

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

SEPTEMBER 2016



Dear Readers,

It gives me great pleasure to present a very special edition of AIMA News to you. Special – because it heralds the beginning of a new chapter at AIMA with the start of the Diamond Jubilee year.

September saw the customary change of guard at AIMA with Mr Sunil Kant Munjal taking over the presidential baton from Mr Firdose Vandrevale at the recently concluded 43rd National Management Convention (NMC).

I am confident that this Diamond Jubilee year, with Mr Munjal's guidance and your support, will see the AIMA banner reach new heights.

In addition, Mr TV Mohandas Pai, Chairman, Manipal Global Education Services took over as the Sr Vice President and Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group, joined the AIMA management team as the Vice President. Mr Nikhil Sawhney, Vice Chairman and MD of Triveni Turbine Limited continues as Treasurer.

AIMA's 43rd NMC put the spotlight on 'India in the Asian Century Cleaner, Smarter, Faster'. The two day Convention witnessed political & industry leaders from different spheres share their views and opinion on the subject over several sessions. On this occasion, the AIMA Managing India Award for the PSU of the Year was presented to Mr Mangu Singh, MD, Delhi Metro Rail Corporations Ltd; and the AIMA Managing India Entrepreneur of the Year award was presented to (Hony) Brig. Dr. Arvind Lal, Chairman & MD, Dr Lal PathLabs Ltd. AIMA's Honorary Life Fellowship was conferred on Mr H M Nerurkar, Chairman, TRL Krosaki Refractories Ltd. and the AIMA – RK Swamy High Performance Brand Award 2016 was presented to Tata Sons and was received by Mr Mukund Rajan, Member, Group Executive Council, and Brand Custodian and Chief Ethics Officer, Tata Sons. Several other awards were also presented on the occasion including the annual LMA awards. The NMC also witnessed the release of the fourth edition of the AIMA Management Capability Index India Report done in collaboration with KPMG in India. You will find detailed coverage in this issue.

This edition carries brief reports on AIMA's training & skill development programmes, workshops, in addition to updates from the LMAs and a few interesting articles on management.

I do hope you enjoy this issue and look forward to your feedback and suggestions.

With best wishes for the festive season,

Rekha Sethi
Director General

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Hero Corporate Service

SENIOR VICE PRESIDENT

Mr TV Mohandas Pai

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Vice Chairman and Managing Director

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Mr Firdose Vandrevale

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CONTENTS



04 43rd National Management Convention

AIMA SNAPSHOTS

12 AIMA MANAGEMENT CAPABILITY INDEX INDIA REPORT



13 MEMBER'S CORNER

14 TRAINING PROGRAMME



FEATURES

17 TALENT MATTERS EVEN MORE THAN PEOPLE THINK



21 FOR WIKIPEDIA'S ARMY OF VOLUNTEER EDITORS, CONTENT BEGETS CONTENT



24 LMA NEWS

45 AIMA EVENTS CALENDAR

14TH HRM Summit

Jobs in the Era of Automation

1ST December 2016 - Hotel Le-Meridien, New Delhi



Summit Chairman

TV Mohandas Pai

Chairman, Manipal Global Education Services

Proposed Sessions:

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- Competencies in the New Workplace & Development Strategies
- Culture Building & Change Management Strategies for the Platform Economy

Compete & Win:

- Submit a report in just 2000 words
- Encapsulate how your organization overcame one of the above challenges
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For more details, kindly contact
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43rd National Management Convention



(L-R) Firdose Vandrevala, President, AIMA; Ravi Shankar Prasad, Minister of Law & Justice, Electronics & Information Technology, Government of India; Sunil Kant Munjal, Sr. Vice President, AIMA and Chairman, Hero Corporate Service; Sudhir Jalan, Chairman, Neo Foods Pvt. Ltd. and T.V. Mohandas Pai, Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt. Ltd.

AIMA held its 43rd National Management Convention (NMC) on 21-22 September 2016 on the theme 'India in the Asian Century Cleaner, Smarter, Faster' at New Delhi. Mr Firdose Vandrevala, President, AIMA, gave the welcome address. Mr Sunil Kant Munjal, Sr Vice President, AIMA and Chairman, Hero Corporate Service and Mr T V Mohandas Pai, Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt Ltd addressed the gathering and set the tone of the NMC.

"Certain initiatives become path breaking. Digital India, Startup India, Skill India, Make



Suresh Prabhu, Minister of Railways, Government of India



(L-R) Manohar Parrikar, Minister for Defence, Government of India and Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group

the Nation : Creating Indian Defence Industry’ was addressed by Mr Manohar Parrikar, Minister for Defence, Government of India, who spoke about the various management lessons that are useful in politics too. He said, “Our government has applied many techniques of management in governance.” He mentioned that while the country is developing capabilities and products for own use, there is potential for exports to other countries.

in India and Smart Cities are transformational programmes designed to make India an empowered society”, said Mr Ravi Shankar Prasad, Minister of Law & Justice, Electronics & Information Technology, Government of India. He also presented the AIMA Managing India Award for the PSU of the Year was presented to Delhi Metro Rail Corporation. The award was received by Mr Mangu Singh, Managing Director, Delhi Metro Rail Corporations Ltd. AIMA Managing India Entrepreneur of the Year award was presented to (Hony) Brig. Dr. Arvind Lal, Chairman & Managing Director, Dr Lal PathLabs Ltd.

The session on ‘Strengthening

In the Valedictory Session, Mr Suresh Prabhu, Minister of Railways, Government of India said, given the size and population of the continent, it is definitely Asian Century and if we play our cards well, it could be our century; and to do that we need to work on many important components”. He added,



(Hony) Brig. Dr. Arvind Lal, Chairman & Managing Director, Dr Lal PathLabs Ltd. recipient of the AIMA Managing India Awards for Entrepreneur of the Year



Mangu Singh, Managing Director, Delhi Metro Rail Corporation Ltd. recipient of the AIMA Managing India Awards for Outstanding PSU of the Year for Delhi Metro Rail Corporation Ltd.



(L-R) Rajive Kaul, Chairman, NICCO Corporation Ltd.; Rajiv Pratap Rudy, Minister of State (I/C) for Skill Development and Entrepreneurship, Government of India; Sunil Kant Munjal, Sr. Vice President, AIMA and Chairman, Hero Corporate Service; Richard Rekhy, Chief Executive Officer, KPMG in India;

cleaner, smarter and faster are the building blocks. We need to blend them into one unified action with the help of management practices.

Some of the other high profile leaders who addressed the NMC included, Mr Rajiv Pratap Rudy, Minister of State (I/C) of Skill Development and Entrepreneurship, Government of India, who said, "Make in India cannot happen unless we have makers in India. The biggest challenge is to create an eco-system for skills. The actual training cannot take place in a classroom but in the industry itself." Mr Kamal Nath, Member of Parliament (Lok Sabha) and Former Minister of Urban Development, Government of India emphasised that we need to work on the whole spectrum of urban solutions and work on capacity building. Col. Rajyavardhan Rathore (Retd.), AVSM, Minister of State for Information

& Broadcasting, Government of India, shared "There is a deep sense of connect and a will to bring out positive change in the country. In my ministry also we are trying to think out innovative methods to reach out to the people."

The NMC also witnessed the launch of AIMA Management Capability Index India Report 2016 which was released in collaboration with KPMG in India.

This year the Honorary Life Fellowship was presented to Mr H M Nerurkar, Immediate Past President, AIMA, and Chairman, TRL Krosaki Refractories Ltd.

This year AIMA – RK Swamy High Performance Brand Award 2016 was presented to Mr Mukund Rajan, Member, Group Executive Council, and

Brand Custodian and Chief Ethics Officer, Tata Sons. His citation was read by Mr S.K. Swamy, Chairman and Managing Director, RK Swamy BBDO. Local Management Associations were also awarded on the occasion.

Some of the other speakers included, Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group; Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group; Mr Rajeev Talwar, Chief Executive Officer, DLF Ltd; Dr Naresh Trehan, Chairman & Managing Director, Medanta – The Medicity; Mr D Shivakumar, Chairman and CEO - India Region, PepsiCo India Holdings Pvt Ltd; Mr Richard Rekhy, Chief Executive Officer, KPMG in India; Mr Rajive Kaul, Chairman, NICCO Corporation Ltd;

Mr Sudhir Jalan, Chairman, Neo Foods Pvt Ltd; Mr Arvind Lal, Chairman & Managing Director, Dr Lal PathLabs; Sanjeev Bikhchandani, Founder and Vice Chairman, Naukri.com; Mr Deep Kalra, Chairman & Group CEO, MakeMyTrip.com; Mr Prashant Singh, Managing Director–South Asia, Nielsen; Mr Chris Parsons, Chairman, India Practice, Herbert Smith Freehills; Mr Anupam Sibal, Group Medical Director, Apollo Hospitals Enterprise Ltd; Mr Siddharth Pai, Managing Partner, Tekinroads Consulting LLP; Mr Umakant Soni, Founding Partner, pi Ventures; Mr Suman Bose, Managing Director & CEO – India, Siemens Industry Software (India) Pvt Ltd; Mr Jaijit Bhattacharya, Partner, KPMG in India; Mr Pranjal Sharma, Host - The Appointment, Zee Network;



(L-R) Rekha Sethi, Director General, AIMA; Firdose Vandrevala, President, AIMA; Col. Rajyavardhan Singh Rathore (Retd.), AVSM Minister of State for Information & Broadcasting, Government of India; Sunil Kant Munjal, Sr Vice President, AIMA and Chairman, Hero Corporate Service and T V Mohandas Pai, Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt Ltd



(L-R) Rajeve Talwar, Chief Executive Officer, DLF Ltd.; Kamal Nath, Member of Parliament (Lok Sabha) and Former Minister of Urban Development, Government of India; Harshavardhan Neotia, Chairman, Ambuja Neotia Group and Jaijit Bhattacharya, Partner, KPMG in India

Ms Sonali Krishna, Anchor & Editor, ET Now; Mr Sharad Sharma Co-founder and Governing Council Member, iSPIRT Foundation and Ms Syna Dehnugara, Co-author, Young Turks & Features Editor, CNBC-TV18

The NMC heralds a new beginning and the office bearers for 2016-17 were announced. Mr Sunil Kant Munjal, Chairman, Hero Corporate Service has taken over as the new AIMA President by AIMA Council. He succeeds Mr Firdose Vandrevale. Mr TV Mohandas Pai, Chairman, Manipal Global Education Services is the new Senior Vice-President of AIMA and Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group, joins the ranks of AIMA office-bearers as Vice-President. Mr Nikhil Sawhney, Vice Chairman and Managing Director of Triveni Turbine Limited, is the Treasurer for the second consecutive year.



SK Swamy, Chairman & Managing Director, RK Swamy BBDO with Mukund Rajan, Member, Group Executive Council, and Brand Custodian and Chief Ethics Officer, Tata Sons recipient of the AIMA - RK Swamy High Performance Brand Award 2016

1. (L-R) Suman Bose, Managing Director & CEO - India, Siemens Industry Software (India) Pvt. Ltd. Siddharth Pai, Managing Partner, Tekinroads Consulting LLP; T.V. Mohandas Pai, Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt. Ltd. and Umakant Soni, Founding Partner, pi Ventures
2. Anupam Sibal, Group Medical Director, Apollo Hospitals Enterprise Ltd.; (Hony) Brig. Dr. Arvind Lal, Chairman & Managing Director, Dr. Lal PathLabs Ltd.; Dr. J.S. Juneja, Chairman, Global Projects & Services (P) Ltd; Pranjal Sharma, Host - The Appointment, Zee Network; Naresh Trehan, Chairman & Managing Director, Medanta - The Medicity and H M Nerurkar, Immediate Past President, AIMA and Chairman, TRL Krosaki Refractories Ltd.



3. H M Nerurkar, Immediate Past President, AIMA and Chairman, TRL Krosaki Refractories Ltd. recipient of the AIMA Honorary Life Fellowship
4. (L-R) Sharad Sharma, Co-founder and Governing Council Member, iSPIRT Foundation; Syna Dehnugara, Co-author, Young Turks & Features Editor, CNBC-TV18; Deep Kalra, Chairman & Group CEO, MakeMyTrip.com and Sanjeev Bikhchandani, Founder and Vice Chairman, Naukri.com



5. (L-R) Chris Parsons, Chairman, India Practice, Herbert Smith Freehills; D Shivakumar, Chairman and CEO - India Region, PepsiCo India Holdings Pot Ltd; Sonali Krishna, Anchor & Editor, ET Now; Prashant Singh, Managing Director – South Asia, Nielsen; Sharad Sharma, Co-founder and Governing Council Member, iSPIRT Foundation and H M Nerurkar, Immediate Past President, AIMA and Chairman, TRL Krosaki Refractories Ltd

6. Past Presidents and Office-Bearers of AIMA



7. (L-R) Nikhil Sawhney, Treasurer, AIMA & Vice Chairman and Managing Director Triveni Turbine Limited; Rekha Sethi, Director General, AIMA; Sunil Kant Munjal, President, AIMA & Chairman, Hero Corporate Service and TV Mohandas Pai, Sr Vice President, AIMA & Chairperson, Manipal Global Education Services Pot Ltd (Inset) Harshavardhan Neotia, Vice President, AIMA & Chairman, Ambuja Neotia Group





5TH YOUNG LEADERS RETREAT

A country for the Young- Building a New Destiny

2-4 December, 2016 - Hotel Vivanta by Taj, Fort Aquada, Goa

Retreat Co-Chair

Sanjeev Bikhchandani
Founder and Executive Vice Chairman
Naukri.com

Vineet Agarwal
Managing Director
Transport Corporation of India Ltd

Programme Director - Pranjal Sharma, Host - The Appointment, Zee Network

Eminent speakers include

Sanjeev Bikhchandani, Founder and Vice Chairman, Naukri.com

Piyush Pandey, Executive Chairman and Creative Director, South Asia, Ogilvy & Mather

Parikshit Sahni, Indian Film and Television Actor

Pramod Bhasin, Founder and Vice Chairman, Genpact & Chairman, The Skills Academy

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

Mahesh Rangarajan, Researcher, Author and Historian

Amit Burman, Vice Chairman, Dabur India Ltd

Vineet Agarwal, Managing Director, Transport Corporation of India Ltd

Vineet Gautam, CEO & Country Head, Bestseller India

Participation Details

- Rs 90,000.00 plus 15% Service Tax Per Participant which includes the course fee, study material, cost of accommodation from 2 - 4 December 2016 (02nights), breakfast, lunches, dinners as per itinerary.
- **Early Bird Discount: Rs 10,000 discount per participant for registrations received along with participation fees by 15th October, 2016.**
 - For online registration, please visit www.aima.in

For more details, kindly contact
Surajit Bit – Deputy Director

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AIMA Management Capability Index India Report



Release of AIMA & KPMG Management Capability Index 2016 Report (L-R) Firdose Vandrevala, President, AIMA; Rajive Kaul, Chairman, NICCO Corporation Ltd.; Rajiv Pratap Rudy, Minister of State (I/C) for Skill Development and Entrepreneurship, Government of India; Sunil Kant Munjal, Sr. Vice President, AIMA and Chairman, Hero Corporate Service; Richard Rekhy, Chief Executive Officer, KPMG in India; T.V. Mohandas Pai, Vice President, AIMA and Chairperson, Manipal Global Education Services Pvt. Ltd. and Rekha Sethi, Director General, AIMA

AIMA released the fourth edition of the AIMA Management Capability Index India Report 2016 brought out in collaboration with KPMG in India on 21st September 2016 during the 43rd National Management Convention (NMC).

The MCI is a comprehensive measure to help companies gauge the effectiveness and growth of their business performance by benchmarking

their management practices against those of their competitors and similar organisations. The primary purpose of the MCI is to allow organisations to evaluate their management capabilities and industry requirements and accordingly make them adept at building their business strategy by taking informed decisions. The MCI survey has been conducted by several

member nations of the Asian Association of Management Organisations (AAMO).

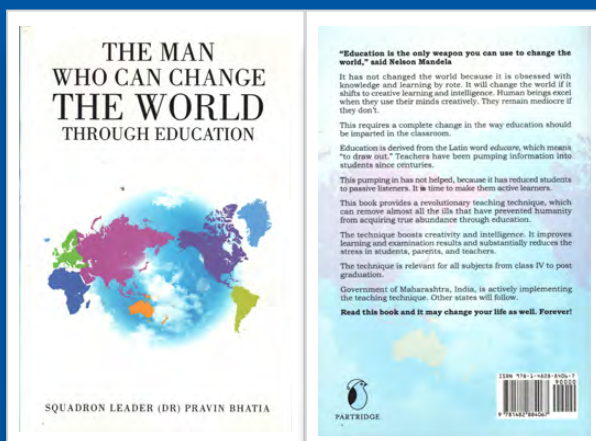
Business performance, organisational capability and certain leadership competencies are some of the key indicators of Management Capability. This report uses 10 fundamental drivers of management capabilities, identified after research and analysis, to compute the Management Capability Index. The findings of this report not only help organisations benchmark their management capabilities, but also highlight their potential growth indicators and future developmental opportunities.

This year, the MCI score has taken a significant leap and stands at 75.5 per cent compared to

MCI 2014 score of 70.7 per cent. There has been a major increase in the overall organisational performance, along with strategic and visionary leadership. According to the survey findings the top areas of strength are Organisational Results and Overall Performance; Financial Management and Visionary and Strategic Leadership; whereas the top areas of concern are Organisational Capability and People Leadership.

This year's survey received great response from the industry with 84 per cent of the participants from the senior leadership band, from various organisations across the country. The full report and executive summary are available on the AIMA website www.aima.in

Member's Corner



Dr Pravin Bhatia, President – Nagpur Management Association recently launched his first book, "The Man who can change the World through Education" with Partridge Publishers throughout the world. The book is about a revolutionary teaching technique for education in schools and colleges. The teaching technique of the book has been demonstrated on six million students. Nine other books will follow in the next one year to advance the technique.

The book will be advertised in 100 cities of the world. The first Book Fair will be next month in Beijing, followed by one in London. Rotary Nagpur will launch the book along with the Department of Education, Maharashtra.

Training Programme



Sidharath Tuli, Programme faculty of Behavioural Skills for Executive Assistants / Secretaries training programme with participants

AIMA Centre for Skill Development and Training conducted customised In house training programme for SMS India Pvt. Ltd on Team Building and Interpersonal Effectiveness on 16-17 September 2016 at Kolkata. The Programme was emphasised on the practical approach whereby an employee can really understand the concepts and also implement them in work place successfully. Role play, group activity, presentation, case study was used for effective learning. Mr Ajoy Ghosh was the faculty of programme.

Two in-company training programmes for GMR Group on 'Behavioural Skills for Executive Assistants / Secretaries' were held on 17 and

24 September at New Delhi. The two days training programme was for administrative professionals, including Executive Assistants, Office Secretary and Executive PA, Secretaries or other members of the administrative support staff and covered topics like Managing Pressure and Conflicting Demands, Influencing Skills Gaining Support and Cooperation of Others, Managing Human Relations, Communicating with Stakeholders, Effective Management of Client Relationships, Planning, Prioritising & Monitoring and Maintaining Confidentiality. The programme was very well received by the participants.

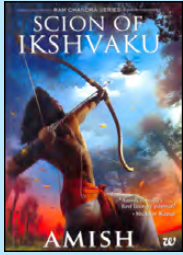


Dr Brinda Balakrishnan, Programme faculty of People Skills training programme with participants

Another training programme on 'People Skills' was organised on 28-29 September 2016 at New Delhi. The training was an integration of all the behavioural traits required to be effective at workplace including communication skills, interpersonal relations, team building, leading teams, stakeholder management and conflict management. The by-line of the theme of this training was 'Develop skills to work through and with people' and two days of inputs were knitted in the common thread 'People'.

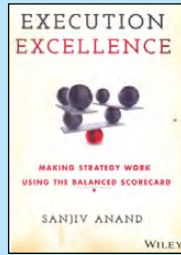
AIMA CSDT organised a two day programme on Managerial Effectiveness on 29-30 September 2016 at New Delhi. The programme was designed to enable participants to properly prioritise their obligations, allowing participants to improve performance and productivity. As a result, they can achieve a better work-life balance, minimise the stress related to managing tasks efficiently, and ultimately improving working relationships. Mr Sidharath Tuli, Leadership Coach, Business Mentor, Facilitator was the programme faculty.

New Additions in AIMA Library



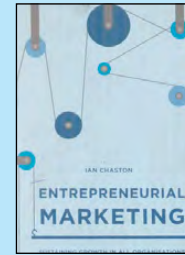
Amish

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Sanjiv Anand

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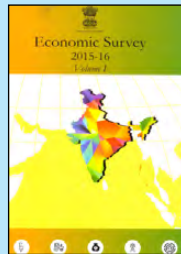
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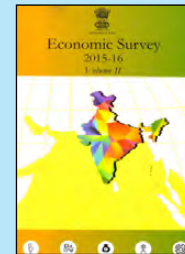
Sandeep Goel

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Govt. of India

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Govt. of India

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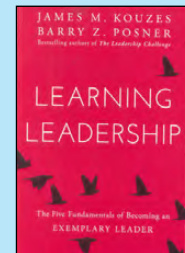
Mark Horstman

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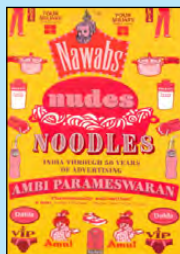
Phil Knight

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P 386.



James M. Kouzes,

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Kouzes, Barry Z. Posner.
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**Ambi
Parameswaran**

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P 301.



David S. Rose

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New Jersey : John Wiley
& Sons, 2016,
P 306.

Talent Matters Even More than People Think

by *Tomas Chamorro-Premuzic*



Why are some people more successful than others? Leaving aside luck, which equates to confessing that we don't really know, there are really just two explanations: talent and effort. Talent concerns the abilities, skills, and expertise that determine what a person can do. Effort concerns the degree to which the person deploys their talents.

Clearly, some people are both talented and hard-working, but there is often a tension between the two. Talent can make people lazy because they need to rely less on hard work to achieve the same goal. Hard work helps people compensate for lower levels

of talent, which is why it's quite helpful to be aware of one's limitations. (Of course, it is possible to lack both talent and effort, but then success will require a great deal of luck!)

But how much does talent actually matter? Nearly 20 years have passed since McKinsey introduced the idea of a war for talent, yet most organizations seem to struggle with their talent management practices. For example, a recent industry report by Deloitte based on over 2,500 leaders from 90 countries showed that most employers are ill-prepared to tackle key talent identification challenges.

Furthermore, scholars have recently argued for a more collectivistic approach to talent management, suggesting that individual stars are less important than previously thought, and that overpaying them could harm team performance. In fact, many people assume that a team of stars is especially hard to manage and more likely to lack “synergy,” resulting instead in a collection of entitled and expensive prima donnas.

So should companies stop focusing on talent? Is talent overrated?

Not quite. Consider the following facts:

A few talented people make a huge difference. This is one of the most replicated findings in management research. In any organization or group, a few people will make a disproportionate contribution to the collective output. Around 20% of individuals are responsible for 80% of the output and vice-versa. This Pareto Effect has been found in virtually any domain of performance. As academic reviews have highlighted, a Pareto effect illustrates the distribution of scientific discoveries, publications, and citations; entrepreneurial success and innovation; and productivity rates. In all these areas 20% of individuals (or less) tend to account for between 80 and 98% of performance.

Thus talented people – the vital few – are the main driver of a company’s success, and companies will see much higher returns on their investment if they devote more resources to the few people who are making a big difference, as opposed to trying to make the “trivial many” more productive.

Talent is easy to measure and predict. The science of talent identification is at least 100 years old, and there are many reliable and legally defensible methods for identifying potential and predicting future displays of talent. Although most companies waste

an enormous amount of time coming up with their own models of talent – a camel is a horse designed by a committee – they are overcomplicating things. They would be better off consulting the vast body of scientific evidence in this field.

For instance, meta-analytic studies show that there are consistent personality attributes associated with top performers across all fields and industries. Most notably, the star organizational players tend to have higher levels of ability, likability, and drive. Ability is in part domain-specific as it involves the technical expertise and knowledge that people have acquired in a field.

However, the key component of ability is learnability or the capacity to learn new things – it is a function of IQ and curiosity. Likability is mainly about emotional intelligence and people-skills, and these are pivotal to success no matter what field you are in. Finally, drive is the dispositional level of ambition – a person’s general desire to compete and the ability to remain dissatisfied with one’s achievements. And if you think this last ingredient of talent can be coached or developed, read on.

Even motivation may be considered a part of talent. Although motivation is often celebrated as a talent leveler – a malleable state that can be trained and enhanced at will – it is important to understand that it has a strong dispositional and genetic basis. For example, stable personality characteristics, such as neuroticism, extraversion, and conscientiousness, account for almost 50% of the measurable variability in motivation, which means any observable difference in people’s motivation can be largely predicted from a very early age. In addition, large meta-analytic studies in behavioral genetics suggest that around 50% of the variability in those same generic personality traits is due to hereditary (compared to, say, 80% for human weight, and 90%



for height). So while it may be easier to change your level of ambition than it is to lose weight, it's not as easy as most people think. (And like with weight, people often manage desirable changes but only to revert to their previous level after a while.)

Besides, even though the remaining 50% of variability is due to environmental factors, many of these occur very early in life and we have not quite worked out how to influence them in a desired direction (even in adult life). This is why it is extremely difficult to transform a lazy and unambitious person into an intense and competitive individual, just like it is very

hard to extinguish someone's ambition when they are naturally very driven. That is not to say that you cannot coach or develop people to improve their performance. But the most effective interventions focus on helping people go against their nature, replacing toxic habits with more effective ones.

In short, talent matters as much or even more than people think. It is arguably more underrated than overrated. The only aspect of talent that is overrated concerns people's evaluations of their own talents — most people are not as talented as they think, especially when they have none.

About Author:

Tomas Chamorro-Premuzic is the CEO of Hogan Assessment Systems, a Professor of Business Psychology at University College London, and a faculty member at Columbia University.

Disclaimer:

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For Wikipedia's Army of Volunteer Editors, Content Begets Content

A new study quantifies the “cumulative growth effect” in online content production platforms.

by Bill Snyder

Every month, more than 80,000 volunteers donate their time and talent to help edit Wikipedia, the free online encyclopedia of everything. Unlike professional journalists, those writers and editors work for free, are largely anonymous, and labor in an unstructured environment with no clear lines of authority. And if they receive any acknowledgment at all, it's buried several layers deep on Wikipedia.



Yet 15 years after its first articles were published, the English language version alone (there are 282 other active versions) now includes more than 5 million articles and 28 million registered users, according to Wikipedia's parent, the Wikimedia Foundation.

The unlikely nature of Wikipedia's ability to harness the unpaid efforts of so many people intrigued two researchers who had studied together at the London School of Economics: Stephan Seiler, an economist and associate professor of marketing at Stanford Graduate School of Business, and Aleksi Aaltonen, an assistant professor of information systems at Warwick Business School.

"I wanted to know if we could quantify the effect of such an open production process on productivity," Seiler says.

After analyzing 1,310 articles that were edited nearly 63,000 times over eight years, the answer they found was almost stunningly simple: Edits to articles act like magnets to attract other editors, and the edits performed by the new editors attract even more edits, and so on.

This "cumulative growth effect" accounted for nearly half of the content growth between 2002 and 2010 for a typical article, the researchers found. And the

articles weren't just longer — they were better, Seiler and Aaltonen write in a research paper published in the July 2016 issue of *Management Science*.

Wikipedia's success has spawned many copycats. Major companies and nonprofits host internal wikis to create, share, and store knowledge. Because many of them use the same open source software and page layout employed by Wikipedia, Seiler and Aaltonen believe their findings are broadly applicable to similar platforms.

Adding Up the Edits

Wikipedia, Seiler says, is an excellent subject to study because so much of its data is available and in a standard format. The researchers used a dataset containing articles from the launch of the online encyclopedia in January 2001 through to January 2010, allowing them to track the evolution of content across edits for each article.

To make the study manageable, they focused on the 1,310 articles about the Roman Empire, a subject whose editorial changes were unlikely to be influenced by current events. The researchers cleaned the data by removing edits made by bots and changes they considered "vandalism," in which deleted text was later restored in full.

They discovered that the typical edit to a Wikipedia article is shorter than many tweets — just 37 characters, the equivalent of half a sentence — though many were much longer. The researchers refined their analysis by using an algorithm that compared edits made by additions of content versus deletions. (They found that 43% of all changes were pure additions and only 8% were pure deletions; the rest were some combination of the two.)

Even small edit changes early in the life of an article can significantly boost its growth, the study shows. Ultimately, the cumulative effect of edits large and small was quite significant: "Without the cumulative effect, Roman Empire articles would have been only about half as long in 2011 — 45% shorter, to be precise," says Seiler.

Did the growth effect occur because editors on average were working harder and contributing more to Wikipedia, or because more editors were making contributions? It was the latter, Seiler says.

Seiler and Aaltonen also found that as articles get longer because of the cumulative growth effect, they also get better. Although gauging the quality of an article can be an exercise in subjectivity, Wikipedia quantifies the concept by counting the number of references — footnotes or web links — the article contains. Articles with very few references are known as "stubs" and sit at the bottom of Wikipedia's rating system.

By using that scale, and also measuring the ratio of references to the length of articles, the researchers found that the growth effect results in higher-quality edits.

The Wikipedia study holds a lesson for anyone hosting a similar platform and hoping to see it grow. "Simply putting it up and hoping that people will contribute won't work," Seiler says. "But any action that increases content can trigger further contributions."

Seiler suggests two strategies to help jumpstart a new wiki-like platform: Prepopulate the wiki with existing content and give incentives to people who might become editors.

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Ahmedabad Management Association

Management Forum

'US Elections and Future of US-India Ties' was addressed on 8th September by Dr. Richard Rossow, Senior Fellow and Wadhvani Chair in US-India Policy Studies, Center for Strategic and International Studies. Mr. Scott Hindell, Master Teacher from UCLA for Business Design and Blue Ocean Strategy addressed young entrepreneurs and start-ups on 'Strategic Business Design using Blue Ocean Strategy' on 15th September.



Dr. Richard Rossow addressing on US Elections

A Seminar on 'Goods and Service Tax (GST) Bill' was addressed by Mr. Sushil Solanki, Ex. Principal Additional Director General, Directorate General of Central Excise Intelligence (DGCEI) on 12th September. It was coordinated by Mr. Jatin Jalundhwala, Chief Legal Officer, Adani Group. The session was very well received by the attendees and served beneficial to all professionals as well as students ensuring clear understanding of the various management aspects.



Dr. Kavil Ramachandran interacting with audience on Leadership & Family Business

Member Connect Initiatives

Prof. Kavil Ramachandran, Executive Director, Indian School of Business, Hyderabad addressed on 'Leadership Excellence in Family Business' on 2nd September. 'Business Opportunities in Vietnam' was conducted by Mr. Suhayl Abidi, Editor, AMA Foreign Trade Update on 3rd September.

'Holistic Sustainability in the Indian Context' was addressed by Mrs. Parul Zaveri, Architect and Designer on 9th September. 'O Man Manage Thyself' was addressed by Mr. Dr. Anand Reddy, Director, Sri Aurobindo Centre for Advance Research,

Pondicherry on 3rd September.

A panel discussion on 'Gujarati Cinema – Opportunities and Challenges' with film producer Mr. Abhishek Jain and team was coordinated by Mr. Sanjay Chakraborty. Dr. Jatin Pancholi, Middlesex University, London, UK addressed on 'How to invest and profit in Stock Market' on 6th September.

Book Release

'From Talent to Career' written by Dr. Nimrat Singh was launched on 30th September by Dr. Indira Parikh, Founder President, FLAME University and Former Dean, IIM Ahmedabad addressed on 'Life Spaces and Career Path'.

Developing Perspectives

Commemorating 60 Years celebrations of AMA, 24th AMA Week on 'Inspiration for Making Life a Celebration' was conducted at AMA with an elaborate list of nine distinguished speakers, spreading across nine days.

Swamini Vimalananda, Director, Chinmaya Mission, addressed on 'Conditioning for Holistic Wellness' on 16th September. 'Nurturing Relationships for Joy of Living' was addressed by Swami Adhyatmananda, Celebrated Yoga Guru, Sivananda Ashram and Enlightened Scholar on Vedanta on 17th September.

Dr. Hasmukh Adhia, Veteran Administrator, Doctorate in Yoga Spiritual Practitioner & Inspirer of Karmayogi Abhiyan addressed on 'Attaining Real Happiness in Life' on 18th September. 'Experiencing the Magic of Love & Compassion' was addressed by Dr. Prema Pandurang, Devoted Spiritual Teacher and an articulate narrator on 19th September. Swami Brahmaviharidas, erudite Spokesperson of Swaminarayan (BAPS), addressed on 'Cherishing the Priceless Moments of Time' on 20th September. 'Discovering the Vision & Mission of Life' was addressed by Brahmakumari Sister Shivani on 21st September.

'Being in Tune with the Infinite' was addressed by Ms. Jaya Row, noted Vedanta Exponent, Founder, Vedanta Vision on 22nd September. 'Caring & Sharing for Fulfillment in Life' was addressed by Guru G Narayana, Distinguished Management Advisor, Author and Researcher on 23rd September. 'Perfecting the Art of Stress-Free Living' was addressed by Swami Anubhavananda, Ardent Propagator of the Be Happy Mission on 24th September.



BK Sister Shivani at the 24th Indian Wisdom AMA Week 2016



Prof. Thomas Oommen at the MDP on Leadership Challenges

Management Development Programmes

AMA conducted 65 Management Development Programmes in this month focusing on business etiquette, e-commerce for entrepreneurs/start-ups, written communication, foreign exchange, international finance and risk management, managing key customers, projects & contracts administration, finance tools for marketing professionals, contemporary e-procurement, managing leadership challenges, 3D negotiation skills, world class housekeeping through 5S etc.

Allahabad Management Association

Evening Lecture

Allahabad Management Association organised their third evening lecture on 'The Science of Eating' on 9th September. The speaker was Mr. Sanjeev Sareen, President, Reliance Industries and the Chief Guest was Mr. G. K. Khare, Ex.



Mr. Sanjeev Sareen addressing the AMA Members

Chairman, Railway Board. Mr. Sareen stressed that every individual had a different metabolic rate and as such it was very important to pay attention to his food intake and pattern. This was followed by a Q&A session. Mr. Ravi Prakash, Secretary AMA conducted the programme which was well received by the 75 plus members of the association and staff of Reliance Industries.

Lecture

Allahabad Management Association organised a lecture on 'Law of Creativity through Self Belief' on 15th September. The speaker was Mr. Vibhav Bajpai, Director, HP4 – The Soft Skills Company and the Chief Guest was Dr. Neerja Sachdeva, Head Department of English, SS Khanna Girls PG College. The lecture was attended by 132 students followed by a question & answer session.



Mr. Vibhav Bajpai addressing the students

Baroda Management Association

Friday Evening Talk

Baroda Management Association organised a Friday Evening Talk (FET) on the topic 'Digital Demystified' on 2nd September. Ms. Rajal Chattopadhyay, VP & Global Head - Global Portfolio Management, Atos was the speaker for the session.

Another FET was conducted on 9th September on the topic 'Preventing Diabetic Blindness'. Dr Pradeep Seth, Consultant Ophthalmologist. NETRA-The Eye Hospital and Chairman of Preventing Diabetic Blindness Initiative of Indian Medical Association- Gujarat State Branch was the speaker.



Ms. Rajal Chattopadhyay addressing on 'Digital Demystified'.



Mr. Ravindra Biswas addressing on 'What makes an engaging workplace'

BMA organised an FET on the topic 'Being Emotional: Foolery or Intelligence' on 16th September. The speaker for the session was Mr Devang Joshi who was Director of Jashkamal Milcent Vocational Training Center.

An FET on the topic 'What makes an engaging workplace' was held on 23rd September. The speaker for the session was Mr. Ravindra Biswas, recipient of the 'Young Innovative Manager Award' in the Professional category, awarded by IIM (A) Alumni Association and 'Outstanding Manager Award of the year' by the Ahmedabad Management Association.

Baroda Management Association organised a Friday Evening Talk on 30th September on the topic 'Mrutyu No Anand (Happiness of Death)'. Mr Deval Shashtri was the speaker and talked on how to be happy in life and present moment.

MDP

A one day Management Development Programme (MDP) was organised by Baroda Management Association on 8th September on the topic 'MDP on MS Project'. The speaker for



Mr. Deval Shashtri addressing the session

the session

were Mr. Ajay Joshi, with more than 25 years of IT experience managing projects in US for large MNCs like GE and Citigroup and Mr. Chandresh Makhija, a professional Civil Engineer. The participants appreciated this informative programme.

Half Day Event

Baroda Management Association organised a half day event on the topic 'Take Time to be Safe' under its women



MDP session on 'MS Project'

professional committee on 17th September. The Chief Guest for this programme was Padma Shree Indira Jaising, Sr. Advocate, Supreme Court. The Guest of Honour was Hon'ble Justice N G Nandi, (Retd.). Other speakers included Ms. Ruzan Khambatta, Social Entrepreneur; Ms. Usha Vishwarkarma, Founder, Red Brigade, Lucknow; and Ms. Archana, Member of Red Brigade Lucknow. More than 130 participants took part in the event.

Round Table Conference

Baroda Management Association conducted a Round Table Conference on 'Corporate Social Responsibility' on 30th September. Mr. Maheshwar Sahu, Chairman, Gift City SEZ & Gujarat CSR Activity was the Chief Guest. Dr. Sudarshan Iyengar, Ex-Vice Chancellor, Gujarat Vidhyapith was the Guest of Honour. The event was addressed by many eminent speakers.



Participants and panelists at the session



Round Table Conference on CSR

Bhopal Management Association

Workshop

Bhopal Management Association successfully organised a Workshop on 'Internet Safety' on 12th September at Anant Spinning Mills, Mandideep. Mr Ashish C Chaturvedi, Head, IT department of Permali Wallace Pvt. Ltd. was the key resource person. Mr S. Pal, Director, Vardhman Textiles Ltd inaugurated the workshop. Hon. Secretary BMA, Mr Vishwas Ghushe in his address termed Cyber Safety as need of the hour and emphasised on organising such workshops for awareness. Mr G.K Chhibbar presented the memento and Mr Vishnu Khanna gave vote of thanks.



Workshop on 'Internet Safety'

About 80 people, including members of BMA, attended the programme. Mr D.M. Nema, Jt. Director, Industrial Health & Safety; Mr Manoj Modi, President, All Industries Mandideep Association; Mr K. Nagarajan, Jt. Secretary; Mr N.K Chhibbar, EC Member, BMA were also present on the occasion.

Lecture

Bhopal Management Association successfully organised a Lecture on 'Media Communication in Digital World' for the MBA Students of Makahanlal National University of Journalism and Communication on 17th September.

Mr Rajesh Vikram Nair of DVN Infotech was the speaker. Mr Aamir Khan, Centre Coordinator, BMA gave a brief about the activities of BMA. Above 60 students of Makhanlal University and members of BMA attended the programme. Adv. G.K Chhibbar, Co-Chairman, BMA; Mr Manoj Jha, Treasurer BMA; Mr Vishnu Khanna, E.C Member, BMA also attended the programmer which was was coordinated by Management Department of Makhanlal University.



Participants with the speaker

Bharuch District Management Association

MDPs

Bharuch District Management Association organised an MDP on 'Chemical & Health Safety Hazard' on 2nd September. Renowned faculty, Mr. Maheshchandra G Patel led the session and taught the importance of safety & hazardous properties of different chemicals.



Mr. Maheshchandra Patel discussing the safe handling of hazardous chemicals



Mr. J. M. Desai explaining the importance of Materials Management

Another MDP on 'Effective Stores & Materials Management' was conducted on 29th September. The training was taken by Mr. J. M. Desai who covered basics of Stores & Materials Management. He has also elucidated the importance of inventory management.



Ms Dilnavaz S. Variava with Mr. Devang Thakore, Hon. General Secretary-BDMA & Mr. Harish Joshi, President- Bhartiya Vichar Manch

Evening Talk

BDMA in association with Bhartiya Vichar Manch conducted an Evening Talk on the topic 'Impact of Genetically Modified on our food & farms'. It was conducted on 16th September and Ms Dilnavaz S. Variava was the Keynote Speaker on this occasion. She discussed various issues regarding the genetically modified seeds and their impact on our food & farming.

Bombay Management Association

MDPs

A half day programme on 'Navigating Disruption with Wholesome Leadership' was conducted by Mr. Arun Wakhlul on 1st September. The programme witnessed participation from senior management and business owners and was very well received.



Mr. Arun Wakhlul with the participants



Ms. Chhaya Sehgal with the participants

A full day programme was conducted by Mrs. Chhaya Sehgal on 29th September at BMA Knowledge Enrichment Facility on the topic 'Applied Finance for Non-Finance Managers'. Participants learnt to interpret financial terminologies, determine where management attention must be directed for profit optimisation, communicate effectively with internal finance department and how to make decisions that enhance shareholder value.

Crucial Conversations with Leaders

Under the 'Crucial Conversations with Leaders' Series a session was held with Mr. Ajai Popat, President of Ion Exchange (India) Limited on 2nd September on the theme 'Water as a Disruptor – The role of Technology' at SIES College of Management Studies (SIESCOMS) Navi Mumbai where he shared his insights on water as a disruptor.



Mr. Ajai Popat with the participants



Mr. K A Narayan with the participants

On 17th September another 'Crucial Conversations with Leaders Series' was held with Ms. Richa Vashishta, a Clinical Psychologist on the theme 'From Acceptance to Belonging – The Road Ahead'. In another session under the series, Mr. K A Narayan, President, HR, Raymond Group, spoke on 'Leadership Challenges for Make in India Initiative' on 23rd September.

Calcutta Management Association

Training Programme

An in-house training programme for LIC-HFL on 'Leading a Team' was held on 3rd September. The Chief Guest was Mr Ashim Bhuyan, Regional Manager, LIC – HFL, Kolkata and the Speaker & Course Director was Mrs Roshan Devadason, Management Consultant. The programme was designed specially with an objective of better equipping the executives on Leadership skills and motivating their teams to perform better. 41 participants spread across eastern part of India attended the training programme.



The Chief Guest & Programme Director with the participants



Mr Arindam Chatterjee, Workshop Director conducting the session

Another in – house training programme for IOCL, Haldia Refinery, on Presentation Skills was held on 21st & 22nd September. The Workshop Director was Mr Arindam Chatterjee, Management Consultant and the Chief Guest was Mr Sangram Mishra, Manager, Corporate Communications, IOCL. The programme was so well received, CMA has been requested to organised more such events at their different locations in near future.

Money Skills

A Financial Literacy Programme on ‘Money Skills’ designed for the working officers and executives was organised by CMA on 19th September. The speakers were Mr Somnath Banerjee, Asst Professor, NSHM Business School and Mr Diptendu Moulik, Sr Executive, MCX India. The sessions were liked by all the 70 plus participants.



Panelists at the session

Student Education & Interactive Session

A student education & interactive session was held on 23rd September at EILM, in support from Zanroh Ecom Pvt Ltd. The Chief Guest was Ms Pinaki Tandon, Director, Zanroh Ecom Pvt Ltd. CMA has made it a policy of bringing academia and industry nearer to each other and these events are only a small step forward.

Coimbatore Management Association

CMA’s ‘Monday Musings’ is a 45 minute popular interactive programme on a topic concerning individual and institutional management. Monday Musing is conducted every Monday evening at CMA premises and is usually attended by more than 30-40 people.

Dr. K.B. Sridevi, Associate Professor, School of Management, Sri Krishna College of Engineering & Technology addressed members on Monday Meeting held on 19th September on the topic ‘RELQUAL – Relationship Quality’. 32 members attended the seminar and the feedback was excellent.



Dr. K.B. Sridevi addressing

Delhi Management Association

Seminar

DMA organised a seminar on ‘GST – A Game Changer for India in 21st Century’ under the leadership of Mr. M K Mittal, Director (Finance), Dedicated Freight Corridor Corporation of India as Programme Director on 9th September. The Guest of Honour was Mr. N L Manjoka, Director (Corporate Planning), HUDCO.



(L - R) Mr. N L Manjoka, Ms. B K Sokhey and Mr. Rajan Pandhi

Some of the other speakers included Ms. B K Sokhey, CGM (Finance), NBCC (India) Ltd; CA Atul Kumar Gupta, Sr. Partner, Indirect Taxes Services, APRA & Associates; Mr. Sujit Ghosh, Partner and National Head, Advaita Legal; Mr. N K Grover, GM (Finance & Accounts) and CA H L Madan, Proprietor, H L Madan & Co. Mr. Rajan Pandhi, Director, DMA delivered the vote of thanks. The seminar was attended by large number of professionals both from the PSU and Private sector.

Interactive session

DMA organised an interactive session on ‘Innovations in Technology: Guide Map to Global Competitiveness’ on 16th September. Dr Anoop Mittal, Director, Green Planet welcomed the Session Chairperson, Dr. Urvashi Makkar, Director General, G.L. Bajaj Institute of Management & Research and the Expert Speaker, Mr. Ashish Patel, Director, Information Management & Technology–CIO, Strategy Advisory, Morgan Franklin Consulting, McLean, VA, USA.



Participants at the interactive session

While welcoming the delegates from different corporate houses, Dr. Urvashi Makkar elucidated the importance of innovation in technology keeping in mind the current global scenario. Mr. Ashish Patel shared his views on the need of technology innovations and its impact on overall economy of a nation.

Annual General Meeting

The 60th Annual General Meeting of the Delhi Management Association was held on 24th September. The meeting was chaired by Dr. Anoop Kumar Mittal, President, DMA who welcomed members to the 60th AGM of DMA. Mr. Rajan Pandhi, Director, DMA shared strings of successes and achievements during the financial year 2015-16 in his presentation.



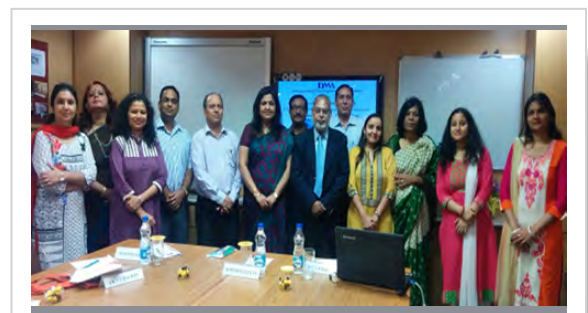
(L-R) Mr. C S Puri, Life Patron, DMA; Dr. Ekta Saxena, Vice President, DMA; Dr. Anoop Kumar Mittal, President, DMA and Mr. Rajan Pandhi, Director, DMA

MDP

DMA organised a Management Development Programme on ‘Developing Corporate Leadership & Management Skills for Organisational Success’ on 30th September.

Mr. Rajan Pandhi, Director, DMA welcomed Dr. P U B Rao, Corporate Trainer & Programme Facilitator; Ms. Harpreet Datta, Senior Vice President HR, Princeton Review – Manya and the participants.

The programme was very well received by the participants.



Participants at the programme

Ghaziabad Management Association

Lecture

Ghaziabad Management Association, in collaboration ABES Engineering College, organised a Lecture cum Interactive Session on 'GST – A Game Changer in Business', as has been passed by the Parliament of India on 2nd September. Dignitaries present on the occasion were Mr. V K Dubey, MD CCIL; Mr. Raghunandan, Advisor ABESEC; CA Anil Agarwal; CA. Ankur Tayal, Chairman of the Ghaziabad Chapter of ICAI; CA Mukesh Kushwaha, Central Council Member of ICAI and many others.



The two speakers responding to the questions

The programme started with Mr. Mukul Gupta, Chairman Central GST Committee- AIFTP and National Vice President-AIFTP explaining the concept of GST. Thereafter, Mr. Nitin Goyal, Director BDO India gave a lucid presentation on what all the industry and businesses need to do and focus on for preparing themselves for the new law on Indirect Taxation.

The programme was a great success, wherein almost 100 delegates representing industry, the business community, CAs of Ghaziabad and students participated in the session.

MDP

Ghaziabad Management Association organised a one day MDP on 'Developing Effective Leadership Skills for Organisational Success' on 16th September conducted by Dr. Amita Srivastava, Director, Bencis Group.

The genesis of the programme was that the ability to lead effectively is based on a number of key skills. There were exercises which evaluated the participants' leadership styles and what they need to work upon for improving themselves as a leader in their respective organisations. The programme was well appreciated by the participants.



Dr. Amita Srivastava explaining a point

Interactive Session

Ghaziabad Management Association conducted an Interactive Session on 'Campus to Corporate' in association with Department of Business Administration, ABES Engineering College, for their MBA Final year students.

The speakers were Dr. S J Rao, Ex VP & CEO Samcor; Mr. Rickle Konthoujam, Associate VP, SMC Group; Mr. K K Dubey, Head



Students with the experts.

HR, Unichem Laboratories; Mr. Sandesh Bhardwaj, Head HR, International Tobacco and Mr Vinay Gupta, Executive Director GMA (Former GM HR, NTPC).

All gave a very lucid and well articulated presentation of their respective experiences which was very well received. About 120 students participated in the session.

Awareness Programme

Ghaziabad Management Association together with Raj Kumar Goel Institute of Technology and sponsored by Ministry of MSME organised a one day awareness/sensitisation programme on 'Intellectual Property Rights (IPR)' on 24th September.

Director MSME Institute, Okhla was the Chief Guest and the speakers were Dy. Director, Controller and other senior officers from the Department of Patents, Designs and IPR certification. They shared the requirements for getting necessary certification and the advantages of the same. This was attended by industry members and faculty & students of MBA.



The guest and dignitaries releasing the quarterly journal of RKGIT

Hyderabad Management Association

Lecture Meeting

Hyderabad Management Association conducted a Management Lecture Meeting on 'India Agriculture in Digital Era' by Mr S Sivakumar, Group Head, Agri & IT Businesses, ITC Limited on 13th September. Mr. Sivakumar gave an insight into the futuristic technologies in agriculture. He shared that the way to increase farm incomes in a sustainable way without raising prices is to improve productivity, using better seeds and better farming practices.



(L-R) Mr. Ravi Kumar Peesapati, Secretary, HMA; Mr S Sivakumar, HMA Life Member & Group Head, Agri & IT Businesses, ITC Limited; Mr Sravan Kumar Madap, President, HMA; Mr. K Harishchandra Prasad, Vice President & Convenor, Lecture Meetings, HMA.



Round Table Conference & Art of Networking conducted by the HMA

Round Table Conference

The Hyderabad Management Association represented by the Honorary Secretary, Mr Ravi Kumar Peesapati in the 'Round Table Conference & Art of Networking' conducted by the All India Management Schools on 23rd September where in the governing board AIMA President is a member.

MDP

Hyderabad Management Association conducted a Management Development Training Programme on ‘Leveraging Emotional Energy’ by Mr Vikramaditya Duggal, CEO, Abhivyakti on 24th September. Mr Sravan Kumar Madap, President, HMA gave the welcome address. Mr Ravi Kumar Peesapati, Secretary, HMA; Mr Vikramaditya Duggal, HMA Individual Member and CEO, Abhivyakti and Mr. Kaushik Kumar, Convener, Management Development Training Programme, HMA were also present on the occasion.



Mr Sravan Kumar Madap, President, HMA giving his welcome address

Indore Management Association

Centre of Excellence

IMA organised Centre of Excellence, an evening talk on the topic ‘Thought Technology’, on 1st September with Ms. Archana Sharma, Thought technologist and Founder Roccia Bliss – Training and wellness venture. The programme was very insightful and was well received.



Ms. Archana Sharma addressing session at IMA

Reader’s Clique

IMA began its 53rd Foundation Week with IMA Reader’s Clique - a book lovers’ club, on ‘The Top Five Regrets of the Dying’ for management professionals and students. The programme was organised on 8th September and the Moderator for the session was Mr. Akhilesh Sengar, VP-HR Idea Cellular Ltd. The book ‘The Top Five Regrets of the Dying’ deals with intense learning, insights and profound realisation that people get when they are faced with their own mortality.

Debate Discussion

IMA organised its Debate Discussion: Talk-it-out on the Topic ‘Can everything be managed?’ on the 2nd day of Foundation Week celebration on 9th September. The moderator for the session was Mr. Shailesh Danani and the Chief Guest were Mr. Atul N. Bharat, Placement Head – Acropolis Institute and Mr. Virendra Goel, Founder Director, Deepak Woollen Industries. This was an open discussion on the never ending battle between resources and skills which had been brainstormed by eminent personalities of the city including corporate, entrepreneurs, professionals, businessmen, academicians and students.



Panelists during the session

Quisotainment

IMA organised its 'QUISOTAINTMENT', a Quiz Competition for Corporate and Students on the 3rd day of Foundation Week Celebration at Prestige Institute of Management & Research on 10th September. The quiz covered various sections of knowledge and was coordinated by Mr. Ashwin Palsikar, Director - SAPCON and Mr. Anurag Mundra, Director - Ujaas Energy Limited.



Quiz Master interacting with students



Ms. Vinita Bali interacting with the audience

53rd Foundation Day & Rendezvous

IMA organised its prestigious 'Rendezvous – An Exclusive CEOs Dinner Meet', to mark its 53rd Foundation Day with Ms. Vinita Bali on 14th September on the topic 'Leadership & Responsibilities'. Ms. Vinita Bali is a global business leader with extensive experience in leading large companies both in India and overseas.

She shared, "Leadership is not about position. We, as individual display leadership even in schools, work & organisation. It's all about behaviour. Your impact is a result of your behaviour and not your position".

On this occasion, IMA also honored its corporate & individual members for their long term association. This initiative taken by IMA was very well appreciated by all members present.

Management Film Show

IMA organised a Film Show, based on the 'Speeches, Impact & Reality' for management professionals and students. The programme was organised on 15th September with CA Deepak S. Mulchandani.



CA Deepak S. Mulchandani during IMA Film Show



Dr. Hasmukh Gajjar during the workshop.

Evolution for Excellence

Indore Management Association organised a one-day workshop on the topic 'Managing Uncertainties in Supply Chain Management' on 21st September. The workshop was conducted by Dr. Hasmukh Gajjar, Associate Professor in the area of Operations Management and Quantitative Techniques at Indian Institute of Management Indore. The workshop consisted of various simulation games which gave deeper understanding of Supply Chain Management concept.

Once Upon A Time

Indore Management Association organised the third programme of the series 'Once Upon A Time: Stories of Champions' with Mr. Rahul Narvekar on 27th September at The Daly College .



Mr. Rahul Narvekar during Once Upon A Time

Jamshedpur Management Association

Session

Jamshedpur Management Association organised a session on 'Happiness at Work' by Dr. Rajagopal (Raj) Raghunathan at Centre for Excellence Auditorium on 5th September. Dr. Raj is a professor, researcher and author based at USA. He explained about three key elements MBA of happiness Mastery, Belongingness and Autonomy.

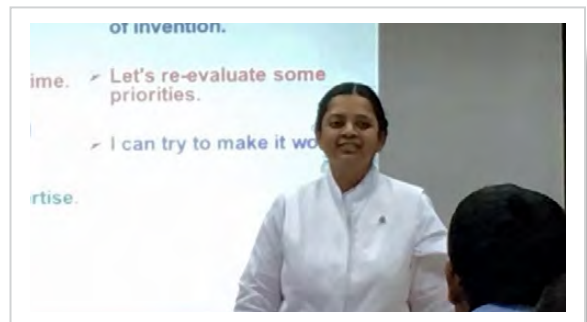


Dr Raj addressing the audience

The welcome address was given by Mr. Rabindra Kumar, Hony. Secretary, Jamshedpur Management Association. The vote of thanks was proposed by Mr. Amitava Bakshi, Chief Procurement Officer, Tata Steel and Member of JMA Executive Committee. Around 60 participants comprising members of JMA, representatives of XLRI, CII-Yi and IIMM attended the programme.

Workshop

Jamshedpur Management Association organised an interactive workshop on the topic 'Being Positive.....No Matter What' on 24th September. The session was conducted by reputed international management consultant, Dr. Sunita Didi Chandak, CEO of Spiritual Quotient Consulting Centre, Surat and Managing Trustee of Spiritual Education, Surat.



Dr. Sunita Didi Chandak addressing

Dr. Sunita shared the concept of spinning any negative self-thoughts into positive thought. Dr Sunita talked about importance of meditation in daily life to keep the body healthy and mind focused. 42 participants from JMA and few from local management colleges attended the workshop.

Kerala Management Association

Evening Meeting

An Evening Lecture Meeting held on 1st September was addressed by Mr. A P M Mohammed Hanish IAS, Secretary, Department of General Education, Government of Kerala on the topic 'Education Sector in Kerala: Prospects & Challenges'.



Mr. A P M Mohammed Hanish, IAS addressing KMA Members



Mr. K. Mohammed Y. Safrulla, IAS interacting with KMA Members

Another Evening Meeting and Interactive Session with Mr. K. Mohammed Y. Safrulla IAS, District Collector, Ernakulam was held on 8th September.

Women Managers Forum

The inaugural event of KMA Women Managers Forum Activities 2016-17 was held on 26th September on the theme 'Women Leadership in the Era of Equal Opportunity'. The Chief Guest of the function was Justice Anu Sivaraman, Hon'ble Judge, High Court of Kerala and Ms. Shalini Warriar, Chief Operating Officer of The Federal Bank Limited was the Keynote Speaker. The Guest of Honour was Ms. Kapila Venu, Kutiyattam Exponent.



Justice Anu Sivaraman, delivering the inaugural address



Mr. Jomon Joseph interacting with the participants

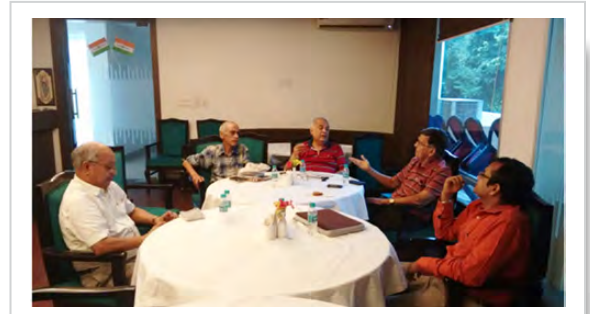
Management Education Programme

A two day workshop on 'Advanced MS – Excel for Data Analysis & Decision Making' was held on 27th & 28th September. The Programme Facilitator was Mr. Jomon Joseph, M.Com, MBA, CPFA, Resident Director of Control & Applications Automation, Abu Dhabi & Promoter of The Strategist & Specialist in Equity Research, Kochi.

Lucknow Management Association

Knowledge Partner

Subsequent to inclusion of Lucknow in the Smart City list of Government of India, State Government constituted a Special Purpose Vehicle for implementation of the project. The Board of SPV headed by Commissioner, Lucknow Division, Dr. Anoop Pandey held its first meeting on 31st August. On 3rd and 9th September LMA was invited to the SPV Board for inputs on the way forward.



Interactive session with LMA as Knowledge Partner

Workshops

Young Manager's Forum of LMA collaborated with TIE Lucknow Chapter in organising a Workshop on 'Taking your Business Online' on 4th September. The speakers were Mr. Vinod Punjabi, a leading entrepreneur and Mr. Harsh Gupta.

Another workshop on 'Effective Presentation Skills' was held on 10th September with Mr Arbaz Hashmi. Besides members of YMF, the workshop was attended by MBA students of Institute of Management Sciences, University of Lucknow.



Workshop on 'Taking your Business Online'

Interactive Session

In an interactive session with Government of Uttar Pradesh on 16th September, LMA presented a proposal on 'Evidence Based Research Study on Transforming 100 Government Primary School' in and around Lucknow. LMA Research Group for this project comprises Professor Geeta Kingdon, Chair Economics, Education and International Development, University College of London; Professor Shireen Abbas Dean, Journalism and Media Studies; Mr Ramswaroop University Lucknow; Dr. Rukmani Banerji CEO Pratham & Director ASER and Mr. A.K. Mathur Vice President & Executive Director LMA. Among others, Mr. Alok Ranjan, Chief Advisor to Hon. Chief Minister, Uttar Pradesh; Mr. Ajay Kumar Singh, Secretary Basic Education; Dr. Sarvendra Vikram, Singh, Director State Council of Education Research and Training and Mr. G.S. Priyadarshi, Director, Sarve Shiksha Abhiyan Govt. of Uttar Pradesh participated in the session.



Session in progress

Mega Event

I care India, a non profit in association with LMA organised a mega event to mark completion of one year of its flagship programme of transforming 100 schools in and around Lucknow- called Ankuram on 24th September. Some of the eminent speakers included Mr Alok Ranjan, President LMA and Chief Advisor to Hon. CM of U.P.; Mr Atul K. Gupta, Former Chief Secretary Government of U.P.; Mr Jitendra Kumar, Principal Higher Education; Mrs. Monika Garg, Principal Secretary Technical Education Government of U.P.; Mr Bhuvnesh Kumar, Commissioner Lucknow; Mr Ajay Kr. Singh, Secretary Basic Education; Mr Raj Shekhar IAS, Director Mandi, Parishad.



Ankuram-trnsforming schools

Workshop

TiE in association with Young Managers Forum of LMA and Jaipuria Institute of Management organised a Workshop on 'Digital Marketing' on 25th September. The speakers were Mr. Aman Singh Founder, Insane Marketing; Mr. Kanishak Paul Chadhha, Founder, Virala and Mr. Kalaahut.com; Mr. Harsh Gupta, Founder of Troology, and Mr. Kulpreet Singh Rekhi, Founder of Evolve Digital Pvt Ltd. The workshop was of immense use for those who wished to leverage on social media marketing and internet to grow their business.



Workshop on 'Digital Marketing'

Panel Discussion

In response to Government of India's invitation for public consultation with stake holders on Reports of Joint Committees on GST Processes, Registration, Payments, Refunds and Returns, LMA organised a stakeholder's panel discussion on these business processes on 27th September in collaboration with ASSOCHAM for submission of a comprehensive response to the Government on various issues based on the comments made in the discussion. Mr. Naveen Chand Bajpai Deputy Chairman State Planning Commission Govt. of Uttar Pradesh; Mr. Sansar Chand Commissioner Custom, Central Excise and Service Tax; Mr. Dinesh Kumar Additional Commissioner Central Excise; Mr. Biresh Kumar Principal Secretary, Commercial Tax Govt. of Uttar Pradesh; Mr. Mukesh Meshram Commissioner Commercial Tax, Uttar Pradesh; Dr. S.B. Singh Senior Adviser, Ernst & Young; Ms. Reena Bhargava Chartered Accountant; Mr. Rajat Mehra, Director Rajat Chemicals; Mr. Kiron Chopra, CEO & MD, Chopra Rubbertech were the key panelists. Besides ASSOCHOM and IIA representatives, several tax consultants and industry representatives participated in the interactive session. Mr. Alok Ranjan, President LMA moderated the discussion.

Mangalore Management Association

Interaction

Mangalore Management Association, SDM PG Centre for Management Studies & Research, Mangaluru and Mangalore Productivity Council, Mangaluru jointly organised a lecture meeting on 'Effective Life Management' with Swamy Nikhileshwaranandaji, Ramakrishna Mission, Vadodara on 1st September. On this occasion, Swamy Jithakamanandaji, Ramakrishna Mutt, Mangaluru was also invited as a Chief Guest.



Swamy Nikhileshwaranandaji, Ramakrishna Mission, Vadodara, addressing on Effective Life Management

Mr S.G. Hegde, Life Member of MMA, rendered the invocation. Dr. Devaraj K., Director, SDM PG Centre of Management Studies & Research presided over the function. Mr M.R. Vasudeva, President, MMA welcomed the gathering Mr. J.H.G., Vice President; Mr Prasanna Mallya, Secretary, MMA and the Chief Guests. Mr. T.G. Shenoy, Former President, MMA proposed the vote of thanks.

Annual General Meeting

The 37th Annual General Meeting of the MMA was held on 23rd September. A large number of members were present on the occasion. Mr M. R. Vasudeva, President of the Association welcomed the gathering. Mr Prasanna Mallya, Secretary presented the Annual Report which was duly approved by the Governing Body. Mr Edward J. Coelho, Treasurer, presented the statement of accounts for the year 2015-16.

Mr M.R. Vasudeva, President also released the 36th & 37th (2014-15 and 2015-16) MMA Souvenir. Dr. Devaraj K. Director, SDM PG Centre for Management Studies & Research, Mangaluru presided over the function. Mr J.H.G. Anchen, Vice President welcomed the gathering. Mr Prasanna Mallya, Secretary, proposed the vote of thanks.

Meerut Management Association

The Annual General Meeting (AGM) of Meerut Management Association was conducted on 30th September during which the new president and office bearers were elected. Mr. Sunjeev Gupta is the new President; Mr. Ankur Jaggi, Sr. Vice President; Mr. Sanjeev Jain, Vice President; Mr. Gaurav Jain, Secretary and Mr. Vibhor Agrawal, Jt. Secretary.



Elected Office Bearers

Navsari Management Association

Interview Clinic

A workshop named 'Interview Clinic' was organised by Navsari Management Association on 4th September. Mr Bhaskar Joshi, Past President of Mumbai Management Association, who served as faculty, explained that the three basic things companies want in employee are commitment, personal responsibility and the right attitude.



Participants with the Mr Bhaskar Joshi and Mr. Haardik Nayak



Mr Abhay Desai addressing

Seminar

A Seminar on GST was organised by Navsari Management Association on 18th September. The seminar was led by two experts, CA Mr. Abhay Desai and Mr. Avinash Poddar. Nearly 250 participants benefitted from the seminar which was the first of its kind in Navsari.

Palghat Management Association

Palghat Management Association organised the launch of 'Young Entrepreneurs Forum' by the District Collector, Mrs. Marykutty IAS on 28th September. Mr. Alvin George, CEO, VST Travel Solutions Pvt Ltd; Mr. Sujith Unni, Regional Head, NASCCOM Kerala; Mr. G. Krishna Kumar, MD, Rubfila Int. Ltd & Chief Mentor; Mr. Jofin Joseph, Head of Operations India, Fullcontact and Mr. K.V. John, President PMA were also present on the occasion.



Mrs. Marykutty IAS launching the Young Entrepreneurs Forum

Quilon Management Association

The monthly programme of QMA was held on 27th September. Dr. Prathapan, M.D, DM, FIC, Interventional Cardiologist, Chairman & MD, Meditrina Group of Hospitals spoke on the subject 'Healthy Heart for all'.

Mr Sreeraj, QMA Secretary General welcomed the chief guest and the participants and QMA President, Mr Rajendra Prasad gave the presidential address. Mr Harilal T introduced the chief guests. Dr R Madhu gave the vote of thanks.



Dr. Prathapan, M.D, DM, FIC talking on the subject 'Healthy Heart for all'.

Tarapur Management Association

Evening Lecture

Tarapur Management Association organised an evening talk programme on the theme ‘Scaling Up Excellence’ on 29th September. The speaker of the session was Mr GVS Kumar, Founder Secretary & President of TMA, presently associated with VBHC Value Homes as Construction Head (Western & Northern Region). During the session Mr Kumar highlighted the importance of self analysis to excel in one’s professional career in addition to that the case study of ‘Mumbai Dabbawala’ the Six Sigma certified organisation was also shown. The programme was well attended by the executives from various industries of this area and also the members of TMA.



Mr GVS Kumar being felicitated by Mr M S Subramaniam, Executive Member of TMA

Film Show

A film show on ‘Balanced Life of an Evolved Manager’ by Swami Anubhavanandaji was organised on 19th September. Swamiji spoke on various aspects of a manager and the contents of the film was thought provoking and kindled positive energy within which can drive to lead a successful professional as well as personal life.

Thrissur Management Association

Thrissur Management Association held the reception to the District Collector of Thrissur, Dr. A. Kowsigan IAS & Mrs. Kritika Kowsigan with a members’ cultural programme on the occasion of Onam on 26th September.



TMA Members with Chief Guest

Trivandrum Management Association

Trivandrum Management Association organised a one day workshop on ‘GST Impact and Preparedness’ on 20th September by Mr. P.J Johney, Chartered Accountant, Johney & Co, Kochi. The programme was well received by the delegates.



Delegates and trainer at the workshop



13th National Competition for Young India

NCYI 2016

Formerly National Competition
for Management Students

**Theme – Breaking Through: Making
India a Creative Superpower**



Regional Rounds

- Bangalore 16th November, 2016
- Hyderabad 18th November, 2016
- Chennai 21st November, 2016
- Mumbai 24th November, 2016
- Delhi 28th November, 2016

Participation Fee (For a Team of 2 members each)

| 1 Team | 2-5 Teams | 6-10 Teams | 11 and above |
|------------|------------|------------|--------------|
| ₹ 6,900 | ₹ 5,750 | ₹ 4,600 | ₹ 3,450 |
| (Per Team) | (Per Team) | (Per Team) | (Per Team) |

The participation fee is inclusive of Service Tax AIMA Service Tax No AAATA 1644 AST 001, Pan No – AAATA1644A

Participation Fee through Cheque/Demand Draft should be sent in favour of "All India Management Association" payable at New Delhi.
The fee paid is non-refundable /non adjustable, although participation by a substitute team is allowed.

For online registration, please visit www.aima.in

Grand Finale : 6th December 2016, The Claridges Hotel, New Delhi

Kindly contact for more details and submission of registration forms to:
Poonam Rawat, Manager - Center for Management Development
ALL INDIA MANAGEMENT ASSOCIATION

Management House, 14, Institutional Area, Lodhi Road, New Delhi-110003, Tel.: 011-24608510 (D) 011-43128100 Extn. 241
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AIMA Events Calendar

| Event | Conference Director | Venue | Date |
|---|--|--------------|----------------------|
| 20th Student Management Games (SMG 2016) | | Baroda | 19-20 September 2016 |
| | | Indore | 22-24 September 2016 |
| | | Hyderabad | 27-28 September 2016 |
| | | Coimbatore | 06-08 October 2016 |
| | | Ghaziabad | 19-21 October 2016 |
| | | Online | 07-09 November 2016 |
| 13th National Competition for Young India | | Bangalore | 16 November 2016 |
| | | Hyderabad | 18 November 2016 |
| | | Chennai | 21 November 2016 |
| | | Mumbai | 24 November 2016 |
| | | Delhi | 28 November 2016 |
| | | Grand Finale | 06 December 2016 |
| 14th HRM Summit | TV Mohandas Pai Chairman, Manipal Global Education | New Delhi | 01 December 2016 |
| 5th Young Leaders Retreat | Sanjeev Bikhchandani Founder and Executive Vice Chairman, Info Edge and Vineet Agarwal, Managing Director, TCIL | Goa | 02-04 December 2016 |
| 2nd Social & Digital Marketing Retreat | D Shivakumar, Chairman and CEO - India Region, PepsiCo India Holdings Pvt Ltd | Goa | 19-21 January 2017 |



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

To view full calendar please visit www.aima.in

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- Social Media Marketing
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For more details, please contact:

Rahul Bhatia, Program Manager
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