

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

NOVEMBER 2019



Dear Readers,

It gives me great pleasure to present the next issue of AIMA News. The past few weeks have been busy at AIMA as the organisation continued to reach out to aspiring and practicing managers through its various services and programmes.

Not confining itself to Indian shores, AIMA was one of the co-organisers of the Horasis Asia Meeting 2019 held on 24th & 25th November 2019 at Binh Duong New City, Vietnam. AIMA President - Mr Sanjay Kirloskar, Chairman and Managing Director, Kirloskar Brothers Ltd was a Co-Chair of the Asia Meeting. The Horasis Asia meeting was also attended by the AIMA Director General, Ms Rekha Sethi. Some of the other Indian thought leaders and speakers at the Horasis Asia Meeting included Mr Pranjal Sharma, Contributing Editor, BusinessWorld; Mr Richard Rekhy, Member of the Board, KPMG, UAE; Mr Suman Bose, Principal and Co-founder, GoFar Advisory and Investments, Singapore; to name a few.

Continuing its close collaborations with the Local Management Associations, AIMA, along with the Bombay Management Association, organised the 5th Regional Management Conclave on 'Winning in the Digital Age' at Mumbai. The conference was addressed by several eminent thought leaders and industry experts including Mr Sanjay Kirloskar, Mr Firdose Vandrevala, Mr Pramod Bhasin, Mr Ganesh Natarajan, Mr Harshit Vyas, Ms Rekha Sethi, Ms Chayya Sehgal, Ms Prashanti Reddy amongst several others. The conference was very well received by over 300 delegates which included CEOs, management professionals and students. Brief reports are carried in this issue.

AIMA has always endeavoured to provide various platforms for young managers and students to build and enhance their management skills and capability. The 74th Shaping Young Minds Programme (SYMP) was held in collaboration with Thrissur Management Association. AIMA's hugely popular SYMP is a platform for young professionals and management students to interact with iconic leaders from various fields, where these leaders talk about their professional journey, speaking candidly about their successes and failures. The 74th SYMP saw a record participation of over 1800 students and was very well received.

Further, AIMA's special initiative - the AIMA Young Leaders Council (YLC) is gaining momentum and has now reached a membership of over 270 young achievers. The YLC Delhi Chapter recently organised interactive sessions on 'Reimagining Work in the Age of Artificial Intelligence' and 'Urban Farming - From Farm to the Table'. Both the sessions were very well received by the participants.

In addition, the 23rd edition of Student Management Games (SMG) successfully concluded last month after holding pan India regional rounds over the past few months. This year's competition witnessed a participation of over 155 teams from various colleges and universities across the nation. Spreading its reach to management professionals as well, AIMA conducted the 2nd edition of its Corporate Management Olympiad at New Delhi. The competition was held over various rounds covering Case Study, Business Modelling, Quiz and Business Simulation Competitions, and witnessed a participation of over 180 teams from various corporate houses and PSUs. Brief reports on these programmes can be found inside.

AIMA continued to reach out to the professional and student community through its educational courses, testing and assessment services, workshops, and training programmes during the period. You will find brief details in this issue along with latest updates from the Local Management Associations and some interesting articles on management.

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

Warm Regards

Rekha Sethi
Director General

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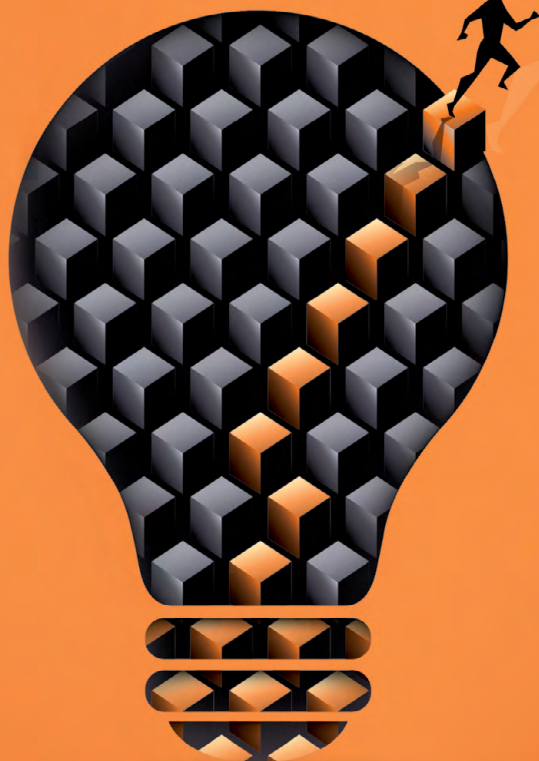


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Ph.D (Business Administration) in collaboration with Aligarh Muslim University



Admission Procedure

Entrance Test: Research Management Aptitude Test (RMAT) to be held on 11 January 2020 at Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Mumbai followed by an Interview at AIMA, New Delhi for RMAT shortlisted candidates. The syllabus outlines for the Entrance Test (RMAT) and the criteria to qualify are available on the website.

How to Apply

Obtain crossed Demand Draft (DD) of Rs. 1500/- in favour of "All India Management Association" payable at New Delhi from any bank. Register online at website link <http://apps.aima.in/phd2019dec> along with the DD details. While registering online, the candidates may also pay using credit/debit card. The Detailed Syllabus of the Entrance Test (RMAT), Information bulletin & other details of PhD programme can be accessed at the same website link as given above.

Eligibility

A candidate will be eligible for admission to a course of study leading to the degree of PhD in Business Administration subject to fulfilling the following criteria:

- **Educational Qualification:** Master's Degree in Management or allied subjects like Commerce, Humanities, Science, Engineering and Law etc., or a PGDM/PGDITM approved by AICTE, or Chartered Accountancy, Cost Accountancy or any other professional qualifications, which are considered equivalent to two years full time Master Degree by the University, with at least 55% marks or equivalent grade along with minimum 50% marks in Graduation.
- **Work Experience:** The candidate should be a full time employee with at least five years of experience (after post-graduation) at Managerial level in Industry/Government/Ministry/NGO/Defense/Military organisation or a full time Faculty at a Management Institute approved by AICTE or affiliated to a University with at least five years of experience after post-graduation.

Last date for online registration : 23.12.2019 (Monday)
Last date for submission of printout of completed online registration form to AIMA, New Delhi : 23.12.2019 (Monday)

For further details contact:

Kiran Rawat, Manager (PhD Programme)

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Horasis Asia Meeting 2019



Vuong Dinh Hue, Deputy Prime Minister of Vietnam with the AIMA delegation and other speakers

AIMA was one of the co-organisers of the Horasis Asia Meeting 2019, held on 24th & 25th November 2019 at Binh Duong New City, Vietnam. The meeting brought together over 400 of the foremost business and political leaders from across Asia and the world.

AIMA President, Mr Sanjay Kirloskar, Chairman and Managing Director, Kirloskar Brothers Ltd was a Co-Chair of the Asia Meeting. The Horasis Asia meeting was also attended by the AIMA Director General, Ms Rekha Sethi. Mr Sanjay Kirloskar addressed a session on 'Asia in Transition' along with speakers from China, Malaysia, Vietnam and Singapore, and deliberated on how Asia companies can accelerate sustainable growth and take advantage of the opportunities emerging from a rampant change in an era of disruption.

Ms Rekha Sethi participated in a panel discussion on 'Addressing Asia's Gender Gap' and shared her views on encouraging women leadership in business, government and civil society and tapping Asia's female talent more effectively.

Some of the other Indian thought leaders and speakers at the Horasis Asia Meeting included Mr Pranjal Sharma, Contributing Editor, BusinessWorld; Mr Richard Rekhy, Member of the Board, KPMG, UAE; Mr Suman Bose, Principal and Co-founder, GoFar Advisory and Investments, Singapore; to name a few.

The Horasis Asia Meeting aims to be Asia's foremost annual gathering of the region's most senior leaders from business and government. This annual event is an ideal platform to explore and advance regional cooperation, impact investing and sustainable growth.



Sanjay Kirloskar, President, AIMA and Chairman & Managing Director, Kirloskar Brothers Ltd with other speakers at the session on Asia in Transition

(L to R) Pranjal Sharma, Contributing Editor, BusinessWorld; Sanjay Kirloskar, Chairman, Kirloskar Brothers Ltd; Rekha Sethi, Director General, AIMA; Suman Bose, Principal and Co-founder, GoFar Advisory and Investments, Singapore and Richard Rekhy, Member of the Board, KPMG, UAE



Rekha Sethi, Director General, AIMA with other speakers of the session on 'Addressing Asia's Gender Gap'.

Regional Management Conclave



(L-R) Sanjay Kirloskar, President, AIMA & Chairman and Managing Director, Kirloskar Brothers Limited; Rekha Sethi, Director General, AIMA; Chhaya Sehgal, President, Bombay Management Association and Firdose Vandrevalla, Former Executive Vice Chairman, Essar Steel India Ltd & Past President, AIMA

AIMA jointly with Bombay Management Association organised the 5th Regional Management Conclave on the theme Winning in the Digital Age on 8th November 2019 at Mumbai. A special session on the theme was addressed by Mr Sanjay Kirloskar, President, AIMA & Chairman and Managing Director, Kirloskar Brothers Limited, Mr Firdose Vandrevalla, Former Executive Vice Chairman, Essar Steel India Ltd & Past President, AIMA and Ms Rekha Sethi, Director General, AIMA. Mr Pramod Bhasin, Founder Genpact Ltd & Chairman, Clix Capital delivered the keynote address in the inaugural session. Ms Prashanthi Reddy, President-Strategic Initiatives, YES Bank



Sanjay Kirloskar, President, AIMA & Chairman and Managing Director Kirloskar Brothers Limited addressing



(L-R) Prashanthi Reddy, DLS Chair, Bombay Management Association & President-Strategic Initiatives, YES Bank; Chhaya Sehgal, President, Bombay Management Association; Pramod Bhasin, Founder Genpact Ltd & Chairman, Clix Capital; R S S Mani, Vice President, Bombay Management Association and Sanjay Grover, Director, LMA Relations & Membership and Young Leaders Council, AIMA

was the Chairperson of the conclave and Ms Chayya Sehgal, President Bombay Management Association delivered the welcome address.

Some of the other eminent speakers included Mr Harshit Vyas, Chief Business Officer - India, OYO Hotels & Homes; Dr Ganesh Natarajan, Chairman, 5F World Private Limited; Dr Murtaza Khorakiwala, Managing Director, Wockhardt Limited; Mr Mohit Kapoor, Vice President Group Alliances & Advertising, Reliance Jio; Mr R Radhakrishnan, Executive Director, Information Systems (Functional), Hindustan Petroleum Corporation Limited,

Mr Shailesh Haribhakti, Chairman DH Consultants Private Ltd & Chairman, Blue Star Ltd. and other senior representatives as speakers from organisation like State Bank of India, YES Bank, Deloitte Touche Tohmatsu India LLP, Schbang, MouthShut.com, LeadCap Ventures and L&T Financial Services. The sessions focused on Data or Bust: Building Power of Prediction; Digital Marketing: Shaping Consumer Experience; Creating Digital Businesses: Disrupting Industries

and Going Phygital: Competing in the Age of Convergence. The conclave saw a participation of over 300 which included CEOs, management professionals and students. The conclave was very well received by the delegates.



(L-R) Harshit Vyas, Chief Business Officer – India, OYO Hotels & Homes; Ganesh Natarajan, Chairman, 5F World Private Limited; Vidyadhar Anand Prabhudesai, Co- Founder & Board Member, LeadCap Ventures and Arjun Chatterjee, CEO and Director, Runtime Solutions Private Limited

74th Shaping Young Minds Programme



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



*Lt Gen R R Nimbhorkar PVSM, UYSM, AVSM, SM**, VSM, Former Officer of the Indian Army, Master General Ordnance*

All India Management Association in collaboration with Thrissur Management Association organised the 74th Shaping Young Minds Programme at Thrissur on 27th November 2019. The programme provides a platform for young professionals and management students to interact with iconic leaders from various fields, where the leaders talk about their lives, their successes and more importantly – their failures. The idea is to give students an opportunity to interact with achievers from different fields.

The speakers who addressed the programme

included Dr K Radhakrishnan, Former Chairman, Indian Space Research Organisation (ISRO); Mr C K Kumaravel, CEO and Co-Founder, Naturals Salons & Spa, Lt Gen R R Nimbhorkar PVSM, UYSM, AVSM, SM**, VSM, Former Officer of the Indian Army, Master General Ordnance; Ambassador Dr Deepak Vohra, Special Advisor, Prime Ministers of Lesotho and Guinea-Bissau & Ladakh Autonomous Hill Development Council, Kargil and Leh. The programme saw a record participation of over 1800 students and was very well received.



Dr K Radhakrishnan, Former Chairman, Indian Space Research Organisation (ISRO)



C K Kumaravel, CEO and Co-Founder, Naturals Salons & Spa

23rd National Student Management Games



National Champions team of Student Management Games 2019

The 23rd Student Management Games (SMG) popularly known as 'Chanakya' is a National Competition for B-schools, organised by All India Management Association. AIMA has been conducting this competition for the last 22 years in the country. SMG for the year 2019 successfully concluded on 30th November 2019 at Coimbatore. The 23rd SMG 2019 competition was held in the Northern, Western and Southern Region.

'Chanakya' is a computer-based simulated game that sensitises and strengthens business

acumen in students where participants are handed over a hypothetical company to run. A team of 4 students form a company and run it in a virtual environment created by 'Chanakya.' This year more than 155 teams participated in the competition. Amrita School of Business, Coimbatore emerged as the national champions; Xavier Institute of Management and Entrepreneurship, Bangalore and G. H. Raisoni Institute of Management, Jalgaon followed as the first and second runners-up in SMG 2019.

Corporate Management Olympiad



Winners of AIMA 2nd Corporate Management Olympiad

AIMA organised its 2nd Corporate Management Olympiad on 15th & 16th November at New Delhi. The goal of the Corporate Olympiad was to create a platform for managers to exchange thoughts, ideas and skills in a spirit of healthy competition, where individuals and corporates are recognised and feted for their competencies & achievements and encouraged to compete for corporate glory.

180 teams of several corporates competed over various rounds of Case Study, Business Modelling, Quiz and Business Simulation Competitions. Companies like Ashok Leland, Pernod Ricard, Tata Steel, HPCL, NTPC, Maruti, SAIL, GAIL, SBI, POSOCO, EIL, ONGC, PowerGrid, NSPCL, VECV, IOCL and many others participated in the Olympiad.

Team NTPC emerged as the champions. Ms Disha Sharma of Volvo Eicher & Mr Anmol Garg of Maruti Suzuki India won the Ms & Mr Olympiad titles respectively and won Hero Scooters for their efforts. The programme was very well received by the participants.



Mr & Ms Olympiad of the 2nd Corporate Management Olympiad

New Additions in AIMA Library



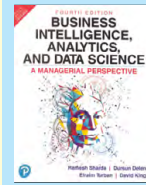
Loop-hole games

Swain, Smarak :
a treatise on Tax avoidance strategies / Smarak Swain. Gurgaon : Wolters Kluwer (India) Pvt. Ltd., 2019



Good economics for hard times

Banerjee, Abhijit V. :
/Abhijit V. Banerjee & Esther Duflo/ New Delhi : Juggernaut Books, 2019



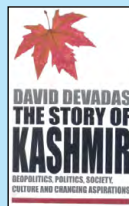
Business intelligence

Shardha, Ramesh :
a managerial perspective on analytics / Shardha ramesh,Dursun Delen, Efraim Turban. Noida : Pearson India Education Services Pvt. Ltd.,2019.



Leading well

Pich, David :
7 Attributes of Very Successful leaders/David Pich and Messenger Ann. Australia: Major Street Publishing,2019



The story of Kashmir

Devadas, David :
geopolitics, politics, society, culture and changing aspirations/David Devadas. New Delhi: Authors Up Front, 2019



Accomplish more by doing less

Lesser, Marc :
Delhi : Jaico Publishing House, 2019



Internet of things

Ramgir, Mayur :
architecture, implementation and security/ Mayur Ramgir: Noida : Pearson India Education Services Pvt.Ltd., 2020018, P560



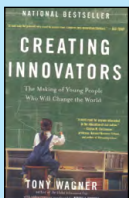
Consumer behavior

Jain, Varsha :
a digital native/Varsha Jain,Jagdish Sheth, Don E. Schultz. Noida: Pearson India Education Services Pvt.Ltd., 2019



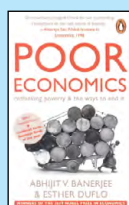
Entrepreneurship development and small business enterprises

Charantimath, Poornima M :
New Delhi : Pearson Education, 2019



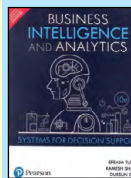
Creating innovators

Wagner, Tony :
the making of young people who will change the world / Tony Wagner. New Delhi: Scribner, 2015



Poor economics

Banerjee, Abhijit V. :
rethinking poverty & the ways to end it/ Abhijit V. Banerjee & Esther Duflo/ Gurgaon : Penguin Books, 2013



Business intelligence and analytics

Turban, Efraim :
systems for decision support/Turban Efraim, Ramesh Sharda, Dursun Delen. Noida : Pearson India Education Services P.Ltd., 2018

Young Leaders Council



Karthik Sharma, YLC Member and Director, Agnitio presenting a memento to Prof MM Pant, Pro Vice-Chancellor, Indira Gandhi National Open University (IGNOU)

AIMA Young Leaders Council, Delhi Chapter organised a session on the topic 'Reimagining Work in the Age of Artificial Intelligence' on 15th November 2019. Mr Prof. MM Pant, Pro Vice-Chancellor, Indira Gandhi National Open University (IGNOU) was the speaker of the session and Mr Karthik Sharma, Director, Agnitio and YLC member was session chair. It was an insightful session on how to be prepared for the job market changes not just by Artificial Intelligence but ever-changing technologies and demystifying the hype around AI. The session was very well received by the participants.

Member and Director, Agnitio. The session held at a farm was very well received by the participants.

Another session on Urban Farming – From Farm to the Table with Edible Routes was organised on 30th November 2019. The key objective of the session was the importance of growing one's own food and how to grow vegetables, herbs and fruits at home, office or any other open space imaginable. The session was conducted by Ms Nabanita "Julie" Bajaj from Edible Routes and Chaired by Mr Karthik Sharma, YLC



Participants at the organic farm with Nabanita 'Julie' Bajaj from Edible Routes

Workshop



Participants of the Workshop for Doctoral Educators

AIMA Centre for Management Education organised a three day residential workshop on 'Building the Foundations of Evidence Based Management: Workshop for Doctoral Educators' from 11th to 13th November 2019 at New Delhi. Prof. Phanish Puranam who is currently the Roland Berger Chaired Professor of Strategy and Organisation Design at INSEAD, Singapore was the workshop instructor and speaker.

This workshop was conducted in a 'Train the Trainer' format and focused on philosophical

underpinnings of the scientific method and delved into topics such as what is a good theory, different types of data, the importance of counterfactuals, and why experiments with randomisation are the 'gold standard' for evidence-based management. Over 20 faculty members from IIM Vishakhapatnam, IIM Sirmaur, MDI Murshidabad, IMT Ghaziabad, IMT Nagpur, IMT Hyderabad, Fore School of Management, SOM-UPES, K J Somaiya Institute of Management participated in this workshop.

In House Programme



Participants of In House Training Programme at NHPC

AIMA organised a three days In house training programme for NHPC on 'Performance Management Systems' from 27th to 29th November 2019. Mr Ajay Sahoo, Founder & Director, IRHS and Mr Rakesh Seth, Director, Recoynn was the faculty of the programme. The programme was designed to understand

Performance Management System aligned to Business Goals, PMS & Balanced Score Card, Goal Settings, Measures Indicators, Integrating Analytics for effective PMS & Career Planning, Feedback & Counseling, Building a Performance Culture. The programme was very well appreciated by the participants

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 Optimisation 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

- Search Engine Optimisation (SEO)
- Search Engine Marketing (SEM)
- Social Media Marketing
- Email Marketing
- Web Analytics
- Content Marketing
- Mobile Marketing

Programme Fee

₹ 36,000 + GST

Class Schedule

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

For further details, please contact:

Ekta Nayyar, Programme Manager

AIMA-CME, 15, Link Road, Lajpat Nagar - III, New Delhi-110024

Tel: +91-11-47673000 / 49868399 (Ext. 732) Email : enayyar@aima.in, Mobile: +91-9899056265

In Life and Death

Pandit Bishambar Lal was the official Pujari in the Sanatan Dharam Temple at Sargodha, a small town in West Pakistan. Bishambar Lal was not only the Pujari; he also doubled as the Shastri and read from the scriptures every afternoon. He wasn't there because he had bribed any high-powered managing committee or because his father – before him – had done the same job. He was there simply because the people of Sargodha loved and admired this humble man, who was their friend, philosopher and guide in many difficult situations.

Panditji – as he was fondly called by everyone in the town – had been the pujari for five decades. He took care of the idols in the sanctum sanctorum, while his wife – the Panditayan – swept and scrubbed the rest of the modest temple. He was there when the people visited the temple early in the morning; applying tilak on their foreheads and giving out charnamrit and prasad. Later, he would make house calls for various poojas, shradhs, betrothals, marriages, mundans, births, deaths – wherever he was needed. Afternoons were reserved for discourses from the scriptures – first reading shlokas in Sanskrit and then translating them in simple everyday Punjabi. Evenings again, people came to do obeisance – especially on Tuesdays – and Panditji would be there to help them. He was indeed a part of life of everyone in the sleepy little town. And for all his pains, Panditji got only two simple meals a day and a few sets of rough homewashed kurta-dhoties. The man just didn't want anything else for himself. All collections in the temple went to charity.

One morning, while doing his surya-namaskar, after the routine daily bath at the canal, Panditji collapsed and died instantaneously. Other

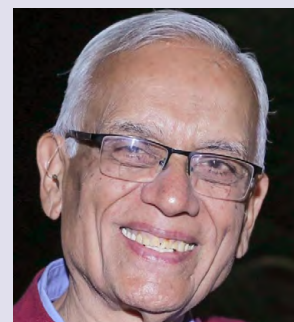
bathers rushed to help but there was no life left in the old man. The saintly man had departed peacefully without any fuss and without any botheration to anyone; so typical of his life. Someone ran and got a tonga to carry the body to the temple and the one-room apartment behind it where the old couple lived. Another person informed the lady.

As the body was kept in the temple courtyard, Panditayan came and quietly touched her dead husband's feet. In a low composed voice, she told the gathering to wait for her as she also wanted to "accompany her husband" to the cremation ground. "Give me a few minutes to get ready", she said and went into her room.

People were aghast. Women did not go with funeral processions those days. Yet, she had asked them to wait, so they didn't have a choice. Half an hour passed but there was no sign of the old lady. All arrangements had been made and they didn't want to delay the cremation. They would again try to dissuade her once she came out.

One of the ladies went and knocked at the door. There was no response. She knocked again, still no response. She pushed the door gently; it was open. Inside, the Panditayan sat in samadhi. As she touched her shoulder the lifeless figure just rolled onto the floor.

The woman shrieked and more people rushed inside. Someone felt for the pulse. There was none. The lady had indeed succeeded in 'accompanying her husband' on his final journey.



*by Krishan Kalra
Past President, AIMA*

Champions of change

Inspiring, Creating and Innovating

With a vision to be a leader in Management Development AIMA facilitates individuals and organisations to realise their potential. And in its endeavour to shape the management destiny of the new age India, AIMA has constituted **YOUNG LEADERS COUNCIL** for young leaders. A non-lobbying platform to mentor and nurture young leaders for the next wave transformation.



**Thought
Leadership**



**Peer to Peer
Networking**



**Professional
development**



**Best Practice
Sharing**



**Be a Young Leaders Council
Member today!**

For other information and membership please contact: **Rajni Yadav – Assistant Director**

Young Leaders Council, All India Management Association Management House, 14 Institutional Area, Lodhi Road, New Delhi – 110003

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Are You Adapting Your Leadership Strategy as Your Startup Grows?

by Ron Ashkenas

December 02, 2019



Jorg Greuel/Getty Images

Pivoting from an initial product design or business model has become a given in the startup playbook. But even as startup leaders shift their businesses to meet a newly discovered need, they often fail to apply the same logic to themselves — and there they get into trouble. Startup leaders must be willing to pivot their leadership approach, or their board and investors will end up doing it for them; indeed, data shows that venture capitalists replace 20% to 40% of their founders with more seasoned

and “professional” managers at critical transition points in a startup’s growth. And well they might: a chief revenue officer who successfully helps the company win an initial group of customers might not have the right skills to actually run a scaled-up sales organization.

Knowing and developing yourself as a leader is at the core of one of the six fundamental leadership practices that Brook Manville and I describe in our book the HBR Leader’s Handbook. As a leader in any

kind of organization you must candidly look in the mirror, get feedback about what you do well and where you are lacking, and then work to close the gap. In startups, however, the rapid evolution of the business requires those on the leadership team to engage in these activities in short, intense cycles.

Each milestone achievement or shortfall in the business — revenue, headcount, product introductions, new markets, numbers or types of customers, and so on — must trigger a rapid reassessment of leadership. Ask yourselves: Are we the right people, with the right skills, doing the right jobs to take the company to the next key milestone and to the next level? Are our current roles aligned with the most pressing business opportunities? Is our way of working the right approach for the next stage of the business? If not, what shifts do we have to make?

Here's a cautionary tale (the details of the story have been changed to protect the company's identity): For the past several years I've advised an innovative medical device firm with two founders. The company started to take off when its core product won approval in its first foreign country. When that happened, however, the founders continued their regular responsibilities — fundraising, strategy, regulatory, R&D, product management, supply chain — while running the country's operations remotely. Stretched too thin, without strong sales or operational leadership on the ground, they weren't able to fully leverage their initial country opening. As a result, the board brought in an operational CEO to cut costs and run the company, relegating the founders to a vague "strategic planning" role. By that time however, the company had lost its momentum and competitors were entering the market. The firm now seems unlikely to succeed.

One of the founders has since told me that he

believes that when the product was approved in that first country they should have revisited their leadership roles. He believes that if they had done so, at least one of them would have moved abroad to build the business there, while bringing in other senior people to take on activities that they had been doing. This missed opportunity cost them both continued leadership of the firm, and possibly even the firm's existence.

Another company I've worked with, an innovative financial payments firm, similarly started with two founders (some of the details in this story have also been changed). When the company started growing rapidly, the founders brought in experienced managers from established companies to run customer service, product development, marketing, finance, and HR, functions that they had been overseeing, but which were not their strengths. Over the course of several years, the founders kept reshaping and evolving this team, bringing in new leaders, moving people out when they no longer fit, and creating new roles, such as a head of data analytics, when needed. The founders' own roles shifted accordingly; for example, once the company reached a certain size, one of the founders began to focus specifically on values, culture, and internal communications, while the other gave up his operational responsibilities and brought in a "co-CEO" to run the day-to-day while he concentrated on longer-term innovation. The evolution of their leadership didn't necessarily go in a straight line, and was sometimes painful when one or the other had to give up something that he liked doing; but it allowed the company to reach a point where it could profitably establish itself as a leader in its market, merge with a competitor, and get ready for an IPO. By regularly examining and shifting their own leadership, the founders were able to build a sustainable organization even while continuing to

live into the innovative spirit of the company.

As you ask yourself how you might need to change your leadership approach alongside your business, keep these principles in mind:

Leadership jobs will change faster than leadership titles. However your job is defined today, your real responsibilities are probably going to change as the company grows or pivots, even though you won't necessarily get a salary boost or a new business card. For example, running a team that services a few dozen customers will significantly change when you have to take care of hundreds, even though both jobs carry the title of "customer service manager."

If someone on the team isn't willing to periodically work differently, they may need to take on a new role or leave the company. (I call this "step up, step over, or step away"). This can be hard for successful leaders to understand, but it's like financial disclosure statements: "Past performance, no matter how critical to the company, is no guarantee of future success."

Developing yourself is hard to do alone, especially in an intense start-up environment where everyone is emotionally and financially invested in the success of the firm and may not want to even consider the possibility that their skills no longer fit. Therefore the team needs to either work together or get outside help to identify and make the necessary shifts. This could mean doing regular assessments of each other's portfolios as a leadership team, and narrowing or refocusing them as needed; using a coach to work with selected executives or the

team as a whole; conducting 360 assessments of the leadership team at regular intervals and using the data to inform decisions about senior roles; or setting up quarterly (or more frequent) state-of-the-company reviews where everyone can candidly talk about what's working and what is not.

Don't put off painful decisions. Pivoting your leadership approach and making tough decisions about your own and others' leadership skills can be difficult. The CEO of another medical startup I worked with recently realized that he had to replace his head of R&D, a friend who had been instrumental in launching the company but was more suited to working alone than to managing the labs, supporting leadership colleagues, and working collaboratively with outside experts. While the CEO knew that something had to be done, he agonized for six months about actually making the move. When he found an experienced executive as a replacement and had the tough conversation with his friend, his only regret was that he didn't make the change much earlier, which would have spared the team a great deal of angst, and (as the new executive proved) brought products to the next stage much more quickly.

While instituting this kind of change in yourself (and others!) can be painful at times, doing it regularly to mirror your company's growth can also be an exhilarating opportunity for you and your team to learn, and develop themselves — while dramatically increasing your company's chances of continuing to achieve new levels of success in the future.

Ron Ashkenas is a coauthor of the Harvard Business Review Leader's Handbook and a Partner Emeritus at Schaffer Consulting. His previous books include The Boundaryless Organization, The GE Work-Out, and Simply Effective.

Disclaimer:

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How to Handle a Question You Don't Want to Answer

Public speaking can be extra challenging when you're put on the spot.

November 22, 2019 | by Matt Abrahams

You've finished your presentation; you take a breath and ask your audience for questions. A dozen hands go up. Some questions you'll answer easily, some you'll admit you don't have the answer to, but then there are the questions you dread — the ones you can't answer.



Prepare for tough audience questions with these three tactics. | iStock/PeopleImages

Maybe it's regarding the features in a new release, the timing of a funding event like an initial public offering, or commentary on some recent newsworthy event that's a political hot potato. In these types of situations, providing a clear, direct answer might disadvantage you in some way. So the real question becomes how do you respond in a way that maintains your credibility and satisfies the question asker.

Here are three techniques you can use to manage these types of challenging inquiry situations — reframe, blame, or explain.

Reframe

When presented with any tough question, I recommend you start by paraphrasing the inquiry prior to responding. This paraphrasing confirms that you heard the question correctly, validates the asker, affords you time to think, and allows you to reframe the question to make it easier to answer. For example, imagine that an important prospective client asks you about the availability of a particular feature in your product, one that you know is unlikely to exist in the future. Your intake and paraphrase of the question might be, "You're asking about our road

map and how we prioritize our product's features." This paraphrase expands the question, giving you an opportunity to set a broader vision and perhaps highlight adjacent or related functionality to the feature that your prospect is seeking. This reframing via paraphrasing affords you a way to morph the question into something more manageable and allows you to refocus your communication.

Blame

Prepare for Challenging Questions with Three Techniques

You can navigate questions using the reframe, blame, or explain options. Here's what each would look like if you were asked, "When will this feature be included in your product?"

Reframe: "You're asking about our feature prioritization process..."

Blame: "We have a corporate policy that prevents us from talking about our product road map."

Explain: "While I can't speak to that specific feature, I can tell you that all of our decisions about features are guided by ease of use for our clients."

Providing a legitimate reason for not directly answering a question is another tool for inquiries of this type. Citing legal concerns, regulatory guidelines, or past practice can serve as valid reasons for not responding directly. Alternatively, you can invoke an existing policy that prohibits commenting on questions such as the one asked. Finally, you can blame your inability to respond on your lack of information on the topic. For example, if someone asks what you think of a competitor's new direction, you can say that you wish to do more in-depth research beforehand, to ensure your response is appropriate/correct.

Explain

In some situations, you can state that you can't answer the question directly, but you can share

some of the rationale or framework that will be employed in addressing the topic of the inquiry. For example, if you work for a privately held company and you are asked about its IPO plans, you could respond by saying, "The question refers to an internal decision that we may or may not make, but our choice will always be driven by our desire to serve our clients, employees, and investors." Explaining the principles behind your answer allows you to fulfill your obligation to respond to the question, without revealing information you don't wish to share.

Practice

By taking the time to consider and practice answering hard questions, you can feel more comfortable when confronted with them. Start by doing pre-work prior to Q&A sessions:

- Think about potentially challenging questions that you can't or don't want to answer.
- Identify possible reframing pathways. Example: Features are about road map priorities, pricing is about value, etc.
- Have some rationale at the ready for why you can't or shouldn't respond. Example: Regulations, following corporate guidelines, etc.
- Stockpile explanations for your comments. Example: Delighting customers and partners will always guide our decision making; quality is paramount in everything we do, etc.

Next, practice responding to potentially challenging questions out loud. You may even want to digitally record your responses. Finally, validate your ideas by sharing your potential answers with colleagues to ensure consistency and support for your approach.

Once you've prepared for these types of questions, you can retain your composure and credibility while still commanding the room during your Q&A sessions.

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Tel: 09599024188, 011-47673000, 49868399 (Ext 817), Direct : 011-47673032, Email: amt@aima.in, Website: www.aima.in

Ahmedabad Management Association

Several Lecture Programmes were organised during the month. Swami Shekaranand, Mata Annashree International Healing Centre, Canada addressed on 'MOKSH (Freedom from all miseries)' on 2nd November. Prof. Ajeet N Mathur, IIM Ahmedabad addressed on 'Finland-India Business Opportunities (Connecting the Swan and the Elephant)' on 4th November. AMA also released the book of same title authored by the speaker.



Swami Shekaranand addressing on 'MOKSH'



Prof. Ajeet N Mathur at the Book Release of 'Finland-India Business Opportunities'

Mr Pranav Mehta, Vice President, Intel addressed on 'Current Technology Trends and its Implications on Society' on 22nd November. Mr Sharad A Vora, Ahmedabad School of Digital Marketing addressed on 'Multiplying Revenue through Digital Marketing' on 23rd November. Mr Narendra Pandya addressed on 'Man-ki-Baat par Charcha – A Discussion' on 30th November.

Dr BK Sunita

Didi, PhD, Sr. Rajyoga Faculty and International Management Consultant addressed on 'Being Positive, No Matter What' on 13th November. Dr Tejus Naik, MS, MCh, Pediatric Surgeon addressed on '2600 Years of Indian History – as Witnessed by its Coinage' on 15th November. Dr Tiven Marwah, MD, DIS, DISC, Consultant, Diabetologist and Endocrinologist addressed on 'Thyroid – Myths and Facts' on 17th November.



Mr Pranav Mehta addressing the audience.



Dr Tejus Naik delivering his talk

During the month, 2 Forum Meetings were conducted. Dr Paresh Kariya conducted the 2nd Trainers' Forum on the theme 'Training Games as Effective Training Tools' on 9th November. Mr Suresh Mashruwala coordinated the Speakers' Forum on the theme 'In the middle of every difficulty lies an opportunity' on 16th November.

AMA conducted 45 MDPs and 3 In-Company Programmes in this month focusing on a variety of subjects. Total 659 participants benefitted from these programmes.

Allahabad Management Association

Business Plan- Project Assessment & Judgement

Allahabad Management Association was in the judgement panel of Business Plan- Project Assessment, which included 7 institutes at zonal level on 8th November at Shambhunath Institute of Engineering & Technology. This was a joint programme of Abdul Kalam Technical University with various engineering and management institutes like, UCEM, UIM, PITM, SIET, UIT, UCER & SIM. The Judgement Panel included Mr. Vibhav Bajpai, President AMA; Mr O P Goel, Secretary, AMA; Dr. Prateek Khanna, Co-ordinator faculty SIET and Mr V P Shukla, SIET.



Business Plan - Project judgement panel

Lecture

Allahabad Management Association organised a lecture on 'Ground Water Management' on 20th November by Dr Hemant Kumar Pandey, Associate Professor MNNIT, Prayagraj which was attended by professionals with engineering, management and institutional background to propagate this sensitive issue down the line and help conservation of water. Dr. Pandey starting from rainfall distribution across the country, touched upon various important points like per capita availability, storage, area of crises, status of supply through different sources in Prayagraj.



AMA President Mr Vibhav Bajpai presenting a memento to Dr Hemant Kumar Pandey, MNNIT

Baroda Management Association

Annual Management Convention

Baroda Management Association organised its 31st Annual Management Convention on the theme-A Dream: 5 Trillion Dollar Economy on 22nd and 23rd November. The speakers included industry leaders and economists who gave an insight to the participants about the current state of our economy and the measures that should be and have been taken to optimise it. The speakers included Mr. Ameet Desai, Former CFO, Adani Group who spoke about the 5 Trillion Dollar Economy; Mr. Manoj Nagpal, CEO, Outlook Asia Capital & Consulting Editor with MoneyControl.com talked about 'Firing the Right Cylinders for the 5 Trillion Dollar economy-Economic Reforms for the next decade'; Mr. Jayant Krishna, Former CEO, NSDC explained 'Economic



Mr. Jayant Krishna addressing

Reforms for the next decade'; Mr. Jayant Krishna, Former CEO, NSDC explained 'Economic

Reforms’ to the participants; Mr. Robin Banerjee, Managing Director, Caprihans India Ltd delivered a session on ‘Frauds and Blunders in the world of Modern Business: Who, What & How?’; Mr. Maulik Bhansali, CEO, Netweb Software & Chairman-GESIA IT talked about ‘Digital Transformation’; Mr. Mukesh Raval’s, Project Director, Larsen & Toubro session focused on ‘Delivery of a Unique Icon-The Statue of Unity’; Dr. Subhash Brahmhatt, Professor and Researcher of Indian Culture-Indology spoke about ‘Will Media and Education shape the future of the country?’; Mr. Viveck Vaswani, Indian Actor & Director; Ms. Aparna Mehta, Actress, TV & Bollywood gave a brief about ‘Theatre in the times of Online Entertainment’; Mr. Rahul Bhole, Indian Writer & Director spoke about ‘The making of ‘REVA’ and the growth of Gujarati Film Industry’ and Mr. Robin Bhatt, Sr. Writer & Producer, Bollywood.

The Guest of Honour of the Convention for 22nd November was Mr. M.V. Iyer, Executive Director-Projects, Gail India Ltd. and the Chief Guest was Mr. Rajendra Trivedi, Speaker, Gujarat Legislative Assembly & Serving MLA-Raopura, Vadodara. The Chief Guest for the Valedictory Session on 23rd November was Mr. Avinash Verma, Managing Director, OPAL

Friday Evening Talks

Baroda Management Association organised a Friday Evening Talk on ‘Practical and Experiential Session on Inner Well-Being’ on 8th November and the speaker was Ms. Pooja Aga. In this talk she explained the root cause of stress and how one should deal with it. She also demonstrated different techniques of relaxation and meditation which will help them attain Inner peace.



FET on ‘Journey from Narendra to Swami Vivekananda’



Mr. Viveck Vaswani addressing



Ms. Sarita Sinha, Secretary-BMA presenting a memento to Mr. Subhash Brahmhatt



FET on ‘Practical and Experiential Session on Inner Well-Being’

Baroda Management Association organised a Friday Evening Talk on ‘Journey from Narendra to Swami Vivekananda’ on 15th November and the speaker was Mr. Prakash Joshi. In this talk, he showed the audience the end-result of any phenomenon. He explained the process of this great transition of Narendra to Swami Vivekananda with the help of the brochure of Ramakrishna Mission Vivekananda Memorial.

Baroda Management Association organised a Special Talk on ‘Indian Railways on the Path of Progress’ on 28th November and the speaker was Mr. Vineet Kumar Saxena. He provided the participants with an overview and insights about the current and future developments in Indian Railways.

Baroda Management Association organised a Friday Evening Talk on ‘Lean Six Sigma-Demystified’ on 29th November and the speaker was Mr. Vimal Vyas. In this talk, he talked about how the present business environment demands reduced costs while maintaining operating effectiveness. He explained the methodology of Lean & Six Sigma and how it enables organisations to achieve process optimisation and thereby excel in achieving higher efficiencies and cost savings.



Mr. Vineet Kumar Saxena addressing

Bharuch District Management Association

Train the Trainer Programme

‘Train the Trainer’ programme (2nd in series) for ITI faculty as a part of Skill Development Initiative undertaken by BDMA was convened on 13th November at ITI, Bharuch premises.

Mr. Sanjiv and Mrs. Neeta Kapadia were the expert trainers for the session. The training focused on behaviour, attitude and approach towards students with greater sense of responsibilities. Group exercises and games made the programme very interactive and lively.



‘Train the Trainer’ Programme in progress

Soft Skill Training Programme

To kick-start the fresh batch of 1st year students in the new academic year, a Soft Skills Training programme for students was organised on 14th November. The programme was conducted by trainers from ‘My Smart Skills Consultancy’ (Mr. and Mrs. Kapadia). Overall 115 students attended the programme in two batches. The students were trained for ‘Always Learning Attitude’, ‘Self-motivation’, ‘Positivity’ etc. The students felt motivated and inspired by the programme.



Practical exercise with the students at the training.

Maiden Programme

With an idea to create awareness among students of ITI, the maiden programme (1st batch) was conducted at BDMA on 19th November. The session was held by Mr. Sanjeev Verma (Chairman - EHS Forum) on the topic 'Basic Principles of Accident Prevention in Industries'. The students were given exposure to basic principles of safety, first aid knowledge, personal hygiene and care, prevention of accidents and such related to the environment, health and safety. Mr. Verma shared his vast knowledge in the field with examples from own experiences.



Mr. Sanjeev Verma delivering the EHS awareness talk

MDP

BDMA organised an MDP on 'Personal and Professional Productivity'. Dr. Nirav Majumdar (My Saarthi Training) conducted the training as expert trainer. The full day training programme explained various aspects for being productive at workplace such as 'knowing the difference between being busy and being productive, mind games, balance of priorities, personal growth, ways to improve concentration' and so on. The programme was a great success and well appreciated.



'Learn with Fun' – Games at the Training.

35th HR Forum Meet

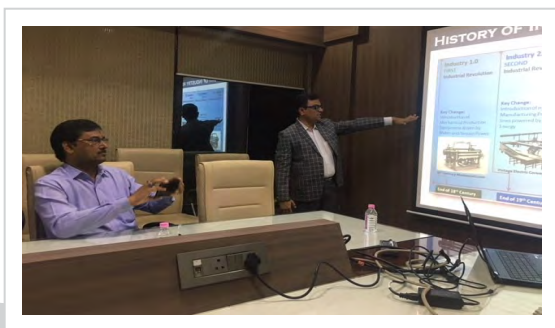
HR Forum of BDMA organised its 35th Meet on the topic 'Now or Never : HR Need to Shape Its Own Future' on 28th November. Mr. Ashish Desai, Head – HR, Indofil Industries Ltd., Dahej was invited as the Guest Speaker for the talk. Participants from the HR fraternity appreciated the innovative topic with healthy discussion over the 'Role of HR in different situations'.



Guest Speaker Mr. Ashish Desai delivering the talk.

EHS Forum Meet

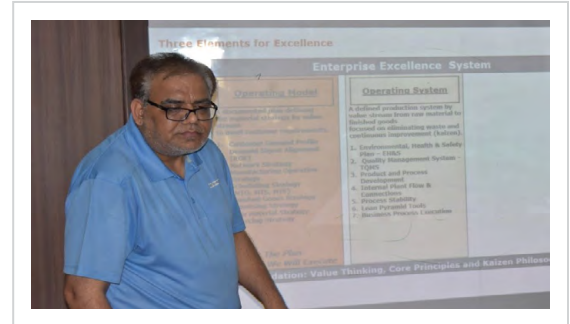
EHS Forum meet was conducted on the topic 'Industry 4.0 – an Innovative Approach in EHS Excellence' on 29th November. Mr. Himanshu Pancholi (Himanshu Pancholi and Associates) was the Guest Speaker. The session was very new to the audience and feedback received was excellent.



Mr. Himanshu Pancholi explaining the topic.

Business Excellence Forum Meet

Business Excellence Forum organised BE Forum Meet on 30th November on the topic ‘Business Excellence for Manufacturing Industries’ Growth’. The Guest Speaker for the meet was Mr. Deependra Pareek (Plant Head, Timken India Ltd. - ABC Bearings Division, Bharuch). Mr. Deependra shared his rich experience and knowledge o the attendees present in the meeting. The meeting was very interactive and the feedback received was excellent.



Mr. Deependra Pareek delivering the talk

Bhopal Management Association

Investor Awareness Programme

Bhopal Management Association in association with IDBI Capital successfully organised an Investor Awareness Programme on ‘Wealth Creation in Challenging Markets’ on 29th November. Dr. Mahesh Shukla, Chief General Manager, BSNL was the Chief Guest. Prof. Jayant Sonwalkar, Vice Chancellor, Bhoj Open University, Bhopal was the Guest of Honour. Mr. A.K. Prabhakar, Head-Research, IDBI Capital was the key speaker. The feedback received from the participants is that this was one of the best presentation on Stock Market. Mr. Prabhakar also answered queries of the participants. About 100 participants from different industries, institutions and members of BMA attended the programme. Mr. Pradeep Karambelkar, Co-Chairman; Mr. R.G. Dwivedi, Co-Chairman and Mr. G.K. Chhibbar, E.C. Member, BMA also attended the programme.



Lighting of Lamp by Dr. Mahesh Shukla.

Faculty Development Programme

Bhopal Management Association in association with SGI-MBA successfully organised a one-day Faculty Development Programme on ‘Teaching Pedagogy in Management’ on 30th November. Prof. Amitabh Kodwani, IIM Indore was the Key Resource Person. Mr. N.K. Chhibbar, Hon. Secretary was the Guest of Honour. About 40 faculty members of different colleges and BMA members attended the programme.



L to R: Dr. Nidhi Deouskar, Dr. V.P. Singh, Prof. Amitabh Kodwani, Mr. N.K. Chhibbar, Dr. Rishi Sharma and Mrs. Sumana Chatterjee.

Diwali Milan Programme

Bhopal Management Association successfully organised a Diwali Milan Programme for its members. Dr. Mahesh Shukla, Chairman BMA and CGM BSNL; Mr. R.G. Dwivedi, Co-Chairman, BMA; Mr. Vishwas Ghushe, Co-Chairman, BMA and Mr. N.K. Chhibbar, Hon. Secretary, BMA presided over the programme. On the occasion different types of games were organised in which all the members participated.



L to R: Mr. R.G. Dwivedi, Mr. N.K. Chhibbar, Dr. Mahesh Shukla and Mr. Vishwas Ghushe.

Seminar on Women Empowerment

Bhopal Management Association and Women Empowerment Federation successfully organised a Seminar on Women Empowerment on 3rd November. Dr. Mahesh Shukla, Chairman, BMA and CGM, BSNL was the Chief Guest. Mrs. Nutan Singh, National Secretary, Women Empowerment Sangh was the Guest of Honour. Mr. R.G. Dwivedi, Co-Chairman, BMA was the Guest of Honour and he gave brief about BMA activities. The following were the guest speakers: Mrs. Preeti Saluja, Chancellor, SAM Global University, Bhopal; Ms. Shikha Chhibbar, Human Rights Lawyer, New Delhi; Mrs. Ekta Ranjann, Property Consultant, Realtor Remax; Dr. Renu Choithrani, Asstt. Professor, Barkatullah University, Bhopal; Ms. Shradha Joshi, ASP., Women Crime Branch (Police); Ms. Rakhi Jha, Inspector, Special Branch (Police). The programme was coordinated by Ms. Sonali Dantre, Chairman, Women Empowerment Sangh, Bhopal. The MOC by Ms. Abhilasha Mauka, Member, BMA and LIC Consultant. The vote of thanks was given by Mr. N.K. Chhibbar, Hon. Secretary, BMA.



L to R: Mr. N.K. Chhibbar, Dr. Mahesh Shukla, Mrs. Preeti Saluja, Mr. R.G. Dwivedi and Ms. Shikha Chhibbar.

Leadership Conclave

Bhopal Management Association in association with RNT University and Association of All Industries Mandideep successfully organised a Leadership Conclave on 13th November. Mr. R.G. Dwivedi, Co-Chairman, BMA was the Chief Guest. Mr. Bhupendra Chaudhary, International Evangelist of Global Leader and Managing Director, Soul System Research and Development was the Key Speaker. Mr. Rajeev Agrawal, President, Association of All Industries Mandideep and EC Member, BMA was the Guest Speaker. The programme was coordinated by Dr. Sangeeta Jauhari and Dr. Deepti Maheshwary of RNTU University, Bhopal.



Participants and speakers at the programme

Konnect Conclave 2019

Bhopal Management Association and M P Konnect successfully organised a day-long Business Networking Conference ‘Konnect Conclave 2019’ on the theme ‘MP/CG: Expanding Horizons’ on 23rd November. The speakers included Mr. Faiz Ahmed Kidwai, Managing Director, MP Tourism; Mr. Sai Nagesh, Chief Strategy Officer, Laqshya Media Group; Ms. Prachi Mohapatra, CMO, FBB, Future Group India; Dr. Mahesh Shukla, CGM, BSNL & Chairman, BMA; Mr. Rajeev Agrawal, President, Association of Industries, Mandideep; Mr. Almast Vivek, Swaryog Musical Meditation; Dr. Nilesh Khare, Dean, Jagran Lakecity Business School; Mr. Pradeep Dwivedi, Former Group CEO, Sakal Media Group and Mr. Rajeev Saxena, Regional Manager, SBI. About 100 delegates across businesses and industries attended the programme.



L to R: Dr. Mahesh Shukla, Mr. R.G. Dwivedi, Mr. Faiz Ahmed Kidwai, Mrs. Ranjana Shrivastava, Mr. Pradeep Karambelkar

Bombay Management Association

AIMA Regional Management Conclave

Bombay Management Association successfully organised the maiden west zone AIMA Regional Management Conclave on ‘Winning in the digital Age – Digital Leadership Summit 3.0’ in collaboration with AIMA on 8th November.

The Summit was presided over by Ms. Chhaya Sehgal, President BMA and CEO ‘The Winning Edge’, ably supported by Ms. Prashanthi Reddy - Conference Chair & President Strategic Initiatives, Yes Bank and EC Committee members under the stellar guidance of Mr Sanjay Grover, Director, LMA Relations & Membership and Young Leaders Council, AIMA in conceiving and weaving the flow of the high impact plenary sessions which were extremely well received by one and all.

Ms. Chhaya Sehgal, President, BMA presented the vision and initiatives taken by BMA to nurture and promote digital leadership followed by the power packed keynote address on ‘Innovation and Digital Era’ by Mr. Pramod Bhasin, Chairman,



Ms. Chhaya Sehgal, President, BMA felicitating Mr. Sanjay Kirloskar, President, AIMA



Unveiling of the Conclave Souvenir

Clix Capital Services & Founder of Genpact set the stage for the ensuing riveting sessions. Prof. RSS Mani, Vice President, BMA gave the concluding note in the inaugural session. This was followed by several power packed sessions on topical themes with a galaxy of speakers from diverse background which kept the 200 plus delegates spellbound till the very end.

Innothon 2.0 & ACC Dandekar Memorial Trophy

‘INNOTHON’ is envisioned to create an opportunity for a tripartite collaboration of the young brains and academicians of top notch management institutes of Mumbai with the managers & leaders from the industry; designed and empowered by BMA to innovate and provide sustainable solutions for business problems in a cost effective manner with an ease of implementation.

This year BMA launched the second version of this initiative titled ‘INNOTHON 2.0 & ACC Dandekar Memorial Trophy’ in 6 problem statements were worked upon by 26 teams of students from 9 management institutes. The Grand Finale was held on 23rd November at SIES Institute of Management & Research who were the winners of prestigious revolving ‘Dandekar Memorial Trophy’ last year.



(L-R) Ms Chhaya Sehgal, Mr Pramod Bhasin, Mr RSS Maini and Mr Sanjay Grover



Jury Mr. Kenny Abraham, CEO India, Supermax & Mr. K Raman, Head Strategy, TATA Trust with students, faculty, staff and president BMA



Mr. Farokh Sidhva with participants

MDP

BMA organised a Management Development programme on the 14th November, called ‘What Makes a Great Manager?’. This MDP was led by Mr. Farokh Sidhva, EX - Corporate Head, HR, Larsen & Toubro, Heavy Engineering. The programme was very well received.

Book Reviews

2 new book reviews were uploaded on the BMA website on the books ‘Age of the Imperfect Leader’ by Mr. Pawan Verma and ‘Credit and Collection Management’ by Mr Ajoy Guha

Chandigarh Management Association

Chandigarh Management Association in pursuance of its mission for protecting and creating value, emphasises on quality and giving best to its members in the arena of Management education. In the fourth of the series of Continuous Learning Programme, CMA invited Mr Joseph Jude, Business Technologist, Net Solutions, Chandigarh as a Keynote Speaker of the programme held on 23rd November. He shared the quality of experience through two examples, as a customer for Hyundai and Chayyos and briefly summarised the session as. He shared that we need to improve our quality standards even if we play only locally. We have to go beyond the quality of products and services into the quality of experiences. Quality is a function of the environment, and for our selfish reasons, we need to work to elevate our environment.



Distinguished Speaker Joseph Jude and CMA members

Earlier, CMA President, Mr Manjiv K. Vohra, welcomed the gathering with his thoughts on the topic as – protecting and adding value to the products, services and experiences of customers directly contributes to the quality. General Secretary of CMA – Mr Tej K. Magazine conducted the programme with the introduction of the Distinguished Speaker and Mr S.B. Khullar - Joint Secretary proposed the concluding remarks and vote of thanks.

Coimbatore Management Association

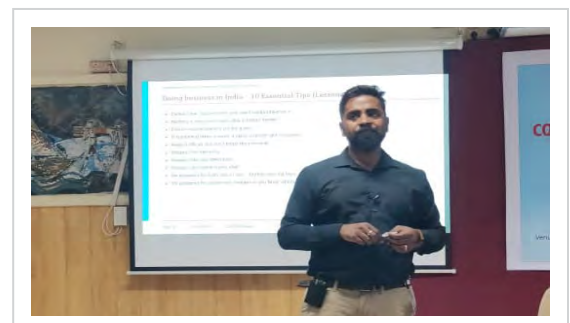
Monday Musings

CMA conducts Monday musing every week. On 4th November Dr Guru Selvaraj, spoke on the topic Manage yourself so you can lead others. He briefed on self-awareness, self-management, social awareness & relationship management and emotional intelligence.

Mr. Palanivelrajan Manokaran, Project Manager (Strategic Purchaser), Endress+Hauser spoke on 11th November and shared his international experiences involved with machines, hardware with various industries and strategies on handling goods and supply chains. He strongly emphasised on maintaining the standard of quality which makes Endress+Hauser unique and he also added that “Global Sourcing’s progress reclines on the effective usage of technology, it’s not like the money are spent in gallons to develop it but it’s essential to use it in an appropriate time and in an appropriate approach.”

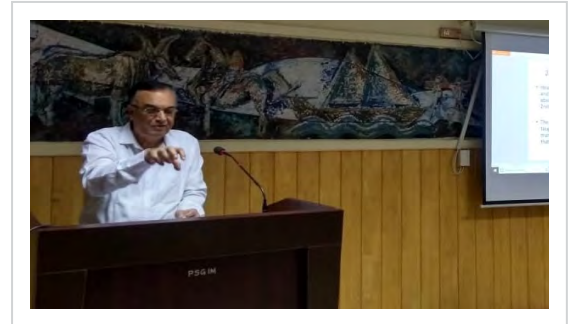


Dr Guru Selvaraj, General Manager, HR & IR, Flow Link Systems (P) Ltd., Coimbatore



Mr PalniveIrajan Manokaran addressing.

Mr V Narasimhan, Partner, Enyes Associates, Coimbatore spoke on Risk Analysis & Industrial Risk Management. He briefed on the risk factors involved in workplace on 18th November. He said Risk assessment and risk analysis of technical systems can be defined as a set of systematic methods to Identify hazards, quantify risks and determine components, safety measures and/or human interventions important for plant safety.



Mr V Narasimhan, Partner, Enyes Associates, Coimbatore



Ms Almos Begum, Partner, Enyes Associates, Coimbatore

“Whether you are a longtime fitness freak or just made your debut into fitness training, think twice if you are doing it the right way as exercising the wrong way can do more harm than we can fathom”, said Ms Almos Begum, celebrity fitness trainer at the Monday Musing held on 25th November. The session was all about exercising the right way, the secret to losing belly fat and the crucial role played by lifestyle in achieving desired results.

CFO Round Table 2019

Coimbatore Management Association organised the CMA-CFO Round Table 2019 on 22nd November. The programme brought together experts from various domains such as consulting, banking, academia and financial journalism to offer extensive inputs and discuss on the role of CFO on compliances with various statues as well as planning for sourcing for funds etc. Some of the speakers included Mr Vinay Gulati, Partner, Management Consulting, KPMG, Chennai; Mr D. Arvind, Managing Partner, D Arvind & Associates LLP, Chennai; Mr Sathyanarayana, DGM, SBI, Coimbatore; Mr K. Ravi, CFO, Roots Group of Companies; Mr Manmeet Singh, Head, Enterprise Business- South, Cleartax; Mr Raghuvir Srinivasan, Business Editor, The Hindu, Chennai; Mr PLK Palaniappan, CEO, Rathna Group, Coimbatore; Mr C.N. Ashok, Managing Director, Autoprint Machinery Manufacturer Pvt Ltd; Dr P. Saravanan, Prof IIM, Trichy and Mr G. Sivakumar, CFO, Craftsman Automation Ltd.



Mr Raghuvir Srinivasan, Business Editor, The Hindu, Chennai addressing the gathering

Panel Discussion

Coimbatore Management Association was the Industrial Partner for the 'Mobile and Digital Conclave 2019', organised by Fourth Dimension Media Solutions and powered by The Hindu on 27th November. The inauguration of the event saw the presence of Mr L.V. Navaneeth, Chief Executive Officer, The Hindu Group Publishing Private Limited; Ms Santhi Duraisamy, Managing Director, Sakthi Trading Company; Mr P.C. Duraisamy, Founder, Sakthi Trading Company; Mr T. Sathish Kumar, Managing Director, Milky Mist Dairy Food Private Limited; Mr T. S. Ranganathan, Director, Giri Trading Agency; Mr C. Palanivelu, Chairman, GEM Hospital Group; Ms Manimekalai Mohan, Managing Trustee, SSVI Institutions and Ms Ashwini Kumar Bhatia, Founder and Managing Director, ARS Group. The day-long event had five keynote speakers talking on various topics concerning the Indian scenario of digital market. Following the keynote addresses, panel discussions with marketing professionals, media professionals and entrepreneurs were held on issues pertaining to digital media.

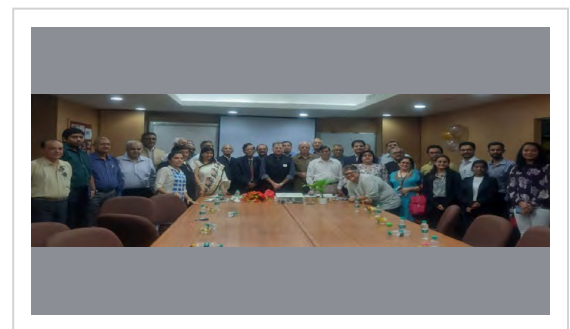


Panel Discussion moderated by Mr B Shankar, CEO, Fourth Dimension Media Solutions

Delhi Management Association

DMA Foundation Day

Delhi Management Association celebrated its 64th Foundation Day on 4th November. Mr. Rajan Pandhi, Director, DMA welcomed the members and thanked the DMA Managing Committee, Past Presidents and members for their whole hearted support in taking the organisation to the next level. Dr Ekta Saxena, Vice President, DMA welcomed Mr. Rajiv Khurana, an eminent International Management Consultant, Trainer and Writer, Founder and Trustee, Lung Care Foundation and the fellow members of DMA. On this occasion Mr. Khurana spoke Back to ABC- Action for Better Cleaner Air followed by Celebrations. Member's queries were answered by the speaker.



Members with the speaker

NOWE @ DMA Foundation Day

The Network of Women Entrepreneurs (NOWE) celebrated its 1st Foundation Day on 5th November at Delhi Management Association, under the aegis of Women in Management Committee of DMA led by Ms. Veena Swarup, Former Director HR, EIL and Chairperson Women in Management Committee, DMA. Mr. Rajan Pandhi, Director, DMA welcomed the Women



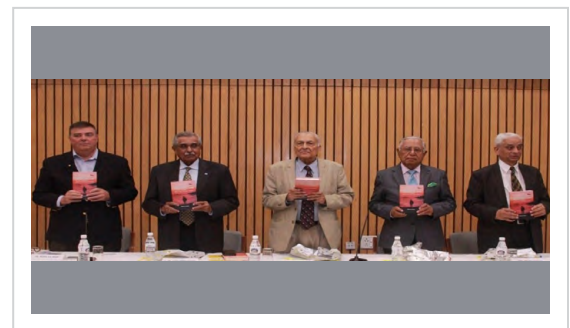
Women Entrepreneurs on the occasion of celebration day

Entrepreneurs and shared the objectives of NOWE at DMA. In the opening remarks Ms. Veena Swarup shared that NOWE has been formed as a game changer to enhance learning, networking, mentoring for women entrepreneurs.

On this occasion Dr. Shikha Sharma, Founder and Managing Director, Nutri Health Systems shared her views on The Mindset for Entrepreneurship; Ms. Jyotsna Sitling, Joint Secretary, Ministry of Skill Development and Entrepreneurship talked about Ecosystems and the Government provisions and Dr. Jayshree Jethwani who spoke on Nuances of Branding and Advertising. The programme was attended by large number of women and budding entrepreneurs and was appreciated by one and all.

Book Launch

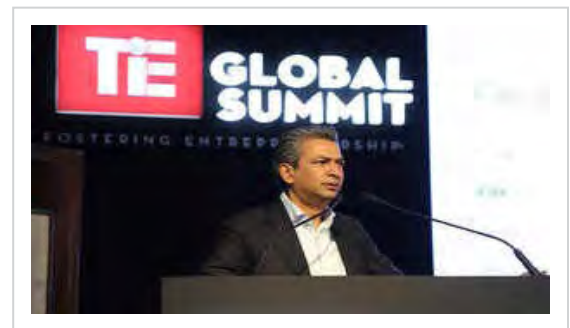
DMA supported LB Associates in organising a launch ceremony of the book ‘Crisscrossing Paths through Sorrow, Joy, Departure, Reunion’ authored by Mr. William Hawke on 12th November. Padma Bhushan Lt Gen Satish Nambiar (Retd) graced the programme as Chief Guest. During the launch programme, Mr. Hawke interacted and shared some of his experiences with the audience. The programme was very well appreciated and attended by the participants.



L to R : Col Michael G A Hogan; Padma Bhushan Lt Gen Satish Nambiar (Retd); Gen Vinod Saigal (Retd); Vice Admiral Kohli (Retd) and Amb. Krishna V Rajan

TiE Global Summit 4.0

DMA supported The Indus Entrepreneurs (TiE) in organising a Global Summit 4.0 ‘Indian Startups: Global Footprint’ on 14th – 15th November. Eminent personalities from the startup ecosystem and thought leaders like Mr Amitabh Kant, CEO – NITI Aayog; Mr Phanimohan Kalagara, SVP Product and Engineering – Flipkart Online; Mr Krishna Sundaresan, VP Engineering – CISCO Systems India; Ms Shalini Girish, Director – Google Marketing Solutions India; Ms Falguni Nayar, Founder and CEO – Nykaa; Mr Kunal Bahl, Co-Founder and CEO – Snapdeal; Mr Kanwal Singh, Managing Partner – Fireside Ventures; Mr Dev Khare, Lightspeed India Partners Advisors; Ms Suchita Salwan, Founder and CEO – LBB; shared their views in the various thought provoking sessions. The Summit witnessed a large number of participation from entrepreneurs, investors and industry leaders.



Mr. Rajan Anandan, President, TiE Delhi-NCR addressing the participants

SME IPO Masterclass

DMA supported Unicorn Equicorp in successfully organising a workshop on ‘Wealth creation for mid-size companies by SME IPO’ on 20th November. Mr. Rajan Pandhi, Director, DMA

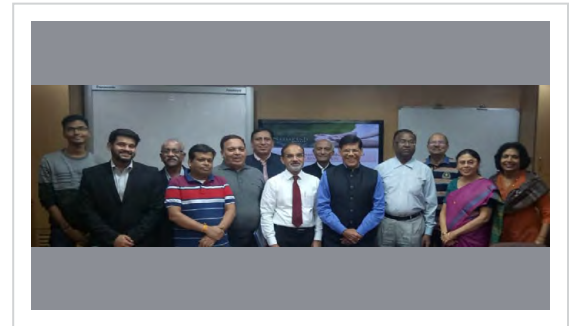


Participants at the workshop

welcomed CA Rajan Bhatia, MD, Unicorn Equicorp and Programme Facilitator and the fellow participants. The workshop was organised with a view to educate, inform, inspire and transform companies by sharing tools and techniques, latest developments in the eco-system. The workshop was attended by a large number of promoters and CEOs of various companies.

DMA Management Week

Management Week, a new initiative taken by DMA, where speakers from various leadership Roles & Organisations shared their thoughts in the various sessions of Health and Happiness, Technology Disruption in the Digital Era, Spirituality for Creativity in the organisations, Role of Women in Today's Gender diversity, and Evolution of Consulting in the World Today from 18th to 22nd November. DMA Management Week was inaugurated by Mr. V M Bansal, Chairman, NDIM & Chairperson, DMA Special Initiatives Committee on 18th November.



Participants at the session on Spirituality for Creativity in the Organisations

Some of the speakers across the sessions included Ms. Mansi Mahajan, Founder, House of Kapaali & Manaste Wellness Advocate & Yoga Instructor; Mr. Arun Kumar Gupta, Vice President, Accenture; Mr. Sanjay Kumar, CEO, Akscellence Info Solutions; Mr. Amit Kumar, Partner, Natural Minds; Mr. R S Dabas, Chief Operating Officer, Centre for Individual Organisation Excellence; CS Deepak Jain, Life Coach & Motivational Speaker, Founder, Vijayash Foundation; Dr. Ashok Kumar Arya, Advocate, Supreme Court of India Barrister, Solicitor & Legal Consultant; Ms. Shuchi Gupta, Assistant Vice President – IT, Genpact; Ms. Neha Tiwari, CEO, Kore Security Services; Mr. Rakesh Seth, Director, ICPI; Mr. Deepak Bharara, Director, ICPI and Mr. Sumit Chaudhuri, CMD, Third Millennium Business, Resource Associates. Mr. V R Gupta, Director, NDMC Smart City Ltd and Vice President, DMA delivered the Vaedictory Address.



Participants at the session on Role of Women in Today's Gender Diversity

All the sessions of Management Week were attended and appreciated by the members. Mr. Rajan Pandhi, Director, DMA gave the vote of thanks.

MOU between DMA-NDIM

In order to strengthen the learning of the Business & Industry Professionals, Management Leaders and to constantly connect them with the new age tools & future learnings, DMA signed an MOU with NDIM on 18th November. The MOU was signed by Mr. Rajan Pandhi, Director, DMA on behalf of DMA and Prof Teena Singh, Registrar, NDIM on behalf of NDIM in the presence of management fraternity.



Mr. V M Bansal, Chairman, NDIM and Mr. Rajan Pandhi

Ghaziabad Management Association

Ghaziabad Management Association organised a Lecture cum Interactive session on Building your Business Acumen in Changing Environment on 29th November at IMT Ghaziabad.

The speaker was Mr. Rakesh Seth, Founder Director of International Consulting Professional Institute, India, Chief HR Mentor, Author, Speaker, and Visiting Faculty to various institutes. Mr. Seth gave a very vivid presentation explaining the nuances of operating a business successfully. He shared that our informal research reveals that to succeed, organisations and professionals must invest significant time in building business acumen competency in its people and integrating successfully internal strengths with external opportunities.

The session was attended by 40 members of GMA and was very well appreciated. Towards the end, the session became highly interactive with the audience asking many questions.



Session with Mr Rakesh Seth in progress

Goa Management Association

The Goa Chamber of Commerce & Industry (GCCI) and Goa Management Association (GMA) arranged a talk by Mr. Walter Vieira on 29th November. Mr. Walter Vieira is an internationally respected sales and marketing consultant, frequent lecturer at major universities around the globe and a prolific author. Mr. Vieira spoke on World Passport for Global Managers - Understanding cultures and 'mores' for success and explained the elements of good global business and personal etiquettes, how they can be mastered and utilised to make a good first impression and win over domestic as well as international business counterparts. The talk was very enlightening and well appreciated by all. It was attended by over 100 people from industry and others.



(L-R) Mr. Manoj Caculo, President, GCCI; Mr. Walter Vieira, Speaker & Mr. Amin Ladak, Vice Chairman, GMA

Guwahati Management Association

Industry Visit

A team 15 members of the Guwahati Management Assn visited Sitajakhala Dugdha Udpadak Samabay Samityu Ltd, a well-known milk producers’ society on 17th November. Mr P K Rai, the Managing Director of the society welcomed the members and elaborated the history as well as present activities of the society. Later the team was taken round the pasteurisation plant and shown its working. The team also visited a few milk collection centres.



GMA members in front of the society’s pasteurisation plant

Monthly Meeting

GMA organised its Monthly Meeting on 30th November. The resource persons were Mr Moloy Bora, C E O, Guwahati Smart City Project and Mr Atul Lahkar, Celebrity Ethnic chef and promoter of a restaurant chain. At the start of the meeting the GMA President Mr S B Sarmah welcomed the guests. Speaking first, Mr Lahkar delighted the gathering by speaking about how to identify and popularise various ethnic dishes available in rural North East India, and how it has received national and international recognition.



Mr. Moloy Bora, IAS, CEO – Guwahati Smart City addressing the gathering

Next, Mr Moloy Bora, IAS explained about the Guwahati Smart City Project and where it stands now. Also he had pointed about the difficulties the works are facing. He also described the ongoing projects due to complete soon.

Hyderabad Management Association

Lecture Meeting

The Hyderabad Management Association organised a Lecture Meeting on the topic ‘Managing Wealth in the VUCA World’ on 3rd November. The Guest Speaker for the day was Mr Ram Medury, Founder-CEO, Jama Wealth. Mr. Medury explained the challenges faced in the VUCA (Volatile, Uncertain, Complex and Ambiguous) world and how to manage wealth.



(Left to Right) Mr Sanjay Kapoor, Vice President & Convener, Lecture Meetings, HMA; Chief Guest Mr Ram Medury, Founder-CEO, Jama Wealth; Mr Nagesh Vishwanatham, President, HMA and in the middle Mr Vijay Vedantam, MC member

Book Launch

HMA organised the book launch of ‘K-File: The Conspiracy of Silence’ by Mr. Bashir Assad, Columnist for Vivekananda

International Foundation, CLAWS, United Services Institute of India on 21st November. It was followed by a lecture on Kashmir situation by the erudite author. Mr. Assad elucidated the Kashmir situation in an objective manner and contended that “Successive governments had invested ‘on’ Kashmir instead of investing ‘in’ Kashmir”.

The lecture meeting was organised in association with Indian Economic Trade Organisation (IETO). HMA President Mr. Nagesh Vishwanatham presented the welcome address. Dr. Asif Iqbal, President of IETO also addressed the gathering. The lecture meeting was attended by 120 members.

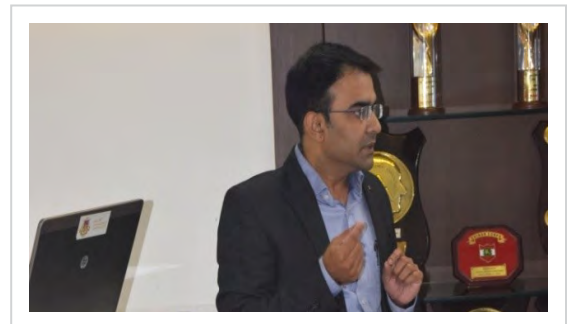


(L-R) Dr Asif Iqbal, President, IETO; Mr Bashir Assad, Author of Book; Mr Sanjay Kapoor, Vice President & Convener, Lecture Meetings, HMA; Mr Nagesh Vishwanatham, President, HMA launching the book and Prof Mahesh Kumar Soma, Secretary, HMA

Indore Management Association

Centre of Excellence

Indore Management Association organised Centre of Excellence on an intriguing concept of ‘Wealth Management – The Warren Buffet Way’. The programme was organised on 13th November. The speaker for the session was Mr. Abhishek Bhatt – Head, Wealth Division at Arianth Capital Markets Limited.



Mr. Abhishek Bhatt during the session



Dr. Himanshu Rai during the session

CEOs’ Round Table Meet

Indore Management Association organised a CEOs’ Round Table Meet on the topic ‘Leadership Communication’. The programme was organised on 14th November. The speaker for the session was Dr. Himanshu Rai, Director, IIM Indore.

Centre of Excellence

Indore Management Association organised Centre of Excellence on topic ‘Competitive Positioning & Organisation Architecture’. The programme was organised on 20th November with Dr. Girish K. Agrawal - Founder, 3cube Analytics and Strategy Solutions.



Dr. Girish K. Agrawal during the session

Another Centre of Excellence on topic ‘Accounting Analytics’ was organised on 27th November. The facilitator for the session was Dr. Vijay Kumar Gupta – Senior Professor of Finance and Accounting, IIM Indore.



Dr. Vijay Kumar Gupta during the session

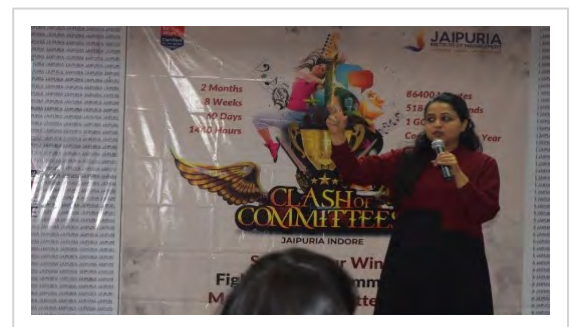


Mr. Abhishek Mishra during the session

Indore Management Association - Student Chapter organised Centre of Excellence on the topic ‘Failure -the Best Teacher’ on 7th November at Acropolis Institute of Management Study & Research, Indore. The speaker for the session was Mr. Abhishek Mishra, Sr. Facilitator & Training Consultant, Vision of Wizards, Indore.

Student Chapter : Centre of Excellence

Indore Management Association - Student Chapter organised Centre of Excellence on ‘Management Games’ on 12th November at Jaipuria Institute of Management, Indore and speaker for the session was CA Nidhi Agrawal, Indore.



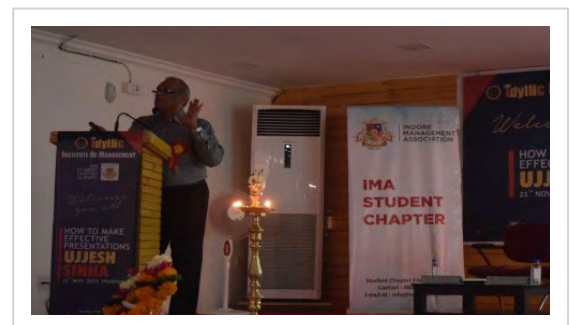
CA Nidhi Agrawal during the session



CA. Amit Shah during the session

Indore Management Association - Student Chapter organised Centre of Excellence on the topic ‘Life Management’ on 15th November at IPS Academy, Indore and speaker for the session was CA. Amit Shah, Indore.

Indore Management Association - Student Chapter organised Centre of Excellence on the topic ‘How to make Effective Presentations’ on 21st November at Institute of Management, Indore and the speaker for the session was Mr. Ujjesh Sinha (Retired - DGM, SBI).



Mr. Ujjesh Sinha during the session

Indore Management Association - Student Chapter organised Centre of Excellence on the topic 'Leadership Motivation' on 26th November at Indore Institute of Law, Indore. The speaker for the session was Mr. Mridul Dadhich - Co-Founder of 'PRARAMBH'.



Mr. Mridul Dadhich during the session



Industry Visit

Student Chapter : Industry Visit

Indore Management Association - Student Chapter organised an Industry Visit on 20th November at CAPCO Industries, Pithampur.

Evolution for Excellence

Indore Management Association (IMA) organised Evolution for Excellence, a one-day workshop for professionals on the topic 'Overcoming Workplace Negativity with Enthusiasm' on 21st November. The faculty for this workshop was Mr. Abhishek Mishra – Certified Trainer from Dale Carnegie.



Participants in the learning session



Winning team, Cummins Turbo Technologies Ltd.

25th Young Managers Competition

Indore Management Association organised 25th Young Managers Competition (YMC) for managers and professionals on the theme '\$5 Trillion Economy: Vision to Reality' at Daly College Business School on 23rd November.

21st Quest for Leaders Competition

Indore Management Association organised 21st Quest for Leaders competition for Management Students on the theme, '\$5 Trillion Economy: Vision to Reality' at Daly College Business School Campus on 22nd November.



Winning team, Acropolis Institute of Technology & Research

Kerala Management Association

Evening Lecture

November month activities started with an evening lecture on 8th November on 'Economics of Environment:-The Future of Trade and Development'. India's per capita CO₂ emission is among the lowest in the world even though it is the world's 7th largest economy, India is greener than most people think; said Mr. S. Ganesan, Vice President of Agricultural Policies and Outreach, UPL Ltd. & Chairman -Indian Chemical Council.

The programme was well attended by the members. KMA President Jibu Paul presided over the function, Vice President L. Nirmala and Honorary Secretary Bibu Punnoan were also present.

MSME Summit

KMA had organised a seminar for Micro, Small and Medium scale Entrepreneurs on 13th November on 'How to Grow Your Business to the Next Level'. KMA President Jibu Paul, presided over the function, said that Kerala needed business clusters. Chairman and Managing Director Mr. P J Kunjachan, Arjuna Natural Pvt Ltd., Senior Partner Mr. V. Sathyanarayanan, Varma & Varma Chartered Accountants and Mr. Shamim Rafeeq, Business Coach and Corporate Trainer were the speakers for the event. KMA - MSME Forum Chairperson Ms. Maria Abraham welcomed the delegates and Honorary Secretary Bibu Punnooran proposed the vote of thanks.

Women's Leadership Summit

"Women's leadership skills are inherent to them and they are capable of making the right decisions at the right time," said Dr. M. Beena IAS, Chairperson of Cochin Port Trust. She was speaking after inaugurating the 9th Women's Leadership Summit organised by the Kerala Management Association on 20th November on the theme 'Realigning Leadership for Millennial Workplace'.

"Women should be treated well at workplaces", said, Indian Express CEO Ms. Lakshmi Menon. Kerala Management Association President Mr. Jibu Paul, WMF Chairperson. Ms. L.



Mr. S. Ganesan delivering the address while Ms. Nirmala Lilly, Vice President, Mr. Jibu Paul, President and Mr. Bibu Punnoan, Honorary Secretary look on

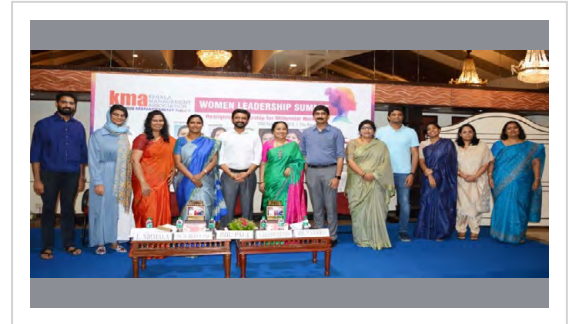


MSME inauguration by lighting the lamp by Mr. P J Kunjachan, Ms. Maria Abraham, MSME Forum Chairperson, Mr. Jibu Paul, President, Mr. V. Sathyanarayanan, Mr. Shamim Rafeeq and Honorary Secretary Mr. Bibu Punnooran.



Lighting the lamp by Dr. M. Beena IAS; Mr. Bibu Punnuran, Hon. Secretary; Ms. Lakshmi Menon; Mr. Jibu Paul, KMA President and Ms. L. Nirmala, Programme Chairperson.

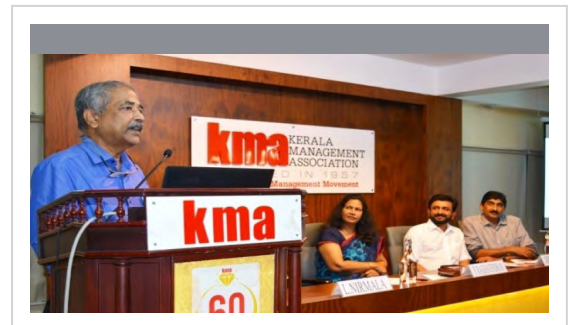
Nirmala and Kerala Management Association Secretary, Mr. Bibu Punnuran also spoke on the occasion. There was a panel discussion on 'Cultural Changes for New Normal.' Werkenner Business Associate Director Ms. Meera Haridas, Full Contact India Operations General Manager Mr. Joffin Joseph, Royal Enfield Dealer Ms. Hiba Ali Mubarak, Film Director Ms. Roshni Dinakar, Fashion Designer Mr. Sreejit Jeevan were the speakers.



Speakers at the session

Evening Lecture

KMA organised an evening lecture on 25th November on the topic 'Systems Thinking for a VUCA World'. Reliance Industries Refinery Business President Mr. P. Raghavendran said that in the modern era everything is interconnected and systems thinking is nothing but a holistic approach to the process of understanding how things influence one another within a whole. The event was appreciated by its members and participants. KMA President Mr. Jibu Paul presided over the function. Vice President Ms. L. Nirmala welcomed the guests and Honorary Secretary Mr. Bibu Poonoran delivered the vote of thanks.



Mr. P. Raghavendran addressing the gathering as Ms. Nirmala Lilly, Vice President, Mr. Jibu Paul, President and Mr. Bibu Punnooan, Honorary Secretary look on

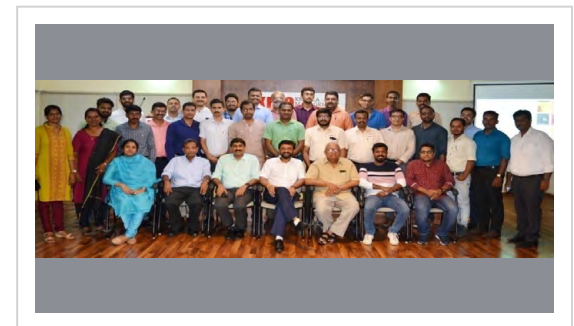
Workshop

The Kerala Management Association organised a one-day workshop on 'Design Thinking' on 27th November. The programme facilitators for the workshop were Mr. Lijo Joseph and Mr. Sreenath P of Tata Consultancy services, Kochi. Design Thinking provides a solution-based approach for solving problems. It is a way of thinking and working as well as a collection of hands-on methods. The workshop was attended by 36 delegates from various corporate houses across Kerala.

Innovation Experience Tour



'Design Thinking'- One day workshop at KMA



The participants and faculty with KMA President, Mr. Jibu Paul, MEP Chairman, Mr. P Premchand and Hon. Secretary Mr. Bibu Punnooan

The second industrial visit of the year from KMA on 16th November was to the India's largest shipbuilding and maintenance facility - Cochin Shipyard Limited (CSL). It comprised of 22 members.



Participants along with KMA President, Mr. Jibu Paul and other MC members Mr. Bibu Punnooran, Ms. Maria Abraham, Mr. C.S. Kartha, Dr. T. K. Raman

Lucknow Management Association

Interactive Session

LMA organised an interactive session with Incuspaze, a co-working space company on 5th November in which four start-ups discussed their stories. The speakers were Mr. Sanjay Chaudhary, Founder and Director, Incuspaze; Mr. Gaurav Lath, Founder, Tankup; Mr Gaurava Yadav, Founder & CEO, EduAce Services and Anjali Singh, Founder, Jute for Life.



Upcoming Start-ups narrating their success stories in session with Incuspaze

International Convention

LMA organised an International Convention in association with Global Lucknow on 'Promoting Happiness Through Public Policy' on 16th November.

The Chief Guest in the inaugural session was Hon. Mr. T.S. Powdyel, Former Minister of Education, Royal Government of Bhutan who was associated with introducing the concept of Gross National Happiness in Bhutan. Dr. H.R. Nagendra Chancellor, S-VYASA Yoga University, an eminent yoga researcher and known to be yoga teacher of Prime Minister Modi was the Guest of Honour and keynote speaker. Mr. Keshav Verma, a former IAS officer of Gujarat cadre, Chairman of Sabamati River Front Development Corporation and Adviser to Government of Uttar Pradesh was co-opted as Patron of the Convention. Mr. Alok Ranjan, Former Chief Secretary U.P.; Mr. A.K. Mathur, Sr. Vice President LMA and Dr. Amrita Dass also spoke in the inaugural session. Several other eminent speakers addressed the convention.



(L-R) Mr A.K. Mathur, Sr Vice President LMA; Mr Alok Ranjan, Former Chief Secretary UP & Patron LMA; Hon'ble Mr T.S. Powdyel, Former Education Minister of Royale Bhutan; Dr. H.R. Nagendra Chancellor; S VYASA Yoga University Bangalore and Dr. Amrita Dass, President, Global Lucknow releasing the LMA International Convention 2019 Journal

On the occasion, LMA awards 2019 were conferred and LMA International Convention Journal on 'Promoting Happiness through Public Policy' (edited by a Board comprising Professor Neerja Pandey, IIM Lucknow; Professor Manju Agarwal, Amity University and Dr. Meenakshi Pawha, University of Lucknow) was released.



Chief Guest Professor T.S. Powdyel Former Education Minister of Royale Government of Bhutan with the LMA awardees during its Convention 2019



(L-R) Mr A.K. Mathur, Sr Vice President LMA; Dr. H.R. Nagendra Chancellor S VYASA Yoga University Bangalore and Mr. Muzaffar Ali, Chief Guest & noted film Producer and Head of Rumi Foundation (Standing L-R) Mr Rajiv Pradhan, General Manager LMA; Mr Pravin Dwivedi, Vice President LMA; Mr Vipin Gupta and Mr Mumtaz Ali Khan, Member Core Group

Workshop

LMA organised a Workshop on Self-Management of Excessive Tension (SMET) on 17th November. The workshop was a unique yoga based day-long signature programme of S-YASA University Bangalore conducted by Dr. H.R. Nagendra and his team. Dr. Nagendra, an internationally acclaimed Yoga researcher and Chancellor of S VYASA Yoga University, gave an explanation of SMET and its impact on body and mind before engaging participants in several yogic SMET exercises. Mr. Muzaffar Ali, a noted film producer and Head of Rumi Foundation was the

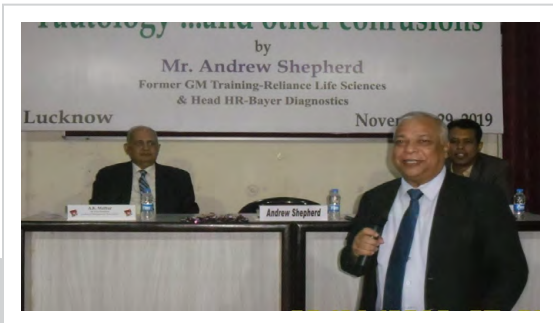
Chief Guest in the workshop and supported the programme. He also actively participated in the exercises throughout the day.

Study Tour

LMA organised a study tour of Supervisory Training Centre (STC) in the 150 year old Locomotive Workshop of Northern Railway on 20th November. LMA members interacted with the officials of Northern Railway and learnt about the equipment used in Indian railway locomotives and coaches.



LMA members interacting with the officials of STC



Mr Andrew Shepherd delivering his address as Mr A.K. Mathur, Sr Vice President LMA and Dr Ravi Shankar, Guest of Honour & Associate Director, Medanta Hospital look on

Knowledge Sharing Talk

LMA organised a talk on 'Tautology ...and other confusions' by Mr. Andrew Shepherd on 29th November. Tautology means, saying the same thing twice over in different words in the same sentence. The talk added value to both written and oral communication. Mr. Shepherd has conducted training programmes at several large multinational companies and at Baroda Management Association as well.

Ludhiana Management Association

Seminar

Women Forum of Ludhiana Management Association organised a seminar on 9th November by Dr. Alka Dogra, Skin Specialist and former Professor cum Head Department of Dermatology, Dayanand Medical College Ludhiana on 'Rejuvenating Lush Looks', to provide tips for healthy hair and a glowing skin. During the session Dr. Alka Dogra guided the members about reasons, symptoms, impact and treatment of hair loss, nail breakdown and dry skin. She also shared her insights regarding side effects of using hair colors & chemicals in face creams. It was a highly informative and interactive session attended by 52 women members of LMA.



Dr. Alka Dogra addressing women members of LMA

16th Sardar Manjit Singh Memorial Lecture

LMA organises a lecture every year in November in honour of Late S. Manjit Singh, Past President of Ludhiana Management Association. The 16th lecture in the series on 'Leadership in Difficult Times' was delivered by Maj. Gen. Raj Mehta, AVSM, VSM (Retd.) on 27th November. "Difficult Times offer opportunities in the form of problems for a leader, and the choice perhaps is between accepting them either as a victor or be subsumed by them as a victim", was the message shared by Major Gen. Raj Mehta. He shared his 7 point Leadership Plan, necessary for handling change. Key components of his plan were decisive leadership, leading from the front, value based leadership, sticking to your guns, respecting expertise, personal sacrifice and sharing leadership with others irrespective of gender, age or a designation. The session was attended by 150 members of LMA.



Maj. Gen. Raj Mehta delivering S. Manjit Singh Memorial Lecture

Meerut Management Association

Talk

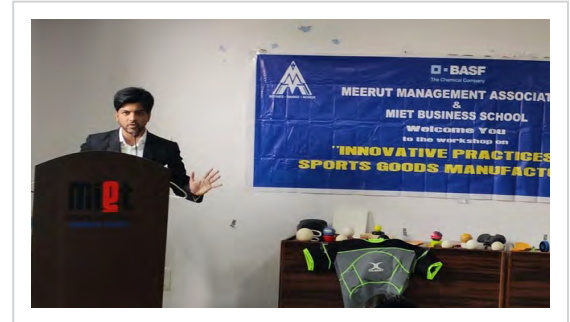
Meerut Management Association organised an informative talk on Srinivas Ramanujan, the Man who Knew Infinity in association with Dewan VS Group of Institutions, Meerut on 16th November. Lt. Col. Manish Sharma, Director, Planning & Development, Dewan VS Group of Institutions was the distinguished speaker for the talk. Faculty and students of Dewan and members of MMA were present at the talk.



The eminent speaker, Lt. Col. Manish Sharma

Workshop

Meerut Management Association organised a workshop on Innovative Practices in Sports Goods Manufacturing in association with Meerut Institute of Engineering and Technology Business School, Meerut on 23rd November. Mr. Mohnish Hasrajani, Segment Manager, Sports & Leisure, Indian Subcontinent, BASF was the distinguished speaker for the workshop. The Workshop was much appreciated by MMA members. Dr. S. Ramchandran, Council Member, MMA and Dean, MIET Business School coordinated the workshop.



Mr. Mohnish addressing MMA members.

Talk on Cloud Computing

Meerut Management Association organised a talk on Cloud Computing on 29 November at Dayal Fertilizers, Partapur, Meerut. The distinguished speaker was Mr. Munishwar Gulati (IT Experts). Meerut’s renowned entrepreneurs, industrialists, professionals and other guests were present during the programme. Mr. Vibhor Agrawal, Immediate Former President, Meerut Management Association was the Programme Convenor of the event.



Mr. Munishwar Gulati receiving a token of appreciation from Mr. Abhay Kumar, Former President MMA and Managing Director, Dayal Fertilizers.

Navasari Management Association

Workshop

Navsari Management Association organised a workshop on 9th November for smart selling techniques on the topic ‘People Buy People First’. Ms. Vinita Vyas, the founder of Simply Improvise was the facilitator. She demonstrated many techniques based on expressive arts. There were 30 participants for the workshop.



Vinita Vyas addressing the participants.

AIMA 23rd Student Management Games

Navsari Management Association hosted AIMA’s 23rd Student Management Games – West Zone from 18th November to 20th November at Navsari. A total of 16 teams participated from Surat, Udaipur and Ahmedabad. Mr Tyagi – Assistant Director from AIMA was the quiz master and he explained the game rules in details. Pacific Business School of Udaipur stood first while Pacific Institute of Management of Udaipur was first runners up. Both have qualified to participate in the national level competition at Coimbatore.



Winning team members with medals and awards with Chief Guest Dr. Manisha Panwala and NMA team

The Valedictory event was organised on 20th November. Trophies and medals were given to first three team members by the Chief Guest Prof. Dr. Manisha Panwala, In charge Principal of Management School, Surat. All three days were full of activities and the teams enjoyed the event, games and hospitality.

Workshop

Navsari Management Association organised a very interesting and useful workshop on Family Managed Businesses – Opportunities and Challenges on 24th November. The facilitator was Mr Hitesh Shukla – who has more than 50 large business houses experiences. Total 44 participants registered and it was a very interesting case study experience as Mr Hitesh Shukla was accompanied by one of his clients. A full day workshop was attended by business families only. The programme was very well appreciated.



Mr Hitesh Shukla addressing the participants

Palghat Management Association

Young Entrepreneurs Forum

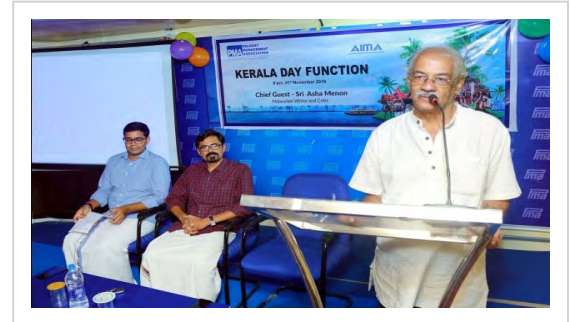
Palghat Management Association’s wing Young Entrepreneurs Forum conducted a two day Start-up Workshop at two different colleges and one school between 22nd and 27th November, which helped the participants to have hands on exposure to curating start-up ideas from educational institutions. Dr. Thomas George K, Chairman LEAD College inaugurated the PMA YEF-Startup workshop at LEAD college. Mr Sumesh K Menon introduced the concept of the YEF workshop and need for start-ups from college. PMA President Mr. Sumesh K Menon delivered the welcome address.



Startup workshop participants at Lead college with their participation certificate.

Kerala Day

PMA celebrated Kerala Day on 1st November, which is the Kerala formation day. Mr Asha Menon, Malayalam writer & Critic Address was the Chief Guest. The programme was very well received.



Chief Guest at Kerala Day function



Members at the meet

Member Meet

PMA conducted a Member Meet on 26th November as an evening session, as a platform for members to know each other better. A power packed session on the topic 'People Don't quit a job, they quit a boss' by Mr. K.A. Nandajan, Corporate Trainer, was organised on the occasion.

MoU

PMA signed an MoU with Carve Statup LABs Bangalore for imparting startup trainings at institutions at Palakkad. PMA also signed an MoU with Govt. Polytechnic college, Palakkad, for initiating industry institution bridging activities.



PMA President and members along with Mr. Vishnu Nagraj, Founder of Carve Startup Labs

Quilon Management Association

Annual Management Convention 'QMANCON2019'

The Annual Management Convention 'QMANCON2019' of QMA was organised on 30th November on the theme 'Shaping the future with performance excellence'. The convention was inaugurated by Mr. M. Noushad. Honorable Member of Kerala Legislative Assembly. Mr. Teeka Ram Meena IAS, Additional Chief Secretary & Chief Electoral Officer, Kerala received QMA's Lifetime Achievement Award and delivered a keynote address during the inaugural session. Er. Rajendraprasad, Convention Chairman welcomed the gathering. Dr. Riji G Nair presided over the inaugural session and Er. Sreeraj. C, Secretary General proposed the vote of thanks for the inaugural session.



Mr. Teeka Ram Meena IAS, Additional Chief Secretary & Chief Electoral Officer, Kerala receiving QMA's Lifetime Achievement Award during QMANCON-2019.

Some of the other speakers included Mr. K.V. Ramanujan Thampi, Technical Expert in Watershed Management; Mr. A. Nizamudeen, Kerala State Land Use Commissioner; Er. S. Thilakan, Chief Engineer, Irrigation Projects, Kozhikode, Govt of Kerala; Er. Biju. D, Director Irrigation Design and Research Board, Thiruvananthapuram, Govt of Kerala; Er. G. Sashi, Former Managing Director, Kerala State Mineral Development Corporation Limited; Ms Simi. P, District Environmental Engineer, Kerala State Pollution Control Board. The Panelists for the session were Er. Sai Viswadev, Environment Consultant and Mr. S. Issac, District Coordinator, Haritha Keralam Mission, Govt of Kerala; Mr. P I Sheik Pareeth IAS Managing Director, Kerala Coastal Area Development Corporation Ltd; Dr. G. Chandramohan, Former Director, Kerala Institute of Tourism and Travel Studies & Hon. Executive Director, Kerala Statistical Institute; Dr. Manoj Kumar Kini, Principal, Kerala Sate Institute of Design, Kollam; Mr. C. Santhosh Kumar, Secretary, District Tourism Promotion Council, Kollam.

Mr. N.K. Premachandran, Honourable Member of Parliament. Kollam and Dr. S. Ayoob, Pro Vice Chancellor, APJ Abdul Kalam Technological University addressed the delegates at the Valedictory Session. Dr. Riji G Nair, President QMA; Er. P. Rajendraprasad, Chairman, QMANCON-2019 and Er. Sreeraj. C, Secretary General also addressed.



Mr. N.K. Premachandran, MP addressing the gathering at QMANCON 2019



Distribution of awards by Ms. J. Mercykutty Amma, Hon'ble Minister

Ms. J. Mercykutty Amma, Hon'ble Minister for Fisheries, Harbour Engineering and Cashew Industry, Govt of Kerala distributed QMA's performance excellent and management leadership awards in various categories.

Seminar

A Seminar on Silver Line (Semi High-Speed Rail Corridor) was organised by QMA on 30th November. Mr. Franklin Daniel, Joint Executive Director, QMA, introduced the Speaker. Mr. V. Ajith Kumar IRSSE, Managing Director, Kerala Rail Development Corporation Limited (KRDC) presented a paper on the topic Silver Line: Semi High-Speed Rail corridor Project from Kasaragod to Thiruvananthapuram. The Thiruvananthapuram–Kasargode Semi High Speed Rail Corridor is a proposed high-speed rail corridor in India that would connect the capital city of Kerala, Thiruvananthapuram with Kasaragod in Kerala.



Dr. Madhu, Secretary (PR), QMA handing over a memento to Mr. V. Ajith Kumar IRSSE

Dr. Madhu, Secretary (PR), QMA handed over a memento to Mr. V. Ajith Kumar IRSSE Mr. Sunil Kumar. K, Secretary Admin, QMA proposed the vote of thanks.

Rajkot Management Association

Lecture

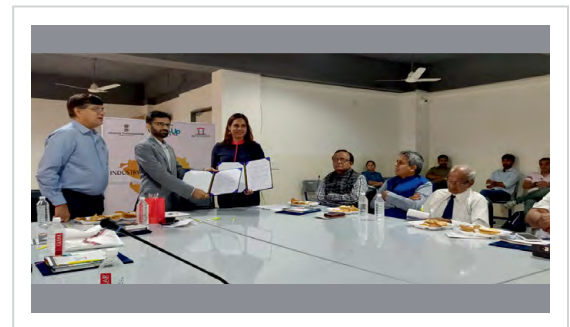
Rajkot Management Association organised expert lecture on 'Stress Management' a holistic approach towards work life balance by Swamiji Nikhileswarananda - Head, Ramakrishna Ashram, Rajkot on 9th November at Institute Of Quality & Management, Sister Nivedita Foundation. The lecture was attended by more than 125 participants from several industries, education sector, municipal corporation, media, NGOs, students & professionals.

Seminar & MoU

Industries Commisionerate (Govt. of Gujarat), RMA, and KPMG jointly organised a seminar by Gujarat Start-up Cell for connecting industry and start-ups for effective monitoring at R.K. University. Mr R.D. Barhatt (Jnt. Commissioner - Industries) Govt. of Gujarat was the chief guest. More than 100 entrepreneurs attended the programme and got detailed information about advantages given by the Government to start-ups. More than 50 MOUs were signed with Industries commissionerate and young entrepreneurs.



President Mr. Parag Jobanputra introducing Swamiji as he is felicitated by Dy. Commissioner



RMA Chairman, Mr. Chetan Kothari giving details about MOU signed by Mr. R.D. Barhatt (Jnt. Commissioner) Govt. of Gujarat and Ms. Dharti Rathod (entrepreneur)

Rohilkhand Management Association

Play

Rohilkhand Management Association organised a play entitled 'Dillagi' in association with Daya Drishti Charitable Trust presented by Rang Vinayak Mandal, Bareilly on 1st November'. The play was very entertaining and carried fruitful messages related to management. RMA members, faculty and MBA students from different institutes witnessed the play. Dr. Manish Sharma, RMA, President interacted with the audience and conducted Q&A session just after the play to highlight the messages the play carried in respect of Management.



A scene of play Dillagi with artists of Rang Vinayak Mandal

Meeting

A General Body Meeting was held on 2nd November and future activities plan were chalked out. New members joining RMA were welcomed. Other matters were also discussed.

Case Study Presentation Competition.

On 16th November Rohilkhand Management Association in collaboration with Khandelwal College of Management & Technology organised the annual event Manthan - Case Study Presentation Competition. The themes were managing supply chain, technology and competitive forces, lack of skills in manpower, outsourcing, managing diversity, changing needs and demands of consumers and societal & cultural changes. 18 teams from different eminent Institutes participated in this great knowledge rendering event with zeal and enthusiasm. Winners were conferred awards and certificates. Mr Girdhar Gopal Khandelwal, Chairman, Khandelwal College of Management and Technology; Dr Manish Sharma, President, Rohilkhand Management Association; Mr. Qadir Ahmad, Secretary, Rohilkhand Management Association shared their thoughts. Dr. Hemant Yadav, Director KCMT proposed the vote of thanks.



RMA members at the meeting



Mr Giridhar Gopal Khandelwal, Chairman, KCMT addressing the audience as Dr. Hemant Yadav, Qadir Ahmad, Dr. Manish Sharma, Er. Prem Prakash Gupta look on

Thrissur Management Association

Interactive Session

TMA jointly with Indo-American Chamber of Commerce, IACC-Kerala, conducted an interactive session on the topic 'GST Changes and Emerging Issues' on 11th November. Ms. Nisha Menon, Director-Tax, PwC, India was the chief guest of the day. Dr. V M Xaviour welcomed the members. CA Sony CL President TMA delivered the Presidential address. CA. Santhakumar K Past President TMA, Mr. Seejo Ponnore and 90 TMA members attended this session.



Ms. Nisha Menon, Director-Tax, PwC, India addressing on the topic 'GST Changes and Emerging Issues'

Workshop

As part of the enhancement of capabilities of the students and empower them to be more employable, TMA organised a one-day Workshop on 'Employability Skill Development programme' on 16th November.



Employability Skill Development programme in progress



Dr. James Vellanikaran, Ex AGM-SIB & HR Director, Jupiter Group, Dubai addressing

Dr. A Sukumaran, Founder Director, MBA Agri. Business, KAU; Prof. T S Nagarajan General Manager, Union Bank of India, Retd. Principal, Staff Training College Dhanlaxmi Bank, Retd.; Dr. James Vellanikaran, Ex AGM-SIB & HR Director, Jupiter Group, Dubai; CA. T S Anantharaman, Former Chairman, CSB Bank & Er. Christo George, CMD, Hykon Group were the key resource persons. 19 students participated in this one day programme.

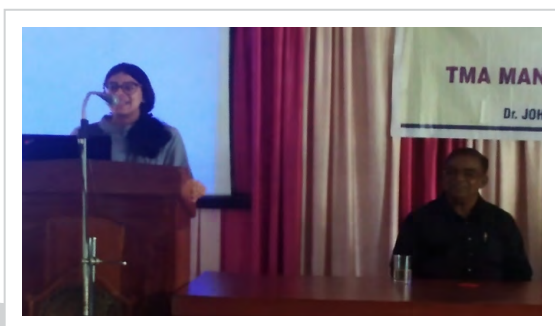
The second Employability Skill Development programme was held on 22nd November. 31 students attended this event.

Monthly Guest Lecture

As a part of creating awareness of conservation of Energy TMA conducted a special session on the topic 'Energy Gen Next' on 30th November. BPCL Executive Director, Refinery Operations BPCL Kochi Refinery, Mr. Murali Madhavan was the chief guest of the day. Around 70 members attended this programme.



BPCL Executive Director, Refinery Operations BPCL Kochi Refinery, Mr. Murali Madhavan addressing



Ms. Annie Vinod of Manjilas Food Tech Pvt Ltd. addressing the students

Joint Programme

Thrissur Management Association conducted a joint programme with School of Management Studies, University of Calicut, John Matthai Centre, Thrissur on 6th November. It was a half day Student Empowerment Programme led by Ms. Annie Vinod of Manjilas Food Tech Pvt Ltd. on the topic 'Dissatisfied Optimism'. Around 200 students attended the programme.

Trivandrum Management Association

Trivandrum Management Association in association with Foundation for Restoration of National Values organised an Interactive Session with Dr. E. Sreedharan, popularly known as 'Metro Man' on 2nd November. Mr. Rajesh Jha, President, TMA; Dr. M.I. Sahadulla, Chairman & Managing Director, KIMS Healthcare Management; Dr. M. Ayyappan, Chapter Coordinator, FRNV; CA. H. Vinod, Sr. Vice President, TMA; Mr. Mahesh L.S, Secretary, TMA presided over the event. The programme was well received by the participants.



Dr. E. Sreedharan, inaugurating the event by lighting a lamp

Vaikom Management Association

The monthly programme of VMA was held on 24th November. Er P K Dileep, former Executive Director of ONGC, Mumbai addressed the first session and spoke on 'Project Management'. 'Indian Stock Market' was the topic for the second session. The speaker Er K Hariprasad enlightened the audience on opportunities in stock market. Both sessions were very well received.



Er P Rajendra Prasad, President inaugurating the monthly programme.

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AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
11th Senior Leadership Retreat	Sunil Kant Munjal Chairman, Hero Enterprise & Past President AIMA	Goa	13-15 December 2019
YLC Session on 'Storytelling : Leadership Communication & Brand Building'	Malvika Chandan Consulting Partner at The Script	New Delhi	20 December 2019
3rd Young Managers Simulation Championship (YMS)		Bengaluru / Mumbai New Delhi Finale	16 - 17 January 2020 22 - 23 January 2020 24 January 2020
75th Shaping Young Minds Programme		Rajkot	22 January 2020
76th Shaping Young Minds Programme		Vaikom	08 February 2020
2nd AI & Big Data Retreat		Goa	14-16 February 2020
4th National Competition for Managers		Mumbai New Delhi Finale	18 February 2020 21 February 2020 26 February 2020
64th Foundation Day and 14th National Management Day		New Delhi	21 February 2020
North East Regional Management Conclave		Guwahati	13 March 2020
77th Shaping Young Mind Programme		Jamshedpur	16 March 2020
AIMA Managing India Awards	Sanjiv Goenka Chairman, RP- Sanjiv Goenka Group	New Delhi	27 April 2020
6th National Leadership Conclave	Sanjiv Goenka Chairman, RP- Sanjiv Goenka Group	New Delhi	28 April 2020



Event	Programme Chairman /Director	Venue	Date
Global Advanced Management Programme USA	Solomon Darwin Executive Director Garwood Center for Corporate Innovation Haas School of Business University of California Berkeley	Silicon Valley, USA	21-26 June 2020

To view full calendar please visit www.aima.in

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