendra Shrivastava, Dean - Indian School of Business (ISB), Hyderabad.

**IMA Student Chapter – Film Show**

IMA Student Chapter organised a Management Film show on the movie ‘Dangal’ on 5th May at Acropolis Faculty of Management & Research, Indore. The moderator for the Film show was Dr. Anupam Tiwari, General Manager - HR at Sun Pharmaceutical Industries Ltd.



*Prof. Rajendra Shrivastava addressing students of Acropolis*

**Kerala Management Association**

**Skill Development Programme**

Kerala Management Association and KITCO jointly organised a one-day workshop on 3rd May titled ‘Essentials of Contract Management’. The programme facilitators were Mr. M R Ramdas, Mr. SRC Nayar, Mr.Sunil George and Mr. G. Ramesh. Around 14 participants attended the workshop.



*Participants of Skill Development Programme*

**7th MKK Nayar Memorial Lecture**

The 7th MKK Nayar Memorial Lecture was addressed by the Chief Guest Dr. D. Babu Paul, IAS (Retd.), Former Chief Secretary, Govt. of Kerala on the topic ‘Spirituality and Ethics in Modern Management’ on 22nd May. An English translation of MKK Nair’s autobiography titled ‘With Malice Towers None, The Chronicle of an Era’ was released during the event. The book was translated by Mr. Gopakumar M. Nair.



*Dr. D. Babu Paul IAS (Retd.) delivering the MKK Nayar Memorial Lecture*



*Mr. G. Balachandran interacting with the participants*

**Management Education Programme**

A one day workshop on the topic ‘The Next Gen Biz - Empowered Business Leadership’ was held on 24th May. The programme facilitator was Mr. G. Balachandran, MBA, HRD Consultant, International training Fellow, Certification Commissioner JCI University USA. Around 21 participants attended the workshop.

## Lucknow Management Association

### Workshop

YMF-LMA organised a workshop on 'CV Making and Interview' on 3rd May. The speaker was Mr. Chandrashekhar Varma, a freelance consultant and trainer.



*Mr. Chandra Shekhar Varma addressing the workshop*



*(L-R) Mr. K.K. Asthana, Mr. Jitesh Srivastava, Mr. Sumer Agarwal and Mr. A.K. Mathur*

### Awareness Programme

LMA in collaboration with IIT Roorkee Alumni Association organised an Awareness Programme on 'Energy Conservation for Children' on 11th May. The programme was conducted by Mr. Jeetesh Srivastava and Mr. K.K. Asthana who is the Chief Architect in U.P. Rajkiya Nirman Nigam is a renowned writer too.



*Mr. Ashish Kaul and Mr. Vineet Sagar with participants*

### Interactive Session

LMA collaborated with Headstart, a Bangalore based nonprofit dedicated to promote entrepreneurship and start ups in organising an event 'Start up Saturday-All about Fund Raising' on 13th May. Mr Ashish Kaul, Entrepreneur & Angel Investor, Founder President - TiE Lucknow and Vineet Sagar, Managing Partner - Venture Garage and two other entrepreneurs from Indore and Hyderabad participated in the session through video conferencing.

Another interactive session was held on 'Creating an Eco-system for Entrepreneurship in Lucknow/U.P. through IIML' preceded by a presentation by Mr. Saurabh Saha, Promoter of a Bangalore based start up geekshala.in. Mr. Saha collaborated with LMA to develop entrepreneurial culture in Lucknow. The session was attended by Professor Ajit Prasad, Director IIM Lucknow and about 30 faculty members.



*Mr. Ram Sharan Verma in village Daulatpur*

### Outreach Programme

In an outreach programme, LMA organised a visit to farms of Mr. Ram Sharan Verma in the village Daulatpur about 39 kms from Lucknow on 14th May. Mr Verma, is high tech farmer globally renowned for his innovative farming techniques. He was also appointed as Agriculture Advisor by Modi Government in Gujarat and has won many awards.



**Lecture Meeting**

LMA in collaboration with PHD Chamber of Commerce and Industry organised a talk on ‘Indian Railways- Initiatives in Ease of Doing Business’ on 20th May. The speaker was Mr. Sanjiv Garg, Additional Member Railway Board, Ministry of Railways, Govt. of India. He articulated a large number of initiatives taken by Railways in Freight and Passenger segments.



*Mr. Sanjiv Garg Additional Member Railway Board, Ministry of Railways, Govt. of India addressing*

**Talk**

LMA in collaboration with Rotary Club of Lucknow organised a wellness talk on ‘Hazards of Smoking, Tobacco Usage & Gutka Chewing’ on 19th May. The speaker was Dr. Surya Kant Tripathi, Professor & Head of Department, Respiratory Medicine, Pulmonary & Critical Care, King George’s Medical University. The session was well appreciated by the participants.

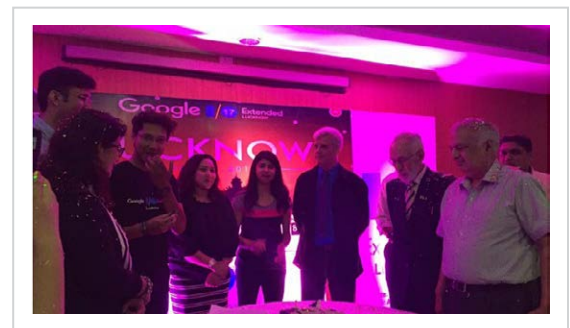


*Dr. Surya Kant Tripathi Professor & Head of Department, Respiratory Medicine, Pulmonary & Critical Care, King George’s Medical University addressing*

LMA organised a talk on ‘Leading and Managing a family Business’ by Dr. Hitesh Shukla, Professor at Department of Business Management, Saurashtra University, Rajkot (Gujarat) on 23rd May.

**Google I/O Extended**

LMA in collaboration with NASSCOM Lucknow Chapter, a few local IT start ups and Amity University organised ‘Google I/O Extended’ Lucknow on 24th May. Google I/O is an annual developer conference held by Google in San Francisco, California, but to facilitate a larger audience Google encourages the software developer community worldwide to put together their own Google I/O Extended events at which they stream all keynotes and sessions live. It was organised for the first time in Lucknow and showcased technical in-depth sessions focused on building web, mobile, and enterprise applications with Google and other open sources. ‘I/O’ stands for input/output, as well as the slogan ‘Innovation in the Open’.



*Google I/O Extended Conference*

**Seminar**

LMA in collaboration with Rotary Club Lucknow, IIT Roorkee Alumni Association and Indraprastha Apollo Hospitals organised a Seminar on ‘Wellness in Present Day Lifestyle’ on 28th May. Dr. Monica Kher, a Consultant Cardiologist at Indraprastha Apollo Hospital, New Delhi spoke on Heart Diseases, its prevention & treatment and Dr Manish Singhal, Senior Consultant, Medical Oncology - Apollo Hospitals, New Delhi spoke on the menace of cancer & preventive measures.

## Ludhiana Management Association

### Ted Talks – Panel Discussion

Young Entrepreneurs Forum of Ludhiana Management Association organised TED Talks – Panel Discussion on, ‘The Originals – Getting Out of Negativity due to Procrastination’ on 17th May. The programme was attended by 28 young entrepreneurs. The participants shared their experiences on the subject.



*Mrs Harpreet K Kang, Director, International Affairs sharing her experiences with the participants*



*Mr Rajat Bansal, IRS, Joint Secretary, Central Board of Direct Taxes interacting with the participants*

### Seminar

Ludhiana Management Association organised a seminar on ‘International Taxation & Transfer Pricing’ by Mr Rajat Bansal, IRS, Joint Secretary, Central Board of Direct Taxes, Ministry of Finance, Government of India, on 19th May. He talked about statutes, regulations, new rulings, & court decision from around the world & provided in-depth tools on tax treaties. The programme was attended by 175 industrialist, SMEs, exporters, professionals, & senior executives.

## Meerut Management Association

### Workshop

Meerut Management Association organised a two day workshop on ‘Lean Methodology’ on 12th & 13th May which was attended by more than 25 factory owners and managers from various industries.



*Mr. Ankit Singhal Past President MMA & Mr. Gaurav Jain, Chairman, Lean Workshop presenting a memento to Mr. Nitin Kumar, Trainer.*



*Mr. Sudhir Chandna, Co-Chairman, Lean Workshop presenting a memento to Mr. Alok Kumar Sahu, Trainer*

Mr. Nitin Kumar, Co-founder, Tetrahedron and Mr. Alok Kumar Sahu, Co-founder, Tetrahedron were the facilitators for the workshop. Mr. Gaurav Jain and Mr. Sudhir Chandna were the Chairman and Co-chairman of the event.

The Workshop was arranged to teach participants about Lean Manufacturing, and how it can be used to identify and eliminate the waste in operations through continuous improvement resulting in more efficiency, reduced cost and customer satisfaction by offering maximum value at the lowest price.

## Navsari Management Association

### Discussion Programme

Navsari Management Association organised a unique discussion programme on 14th May. Leading industrialist and businessmen discussed business growth of Navsari. Mr. Jignesh Desai, Vice President, NMA also moderated the session. 200 participants from leading business community participated in the programme.

### Workshop

Navsari Management Association conducted a one day workshop on 'Customer Service Excellence' on 21st May. The felicitator was Mr Vincent D'Silva, who is a renowned corporate trainer from Mumbai. About 48 participants from various corporates and professional members attended the workshop.

Another workshop was organised on 'Creative Thinking at Work Place' on 27th May. Mr. Suresh Purohit, consultant for Innovative Business Environment was the faculty of the workshop. About 55 participants attended the workshop.



*Panel discussion in progress*



*Workshop on 'Creative Thinking at Work Place'*

## Noida Management Association

Noida Management Association organised a one day workshop on Labour Laws 'Industrial Relations today, A Paradigm Shift' on 19th May. Mr RP Singh, Director, HR Legal inaugurated the programme. Mr JS Kaushal, Director (Personnel) CWC and Mr SS Yadav, Executive Director HR, KRIBHCO spoke on the occasion. Mr SN Singh, President NMA spoke about the necessity of having a closer relationship between the employees of an organisation and the management. Some of the other eminent speakers included Mr Dinesh Jain, President, Legal & Corporate Affairs, U- Flex Ltd; Mr V. Shekhar, Senior Advocate, Supreme Court; Mr SC Kulshrestha, Legal Advisor & Mr Sanjeev Asthana, Group HR Head Triveni Engineering & Industries Ltd.

The programme was well received by more than 73 participants from the leading industries from Noida and NCR.



*Mr Dinesh Jain, President, Legal & Corp. Affairs, U Flex presenting mementos to Mr RP Singh, Director HR & Legal, IFFCO*



## Palghat Management Association

The 32nd Annual Management Convention of PMA was held on 19th May on the theme ‘Building a Winning Business in the Disruptive World’. Mr T.S. Anantharaman, Chairman, Catholic Syrian Bank was the Chief Guest for the Valedictory Session. He addressed the conclave, released the Directory of PMA members and presented a copy to PMA President, Mr K.V. John.

Mr V.B. Ramachandran Nair, MD, Malabar Cements Ltd, inaugurated the Business Session on ‘Creating a Winning Mindset’, which was led by Mr Varghese Eipe. The Conclave was attended by around 100 participants.



*Mr T. S. Anantharaman, Chairman, Catholic Syrian Bank presenting a copy to Mr K.V. John, PMA President*



*Mr V. B. Ramachandran Nair, MD, Malabar Cements Ltd addressing*

## Pathankot Management Association

### Workshop

Pathankot Management Association conducted a workshop on Digital Marketing on 5th May on the theme ‘Future of Marketing’. Mr Varinder Sharma & Mr Rohit Gupta of Nimble Technocrats were the faculty for the session. The workshop made participants aware about an effective digital marketing strategy and how to reach target audience online and interact with them in a more hands-on, integrated approach than ever before. Around 60 students participated in the workshop



*Mr Rohit Gupta addressing the technocrats about Digital Marketing Strategies*

### Guest Lecture

PMA held a guest lecture on the ‘Facilities related to Banking Opportunities’ on 12th May. Mr R.S. Chatha, Career & Motivational Counsellor was the speaker for the occasion. The session was focused on banking opportunities and career guidelines. Over 40 students and faculty members participated in the workshop. It was an interactive session and had a lot of learning for the participants.

Another Guest Lecture was organised on ‘Investment Management and Equity Market as a source of income’ on 25th May. Mr Jagroop Singh of Earning by Learning was the facilitator and elaborated upon variety of topics like, equity, mutual funds, portfolio, investments and good returns. Around 70 students and faculty members participated in the seminar which was a great learning experience.



Mr. R.S. Chatha addressing the students about banking opportunities.



Mr. Jagroop Singh speaking about investment Management & Equity Market

## Rajkot Management Association

RMA organised a unique event on the theme ‘Growth of business through personal branding and use of Social Media’ on 20th May. The event was co partnered by Google Business Group, Rajkot Chapter. Mr Jatin Katariya, CEO, Glocal Coworking Space and Mr Akshay Makadiya, B.Tech M.E were the speakers for the programme. The programme was chaired by C A Kothari, RMA President. 120 participants attended and appreciated the programme.



C A Kothari, President addressing the Social Media Workshop

## Tarapur Management Association

### Evening talk

Tarapur Management Association organised an evening talk on the theme ‘Mastering Triple Gunas for Self Transformation’ on 24th May. The speaker of the session was Ms Padma Diwakar, State Education Coordinator at Sri Sathya Sai Seva Organisation. The session was well attended by the members, the executives of the industries and the students of business.



Guest speaker Ms Padma Diwakar being felicitated by Mr Ashish Choudhari, Hon Secretary TMA

**Film show**

A film show was organised on 20th May on ‘How Great CEO’s Lead’ an interactive session with Jack Welch & Suzy Welch. Jack Welch, the former CEO of General Electric, is one of the most legendary business executive of all time and his wife Suzy Welch, the former Editor In Chief of Harvard Business Review and a legend in her own right, spoke to IVY members about leadership, good management and building impactful businesses.

**Annual General Meeting**

The Annual General Meeting of Tarapur Management Association was held on 3rd May and the New Managing Committee was elected for the year 2017-18. Financial statements /account details of the last year were shared with the members and activity planning for the current year was reviewed and discussed.



*Mr GVS Kumar, President TMA addressing the members during the AGM*

**Thrissur Management Association**

**Managerial Development Programme (MDP)**

Thrissur Management Association organised a Managerial Development Programme on theme ‘Rule for a Happy Work life’ on 3rd May. Ms. Ranjitha Pratap, Chief HR Manager M/S Sibelco India was the guest speaker of the programme. 100 student chapter members from various affiliated colleges attended the programme.



*Ms. Ranjitha Pratap Chief HR Manager, M/S Sibelco India addressing*



*Dr. Venkatapathy addressing on the topic Future Perceptions in Management*

**Guest Lecture**

A Guest Lecture was conducted on the theme ‘Future Perceptions in Management’ on 23rd May. Prof. Dr. Venkatapathy, Project Director, Indian Opp. Northumbria University, London was the speaker of the lecture. He explained changing perceptions in management world by various video visuals. 90 TMA members participated in the lecture.



### Investor Awareness Programme

TMA in association with HDFC Mutual Fund organised an Investor awareness programme on 23rd May. On this occasion, bi-monthly magazine TMA Management Voice was released. The programme was well received by the member. About 90 members participated in the programme.



*Release of the 5th issue of TMA bi-monthly magazine TMA Management Voice*

### Trivandrum Management Association

Trivandrum Management Association organised an Evening Lecture programme in association with Trivandrum Chamber of Commerce on 'Expedition to Antarctica – Sharing of Experience' by Architect Sudhir Balakrishnan Pillai on 29th May. Mr. Subramonian M.R., Managing Director, Adtech Systems Ltd welcomed the participants. Dr. Babu Thomas, Former Director, HLL Lifecare Ltd presented a memento to Mr Pillai as a token of gratitude and Mr. Mahesh L.S, Manager, KSWDC delivered the vote of thanks. The programme was well received by the participants.



*Sudhir Balakrishnan Pillai addressing participants*

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# AIMA Events Calendar

Event	Conference Director	Venue	Date
26th National Management Games 2017		Bhubaneswar Bangalore Mumbai New Delhi Grand Finale	17-19 May 2017 14-16 June 2017 31 May-02 June 2017 27-29 June 2017 01 July 2017
AIMA - Imperial College Conference	Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise	Imperial College, London	23 June 2017
12th Global Advance Management Programme	Prof Solomon Darwin, Executive Director – Center for Corporate Innovation, UC Berkeley – Haas School of Business	USA	25 June-01 July 2017
National Competition for Young Managers		Kolkata Chennai Mumbai New Delhi Grand Finale	13-14 July 2017 20-21 July 2017 03-04 August 2017 10-11 August 2017 18 August 2017
AIMA JRD TATA Corporate Leadership Award Presentation		New Delhi	18 July 2017
AIMA-Madras Management Association - 1st Regional Management Conclave	Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd. & Past President, AIMA	Chennai	03 August 2017
5th Marketing Retreat	D Shivakumar, Chairman & CEO - India Region, PepsiCo India Holdings Pvt Ltd	Goa	04-06 August 2017





Event	Conference Director	Venue	Date
1st Capability Building Workshop on Case Writing		New Delhi	09-11 August 2017
22nd AIMA Convocation		New Delhi	18 August 2017
Shaping Young Mind Programme		Kochi	23 August 2017
2nd US India Conference	Sunil Kant Munjal, President, AIMA & Chairman, The Hero Enterprise	University of California Campus, Berkeley USA	08 September 2017
44th National Management Convention		New Delhi	27-28 September 2017
National Competition for Young India		Bangalore Mumbai Kolkata New Delhi	September - October 2017
6th Young Leaders Retreat	Sanjeev Bikhchandani Founder and Executive Vice Chairman, Naukri.com &  Vineet Agarwal Managing Director, Transport Corporation of India Ltd	Goa	26-28 October 2017
Shaping Young Mind Programme		Coimbatore	27 October 2017
National Management Quiz		Bangalore Mumbai Kolkata New Delhi	November 2017

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