



SAMANVAYA



Baroda Management Association

NOV. - DEC. 2011

Issue : IV



ओएनजीसी
ONGC
presents

Green India

The Ecology of Growth
18th & 19th November, 2011

Annual Management Convention 2011

Three to four months of preparation took shape on 18th and 19th of November 2011. Raising the standard and expectations of our audience is, perhaps, easy while going ahead every time is very difficult. But this is the most prestigious annual event of BMA and always well received. Assuming that our readers have read previous issue and specifically an article “Annual Management Conventions – Matching With Times”, it would be quite evident that AMC committee was very clear as to what the program, speakers and specialties should be. Editorial team attempts to give glimpses of this event, raise their thirst for knowledge through our magazine for the member who could not attend and wish that they will in next year.

In any event takeoff is very important for further momentum. **Mr. Sunil Vakil CA** and well known pivotal personality in the spheres of mind stimulating activities, as well as social service at Vadodara spared his time to conduct opening session.

What could have been more appropriate than showing film on “Green India” to set the tone, mood and aligning thought process for next two day? Thus the film shown did the wonderful job.

The task of Welcoming delegates was done by **President Mr. Chirag Bakshi**. Those who know and have heard him before knew that his ever cheerful approach and presentation full of wits. It is always listeners’ joy. He talked on that how this theme came up. In sequence to earlier two themes *Brand India- opportunities and challenges, India – the Hub of Value creation* was to be followed by People India. It was accidental that when well thought out plans need sudden change due to happening



around. Many organizations were talking on people then why repeat, rather come up with new issue. He then explained why this topic with few examples – how people can make or break environment. Rest of his talk narrated that what does “Ecology of Growth” means.

Confirming to our Indian tradition all good things must start with lighting the lamp. So the dignitaries did that auspicious duty.



Mr P B Pandey Basin Manager, ONGC Western Region and Chairman AMC elaborated on theme of convention. He told that every sixth person on planet is an Indian and we need to go for inclusive growth.

Dr A K Balyan CEO and MD of Petronet LNG opened his topic on “Inclusive Growth” with the role of corporate. He dealt with perspective on CSR, evolution of CSR, the India story, evolving school of thoughts. He elaborated on transition tacking place from traditional to changed paradigm. He cited examples and differentiators of USA and European approach. He emphasized on changing people perception of Indian corporate from polluters to socially responsible. It can be done by addressing the existing issues.



Mr Jamestin Director HR ONGC spoke on “Inclusive Growth”. He said that Change is constant and change can be in the form of growth and it is essential. Growth can take various forms and concepts. The growth has to be inclusive and social driver. The growth is unstoppable and we need to watch pace and pattern. He narrated the growth story evolved in past 60 years in India

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which is worth watching in terms of Green Revolution, White Revolution stretching up to IT Revolution. What is the importance of having inclusive growth? Inclusive growth leads to sustainable growth and harmony. His thought process and his organizational philosophy were shown through film on ONGC work.



Mr Rajendra Gagh Executive Vice President, HDFC Standard Life, spoke on “*Employment and Employability – The role of industry and academia to create a socially cohesive employment climate*”. He initiated the issue that population of India is asset or otherwise. So India’s challenge is not unemployment but employability of people. Plenty of work opportunities are arising but lack skilled workers to fill the gap. Why is this gap and who to work on it? He spoke on philosophy “Business is a business for business”. Are the industries in employment business if can they absorb people if employability is questionable? The manager’s dilemma is that people must perform. The employability is much more than qualification and few students think when they are in college. Who should impart those skills? The simple answer comes out is all stakeholders has to work on it. At the end he showed what initiatives are taken by HDFC in collaboration with schools.



The presentation was followed by short film on “Green Building of CII”

Post lunch session was made live and interesting by **Mr. Sandeep Purohit** by his “*Green Quiz*”. As usual his approach was to involve all participants, make them think and reward for efforts.



Ms Rajni Bakshi Journalist spoke on “*Nature Bats Last- Can people, planet and profits be harmonized?*” The prelude and to drive her point she started with a film. It was meant for opening brainstorming session and dialogue rather than one way presentation.

The film shows how people make use of plants to build bridges and maintain nature balance. Why people face water shortage at locations where rainfall is highest in world? It is a time to rethink on growth. The idea should be subsistence but not surplus. She wonderfully explained the concept of natural capitalism. Fundamental capital is nature and not the paper money or digital money. Use creativity to use natural resource. So do not disturb natural eco-system. She gave a good example of Panama Canal



which is facing shortage of fresh water because reservoir feeding the canal is not getting enough replenishment. So catchment area needs plantation. She raised a question – *what kind of prosperity are we looking?*

Last talk of the day was by **Mr. Santosh Desai**, MD & CEO of Future Brands, on “*Ecology of Conservation – Learning from Indian Cultural Life*”. Conservation is everybody’s job. He raised the point as to what is culture? Having understood the meaning then it is learning from Indian culture. He went on relating conservation and instinct which is ingrained in Indian psyche. On a humorous note he showed the utility of umbrella for new couples who wish to have limited privacy on seashore and thus it is cultural design system. So the umbrella is a product which serves their purpose. What is marketing? Marketing is simply said as creating a meaning in product. He then explained the concept in Indian context – Valorization of frugality. How Indian psyche behaved in terms of money earning? Meaning in life was not generating wealth but carrying responsibilities, termed as success. The word compromise has different meaning in India and elsewhere. This word does not carry negative meaning and it is meant as adjustment and distribution of available resources. He elaborated many customs and practices from everyday life. A funny practice can be copying quote from greeting card at shop rather than buying it. Cycling a material has been a life principle so nothing went waste. He went on adding many example of Reservation against cancellation (RAC), metric fail, Rested player in cricket etc. He refuted the idea of “Business is a business for business” and instead he said that “Business is a business of life” and connected to people. When someone says that save the planet is not about saving the planet but saving the life. He kept audience glued, through his everyday observations of our life with lucid language and wits, though it was a last session.



BMA had planned to relax and rejuvenate audience by providing change in the evening through food and Gazals (Khayal-e-Roshan).



DAY 2

The day started with GREEN WALK at Akota Stadium to acquaint people with fauna and flora. Thirty-two people took part.



The session started with topic “Mitticool Clay Creation – A Journey of an Entrepreneur”, **Mr. Mansukhbhai Prajapati**. On his behalf presenter was **Ms Amrita Chauhan**. It is story of a person who has burning desire to innovate in his trade as potter. He discontinued his study and took to his trade. The thoughts lingering in his mind wanted action and so he acted. The journey started with creation of earthen pot, clay plate for chapatti, water filter, refrigerator, non-stick plate (tawa), pressure cooker, Dinner set. The name Mitti-cool was assigned because of material (mitti) and function (cooling). She narrated story of creation of every item. Mr. Mansukhbhai is decorated with awards at state / national level and appreciated by Mr. APJ Abdul Kalam. He has generated employment for local artisans. Now he has tied up with Big Bazar for marketing. The products are environmental friendly. Mr. Anil Gupta, Professor at IIMA who is known for his association with rural innovations has also worked with him.



A film titled “Cover Green – ONGC project on coastal vegetation” was showed.

The next topic was by **Swami Gnanvatsal** who selected unique title of his speech “8+8+8”. He started his presentation with prayer. He raised issues. We want India green and simultaneously growth. We need to understand psyche of people who has to do this job. What a man should be is in the scriptures while what he is in the news papers. He showed glaring contradictions of life like materialistic growth but shrinking thinking. So India must go green on either front with proper thinking. The power of



intelligence combined with academics can result in knowledge. The sequence is from Intelligence to wisdom to make India green. To what extent we have used this wisdom to the growth of human being? So add wisdom, values and virtues and link those with cultural fabric for betterment. Life should be balanced through proper time management. First 8 hours should be allocated for honest ethical hard work, next 8 hours should go to good sleep, and remaining 8 hours should be used for 3 H – Health, Hygiene, Hobby and 3 F- Family, Faith, and Friends. Do something for society, serve for cause/community. He concluded his thought process with an example of Arthur Ash Wimbledon Champion who contacted AID due to blood transfusion. How Arthur viewed his Wimbledon championship top success at one end and extreme sickness at another end. It was his emotional balance.

Next speaker was **Mr. Suresh Prabhu** and he spoke on subject “Political Stability”. Is the growth of India related with political stability? His stand and explanation was that growth rate and political stability are incongruent (not connected). He started right from independence till date about the political parties governing and their numerical strength required forming stable government. He showed that it is huge paradox that for that cause-number, stability and growth rate had no relation. Even when minority government ruled, the growth was recorded. What required for growth were political ability, desire and commitment to do. He cited examples while he was handling power ministry. He described changing scenario in power sector and growth pattern. During Q & A session an interesting question was raised on human rights versus ecological rights.



The post lunch session was started by **Ms Dilnavaz Variava** and she spoke on “Environment and Development; in conflict or congruent?” She told to audience that how she came in this field. Natural resources play a role of foundation in our life. Her association with Mr. Salim Ali of Bombay Natural History Society opened new vistas of work regarding agriculture and birds. She narrated a case where coffee planters complained that one variety of birds eat coffee berries and are harmful. So research was initiated. The observation has to be complete one year to understand the life cycle. An interesting finding was that though those birds ate some berries but rest of the year restricted insects harmful to coffee plantation. Another example was complaint of fishermen about crocodiles. The finding was that crocodiles were eating fish which had no commercial value. She explained that bird bustard were migrated because grass lands were converted to plantation and so locust which was the food of bustard grew unabatedly destroying agriculture. She switched to ecological capital and its importance.



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She emphasized that preserve wild life which fauna and flora. They are all part of ecological system. Any interruption can cause severe effect as enumerated and explained, with few examples in the beginning. The interruption can be in the form of chemical fertilizers which has many a time adverse effect on microbes and other insects living in earth. Everything must happen in congruence.

The next topic was delivered by **Mr. Laxman Gugulothu** on “*BSE SME Exchange*”. The exchange is about to launch with a vision of Wealth creation by SME’s through inclusive economic growth. The mission is to provide the world class platform to SME’s and investors to come together and raise the equity capital. He explained that what would be difference between main exchange and SME exchange. He thoroughly explained about functioning of this exchange. What would be difference when money is to be raised from bank vis-à-vis NSE. The details can be had from link www.bsesme.com



The last session was by **Mr. Radhkrishna Pillai** who spoke on topic Corporate Chanakya. This is his book which has gone through 18 reprints and translated in many languages. He raised a question to audience, most of them management fraternity, who is the best manager with whom you interact daily? The unanimous answer was mother. She plays multi-roles and manages finance, relations and events. He then told who Chanakya was. He touched few narrations from book about leadership and other aspects. He showed a film on Chankya. He put few nuggets for Chanakya sutras and explained.



Mr. Ashet Kikani concluded the session by telling the gist of two days session on the theme. He thanked the support of corporate and people



involved to make the event happen.

The entire show was well thought over and put to audience in grand way. Entire credit goes to Convention Directors Mr. Alok Desai and Mr. S K Rajjada.



To conduct the great ceremony and put all the events in linked thread we need master to conduct and that job was conducted by Mr. Sunil Vakil, Ms. Dilnaz and Ms. Kanchan.



-Report by Pradeep Pofali



Lessons from **Jamie Dimon**, Chairman and Chief Executive Officer J P Morgan Chase & Co, USA

(Compiled by CA. Bimal R. Bhatt)

Acknowledging and Fixing Mistakes -

Principles:

(I) Senior Management should actively be on the lookout for problems:

At all times, senior management must be vigilant about errors made across the firm- we ask lots of questions, read customer complaints and make sure our own people are allowed to question our products and services. Generally, we all know how we would want to be treated and management should strive to treat our customers this way.

This particularly applies to long-standing practices. Just because something always has been done a certain way does not mean that it is still right.

(II) We need to acknowledge mistakes to ourselves:

We cannot fix problems if we deny them. Acknowledging an error, however, isn't enough. We need to figure out why it happened. Was it isolated or embedded in one of our systems? Was it the result of poor training of our people? Or, perhaps, in our desire to keep up with the competition, did we start doing things with which we were uncomfortable?

There is one error, in particular, from our recent past that I would like to highlight: the mistakes we made in servicing mortgaged held by U.S. military families. Our firm has a great history of honoring our military and veterans and the errors we made on these loans, including foreclosures, were a painful aberration from that track record. We deeply regret this, we have apologized to our military customers and their families and we have tried to rectify these mistakes as best we can. I want to reiterate that apology here and now.

We recently have announced a new program for the military and veteran community that includes many initiatives, from recruiting veterans into our firm, with our corporate partners, to providing enhanced products and services for the military and their families. As a company, we aim to serve members of our armed



services with the respect and special benefits they deserve because we recognize the sacrifice and hardships they bear to protect our nation and our freedoms.

(III) We should acknowledge our mistakes to our customers:

Customers know that any company can make mistakes. What they hate is when the company denies it. If we make a mistake with a customer, we should acknowledge it and take the proper remedial action.

(IV) When we find mistakes, we should fully disclose them to those who should know:

When we make mistakes, we self-report them, as appropriate, to our regulators and to our Board of Directors as appropriate.

(V) We also take appropriate and timely action with those involved:

This can mean fixing an error-prone system, retaining our people, or modifying products or services. Unfortunately, this sometimes means firing an individual or replacing management, but only if such action is warranted due to bad behavior or real incompetence.

HOW WE VIEW THE AMERICAN ECONOMY:

Short Term and Long Term

Five years ago, very few people seemed to worry about outsized risk, black swans and fat tails. Today, people see a black swan with a fat tail behind every rock.

The U.S. economy was, is and will remain for the foreseeable future the mightiest economic machine on this planet. America is home to many of the best universities and companies in the world. It still is one of the greatest innovators. The volume and variation of our inventions created in America are extraordinary – from bold new technologies, like the Internet, to thousands of small, incremental improvements in processes and products that, in aggregate, dramatically improve productivity. America also has an exceptional legal system (notwithstanding my many reservations about the class-action and tort system) and the best and deepest capital markets. The American people have a great work ethic, from farmers and factory workers to engineers and businessmen (even bankers and CEOs). And it still has the most entrepreneurial population on earth. American ingenuity is alive and well.

I mention all this because we need to put our current problems – and they are real – into proper context. Our problems may be daunting, but they also are resolvable. As a nation, we have



overcome far worse challenges, from the Civil War to the Great Depression to World War II. Even amid our current challenges, we have begun to see clear signs of stability and growth returning to the capital markets and the U.S. economy. Almost everything is better than it was a year or two ago. It's conceivable that we are at the beginning of a self-sustaining recovery that could power through many of the negatives we've been focusing on recently. Consumers are getting stronger, spending at levels similar to those two-and-a-half years ago, but, instead of spending more than their income, they now are saving 5% of their income. And consumer debt service costs, i.e., how much they spend of their income to service their debt, have returned to levels seen in the 1990s (due to debt repayment, charge-offs and debt forgiveness, lower interest rates, etc.).

Businesses, large and small, are getting stronger. Large companies have plenty of cash. Medium sized and small businesses are in better financial condition and are starting to borrow again. Global trade is growing – U.S. exports were up 16% in 2010. Job growth seems to have begun. Financial markets are wide open – and banks are lending more freely. U.S. businesses, large and small, are investing more than \$2 trillion a year in capital expenditures and research and development. They have the ability to do more, and, at the end of the day, the growth in the economy ultimately is driven by increased capital investment.

The biggest negative that people point to is that home prices are continuing to decline, new home sales are at record lows and foreclosures are on the rise. Our data indicates that the rate of foreclosures will start to come down later this year. Approximately 30% of the homes in America do not have mortgages – and of those that do, approximately 90% of mortgage-holding homeowners are paying their loans on time. Housing affordability is at an all-time high. The U.S. population is growing at over 3 million a year, and those people eventually will need housing. Additionally, the fact that fewer homes are being built means that supply and demand will come into balance sooner than it otherwise would have. That said, housing prices likely will continue to go down modestly because of the continuous high levels of homes for sale. The ultimate recovery of the housing market and housing prices likely will follow job growth and a general recovery in the economy.

Yes, America still is facing headwinds and uncertainties – including abnormal monetary policy and looming fiscal deficits. And while we can't really predict what the economy will do in the next year or two (though we think it is getting stronger), we are confident that the world's greatest economy will regain its footing and grow over the ensuing decade.

But we must take serious action to ensure our success in the decades ahead

While our confidence in the next decade is high, for America to thrive after that, it soon must confront some of the serious issues facing it. We need to redouble our efforts to develop an immigration policy and a real, sustainable energy policy; protect our environment; improve our education and health systems; rebuild our infrastructure for the future; and find solutions for our still-unbalanced trade and capital flows.

The sooner we address these issues, the better – **America does not have a divine right to success, and it can't rely on wishful thinking and its great heritage alone to get the country where it needs to go. But I remain, perhaps naively, optimistic. As Winston Churchill once said, "You can always count on Americans to do the right thing – after they've tried everything else."**

(Source: Annual Report)

Vadodara – at crossroads Growth Versus Development

- Ravikant Joshi

Year 2011 is turning out to be special for our beloved Vadodara city. City completed 500 years of its existence. 2011 census provisional data suggests that its decadal and annual population growth rate has increased slightly during 2001-11 period after stagnancy / decline in all respect in preceding two decades (1981-2001). It is also reported that Vadodara stood at 4th place in new employment generation. In its report on reality sector titled "Real(i)ty Next: Beyond the Top 10 Cities of India", CRISIL has ranked Vadodara at 5th rank. Thus Vadodara in this decade (2001-11) and especially in the second half of this decade has started looking up against all the expectations about its further decline. There also improvement in level of urban infrastructure as Vadodara received grant funds under Jawaharlal Nehru National Urban Renewal Mission and Swarnim Gujarat celebrations and Vadodara Municipal Corporation has spent Rs. 1000 crore in past five/six years on urban infrastructure development. How effectively these funds were spent can be valid question? But there is certainly improvement in urban infrastructure in past five years. Similarly City Transport Service has also become operational under PPP mode.

Year	Urban Population (in lakhs)		Decadal		Average Annual	
			Growth Rate (%)		Growth Rate (%)	
	India	Vadodara	India	Vadodara	India	Vadodara
1971	1091.14	4.67	38.23	50.64	3.24	4.18
1981	1594.62	7.34	46.14	57.17	3.79	4.64
1991	2171.77	10.31	36.19	40.46	3.09	3.45
2001	2853.55	13.06	31.20	26.67	2.73	2.39
2011	3771.06	16.67	32.15	27.64	2.83	2.47



Several questions arise here and they need to be examined – 1.) Is this recovery real, substantial and sustainable? Was this positive growth of last decade achieved through deliberate efforts backed by a vision/strategy or it took place by default? If Vadodara is looking up and started growing again then should its future growth be allowed to take place on its own or it should be guided by a well thought out vision and strategy? If yes then what would be the vision for Vadodara's future growth? How it should be formulated?

Before these questions are answered and future vision is drawn it will be appropriate to know why Vadodara city developed rapidly during 1961-81 and then why its growth declined sizably during 1981-2001, and finally why its decline has halted and it has looked up in last decade?

High growth during 1961-81 :

Sustained growth in employment opportunity is absolutely must for growth of any city in the world. Vadodara experienced high growth in employment opportunity in and around the city because of -

- At the time of formation of Gujarat State 1960, Vadodara was most developed and well connected city with an industrial base and with a huge number of technically trained manpower. These things were sufficient for the private sector to establish business or industry in Vadodara. Thus it was preferred location of newly formed Gujarat State for new investment.
- Discovery of crude oil and natural gas at Ankleshwar / Khambhat. Following that Gol and newly formed GoG invests public funds to start big public sector units (Gujarat Refinery, IPCL and Gujarat Fertilizer etc) around the city which cause multiplier effect and various private sector small and medium industries started around the Vadodara. At that time allocation and investment of public funds to set up government / public sector projects was merit based / location economics based and was not distorted by principles of command economy, theory of balanced growth and political discretion. As result Vadodara which has no political significance received huge public investment and public sector projects.
- Later years '**License Raj**' system was not present as a result private sector was free to invest their money in the sectors and at the location as per their choice and assessment.
- Though Vadodara lacked national level political leadership, its local level political leadership was of good quality and more importantly leadership in other walks of life was pragmatic, active and very high quality.

Low and Declining growth during 1981-2001 :

- During this period new investment in and around Vadodara from Gol and GoG totally dried up as public investment decisions become more and more political devoid of any prudential basis. As noted earlier Vadodara lacked national

or state level powerful political figure and through him political identity as result even today city is not receiving any public investment not only in industry but in other sectors like – education, health, social, art and culture even though it is one of the best candidate in these other sectors also.

- For the period 1975 to 1995 '**License Raj**' strangulated private sector investment throughout the country and Vadodara is not exception to that. Post 1991 economic and structural reforms entire country in general benefitted but Vadodara suffered. This is because import relaxations made importing of petro chemical products cheaper than the cost at which they were getting produced in industries of Vadodara. Same thing happened with pharmaceutical industry. As these industries went down and as no new public investment happened employment opportunities stopped generating and city experienced reverse multiplier / deceleration.
- Vadodara lacked political identity and leadership right from the day it got merged in to Indian Union 1949 but it continued to be in the forefront because of leadership in other walks of life (education, art, culture, social etc). During this period the decline was all pervasive that is one sector after another lost its leadership and the City declined. Many of us have witnessed this transition. Many educational, social, cultural, art related institutions closed down or become totally inactive.

Resurgence in growth during 2001-2011

It is early to comment on the recent population growth trend. In this decade also Vadodara continued to suffer political neglect and has remained deprived of government / public investment even till date, but following changes may have led to resurgence–

- As a result of economic and structural changes intergovernmental fiscal devolution system is becoming more and more formulae based and Apolitical. As a result of this Vadodara city though it continued to be deprived of Gol and GoG direct project investment it received around Rs. 600 as grant to undertake infrastructure improvement project under JNNURM and Swarnim Gujarat scheme.
- '**Vibrant Gujarat**' and other reform initiatives of GoG since 2001 made Gujarat most favored destination for national and foreign direct investment and attracted investors from every corner and every field. Though this exercise also been Ahmedabad-Gandhinagar centric, not every investor can find adequate space and incentive to investment in Ahmedabad or Surat and decided to invest in Vadodara or other cities of Gujarat. Thus, Vadodara benefited indirectly from the '**Vibrant Gujarat**' and other reform initiatives and high growth of Gujarat as a whole.
- Relaxations of '**License Raj**' have given freedom to private sector to start business anywhere in country that is industry



location decisions are also becoming Apolitical and merit based. This has resulted in to establishment of new industries (Alstom, Bombardier, L & T etc.) at Vadodara and not at some obscure place and expansion of existing industries like ABB etc. The industrial and business growth generated employment in Vadodara and people have started migrating to the city. As result decline in population growth rate has reverse and Vadodara has registered very marginal growth.

Way forward / Vision for future :

The turnaround of Vadodara in this decade is heartening but very marginal and fragile. It is only in terms of employment opportunity, population growth and demand for reality sector. The recovery is not broad based in terms of infrastructure, quality of urban life, education, health, social, cultural aspect of life. All these sectors have continued to decline even though employment and population growth rate decline has halted.

As noted earlier sustained growth in employment opportunity of any form is absolutely must for growth of any city in the world but it only ensures the growth of a city and not necessarily all round development of a city the way availability of food, cloths, shelter and medical care will lead to growth of a child in to an adult but not necessarily in to an all round developed personality.

The way child needs to be nurtured, educated and disciplined to become all round personality, a city need to be guided by a vision, implementable plan and sustained efforts to develop in to a livable and loveable city. This aspect is not new to Vadodara which was developed with vision during the period 1875 to 1975.

The feasible vision and course of action for Vadodara could be :

To make it a knowledge city – information and communication technology is not bound by conventional location economics, it need availability of technical human resources, infrastructure and some kind of facilitation cum incentive structure.

To make it one of the educational centre /capital of the world – this is another aspect of making it a knowledge city. Post 2012 India will be opening itself to foreign universities. Vadodara because of its history, connectivity, law and order, culture and now growing employment opportunity etc. is one of the most suitable cities to be developed again as seat of learning. An educational park on the lines of SEZ/Industrial Park should be planned immediately near Vadodara and Vadodara should be marketed globally as an educational hub, inviting foreign educational institutions to come to Vadodara and set up their campus.

To make it a medical hub/tourism centre – on the grounds mentioned earlier Vadodara is also one of the most suitable cities to be developed as a medical tourism centre. Like educational park/SEZ a medical service park /SEZ should be set up around Vadodara and established super specialty hospitals and prospective corporate sector should be invited and

facilitated to set up medical treatment centers and then Vadodara should be marketed globally as one stop solution to all types of medical needs. Certain cities including Vadodara have become medical tourism centers in last decade but no one has till date made planned efforts as suggested above, very soon they will but why not Vadodara become first to do so.

To consolidate it an industrial city – Vadodara has industrial history and in last decade again it is industrial development only which has reversed declining trend. So this strength of the city should not be overlooked while pursuing above visions. To consolidate this base, there is a need for proactive efforts by government / public sector and organizations like CII, VCCI, BMA etc.

To make it slum free, garbage free and green city – this is a vision in which even a common man can participate and his very participation will make this vision absolutely feasible that too in short span of one or two years. Achieving this vision will immensely contributes towards building global image of Vadodara and other visions of making it a knowledge city, educational capital and medical tourism centre.

This article is not a full proof vision document; there can be several views to it and additional visions for Vadodara. What is most important at this juncture is coming together of all the shareholder and collective efforts to make Vadodara livable and loveable city.

BookBrowsing

TOXIC CHILDHOOD

HOW THE MODERN WORLD IS DAMAGING OUR CHILDREN AND WHAT WE CAN DO ABOUT IT

- By Sue Palmer



Relevance of this book - Do we introspect on some of the issues during examination season - why counseling lines are needed? Why police has to patrol around lakes? Why we see rise of suicides? We are looking for demographic dividend i.e. population as asset, as C K Prahalad says, especially when we are competing for future. This tenet holds true if we have skilled, sound youth. So we must understand children's need so as to turn him in best youth. Recall few movies – Black, Tare Jameen Par, dealing with child rearing by qualified, rich parents. Remember - unhappy children tend to turn in to often antisocial teenagers.

In this regard scientists' view is– Nature + Nurture = Behavior. We see around for mushrooming personality developing classes.

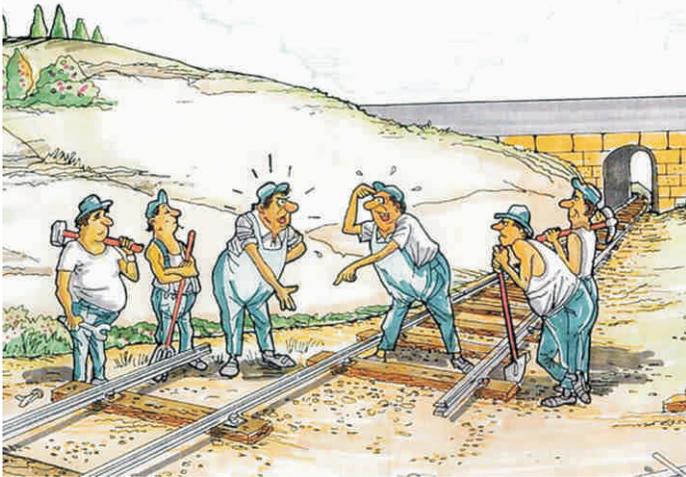
Are children being taught team work at late stage? Are children/youth creative, imaginative, innovative?

Are they dynamic and playful?

If the answer is no then their childhood was not proper.



Team Work



The book raises issues/problems, provides possible solutions, and shares related experience of author.

Some of the toxic childhood syndromes are – binge drinking, eating disorder, self harm. Special educational needs to meet syndrome consisting are 1) ADHD (attention deficit and hyperactivity disorder), 2) Dyslexia in cluster (Tare Jhameen Par), 3) ASD (autistic spectrum disorder).

Children need to learn to behave such as 1) Ability to maintain attention even when something doesn't particularly interest them, 2) He should be able to defer gratification 3) Live happily in a group of any size which involves balancing of own needs against the needs of everyone else.

The affecting factors are resulting in lack of discipline, due to tumultuous changes in 1) Technology change at great speed, 2) Social change – joint to nuclear family to single parent, 3) working mothers, 4) frequent location change etc.

For proper development children have needs but they are deprived - Physical needs 1) Food – it is common observation that junk food is being preferred. Food content is high in sugar. Fizzy drinks create surge and provides only calories for obesity. Storage -Additives / Preservatives (tartrazine, caffeine, monosodium glutamate). Fats –hydrogenated, butter, lard (missing omega 3 fish & 6 vegetables). Consumption pattern – food is available at any time without hunger, such as finger-food, canned food thus missing family meal. Association – some food provided as treat – chocolate ads, snacks while watching TV. Highly flavored food works in the same way as drugs and can become psychological addiction.

2) Play is must for body and mind development but they are turning in to couch potatoes. Play is very serious business – it teaches physical control, concentration, coordination, teamwork, patience, risk ability. However, parent's fear that world is unsafe and TV channels are running negative stories depicting stories of conflict and abuse creating anxiety. It amplifies rational fears and stimulates irrational. So discretion to be selective and rationalize is necessary. Playing in field builds hygiene and immune system. While playing they learn life skill – (swim, walk, climbing, cycling).

The reasons for physical education deprivation are lacking parent support, examination oriented curricula.

3) Sleep has correlation with memory and creativity as per Neuroscience study. Earlier natural light governed biological clock. Availability of electricity + TV has added sleep avoidance to deprivation. It is vicious circle – sleep shortage à tiredness à lack of exercise à low appetite à sluggishness à prefer to watch TV than play à not getting sound sleep. Sleep deprivation makes children cranky. Children remain sleepy because of 1) caffeine 2) no outdoor play 3) snoring /sleep apnoea 4) bedroom TV (light) prevents secretion of sleep hormone, melatonin, which usually begins as it gets dark outside. Mobile phone messaging (free hours, group messaging).

Good communication has plenty of advantages. It makes feel good with self-esteem otherwise tongue tied person feels inferior/embarrassing. Reading helps in building vocabulary and sentence construction. Writing provides opportunities to master literate language. Remember that first communicator is mother/parent – care taker associated with food, warmth, comfort. Communication starts with body language and then verbal at early age and builds capacity. Reduction in communication is due to multi-tasking mother, watching TV, working on computers, reduction in extended /joint family. Singing and storytelling is interactive which builds skills and learning of subject. Children develop reading habits where parents have read to them. Rearing children is not part time job. Role of mother is changing from house wife to working women and father running after career. Who will do child-rearing when both parents are out at work? Women force is adding in economy. A social trend is shift in higher educated class and less children to no child. Parental love versus desperate need to preserve one's sense of self is at conflict. The solution is political will to invest in quality child-care. Parental substitution at A) home – nannies, grannies, B) Institutional childcare – nurseries, kid-clubs, company crèche more regulated and cheaper. C) Pre-school learning – learn through play, stories, music, and art. D) Primary school – for education and child-care. Ideally, it is home from home.

Children's society - Hillary Clinton says that it takes a whole village to educate the child. They are Parents /family, friends (neighborhood), school. Now the electronic village is affecting friendship, culture, play etc. let us ask to Marketing industry – do they have responsible behavior.

1) Play – are the toys imaginative, creative, or only flashy? Do the games show violence? Are there outdoor games? 2) Food – advertisements showing -eat particular food and gain height. Drink particular to be strong. 3) Wear – Girls – trying to match themselves against the impossible image of physical perfection. Apply a fairness

Imagination...



Imagine the possibilities!



cream and be beauty queen. 4) Boys –brand to look tough behaving like Rambo – aggression, impulsivity, self-obsession. Counter the ill effects of marketer as responsible parent

Friendship – look at peer pressure– I can drive at 12 – 15 years age. I can handle mobile at the age of 8 years. Splintering family – availability of age specific programs on TV and DVD reducing interaction, less hours on playground with groups, impacting social skills. Digital divide – young generation know better digital technology than elders and gap exist. Electronic friendship – mobile, internet, social sites. Are the friends same as they pretend (age, gender)? No social isolation is possible and it is difficult to detect.

However brighter side is that gadgets has many benefits when moved to shared space and time sharing for programs. It is virtual battle between good and evil. The onus lies on parents first and they are responsible through their styles.

Parenting styles – 1) Authoritative – they are warm and firm, attentive to needs. Best approach. 2) Authoritarian – not warm and firm, work by rule, so children are obedient under power. 3) Indulgent – warm and not firm which make self obsessed children with likely drug /alcohol abuse? 4) Neglected – parents lack warmth and firmness so children are with poor self esteem. It includes rich and poor families both when parents don't give time.

PARENTING FOR INDIAN ASSET - Parenting is not just about looking inward, at the children in the centre of the family; it's about looking outward at the world where those children, and successive generations of children, will grow and live.

Looking for non-toxic society in India, with the contribution of all of us and let people be asset and turn it in to fortune.

- Pradeep Pofali

..... continued from last issue

India and the Global Financial Crisis What Have We Learnt?¹

- Duvvuri Subbarao

Lesson 7: Economics is not physics

46. A few months into the crisis, the Queen happened to be at the London School of Economics and asked a perfectly sensible question: 'how come none of the economists saw the crisis coming'. The Queen's question resonated with people around the world who felt that they had been let down by economics and economists. As economists saw their profession discredited and their reputations dented, the economic crisis soon turned into a crisis in economics.
47. What went wrong with economics? It now seems that by far the most egregious fault of economics, one that led it astray, has been to project it like an exact science. The charge is that economists suffered from 'physics envy' which led them to formulate elegant theories and models - using sophisticated mathematics with impressive quantitative finesse - deluding themselves and the world at

large that their models have more exactitude than they actually did.

48. Admittedly, in a limited sense there may be some parallels between economics and physics. But similarity in a few laws does not mean similarity in the basic nature of the academic discipline. The fundamental difference between physics and economics is that physics deals with the physical universe which is governed by immutable laws, beyond the pale of human behaviour. Economics, in contrast, is a social science whose laws are influenced by human behaviour. Simply put, I cannot change the mass of an electron no matter how I behave but I can change the price of a derivative by my behaviour.
49. The laws of physics are universal in space and time. The laws of economics are very much a function of the context. Going back to the earlier example, the mass of an electron does not change whether we are in the world of Newton or of Einstein. But in the world of economics, how firms, households and governments behave is altered by the reigning economic ideology of the time. To give another example, there is nothing absolute, for example, about savings being equal to investment or supply equalling demand as maintained by classical economics but there is something absolute about energy lost being equal to energy gained as enunciated by classical physics.
50. In natural sciences, progress is a two way street. It can run from empirical findings to theory or the other way round. The famous Michelson-Morley experiment that found that the velocity of light is constant led to the theory of relativity - an example of progression from practice to theory. In the reverse direction, the ferocious search now under way for the Higgs Boson - the God particle - which has been predicted by quantum theory is an example of traversing from theory to practice. In economics, on the other hand, where the human dimension is paramount, the progression has necessarily to be one way, from empirical finding to theory. There is a joke that if something works in practice, economists run to see if it works in theory. Actually, I don't see the joke; that is indeed the way it should be.
51. Karl Popper, by far the most influential philosopher of science of the twentieth century, propounded that a good theory is one that gives rise to falsifiable hypotheses. By this measure, Einstein's General Theory was a good theory as it led to the hypothesis about the curvature of space under the force of gravity which indeed was verified by scientists from observations made during a solar eclipse from the West African islands of Sao Tome and Principe. Economics on the other hand cannot stand the scrutiny of the falsifiable hypothesis test since empirical results in economics are a function of the context.
52. The short point is that economics cannot lay claim to the

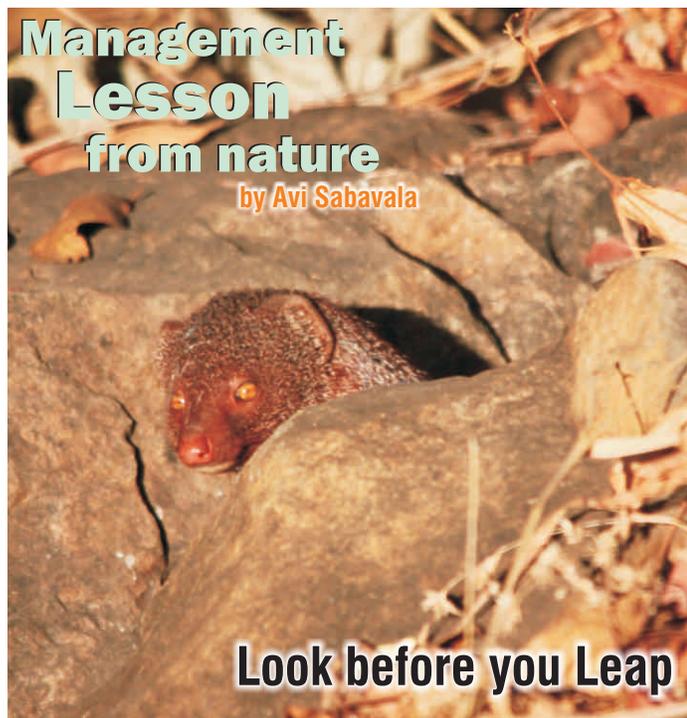


immutability, universality, precision and exactitude of physics. Take the recent financial crisis. It is not as if no one saw the pressures building up. There were a respectable number of economists who warned of the perilous consequences of the build-up of global imbalances, said that this was simply unsustainable and predicted a currency collapse. In the event, we did have the system imploding but not as a currency collapse but as a melt down of the financial system.

53. We will be better able to safeguard financial stability both at global and national levels if we remember that economics is a social science and real world outcomes are influenced at a fundamental level by human behaviour.

Lesson 8: Having a sense of economic history is important to prevent and resolve financial crises

54. Let me finish with the last lesson which is on a larger canvas - that having a sense of economic history is important to prevent and to resolve financial crises. In their painstakingly researched book, This Time is Different: Eight Centuries of Financial Folly, Kenneth Rogoff and Carmen Reinhart argue that every time a crisis occurs and experts are confronted with the question of why they could not, based on past experience, see it coming, they would argue that past experience was no guide as circumstances had changed. Yet this 'this time is different' argument does not hold. Reinhart and Rogoff put forward impressive evidence showing that over eight hundred years, all financial crises can be traced to the same fundamental causes as if we learnt nothing from one crisis to another. If only teaching in economics had included a study of economic history, perhaps we can avoid repeating history, never mind as a farce or a tragedy.



Welcome New Members

INSTITUTIONAL MEMBERS:

Jewel Consumer Care Pvt. Ltd.

PROFESSIONAL MEMBERS:

Mr. Animesh V Joshi	Mr. Sanjeev Sinha
Mr. Daxesh S Modi	Mrs. Savita Gaekwad
Mr. Satish Madhukar Jagtap	Mr. G R Patel
Dr. Paulomi Dalal (Shah)	Mr. Ronak Thakkar
Mr. Manoj Bhatt	

ASSOCIATE MEMBERS:

Anujkumar R Patel
Kanzaria Parthiv Arvindbhai

BARODA MANAGEMENT ASSOCIATION

Organizes

3rd Igniting Minds Young India Programme (IMYD)

Theme : "Valley of Dreams"

Date : 19th February 2012 **Timing:** 8.30 am to 5.00 pm
Venue : Medical College Auditorium, SSG Hospital, Baroda

Concept:

"Igniting Minds Young India" 2012 (IMYI) is a new initiative of BMA which seeks to help young people find the common ground between managing self, choosing their career and finding the right work environment. The programme objectives are:

- Inspire young people both students and professionals from various disciplines.
- Many young people today have bright minds, which need shaping up to what to expect in their career they are always seeking advice from icons.

Our target audience will be 600-750 Young Minds up of students pursuing professional courses like engineering, architecture and management and young professionals.

LIST OF INVITED SPEAKERS:

- **Shishir Joshipura**, MD, SKF India Ltd.
- **Mohandas Pai**, Director, Manipal Universal Learning
- **Bhaven Kachchi**, Writer & Columnist
- **Mandi Prasad**, Professor, NITIE, Center for Student Enterprises
- **Harsh Chhaya**, Leading Actor & Writer
- **S K Das**, GM, Bank of Baroda

Registration Fees:

Rs.100/- per participant inclusive of Breakfast, lunch & Hi-Tea

Please contact: **BARODA MANAGEMENT ASSOCIATION**



Women's Development Committee

Announces

ONE-DAY SPECIAL PROGRAM FOR WOMEN

On **"Communicative English, Business Etiquettes
And Personality Development"**

By **Ms. Bijal Mistry****Date** : 3rd February, 2012 (Friday)**Time** : 09:30 AM to 05:30 PM**Venue**: **BARODA MANAGEMENT ASSOCIATION****Women's Development Committee**

Organizes Special Talk on

"Relationship at Home & in office"By **Dr. Niranjana Shah**

Prajapita Brahmakumari Ishwariya Vishwa Vidhyalaya,
Vadodara

Date: 10th February, 2012 (Friday)**Time**: 09:00 AM to 01:00 PM**Venue**: **BARODA MANAGEMENT ASSOCIATION****From Editor's Desk**

Friends,

Some of you missed intellectual feast of AMC. Now, full course meals are exhausted, still sample of each recipe is brought to you in this issue. If you are relishing it then you can get it in the form of recorded program from our office. We have included an article "Vadodara – at crossroads, Growth Versus Development" by Mr Ravikant Joshi. Yes, we are curious to know about it as Barodians.

For better future of our nation we are banking on youth. Thus this 3rd year for " Igniting Minds Young India Program" and galaxy of speakers will share their mind. So, we appeal that youth must participate and fee Rs 100/- is nominal. However the process of youth building starts from child and thus the book browsing on "Toxic Childhood".

We will be missing a very familiar smiling face of Mr. Mukund Jadhav and longest ever serving office member. His sincerity is well known. Best Wishes for his future.

Pradeep Pofali**Management
Development
Program**

Date : 30.01.2012 & 31.01.2012

**Self Awareness & Executive
Development**
by Mr. R G Sule

**Mr. Mukund G Jadhav**

Mr. Mukund G Jadhav joined BMA in 1976 as an Office Boy. In view of his sincere and dedicated work to BMA during the past 35 yrs. he has received the Dr. S. Srikantiah Memorial Award for Best Employee of the year in 1999. He was also the recipient of Long Service Award in 2008.

He is the first person who retired as Office Assistant from BMA by rendering 35 years of service.

January-February 2012

Timing : 6.15 p.m. onwards

EVENING TALK

06/01/2012	"7 Cs of Success" by Mr. Suresh Patel
13/01/2012	The Video Film Show: "What The Bleep Do We Know"
20/01/2012	"Enriching your Life through Self - Hypnosis" by Dr. Avnish Dave
27/01/2012	"Corporate Social Responsibility in Next Decade : Prospects and Challenges by Prof. Sanjai Bhatt
03/02/2012	"Hurt Management" by Ms. Dimple Bakshi
10/02/2012	"Lee Kuan Yew - Hard Truths to Keep Singapore Going" by Mr. Sunil Vakil
17/02/2012	"Preventive Litigation Management" by Mr. Avadhoot Sumant
24/02/2012	"Parenting the Parents" by Dr. Kiran Singlot

Venue : Guru Narayana Centre for Leadership, Anmol Plaza, Old Padra Road, Vadodara.**Editorial
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