

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

MARCH 2015



Dear Readers,

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

The past month has kept us busy at AIMA with several events and programmes being conducted during the period. The highlights of the month were AIMA's 9th National Research Conference and 6th Innovation Practitioners Summit; special programmes organised by AIMA that provide a platform for professionals and academicians to present their ideas and work to a distinguished panel and audience.

AIMA held its National Research Conference in New Delhi where Prof. Bibek Debroy, Member of NITI Aayog delivered the keynote address. The National Research Conference also included presentation of management research papers and panel discussions by eminent personalities from corporate and academic fields. The Innovation Practitioners Summit, held in New Delhi, was steered by Mr Rajiv Narang, Chairman & Managing Director, Erehwon Innovation Consulting as the Summit Director. Prior to the event, AIMA conducted a case study contest on breakthrough innovations in several categories, and the winning case study from each category was showcased at the Summit. You will find brief reports inside.

In addition, AIMA organised 'PRAGATI: Celebrating Achievements of Women' – a unique women's programme cum quiz - where Ms Khushboo Sundar, Actor, Producer & Politician was present as Chief Guest. This issue also brings you coverage of AIMA's first Doctoral Consortium, the recent Awareness Programmes on Enterprise Development for African Students, interactive sessions and the MSME Conclave. During the period, AIMA continued to offer its Testing Services, Skill Development, Training and capacity building programmes to corporates and professionals across India. You will also find some interesting articles on management and updates from our LMAs.

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

Warm regards,

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Published by

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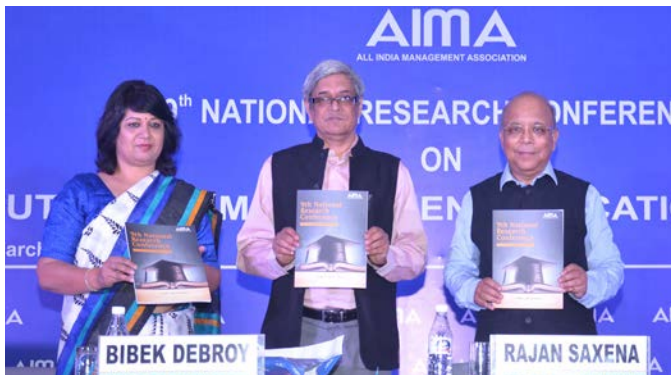
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9th National Research Conference



(L-R) Rekha Sethi, Director General, AIMA; Bibek Debroy, Member of NITI Aayog and Rajan Saxena, Vice Chancellor Narsee Monjee Institute of Management Studies

AIMA organised its 9th National Research Conference on the theme 'Future of Management Education in India' on 31st March and 1st April 2015 in New Delhi.

The National Research Conference held annually, is a high profile event which has an active participation of over 300 professionals from business schools, corporates and regulators from across the country. The principal Academic and Knowledge Partners for this conference were SVKM's Narsee Monjee Institute of Management Studies Deemed to be University and Aligarh Muslim University (AMU) respectively.

Prof. Bibek Debroy, Member of NITI Aayog delivered the keynote address. Prof. (Dr). Rajan Saxena, Vice Chancellor Narsee Monjee Institute of Management Studies (NMIMS) set the context for the conference.

Some of the other distinguished speakers included Prof A S Pant, Chairman (Acting), All India Council for Technical Education; Mr. Dilip Chenoy, Managing Director & Chief Executive Officer, National Skill Development Corporation, (NSDC); Mr P Dwarakanath, Advisor-Group Human Capital, Max India Ltd; Mr. Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd; Prof. Raj S Dhankar, Vice



Prof. Bibek Debroy, Member of NITI Aayog addressing the session

Chancellor, Ansal University, Gurgaon; Dr R K Chauhan, Vice Chancellor, Lingaya's Group of Institutions, Prof Rishiksha T Krishnan, Director, Indian Institute of Management

(IIM), Indore; Dr Aquil Busrai, CEO, Aquil Busrai Consulting; Dr. Sunil Abrol, President, Institute for Consultancy and Productivity Research; Dr Debashis Sanyal, Vice Provost (Management Education) & Dean, School of Management, Narsee Monjee Institute of Management Studies; Prof. (Dr.) Sanjeev P. Sahni, Member-Governing Body, O.P. Jindal Global University; Prof. S. Sriram, Executive Director and CEO, Great Lakes Institute of Management; Dr Madhumita Chatterji, Director-IFIM B School; Dr Mrs. Bala Krishnamurthy, Associate Dean, School of Business Management, Narsee Monjee Institute of Management Studies; Prof J K Mitra, Professor, Faculty of Management Studies, University of Delhi amongst others. 28 researches done by academicians & scholars were also presented in concurrent sessions.

Workshop

AIMA organised a two-day workshop on 'Plagiarism and Reference Management using Mendeley' on 19th and 20th March, 2015 at New Delhi. Dr. R. C Gaur, Librarian, Jawaharlal Nehru University, presented an overview of Plagiarism where he discussed various issues surrounding plagiarism such as established percentage of plagiarism, rules of thumb to determine plagiarism, types of plagiarism, the consequences of plagiarism and how it could be

avoided. A demo on Plagiarism Check software was also made on the occasion conducted by Mr. Sanjeev K Sunny, Assistant Librarian, Jawaharlal Nehru University, Central Library and participants learned various facets of plagiarism with the help of illustrated examples. There was also a demonstration session of Turnitin and iThenticate. The workshop was very well received by the participants

Pragati



(L-R) Seema Singh, General Manager, Bhartiya Mahila Bank; Rekha Sethi, Director General, AIMA; Khushboo Sundar, Actor, Producer & Politician and Veena Swarup, HR Director, Engineers India Ltd

AIMA organised 'Pragati: Celebrating Achievements of Women' on 31st March 2015 at New Delhi. Pragati featured a panel discussion on the theme 'Gender Diversity : From token to real' followed by a unique Women Quiz.

Speaking at the conference, the Chief Guest, Ms Khushboo Sundar, Actor, Producer & politician, told women to break the rules to succeed. "I've built my life with the bricks that have been thrown at me," she said. Engineers India Ltd's HR Director, Ms Veena Swarup, who chaired the conference, pointed out that women were 25-30% of the junior executives at the PSUs but their ratio dropped to 8-10% at the middle level and it fell to about 1% at the board level.

Some of the other speakers at Pragati included Ms Seema Singh, General Manager, Bhartiya

Mahila Bank; Ms Sonia Shrivastava, Head – CSR (South Asia), Intel; Mr P Dwarkanath, Advisor – Group Human Capital, Max Group; Mr Ashwani Singla, MD & Chief Executive, Penn Schone Berland, South Asia; Ms Vani Gupta, Marketing



(L-R) Vani Gupta, Marketing Director Indian Snacks, Foods India PepsiCo India; P Dwarkanath, Advisor – Group Human Capital, Max Group; Sonia Shrivastava, Head – CSR (South Asia), Intel; Ashwani Singla, MD & Chief Executive, Penn Schone Berland South Asia



Anisha Motwani, CMO, Max India and Veena Swarup, Director HR, EIL with SAIL, Bokaro Team

Director Indian Snacks, Foods India PepsiCo India.

The grand finale of AIMA's special women quiz – Pragati was also held on the occasion, conducted by eminent quiz masters Mr SPS Jaggi and Mr V Kumar from Bhilai. During the year the preliminary rounds of Pragati were held at four locations: Jaipur, Raipur, Chennai and Delhi with over 200 teams participating in the competition. SAIL, Rourkela; PowerGrid Corporation Ltd & Sail, Bokaro were declared Champions, 1st Runner Up and 2nd Runner up respectively. Ms Anisha Motwani, CMO, Max India and Ms Veena Swarup, Director HR, EIL gave away the trophies along with the cash prizes to the winning teams.

Training Programme on e-Procurement



Participants of Training Programme

AIMA and The World Bank jointly organised a two day training programme on e-Procurement on 11-12 March 2015 at AIMA, New Delhi. The training programme covered Introduction to Procurement, Framework & Methods, e-Procurement Functionalities, Security & Authentication cases, Case Studies and

System Demo on e-Procurement platforms. Some of the eminent speakers included Mr A K Kalesh, Capacity Building Coordinator, The World Bank; Mr Rajesh Kumar Verma, GM- CRIS; Mr Devender K Madan, Director, Burning Brain Management Systems Pvt. Ltd; Mr Atul Kumar, Scientific Officer, NIC; Ms Swayamsiddha Mohanty, Procurement Specialist, The World Bank; Mr Rajesh Jain, Director (Hardware), DGS&D

The training programme witnessed participation from various organisations from middle and senior level profiles. The programme was very well received.



Innovation Practitioner's Summit



(L-R) Neeraj Kapoor, Director, AIMA; Ajey Mehta, Managing Director, Microsoft Devices Group and Bhawani Singh Shekhawat, Strategic Partner & Independent advisor, Erehwon Innovation Consulting

As part of its endeavour for building innovation competitiveness, AIMA organised its 6th Innovation Practitioner's Summit on the theme 'Innovation Led Transformation' on 19th March 2015 at New Delhi. Erehwon Innovation Consulting was the knowledge partner and Mr. Rajiv Narang, Founder, Chairman and Managing Director, Erehwon Innovation Consulting steered this initiative as the Summit Director.

The Summit was based on a Case Study Contest on breakthrough Innovations in Manufacturing, R&D, Marketing and HR practices. The top winner from each category showcased their award winning case studies at the summit. Several corporates participated and sent in their applications for the case study contest.

Mr Ajey Mehta, Managing Director, Microsoft Devices Group was the chief guest on the occasion and also presented the awards to the winners. Some of the speakers at the summit included Mr Sumant Sood, Head Innovation,



Ajey Mehta, Managing Director, Microsoft Devices Group addressing the session

Titan Company Ltd; Mr Pankaj Bhargava, Director, People Builders Pvt Ltd; Mr Bharat Chhabra, Head Group – L&D, Tata Power DDL, Prof Devinder Singh, Associate Professor, BML Munjal University; Mr Hari Harikumar, President & CTO, Usha International Ltd; Mr Sumit Chaudhuri, Chairman & Managing Director, Third Millennium Business resource Associates;

Ms Miniya Chatterji, Chief Sustainability Officer, Jindal Steel & Power Ltd; Mr Bhawani Singh Shekhawat, Strategic Partner & Independent advisor, Erehwon and Ms Veetika Deoras, Head-Brand Marketing, Corporate Communication and Digital Vertical, Tata Capital Ltd. More than 200 delegates from corporates, PSU's, and academics participated at the summit.

SME Conclave



AIMA SME Conclave in progress

AIMA organised a one day SME Conclave on 27th February, 2015 at Jalandhar on the theme 'Pathway to Business Success-the Way Forward' along with Jalandhar Management Association. The conclave focused on the need for SMEs to become globally competitive through technological upgradation and adhering to international quality standards was emphasised.

Some of the eminent speakers included Dr. J.S. Juneja, Chairman, AIMA-MSME Committee and past President, AIMA; Mr. Ahsanul Haq, President, JMA; Mr. Rajiv Chawla, Chairman, IamSME of India and Chairman, Jairaj Group of companies; Dr. H.R. Bhojwani, Emeritus Scientist, CSIR; CA Ashwani Gupta ex-Director State Bank of Patiala; Mr Anil Sachdeva Director, TQMI; Dr. Manoj

Kumar, Group Director, CT Group of Institutions; Mr Sudhir Gera, Vice Chairman, JMA & Director IEC Gensets Ltd; Mr Sajan Goel VP & Branch Head, CARE Ratings; Mr Vishal Sharma, General Secretary, JMA. The programme was attended by 150 delegates and well received.

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1st Doctoral Consortium



Dr Raj Aggrawal, Director, AIMA addressing the session

AIMA organised its first ever Doctoral Consortium in collaboration with the Narsee Monjee Institute of Management Studies (NMIMS) and Aligarh Muslim University (AMU) on 30 March 2015 at New Delhi. The theme of the doctoral consortium was 'Development of Management Thought process from and for India'.

The aim of the consortium was to provide an opportunity for doctoral scholars in management and allied areas to present and discuss their research with a distinguished panel of faculty and industry professionals in an informal environment. Around 102 research scholars who have finished their coursework and have progressed beyond their initial proposed presentation (Synopsis acceptance) in various

universities participated in the programme and 21 research proposals were presented. The concurrent session was in the area of Marketing, Finance and Accounting, Economics, Organisational Behavior/ HR and leadership, Production and Operations Management and Allied sectors.

The experts at the consortium included leading faculty members from AMU, BIT Meshra, IMI, Jaipuria Institute of Management, Delhi Technological University along with AIMA faculty.

Awareness Programme on Enterprise Development for African Students



African students at SRM University, Chennai

AIMA organised its 7th Awareness Programme on Enterprise Development for African students at Lovely Professional University, Jalandhar on 25th-26th February, 2015 on the theme 'Don't Hunt for the Job-Be your Own Boss'. AIMA has been jointly organising these programmes with Ministry of External Affairs. The main objective of the programme is to motivate the African students studying in India, to inculcate the spirit of entrepreneurship and also motivate them to consider setting up their own enterprises upon returning home.

Some of the speakers included Dr J S Juneja, Past President & Chairman, MSME Committee, AIMA; Mr Ashok Mittal, Chancellor, Lovely Professional University; Dr. H R Bhojwani, Emeritus Scientist, CSIR; Mr Ahsanul Haq, President, Jalandhar Management Association. The two day programme covered aspects of small business

management, success stories of SME entrepreneurs, industrial visits and best business plan competition.

The 8th Awareness Programme on Enterprise Development for African students at SRM University, Chennai was held on 10th-11th March, 2015. Some of the eminent speakers included Dr J S Juneja, Past President & Chairman, MSME Committee, AIMA; Prof. N. Sethuraman, Registrar, SRM University; Mr. V. Arumugam, GM, NSIC Ltd; Mr. Ravi Pratap Singh, Co-Founder, Learnnovators; Mr. Prasad Madhavan, Group CEO, Koine Group and Mr. Kumaran Mani, CEO, Tenth Planet Open Source.

Both programmes were well received and witnessed active participation from a large number of African students.



Dr J S Juneja, Past President & Chairman, MSME Committee, AIMA addressing the session

Skill Development & Training



Participants of 'Interpersonal Communication Skills' Training

AIMA organised a workshop on 'Interpersonal Communication Skills' on 27 March 2015 led by Dr Brinda Balakrishnan.

Through various activities, games and role plays during the workshop, the participants got to know themselves, how they act (or react) in various situations, and the areas where they are effective or ineffective as communicators. The gaps or the skill enhancement areas were addressed by relating these with the scientifically researched concepts of interpersonal communication. The art of interpersonal communication was developed by coaching them to become more effective as communication artists. The workshop was extremely interactive and very well received.

An in-company programme for Sterlite Grid

Limited on Supply Chain Management was held on 23-25 March 2015 led by Prof T N Nandakumar.

The Supply Chain Management programme focused on improving the key flows in the supply chain by optimising business processes, organisational structures and enabling technologies. Participants gained new skills and frameworks; examined opportunities emerging with technological breakthroughs and global manufacturing; and explored prospects for new partnerships along the supply chain. Knowing how to deploy enabling technologies rapidly and effectively can vastly increase both the efficiency of network operations and the effectiveness of customer service. The workshop was well attended and very insightful.



Interactive Session



Prof (Dr) Ullrich Guenther, Professor of Organisational, Personnel and Cross-Cultural Psychology, Leuphana University, Lueneburg, Germany addressing the session as Sumit Chaudhuri, Chairman and Managing Director, Third Millennium Business Resource Associates Pvt Ltd looks on.

AIMA organised an Interactive Session on 'Creativity and Innovation in Organisations : An HR and Multi-Cultural Perspective' with Prof (Dr) Ullrich Guenther, Professor of Organisational, Personnel and Cross-Cultural Psychology,

Leuphana University, Lueneburg, Germany on 19th March 2015 at AIMA. The session was chaired by Mr Sumit Chaudhuri, Chairman and Managing Director, Third Millennium Business Resource Associates Pvt Ltd. The dias was also shared by Dr Tripti Desai, Professor, New Delhi Institute of Management. The session focused on the cross cultural perspective and was very well received by the participants.

Another Interactive Session on 'Dharma and Indian Leadership' with Swami Bodhananda ji, an accomplished teacher of Vedanta, Yoga, meditation and Founder and Director, Sambodh Foundation was organised on 27th March 2015. The session was chaired by Dr Sunil Abrol, Advisor AIMA. The session was quite insightful and was very well received by the audience.

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- Module 4: Sustainability Management in the New Era
- Module 5: Visits to World Class Companies

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Participation Fee

- Delegate Fee per participant: INR equivalent to USD 8500 per Participant (Plus Service Tax of 12.36% on the participation fee.)
- Inaugural Discount of INR equivalent to USD 750 per participant for registrations received along with participation fee by March 31, 2015

For Registration & further details

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Advice on Advice

To be effective leaders, we all need good advice, and we need to give good advice to others. Problem is, advice sharing is not as easy as it sounds, explain David Garvin and Joshua Margolis.

by Dina Gerdeman

In business, good advice is priceless.

Managers who are anxious and confused when confronted with corporate challenges can find that a piece of sound advice from a colleague can instill a sense of calm and clarity that leads to more thoughtful and strategic business decisions. In turn, offering advice to others is considered an important mark of a leader.

“PEOPLE HAVE A REMARKABLE DEGREE OF OVERCONFIDENCE, AND THAT DIMINISHES THE AMOUNT OF ADVICE THEY TYPICALLY SEEK”

Yet business executives aren't always making the most of advice—on both the giving and the receiving end—because they may not realize that it involves skills that can be learned and refined, according to Harvard Business School professors David A. Garvin and Joshua D. Margolis.

Highly skilled advisers pay close attention to how they advise as much as what kind of advice they give, Garvin and Margolis contend in the recent article in Harvard Business Review, *The Art of Giving and Receiving Advice*, which is based on research and discussions with advice experts.

The advice give-and-take is not always easy to pull off. Both the advice-giver and the receiver are prone to common missteps that can cloud communication and even damage relationships.

But when advice-giving does go well, it is a beautiful thing, says Margolis, the James Dinan and Elizabeth Miller Professor of Business Administration.

“If you've been thinking about a problem in a certain way, and the advice and counsel you get lets you see it in a completely different light, it allows you to see a path through that you didn't see before,” he says.

HESITANT TO ASK FOR HELP

Some executives are wary of seeking advice at all. For one thing, many people operate under the assumption that they already have all the answers.

“People have a remarkable degree of overconfidence, and that diminishes the amount of advice they typically seek,” says Garvin, the C. Roland Christensen Professor of Business Administration. “But I don't see how a leader can make critical big decisions without



getting advice.”

Plus, many executives believe that if they seek advice, they will be viewed as incapable of making decisions on their own.

Research shows that people who seek too much advice—those who ask for a wide range of opinions, for example, before making every little decision—are viewed as overly dependent and receive lower performance ratings from their bosses, but then again, people who rarely seek advice receive lower performance ratings as well. The folks in the middle—those who seek advice regularly but not too often—earn the highest scores.

ADVICE-SEEKERS MAKE MISTAKES

People who seek advice make a variety of mistakes, including:

- Choosing the wrong advisers, particularly by turning only to those with like-minded ideas, rather than seeking out people who will provide a devil’s advocate point of view
- Defining the problem poorly, either by taking the conversation to unrelated tangents or by omitting key information that might cast the advice-seeker in a poor light
- Misjudging the quality of the advice they are given

Once advice-seekers have received counsel, perhaps one of the biggest mistakes they make is discounting the wisdom they were given, often because of an egocentric bias that has them naturally favoring their own viewpoints. Sometimes people will ask for advice from others, but their true goal is to seek validation or praise for their own solutions.

Experience shows that people in powerful positions are often most guilty of doing this, in some cases because they actually feel competitive when receiving advice from experts—which may lead them to dismiss the advice those experts are giving.

“Powerful people often say to themselves, ‘I have to be in this position for a reason. I trust my opinions implicitly and discount others, especially if they suggest a different direction or approach,’” Garvin says. “They see such advice as a threat to their expertise.”

Yet the advice-giver may also play a role in the advice falling flat by failing to clearly outline the reasoning for the advice.

“As an advice-seeker, you’re in a dilemma. You know how you got from A to Z, but an adviser says, ‘What you should do is X,’ and often [doesn’t] tell you how [he] got from A to X,” Garvin says. “You have two reasoning processes—your own, which is clear and well understood, and the other person’s, which is completely opaque. People tend to favor clarity. All too often, they discount advice because they can’t get the adviser’s reasoning process clear in their minds.”

That’s why it’s important for the advice-giver not only to provide suggestions, but also to clearly lay out how he or she got to the recommended options from where the advice-seeker started.

MISTAKES OF ADVICE-GIVERS

Those who give advice often make several mistakes of their own, such as overstepping invisible boundaries with unsolicited advice that may be seen as intrusive, or by giving advice when they’re not qualified to do so.

The first question an advice-giver should ask is: Am I the best person to help?

If someone comes to you for advice and you know you're not able to provide helpful, thoughtful input, it's OK to pass, says Margolis, noting it's better to shy away from giving advice than to give poor advice. Advice-givers often feel so flattered to be sought out that they provide advice about topics they may not be qualified to discuss.

"You want to be helpful. You feel like you're now the expert in the room," he says. "It's hard to sometimes say, 'I don't have the field of vision necessary to help.'"

But if that's the case, perhaps the adviser can recommend speaking with someone else more qualified.

Other advice-giving mistakes include:

- Communicating the advice poorly
- Misdiagnosing a problem, either by prematurely believing you see similarities with issues you have faced or by neglecting to ask the kind of probing, relevant questions that will get to the heart of the matter
- Giving self-centered guidance

According to Garvin, advice-seekers should see a red flag when advice-givers limit themselves to saying, "Here's how I would respond if I were in your shoes."

"They're not thinking about you and your circumstances and limitations; they're thinking [about] how they would act, and their experiences, expertise, and standing may be very different from yours," Garvin says. "When a junior faculty member goes to a senior faculty member who is tenured, and the senior faculty member says, 'If I were in

your shoes,' that may be poor advice because the situation facing a nontenured faculty member is very different than that facing a tenured one." For this reason, skilled advisers often add the caveat, "But since I'm not you, here's the way I'm thinking about the problem, and here are some factors you might want to consider."

A key problem for both advice-seekers and -givers is a lack of careful listening.

"What listening requires is suspending judgment," Garvin says. "You have to hear the person out—at length and in depth—before shifting to action or making recommendations."

Garvin says when he is advising someone, he listens for emotion and tone, something that may indicate that a deeper issue underlies the problem; and he also listens for whether the person is leaving certain things unsaid. Sometimes the advice-seeker is leaving out key pieces of information inadvertently or because of discomfort with his contribution to the problem.

"If someone says I have interpersonal issues at work and mentions a lot about peers and supervisors, but nothing about subordinates, there may be something more to the story," Garvin says. "So I will ask if anything is going on with them. The part that's left out of the story is often the key to understanding it." He adds that is one of the reasons people come to you for advice: They aren't able to see the full picture on their own.

That's why it's important for both the advice-seeker and the advice-giver to ask questions of each other. The advice-seeker needs to get clarifications on the adviser's thinking to determine whether the advice fits the situation, and the advice-giver needs to fully

understand the problem—and that might mean teasing out some unflattering facts the advice-seeker may have been shy about revealing.

“One of our very talented advice-givers said you shouldn’t presume that the version you heard at the first telling is a completely accurate story,” Garvin says.

Plus, the advice-giver needs to remember that the goal is to understand the problem and then convey the advice in a way that can be heard—and often this means talking through the pros and cons of various options with the advice-seeker, rather than zeroing in on one answer too early.

“There’s a tendency to forget it’s not about you, how smart you are, and how helpful you feel you can be, but it’s about being experienced by the advisee as helpful,” Margolis says. “The danger is that you immediately jump to a conclusion about the best solution. It’s better to see advising as a process where you inquire, listen, and talk through the issue, and once you’ve got a sense of the problem

together, you need to generate some options and explore them. That way you increase the likelihood of producing advice that is actionable and feasible, and in fact helps.”

Margolis says he was thrilled to work on the advice project with Garvin since he has turned to his colleague for professional advice and has found him to be especially skilled in providing it.

“I was curious about the method and skill set he had that made his advice so helpful,” he says. “In some ways, this was a search to say, does my experience and what David does correspond with what we see other great advisers do?”

Meanwhile, the person Garvin is most likely to turn to for advice is his wife. Why?

“It’s precisely because she not only knows me so well, she’s willing to tell me what I don’t want to hear,” he says. “In fact, I’ve have learned that when I’m most resistant to the advice I’m hearing from her, that’s when I need to listen even more closely.”

About the author

Dina Gerdeman

Dina Gerdeman is a writer based in Mansfield, Massachusetts.

This article originally appeared on HBS Working Knowledge website - <http://hbswk.hbs.edu/> and is reprinted with permission.

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How to Preserve a Startup Culture as a Company Grows

The intense atmosphere at startups can make conflicts difficult to resolve.

March 11, 2015/by Adrienne Sanders



Buzzing about which new startups will prosper and which will flop is a favorite pastime in Silicon Valley. But a new company's prospects aren't based on just what the company creates, says Stanford professor Lindred Greer. They're also based on the people creating it and, more important, how they treat one another.

"Startup success is as much about managing the people as it is about creating the product," says Greer,

an organizational behavior professor at Stanford Graduate School of Business.

Based on her research on entrepreneurship and team dynamics, Greer will teach a new course at Stanford GSB this spring focusing on the unique team-dynamic challenges faced by early-stage startups. In a recent interview, she offered tips for managing startup teams.

Be Aware of Culture in Early Stage Startups

The culture of early stage startups forms the backbone of the culture the company will have in later years. Therefore, paying attention early on to the type of culture you want to create is critical.

One aspect of startup culture, Greer notes, is the emphasis the founders put on equality. While egalitarian cultures can motivate workers and encourage a free flow of ideas, they are often hard to maintain when companies scale and managers have to make hard decisions that go against the grain of the egalitarian ethos.

“The first time someone has to be fired, the culture of equality may be shattered,” Greer says.

In order to preserve this culture as they grow, startups must find ways early on to balance the need to motivate workers and give them a voice with competing organizational needs for structure and hierarchy, she says.

To illustrate this point, Greer offers an analogy about the fateful day a child discovers that Santa Claus is not real. There is no changing that reality. But, says Greer, a parent has a choice between saying “Tough luck — Santa doesn’t exist” and “I’m sorry the man in the red suit doesn’t exist, but the holiday spirit does.”

The first time someone has to be fired, the culture of equality may be shattered.

Lindred Greer

Likewise, a founder can say, “Tough luck. I can fire whomever I want.” Or, she can find a more respectful way to communicate this to the remaining employees and preserve the spirit of equality while maintaining her position at the top of the organizational hierarchy.

Keep It Professional

Resolving conflicts at startups can be more difficult than at other types of companies, Greer says, because founding members are often friends. Conflicts may be more personal and intense. Likewise, it may be difficult to keep communication and interpersonal dynamics focused solely on work-related matters. Greer recommends that startup teams designate a time and place in the office where people can talk through work issues in a professional frame of mind, “consciously choosing to set aside personal bonds.”

Stay Humble

Founders who maintain a humble management style and share credit for successes will empower others. “If you ask for voice and opinions, show that you actually do something with it,” Greer says. A founder who blindly pursues his vision without feedback from others can lead the company into disaster.

Ice Cream Helps

Leaders who actively value team contributions tend to make themselves easily accessible to their subordinates. For example, Greer interviewed one CEO who created a self-serve ice cream area at his company to promote more frequent and spontaneous communication between management and employees.

Avoid Overlapping Skill Sets

Entrepreneurs often form companies with friends or classmates with whom they share interests, skills and personality traits. But ignoring the need for true complementarity “is the number one mistake startups make, at least in the early phases,” Greer says. Maintaining a high-performing startup is possible only when teams have complementary

skill sets without much overlap. If everyone is, say, a finance expert, who will run operations?

Provide Clarity

Ideally, each member of the team brings his or her own unique and needed contribution to the success of the enterprise, but managers also need to provide guidance to teams. To avoid unnecessary confusion and competition, leaders should clearly delineate who is responsible for which tasks.

Greer is testing this concept at the Atlanta Tech Village, a startup incubator in Georgia's capital. Working with a group of several founding startup teams, she advised half to clearly identify each member's unique specific role in a forthcoming task. Then she asked all the groups to build towers using marshmallows and sticks of spaghetti. The teams that received an intervention about establishing clear roles, she discovered, built more stable towers.

She is now tracking the groups' actual business performance over the next two months to see if it reflects the same results.

Ask Outsiders for Help

Company founders who surround themselves with a team of experts will help ensure there is a culture of respect for employees. Doing so sheds light on how companies such as Apple and Google have succeeded despite more autocratic-leaning founders. "Those people were counterbalanced by very strong peers at the management team level that complemented their personalities and helped them lead more effectively."

Lindred Leura Greer is an assistant professor of organizational behavior at Stanford Graduate School of Business. She will teach "The Psychology of Startup Teams" in April.

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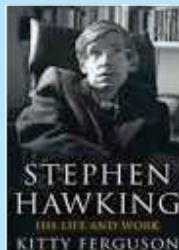
This article originally appeared on Stanford Graduate School of Business website - <http://gsb.stanford.edu/insights> and is reprinted with permission.

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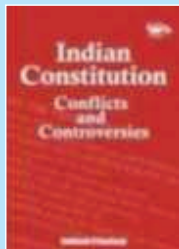
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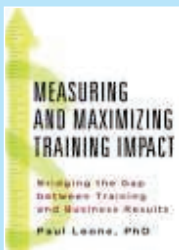
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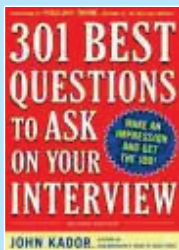
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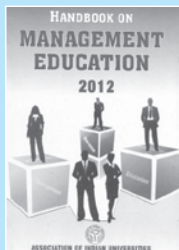
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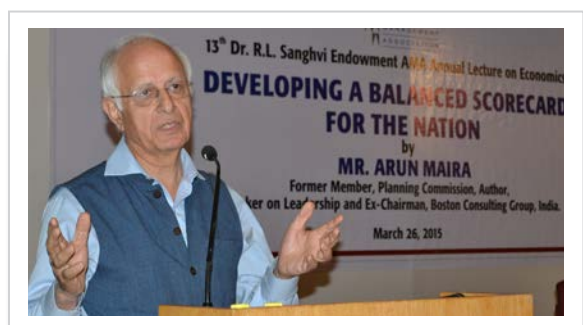
Ahmedabad Management Association

The momentum for the month of March was mobilised by a seminar for young and old –‘Life worth Living 2’ in which the inspiring life accounts of Mr. Chinubhai R Shah and Mr. P.V.R.N. Iyer, both Past Presidents of AMA & AIMA, illustrated their corporate journey as well their philanthropic activities for society at large. The activities at AMA began with the MDP series on English course for Beginners, International Marketing, Labor Laws, Exports & Imports for SSI units, Sales & Services with a total of 35 wide ranging MDP programmes in this month.

The lofty truths of Vedanta were shared as part of continual series of four lectures titled ‘Upanishad Ganga’ by Br. Atharvanaji of Chinmaya Mission.



Mr. Jagdish Joshi addressing the lecture



Mr. Arun Maira addressing the lecture

Mr. Savan Godiawala, Sr. Director, Corporate Finance, Deloitte Touché Tohmatsu India Pvt. Ltd addressed a seminar on ‘Growth through Mergers and Acquisitions’. A highly informative lecture was addressed by Dr. P.M. Kariya, Ph.D., MBA, and currently a senior management professional and Research Referee, emphasising the relevance, need and importance of pursuing a doctoral study.

Mr. Jagdish Joshi, eminent author, management educator and business psychologist delivered thought provoking sessions

on business thinking mindset and efficient management. This month’s activities propelled further when AMA organised ‘Make in India’ lecture to understand the concept, its progress so far and the way forward by internationally acclaimed management thinker and consultant and also a Padma Bhushan recipient Dr. M B Athreya.

The 13th Dr. R L Sanghavi Endowment-AMA Annual Lecture on Economics was addressed by Mr. Arun Maira, Former Member - Planning Commission, Ex-Chairman, Boston Consulting Group, India. The lecture proved very insightful and was widely applauded by the management professionals with the speaker sharing his leadership experience, consulting experience to leadership teams internationally, growth strategies, thought leadership and organisation transformation.

On 25th March, AMA awarded certificates for 6-month Diploma programmes in collaboration with California State University, San Bernardino to 61 students for Post Graduate Diploma (July-December 2014) programmes in Human Resource Management, International Business Management and Financial Management.

Allahabad Management Association

Allahabad Management Association (AMA) organised the 'AMA Women Entrepreneur Award Function-2015' held on 22nd March in collaboration with All India Management Association (AIMA).

Three prominent women entrepreneurs of the city received this award for excellence in their ventures. The awardees were Ms Ruchi Mital, Principal, Ruchi's Institute of Creative Arts; Ms Kiran Chawla, Director, Shaadi.com, Allahabad; and Ms Tanuja Gupta, Director, Rudraksha World. They also narrated their experiences about maintaining work-life balance while making constant progress in their ventures.

The Chief Guest at the occasion was Ms Abhilasha Gupta, Mayor-Allahabad. Ms Gupta presented the awards, and congratulated the awardees and AMA for promoting entrepreneurship amongst ladies. The Guest of Honour, Dr. Vibha Mishra, Asstt. Director, MSME-DI, explained various schemes to help women set-up their own enterprises. All India Management Association joined this event by making a presentation on AIMA initiatives for imparting skills to entrepreneurs.



Awardees with the panelists

Baroda Management Association

Management Development Programme

A one day Management Development Programme has held on 12th March by an eminent faculty, Ms. Minaxi Vaishnav, who has more than 25 years of experience in Project Management. Ms Vaishnav shared her insights on Project Management global practices reflecting her enriched experience of project management. The MDP was attended by over 20 middle to senior level practicing Project Management professionals from various medium to large industry sectors across Gujarat & even outside Gujarat.

Youth Interaction and Book Release

In order to help young students dream big and follow their passion, two expert talk sessions were organised by Baroda Management Association and Academic Partners (Management) - Parul Group of Institutes & Faculty of social work on 17th March. The speaker for both the sessions was Mr. Abhisar Sharma, a well known news anchor, journalist and writer, who laid emphasis on 'Dreaming Big in life and pursuing our Passion against all odds.' He also introduced the audience to his latest Novel 'A Hundred Lives for You'.



Ms. Minaxi Vaishnav along with the participants



Book Release of 'Hundred Lives for you' by the dignitaries

Industrial Visit

BMA organised an industrial visit to Jewel Consumer Care Pvt. Ltd. on 18th March. The visit saw an overwhelming response from many corporate participants, individual student members as well as non members.

The introductory session was addressed by Mrs. Geeta Goradia, Managing Director, Jewel Consumer Care Pvt. Ltd. She emphasised on the inception of the company followed by its success stories and achievements as well as its CSR development programmes. A glimpse of manufacturing processes were demonstrated inside the factory plant. The entire process from manufacturing, processing, quality inspection till the final dispatch was explained thoroughly by Col. V. K. Guin.



Participants of the Industrial Visit

Bathinda Management Association

On the occasion of the 59th Foundation Day of AIMA, Bathinda Management Association held a talk on ‘Empanelled Personnel Branding for Professional Excellence’ on 1st March. The talk, led by Ms. Madhu Sharma, Internationally Trained Psychometrician and Corporate Trainer was well attended and very well received.



Talk on Empanelled Personnel Branding for Professional Excellence

Bharuch District Management Association

Management Development Programme

BDMA organised an MDP on ‘Effective Stores, Inventory and Materials Management’ on 12th March led by Mr. Suresh Pandit, Corporate Trainer, The Centre for Excellence, Mumbai. This practical programme gave the participants self-confidence and useful ideas that can be implemented straightaway.

This programme was inaugurated by Mr. S. N. Pandey, General Manager, Indofil Industries Ltd. Dahej Unit

Training Programme

A training programme on ‘Making Powerful Presentation and Effective Communication’ by Ms. Avi K Sabavala, Corporate Trainer, was held on 17th March. The programme was inaugurated by Mr. Pankaj Sood, Vice President, Commercial and Supply Chain, Welspun Corp. Ltd.



Panelist at the training programme

Bombay Management Association

Women Leadership Conference



Panelists at the session

A Women Leadership Conference was organised on 3rd March on the theme 'Women, Work and Will to Lead'.

Some of the speakers included Mr. Niteen Bhagwat, CEO, Asterii Analytics and President BMA; Ms. Pratibha Pigaonkar, CEO, Rubicon Research Pvt Ltd; Ms. Anandi Shankar, Head HR – Supply Chain South Asia – Hindustan Unilever; Ms. Deepali Naair, Chief Marketing Officer – Mahindra Holidays and Resorts India Ltd and Ms. Deepa Tracy, Managing Director – Mantra Exports who spoke about the challenges, opportunities and

dilemmas faced by women at the workplace. An interactive session was held by the team of Excel 360, followed by the Valedictory Address by Ms. Jaya Row, Founder, Vendanta Vision. The Conference which ended with a musical tribute by Mr. Nitin Patki and Mrs. Sandhya Patki of New Age Yoga, was attended by 155 women from the corporate world.

Evening Talk

On 12th March, an Evening Talk on 'The Business Manager and the Internet of Everything' by Dr. Nilay Yajnik, was organised by the Western Suburbs Centre. It was held in association with Durgadevi Saraf Institute of Management Studies. This talk emphasised on the changing role of managers in the world of technology and internet.

Visit

On 8th March a visit to Sula Vineyard & Winery, Nasik was once again organised by BMA since the feedback from the participants who attended on 28th February 2015 was very positive.



Participants at Sula Vineyards

Workshop

On 18th March a Workshop on 'Curbing Cyber Crime' by Mr. Jiten Jain and Mr. Rajshekhar was organised by the Corporate MDP Cell. The objective of the workshop was to provide practical solutions to prevent organisations and individuals from becoming a victim of cybercrime.



Movie Screening of 'The Company Men'

Movie Screening

The movie 'The Company Men' directed by John Wells was screened on 20th March. The story centres on a year in the

life of three men trying to survive a round of corporate downsizing at a major company - and how that affects them, their families, and their communities.

Memorial Lecture

On 27th March the 2nd Memorial Lecture in memory of Late Prof Rooshikumar Pandya was organised. During this event, Dr. Narendra Jadhav, Ex-Deputy Director, RBI spoke on 'Global Economy and Indian Economy the challenge before us'. The event was hosted by a well-wisher of Late Prof Rooshikumar Pandya.

Seminar

A Seminar on 'Niryat Bandhu Scheme' was organised by BMA in association with Jamnalal Bajaj Institute of Management Studies and Director General of Foreign Trade (DGFT) on 28th March. Dr. Kavita Gupta, Additional Director General of Foreign Trade and other senior officials led the discussions with more than 130 participants.



2nd Memorial Lecture

Talk

A talk on NAAC and Academic Excellence by Dr. T Mathew, Director, Jankidevi Bajaj Institute of Management Studies was organised by Western Suburb Centre on 31st March at St. Andrew's College with the objective to develop the quality of the faculty. The event was attended by more than 40 faculty members from various management institutes.



Dr T Mathew addressing

Calcutta Management Association

CMA Management Excellence Awards

The Calcutta Management Association (CMA) has been engaged in promoting best management practices across all sectors of the economy, separately as well as in collaboration with its parent body, AIMA. CMA instituted the annual Management Excellence Award programme, wherein outstanding contribution made by management professionals are recognised and awarded.

In a glittering ceremony held on 3rd March, organised in



(L-R) Mr Sudhir Chand, Past President, CMA; Mr H M Nerurkar, President, AIMA; Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group and Mr N.R. Datta, Chairman & Managing Director, Camellia Group

celebration of the Management Day, 'Management Excellence Awards' were presented to 12 respected and admired business leaders, corporate personalities and organisations. Mr H M Nerurkar, President, AIMA and Ms Rekha Sethi, Director General, AIMA graced the programme as the Chief Guest and Guest of Honour respectively.

Some of the awardees included Mr Y C Deveshwar, Chairman, ITC; Mr S B Ganguly, former Chairman, Exide Industries; Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group; Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group; Mr Purnendu Chatterjee, Founder & Chairman, The Chatterjee Group; Mr Kallol Datta, Chairman & MD, Andrew Yule & Co Ltd; Mr Abhijeet Roy, MD & CEO, Berger Paints India Ltd; Mr Viresh Oberoi, MD & CEO, MJunction Services Ltd amongst others.



(L-R) Mr Utsav Parekh, Mr Sanjiv Goenka, Mr Saharsh Parekh, Mr Harshavardhan Neotia, Mr Ghanshyam Sarda of Agarpara Jute Mills, Ms Rekha Sethi, Director General, AIMA & Mr Ramen Barua, Director, CMA

CMA Money Matters

In 2013 CMA introduced an annual essay competition on the world of finance, for the students of management in West Bengal. The broad objective of the competition is to integrate the young minds with the world of finance. This year's event, organised on 20th March, was on the theme 'Investment Opportunities in Make in India Programme' and attracted 20+ teams from Institutes in and around Kolkata. The team from ICSI won this year's competition, closely followed by the teams from Eastern Institute for Integrated Learning in Management & Academy for Professional Excellence.

CMA Money Quiz

CMA's annual quiz programme, Money Quiz – one of the most eagerly awaited programmes of its kind was opened this year for all Kolkata-based organisations and institutes. The programme was organised on 27th March where six teams competed in the finals. The team from TCS won this year's Money Quiz. The programme was very well received.



(L-R) Mr Debesh Kumar Roul, Asst Mgr, Calcutta Stock Exchange; Mr Barun Das, Past President, CMA; Mr Pradeepta Bhattacharya, Executive Committee Member, CMA and Mr Dhruva Mukherjee, President, CMA with the Winners of CMA Money Matters 2015



(L-R) Mr Dhruva Mukherjee, President, CMA; Mr Anil Garg, Executive Committee Member, CMA with the Winners of CMA Money Quiz 2015

Calicut Management Association

On 13th March, CMA organised an Interactive Session on 'Union Budget 2015-16' by Mr KN Ragavan IRS, Commissioner of Customs, Kochin. Vice President, CA Satheesh Kumar welcomed the gathering and President Adv. James Thomas gave the presidential address. The technical session by Mr Ragavan was informative and thought provoking. Over 80 participants attended the programme.



Mr KN Ragavan addressing the Interactive Session Union Budget 2015-16

CMA conducted a video aided presentation cum group discussion on the subject 'Why companies failed to engage today's work force' on 20th March. Video clips of Mr Gary Hamel, an American thought leader and Mr Vineet Nayar an Indian thought leader were presented before the group discussion. The presentation was made by Mr Ajayan and Mr M Anil Kumar.

Chandigarh Management Association

Chandigarh Management Association (CMA) organised a talk on 'Microbes-Friends or Foes' at Geology Deptt., Panjab University, Chandigarh on 15th March. Dr. (Prof.) Rupinder Tiwari, Chairperson, Microbial Biotechnology, Panjab University, Chandigarh was the Keyote Speaker. Dr. Anshu Kataria, President, CMA and Chairman, Aryans Group of Colleges presided over the event.

Delivering the talk, Dr. (Prof.) Rupinder Tiwari explained in detail all the aspects of microbes. After the lecture, a QnA round was also held. Mr. J.N. Vohra was the moderator on the occasion while Mr. Amrit Davessar extended the vote of thanks. Prof. B.S. Ghuman, Department of Public Administration, Panjab University; Mr. A.K. Gandhi, Immediate Past President, CMA; Mr. Jagtaran Singh Nayyar, Vice President, CMA; Mr. T. S. Chhabra, Secretary, CMA etc. were also present on the occasion.



Dr. (Prof.) Rupinder Tiwari explaining about microbes to CMA members

Coimbatore Management Association

Monday Musings

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 at CMA premises and is usually attended by more than 30-40 persons. This Monday Musing was held on 23rd March by Mrs. S. Yogeswari, Freelance Trainer on the topic '5 S'.



Mrs. S. Yogeswari, Freelance Trainer addressing members on the topic '5 S'



Advocate N.V. Raman, Director, Grant Thornton addressing members on Indirect Tax

Seminar on Union Budget 2015

CMA conducted a seminar on Union Budget 2015 on 9th March at Convention Hall, PSG Institute of Management. The Chief Guest was Mr. SSN Moorthy, Former Chairman, Central Board of Direct Tax. The speakers were CA. A. Krishnakumar, Director; CA. Shashishekhar Chaugule, Director and Advocate N.V. Raman, Director, Grant Thornton, Cochin & Bangalore.

Delhi Management Association

3rd Expert Talk

After receiving an overwhelming response in the previous Expert Talk Series from CSR fraternity, DMA in collaboration with APE Communication organised its 3rd Expert talk on 'Raising Funds for Social Enterprise' on 4th March.

Ms. Neena Malhotra, Managing Director, Alert Card Company and Past President DMA welcomed the speakers and the participants and Mr. Rajan Pandhi, Director, DMA gave a brief about DMA and its activities.

Mr. Raj K Pathak, President, APE Communication shared the programme overview and welcomed Mr. Raj Jani, Independent Development Practitioner, World Bank. Mr. Jani shared his views on funding landscape for Social Enterprise. Some of the other speakers included Ms. Sheela Lunkad, Director, Chestnut Heights Resorts; Dr. Sunny Kaur, Life Coach & Counselor Soulful Connexions; Mr. Rajan Bhatia, FCA, Managing Partner Rajan Bhatia & Company Chartered Accountants shared about Social Venture & Crowd Funding. The views shared by the eminent faculty members were highly appreciated by the participants.



(L-R) Mr. Raj Pathak, Mr. Raj Jani, Ms. Neena Malhotra and Mr. Rajan Pandhi

HR Conference 2015

HR Conference 2015 on 'Connect, Collaborate and Differentiate: New Models in Contemporary India' was organised by New Delhi Institute of Management (NDIM) on 18th March supported by DMA. In the Conference organisation's best/ HR practices and case studies on people issues for developing the younger generation of the country were shared by corporates and B-school students.

Coffee Session

DMA in collaboration with Innovation Institute of Unlearning (IIU) organised its 6th Coffee Session on 'Achieving Excellence Through Unlearning' on 20th March with Mr. Ram K Atri, Educationist; Ms. Janet Vidhi, Squash player (ranked fifth in the country) and Wg Cdr K K Verma (Retd.), Author & Thinker as the key resource persons.

Mr. Ram K Atri shared that achieving excellence by individual is one of the finest human expressions. Ms. Janet Vidhi, shared that in order to achieve excellence we need time, talent, technology and tolerance and to focus on right approach. Wg Cdr K K Verma shared that India stands 76th in Global Innovation Index issued by a well recognised institution.



Participants at the Coffee Session

Ghaziabad Management Association

Interactive Session

Ghaziabad Management Association organised an interactive session on 11th March on 'Eco-Friendly Industrial Operations' with Dr. S Loren, PhD., Chief Executive Officer and Chairman of the Board of Directors of Inquiring Systems, Inc. Dr. Cole made a presentation on how to improve the human condition by providing "ethical and sustainable ecosystem management services". This session was attended by about 20-25 industry representatives.



Dr Cole being felicitated

Tejas 2015

Ghaziabad Management Association and Department of Business Administration, ABES Engineering College, Ghaziabad organised a two-day Management Fest 'Tejas 2015' on 17th-18th March in the college campus.

The event was inaugurated by Mr. Salil Chandra, AGM, PNB who was the Chief Guest of the occasion. Mr. Arun Aggarwal, President GMA was the Guest of Honour; Mr. Vinay Gupta, Executive Director, GMA; Mr. Sachin Goel, Director Operations, ABES EC and Dr. R.K. Singhal, HOD MBA, ABES EC also addressed the event.

The main aim of this event was to encourage budding managers to demonstrate innovative and implementable projects. The process not only created an interface between industry, business schools and students but has also provided incentives for students to come up with real business solutions and thus motivating their creative thoughts. The Fest encompassed a plethora of management as well as cultural events and witnessed a remarkable participation of more than 250 students of UG and PG courses from 45 different colleges from all across NCR and Northern India.



Panelists at Tejas 2015

Goa Management Association

Goa Management Association (GMA) and Business Goa the leading business magazine of Goa organised 'Budget Focus' – a Panel Discussion on Goa Budget 2015 on 27th March. The panelists were Mr. Nitin Kunkolienkar, Vice President, Smartlink Network Systems Ltd & Vice President, Manufacturer's Association of Information Technology (MAIT) and Mr. Sandip Bhandare, Chartered Accountant & Vice President, GCCI. Prof. M.S. Dayanand, Head, Department of Management Studies, Goa University moderated the Panel Discussion. Mr.



Dr. Pradeep Salgaonkar addressing. (Seated L-R) Mr. D Kumar Pillai, Prof. M S Dayanand, Mr. Sandip Bhandari & Mr. Nitin Kunkolienker

D Kumar Pillai, Chairman, GMA welcomed the audience. The programme concluded with a vote of thanks by Mr. Harshvardhan Bhatkuly, Hon. Secretary, GMA and presentation of mementos.

Guwahati Management Association

Awareness-cum Outreach Programme

On 7th March an awareness-cum outreach programme was organised with the objective to promote Science & Technology Entrepreneurship in North East. With a view to promote entrepreneurship as an alternative career for the prospective Science graduates and Diploma holders, the National Science and Technology Entrepreneurship Development Board (NSTEDB) has taken this initiative. Entrepreneurship Development Institute of India is the implementing body.

The programme was organised by GMA in collaboration



(L-R) Swapnil Barua, IAS-Commissioner of Industries and Managing Director of AIDC; Rajiv Kumar Bora, IAS, Addl Chief Secretary S & T Govt. of Assam (Chief Guest); D N Barua, President, GMA; M. Haque, Chancellor, University of Science and Technology Meghalaya; S. B. Sareen, Project Director and Member Secretary, DST-NIMAT Project of EDI.

with EDI. The guests who graced this occasion to deliver their valuable inputs were Mr M. Haque, Chancellor, University of Science and Technology Meghalaya; Mr Swapnanil Barua, IAS-Commissioner Of Industries and Managing Director of AIDC; Mr Rajiv Kumar Bora, IAS, Addl. Chief Secretary S & T Govt. Of Assam (Chief Guest); Mr S. B. Sareen, Project Director and Member Secretary, DST-NIMAT Project of EDI. Mr Digen Baruah, President GMA delivered the welcome address.

Some of the other speakers included Mr R.K Barman, from Dept. of Science & Technology, Govt. of Assam; Mr S. B. Sareen of EDI; Mr P. K. Saikia, Addl. Director, Dept. of Industries; Mr S. Mallikarjun, GM-SIDBLE; Mr K. Ahmed, Project Advisor, i-STED Project, EDI. The vote of thanks was given by Mr AN N I Laskar, Director, GMA.

Meeting with Chief Minister of Assam

A group of officials of Guwahati Management Association comprising of the President, Mr. D.N. Barua; Vice President, Mr. Subha Brata Sarmah and Vice President, Mr. Charanjit Chaliha met Chief Minister of Assam on 19th March to apprise him about different activities of GMA.



Meeting with the Chief Minister

Hardwar Management Association

HMA organised a talk by Dr. Anil Sethi, Founder GK Group of Company, Motivational speaker, Corporate Trainer on the subject 'How to lead a powerful life and achieve your dreams' on 13th March. The talk was focused on various aspects of human behaviour that lead to a successful life and was very well received.



Dr. Anil Sethi addressing the audience

Hyderabad Management Association

Memorial Lecture

Hyderabad Management Association conducted the 7th B L Maheshwari Memorial Lecture on 'Glimpse of Indian Defence Industry – Opportunities & Challenges' on 6th March at COD Campus, Madhapur, Hyderabad. Led by Mr Sunil Kumar Sharma, Chairman & Managing Director, Bharat Electronics Limited.



(L-R) Prof Umeshwar Pandey (Director, COD), Mr Ramesh Gelli (Board of Governors, COD), Chief Guest, Mr S K Sharma (CMD, BEL) receiving a memento, Dr Sunitha Maheshwari and Mr E N Prasad Reddy (Vice President, HMA).

Annual Endowment Lecture

Hyderabad Management Association conducted the 10th Sri Gelli Narayana Chetty Trust Annual Endowment Lecture on 'Political Leadership, Business Enterprise & Economic Development in India' on 24th March at Hyderabad. The Chief Guest on the occasion was Dr Sanjaya Baru.

Indore Management Association

Workshops

Indore Management Association (IMA) organised an Exclusive Workshop for on 11th March on 'Changes in Budget 2015 -2016'. The speakers for the session were CA Arvind Chawla; CA Manish Dafria; Dr S. B Singh, Senior Advisor, Ernst & Young LLP.

IMA organised its Evolution for Excellence, a one-day workshop on 12th March on 'Planning and Execution Skills'. The speakers for the session were Mr. Sanjay Gorana, Site & Factory Head, Cipla Ltd. Pithampur; Mr. Siddharth Sethi, CEO Info Beans; Dr. Sumer Singh, Principal Daly College.

Readers Clique

IMA inaugurated its 'Readers Clique' on 18th March. It is a dedicated forum for book lovers with a vision of supporting and promoting book reading habits with the thrill of sharing ideas and opinions with other readers. The first book review was on the Autobiography of Sir Richard Branson – Losing my Virginity and the facilitator for the session was Dr. Sandeep Atre Director, CH Edgemakers, Indore.

Student's Chapter

IMA inaugurated its Student's Chapter at IPS ACADEMY, Indore on 17th March. The IMA Student Forum aims to bring together young leaders, innovative minds and pioneering institutions across Indore region and offers to all participants a set of fascinating events. On this occasion, a Management Film Show was organised for the students which was moderated by Mr. Deepak Mulchandani, Corporate Trainer.



(L-R) Chief Guest Dr Sanjaya Baru, Mr Nagesh Vishwanatham, Mr E.N Prasad Reddy, Mr Ramesh Gelli and Mr Prabhakar Gelli.



The workshop on Planning and Execution Skills in progress



IMA Reader's Clique members



Mr. Deepak Mulchandani moderating the Management Film Show at IPS Academy, Indore.

Kanpur Management Association

Kanpur Management Association in association with Dr. Gaur Hari Singhania Institute of Management & Research, Kanpur celebrated Management Day on the theme 'Building National Economic Consensus: The Role of India Inc.' at the auditorium of the Institute. The dias was shared by Mr Lalit Khanna, President, KMA; Mr. M. J. Pervej, Regional Director, NPC; Dr. Rakesh Premi, Director, GHSIMR & Mr Md. Umar, Dy. Director, KPC. Mr. Lalit Khanna explained the importance of the topic & talked about the need to brainstorm for innovative Tax structure and Mr. Pervej briefed the audience with many examples where Indian Inc plays a vital role in building the national economic consensus. A business quiz was also conducted amongst the students. Almost 70 aspiring management graduates from different Institutes of Kanpur along with few industrialists participated in the programme.



Mr. M. J. Pervej addressing the audience

Kerala Management Association

Kerala Management Association held a Women Leadership Conclave on the topic LIFE: Lead – Inspire – Fulfill – Empower on 6th March. The event was inaugurated by the Chief Guest, Ms. Shoba Koshy, Former Chief Post Master General of Kerala Circle along with the Keynote Speaker, Ms. Anita Pratap, Veteran Journalist and Writer and Guest of Honour Ms. Parvathy, Cine Artist. The President of KMA and Ms. Maria Abraham, Chairperson of Women Managers Forum of KMA delivered their addresses welcoming the guests and delegates and setting the tone for the conclave.



Inaugural function of Women Leadership Conclave

Some of the other speakers included Dr. Anjana Maitra, Corporate Trainer and Executive Coach; Ms. Sushama Srikandath, Director and CEO of AVT McCormick Ingredients Pvt. Ltd; Dr. Lekshmi Nair, Principal of Kerala Law Academy; Ms. Diwia Thomas, Founder of Paper Trail; Ms. Reena Sabin, Project Chair of Bodhini; Ms. Liya Susan Varghese amongst others. At the Valedictory session Dr. Jancy James, Former Vice-Chancellor of MG University and Founder Vice-Chancellor of Central University of Kerala was the Chief Guest and Dr. Methil Devika, Renowned Dancer and Artistic Director of Sripada Natya Kalari was the Guest of Honour.



Dr. Jancy James addressing at the Valedictory Session

Past Presidents Forum

Past Presidents and present Managing Committee Members of KMA interaction with AIMA President, Mr. H. M. Nerurkar was held on 13th March at Gokulam Park Inn, Kaloor, Cochin. The interaction was very fruitful and insightful.



Mr HM Nerurkar, AIMA President being introduced by Mr. P. Premchand, President, KMA

Lucknow Management Association

Leadership Workshop

Young Managers Forum of Lucknow Management Association organised a Leadership Workshop by Dr. Amrita Dass, Founder Director Institute of Career Studies (ICS-International) for Management Students of Institute of Management Research & Training, Lucknow on 4th March.



Participants at the Leadership Workshop

Annual Training Workshop



(L to R) Mr. A.K. Mathur, Secretary LMA; Mr. Paras Nath Gupta State Information Commissioner; Justice S.C. Verma Former Lokayukta UP and Mr. S. Venkatesh Nayak.

Lucknow Management Association organised its IXth Annual Training Workshop on 12th March. The day long event was attended by about 80 participants from different public authorities. Mr S. Venkatesh Nayak, Chief Coordinator, Access to Information Programme at Commonwealth Human Rights Initiative was the Principal Faculty. The valedictory session of the workshop was attended by Mr. Paras Nath Gupta, State Information Commissioner and Mr. Justice S.C. Verma, Former Lokayukta, Uttar Pradesh.

Management Quiz

Lucknow Management Association assisted in reviving the Faizabad Management Association by organising a Management Quiz at Jhunjhunwala Business School Faizabad on 20th March. About 60 MBA/PGDM students participated in the event.



Winners of the Management Quiz at Jhunjhunwala Business School receiving their prize

Lucknow Management Association organised an International Women’s Day panel discussion on the theme ‘Women Entrepreneurs: Challenges & Opportunities’ on 21st March 2015. The panel comprised Dr. Manula Goswami, Pricipal, Millennium School; Ms. Pooja Agarwal, Pro Chancellor, Shree Ramswaroop University and Ms. Anshu Puri, Director, Pury’s Referigeration.



(L-R) Dr. Manjula Goswami, Principal Millennium School; Ms. Pooja Agarwal, Pro Chancellor, Shree Ramswaroop University and Ms. Anshu Puri, Director, Pury’s Refrigeration

An interactive session on Entrepreneurship and Crowd Funding was organised by Young Managers Forum of Lucknow Management Association in association with TiE and Institute of Management Studies on 23 March. the principal speaker was Ms. Anshulika Dube COO & Co Founder Wishberry.in, a Mumbai based crowd funding platform.

Lucknow Management Association collaborated with PHD Chamber of Commerce & Industry for Panel discussion on Union Budget on 24 March, 2015. The panelists were Mr. Vishnu Agarwal, Managing Director, Technical Associates, Dr. Arvind Mohan, Professor of Economics & Director IMS, CA Ashok Seth. Mr. K. K. Gupta, Former Chief General Manager NABARD moderated the session.



Panelists at the session (L-R) CA Ashok Seth, Mr. Vishnu Agarwal, Mr. K.K. Gupta, Dr. Arvind Mohan & Mr. A.K. Mathur Secretary LMA.

Meerut Management Association



The Chief Guest along with other panelists, releasing the Souvenir



(L-R) Mr. Ankur Jaggi (Convention Chairman), Mr. Susanta Nanda (Partner CADX), Professor Mr. M. Moni (Ex. Director General of NIC and Professor Emeritus (Agri-Info) Shobit University, Ms. Nien Sia (Director Pearl Academy NOIDA).

The 28th Annual Convention of Meerut Management Association was held on 14th March at Meerut. The theme for Convention was ‘Digital India – A Vehicle for Growth’. Captain V.K. Gupta (President, MMA) chaired the Convention. Mr. Ankur Jaggi was the Chairman of the Convention and Mr. Ankit Singhal, Sr. Vice President, MMA & Er. Ashok Singhal, Executive Secretary, MMA coordinated the event.

Major General Sunil Yadav, Sub Area Commander Paschim Uttar Pradesh was the Chief Guest. He said that the vision of our Prime Minister is to take new technology to each village.

Mr. Aakash Goel from Business Venture, Bangalore; Professor M. Moni, Ex. D.G. NIC; Mr. Susanta Nanda and Ms. Nien Siao Director Pearl Academy, NOIDA, experts in the IT field presented their views. A Souvenir – ‘Endeavour’ of Meerut Management Association was released by the Chief Guest during the Convention. More than 250 guests including industrialists, entrepreneurs, members and students from various fields attended the programme.

Noida Management Association

Noida Management Association organised a one day workshop on ‘Amendment in Labour Laws - A Necessity for Industrial Growth with Latest Amendments & Judicial Pronouncements’ on 3rd March. The faculty consisted of Mr Michael Dias, Secretary, the Employers Association; Mr Anurag Srivastava, Dy. Director, Factories U.P; Mr. Dinesh Jain, Joint President, Group H.R, UFLEX; Mr. R.P Singh, Director H.R, IFFCO; Mr. S.C Kulshrestha; Mr Pankaj Kumar, Presiding Officer, Labour Court Ghaziabad and Mr. Mahavir Jain. Mr UP Singh,

Dy. Labour Commissioner spoke about the U.P Government notification of 2013 and gave emphasis on self certification of Labour Laws compliance by the industries and other establishment. The programme was well received by 60 participants from leading industries of Noida and NCR.



Panelists at the workshop

Patna Management Association

In commemoration of the 59th Foundation day of AIMA, Patna Management Association organised a four day training programme for the employees of UCO Bank from 16-19 February 2015. The programme was very well received.

Vaikom Management Association

AIMA Management Day was celebrated by Vaikom Management Association on 28th February at Management House Vaikom. The inauguration was done by patron, Mr. TRS Menon and debates on new techniques in management were held. Er Anil Mazhuvancheril took a session on ‘Managing Social Responsibility for Peace in Society’. The session was chaired by president Er. I Rajendra Prasad while Mr. Jayadevan, Executive Member made a brief presentation on AIMA.



Inauguration of Management Day

Professional Certificate Programme in
Digital Marketing & Analytics

A Joint Skilled Based Certificate Programme from AIMA and Digital Vidya



Objectives

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

Joint Certification

Professional Certificate in digital marketing and analytics

Course Outline

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

Program Fee

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

Class Schedule

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

For more details, please contact:

Rahul Bhatia, Program Manager
All India Management Association

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AIMA Events Calendar

Event	Conference Director	Venue	Date
Managing India Awards		New Delhi	16 April 2015
National Leadership Conclave	Sanjiv Goenka-Chairman, RP-Sanjiv Goenka Group	New Delhi	29-30 April 2015
Recent Advances in Research methods		Delhi	15-18 May 2015
7th Business Responsibility Summit	Rajiv Bhaduria, Group HR, Jindal Steel & Power	New Delhi	21 May 2015
24th National Management Games 2015		Bhubaneswar Bangalore Mumbai Delhi Grand Finale	5-6 May 2015 14-15 May 2015 28-29 May 2015 17-19 June 2015 20 June 2015
4th HR Leadership Retreat	Mohandas Pai	Goa, Fort Aguada	12-14 June 2015
Training Programme on Case Teaching and writing		Delhi	July 2015
National Competition for Young Managers – 2015		Bangalore Kolkata Mumbai Delhi Grand Finale	26-27 June 2015 3-4 July 2015 10-11 July 2015 17-18 July 24 July 2015
9th Global Advanced Management Programme 2015		Silicon Valley, USA	05-11 July 2015
Training Programme on Logistics and Distribution Value Chain		Delhi	August 2015
Training Programme on Presentation Skills		Delhi	August 2015

Event	Conference Director	Venue	Date
National Competition for Management Students – 2015		Bangalore Mumbai Kolkata Delhi Grand Finale	6-7 August 2015 13-14 August 2015 17-18 August 2015 21-22 August 2015 28 August 2015
20th Annual Convocation		New Delhi	13 August 2015
Training Programme on E-Procurement		Delhi	September-October 2015
SYMP		Indore	11 September 2015
42nd National Management Convention		New Delhi	22-23 September 2015
SYMP		Goa	30 September 2015
3rd Marketing Retreat		Goa	October 2015
HRM Summit		New Delhi	November 2015
4th Young Leaders Retreat		Goa	December 2015

To view full calendar please visit www.aima.in

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AIMA

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