



24th Annual Management Convention

Come October and BMA secretariat is buzzing with activities for the preparation of AMC and members / corporates / companies are waiting for communication and schedule of program. However, this time, President in his first speech and address through Samanvaya, June 12 issue announced the dates 1st and 2nd November' 12. The resource team was formed and went into action soon after, to meet dates.

To decide the theme of the AMC needs enough brainstorming. It should, ideally, maintain continuity, focus on tomorrow, cater present needs and have checks and balances. In the year 2010 we did churning on "Brand India – Opportunities and Challenges". Last year, we debated on "Green India – The Ecology of Growth". Thus, having seen opportunities and growth, this year was given for checks and balances, "India Leads – Myth or Reality?" It was essential to investigate in most of the areas to have reality check and thus Business, Economy, Innovation, Entrepreneurship, Sports, Agriculture & Environment, Marketing Media, Governance, Society, Hospitality, Spirituality, CSR sectors were listed. Those who missed this important event, for any reason, would get a feel of what took place through this write up.

As per our cultural tradition any such auspicious program should essentially start by lighting of lamp and prayer to God for success of an occasion. The pleasant duty of reciting prayer, in classical form, was performed by **Ms. Ishira Bakshi**. Thus the tone and atmosphere was set to roll program ahead.

All dignitaries, speakers and participants were welcomed by **Mr. Samir Parikh**, President BMA and in brief he explained about the AMC and its uniqueness. He told about many events / activities



Mr. Samir Parikh

happening for the first time. He explained about the necessity of this theme. He cited Mr. Gurcharan Das and his book – India Grows at Night for explaining some paradox, myths

and ignorance prevailing around. It needs examination and thus the convention theme.

Mr. S K Das, Basin Manager, ONGC Ltd., Vadodara and Convention Chairman unfolded the theme and told the audience what would be takeaway. He told about the distinguished speakers who would be sharing their knowledge, from various sectors. The debate session by young members is introduced to dissect issues to sharpen skills. He felt confident that this convention would be value addition to companies and participants. Thus the session was set open.



Mr. S K Das

First to address on Economy sector, was our Guest of Honour, **Mr. Ashok Chawla**, Chairman – Competition Commission of India. He became nostalgic for his association with Vadodara. He initiated his talk on economic front with mega trends, its pointers, policy framework, governance. The architecture of Government was based on Socialistic approach and thus government was major driver for industry and we see those around our Vadodara. The philosophy was to have huge control, capital goods production and import substitution. While this was happening, lethargy was creeping in the system and it was being untenable. Thus it needed policy change and economic liberalization set in, first a bit in 1980 and with paradigm shift in 1991. He explained as to how control were rationalized and growth rate improved. It was a transformational story and renewed share and shift in all sectors, a movement from agriculture to industry. Now we need to introspect for growth. What needs to be done for moving forward? The job scenario for agriculture and manufacturing with skill development of youth. He elaborated policies on manufacturing, infrastructures, energy, land and labour etc. with the help of private sector, as a partners and removing monopolies. He talked of challenges ahead.



Mr. Ashok Chawla, IAS

Mr. Sudhir Vasudeva, CMD ONGC Ltd. and Chief Guest, opened topic on Business sector, asking for reality check as a usual corporate approach. He talked on statistics, index and rankings available about India's growth, income and related



Mr. Sudhir Vasudeva

BMA Corporate Sponsor



parameters, in relation to population. He touched on rise of middle class, their changing purchase capacity and migrating population resulting into urbanization. This change is asking for space, roads, transport etc. He compared India vis-a-vis other developing countries. He elaborated on trends related to rise of rural market, farmers and agriculture products, availability of roads and rails, growth in media, scale and size of industry and most importantly virtual connectivity. He quoted many sources who have studied on India's growth story and their projections. All growth stories have elements of ifs and buts and need fingers crossed. Very important issue came up on availability of oil and gas in India in coming years, during question and answer session.

Mr. Arup Basu, President, New Business & Innovation Centre, Tata Chemical Limited spoke on Innovation. Some of the innovations in Gujarat are – Amul, salt production, charkha, wind energy, solar panels on canals with multiple benefits (land saving, evaporation, micro-electricity). He gave glimpses of in-house innovations of Tata, in diverse fields. So what are the challenges for innovations? He termed those as I, ME and MYSELF. Innovation is all about teamwork and some failures. Right from childhood a person is taught about competition and in organization he is expected, all of a sudden, about collaboration. The challenges for innovation are collaborate, compete, create and control. How these work in office and managers behave? Do we really spend on research and mean it? What are the solutions to the problems raised? Those are inclusive entrepreneurship, partnering mindset (technology out source), reduction in corruption as well as black market through technology such as telephony. Most important step would be improving innovation, reputation and resources. It is like orchestra playing symphony. His concluding remark was "stone age ended not because of we ran out of stones but because of innovations".



Mr. Arup Basu

It was apt to follow Entrepreneurship session post innovation. The aroma of coffee and brand name Cafe Coffee Day (CCD) is quiet invigorating to youth and old alike. So our next speaker was **Mr. V. G. Siddhartha**, Chairman – Coffee Day, decorated with many awards. His opening question- How can you NOT be optimistic? Any Entrepreneur has no choice other than being optimistic otherwise he should retire. It is a one way traffic. He has proved it by growing his business multi-fold. Contrary to early speakers, who were cautious, he was eternally optimistic, bubbling with enthusiasm and made a statement that next 30 years Indian economy is expected to grow by 20 times, supported by some figures. He said that in any circumstances India will be growth story. He cited an example of Germany in stagnant state and Europe who will export capital in India. He spoke about the qualities of an Entrepreneur and important one is to be just contrarian.



Mr. V G Siddhartha

All work and no play makes Jack a dull boy, All play and no work makes Jack a mere toy.

Believing on this, the next was sports sector and at Vadodra the first name on recall is **Shrimant Samarjitsinh Gaekwad**. He is associated with Cricket and Golf. This interactive session was conducted by **Ms. Tejal Jani RJ** of 92.7 BIG FM Radio. He spoke on the current scenario of badminton, golf, cricket and cycling. He elaborated on ranking of sports persons, India on world map and made comparison. He did churn his thoughts on how sports will increase in our country. His innovative thinking about building golf course was initially ridiculed and was advised to have better use of his property. However, now his decision has paid even dividends.



Shrimant S. Gaekwad & Ms. Tejal Jani

It was a time for some "Few First Initiatives" in the history of BMA and one among those was a book launch by **Mr. H. K. Agrawal** and **Ms. Tejal Amin**. The book is titled "Beyond Management- Be All" and authored by **Guruji G Narayana**. **Mr. Samir Parikh** spoke on the purpose of book launch. Mr. Agrawal had all the praise for author's thoughts in the book. A special mention was on Transactional Analysis addendum. Ms. Amin told the audience that she admires the thought process of Guruji.



Mr. Samir Parikh, Ms. Tejal Amin, Guruji Narayana & Mr. H. K. Agrawal

Guruji blessed the audience with his rich thoughts and especially process of management. He elaborated on TA and work of Stephen Covey. He picked up few threads from his latest book and explained on social and behavioural issues. The managerial roles at various situations, in day to day life.

Now it was a time to go to basic Agriculture and Environment sector and speaker was **Dr. Kirit Shelat**, Executive Chairman, National Council for Climate Change. He initiated with some stark statistics about agriculture and food condition in India. He elaborated our position about crop production, irrigation and share of states. He painted changing scenario of scarcity condition of yesteryears to surplus / self-sufficiency of today, available for export. Some of the issues affecting agriculture growth is availability of colleges for agriculture and environment change. The



Dr. Kirit Shelat

growth has to be sustainable while considering environment. He narrated an episode of Kutch earthquake and how land became unsuitable for farming. However initiative of Shroff Foundation brought noticeable changes. Another case was sea water ingress and how preventive action brought fruitful results. The challenge of the day is to transfer knowledge to farmers and acting over it.

If we have to grow in future then it is inevitable that we need youth who are capable to think and act. Today, we come across the paradox that plenty of qualified youths few are employable. In such condition, it is best to involve those youth [GEN Y] for debate on the convention theme. So students were drawn from different institutions. They were asked to debate on the issues like education, CSR, media, sports and governance. The debaters were from various faculties.

Mr. Vikrant Singh
Ms. Aakanksha Sharma
Ms. Neena Thakkar
Mr. Preyas Pandya

Mr. Manan Pathak
Ms. Varsha Motwani
Mr. Ashish Krishnan
Ms. Sangeetha Sasidharan



Participants & Anchor Mr. Sandeep Purohit

The session was anchored by **Mr. Sandeep Purohit**, VP BMA, in his own style of fun, pinch, poetry and guidance.

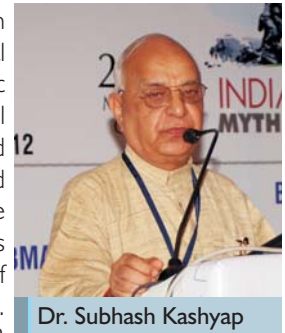
After full day of brain stimulating and storming, it was prudent to have brain relaxation and rejuvenation for following compact day. So a gala musical night at Sir Sayajirao Nagar Gruh was conducted and singers were Mr. Anil Bajpai and Ms. Neelima Gokhaley.



Gala Night Singers - Mr. Anil Bajpai and Ms. Neelima Gokhaley

Second day, first session was assigned to Governance perspective and learned speaker was **Dr. Subhash Kashyap**, Former Secretary General of Lok Sabha. He opened topic by defining governance. He expressed an academic need for political management. He drew incidents from history and from different sphere, to show the periods when India leads was reality and myths, as well. Then he started taking stock of current situation and touched on governance which is taking horrendous beating

because of widening gap between politicians and people and several issues. There is crisis of value in public life and administration where civil servants are getting servile and spineless. Today politicians need protection of goons or they are same. People lack many basic facilities and live below poverty line. In spite of all these conditions there is hope. Democracy of India is USP.



Dr. Subhash Kashyap

Decentralization of power would improve the situation. We need to awake. Only dead have no problems. We are living and so face and solve the problems to lead.

When Dr. Kashyap dwell upon entire society, it was a turn to small section of society called Gay. **Prince Manvendra Singh Gohil**,

Chairperson - Lakshya Trust was next speaker who confessed his gay status and started movement for that section. He preferred to open session by playing film song based on Indian classical raag Sohini and pure raag on harmonium accompanied by tabla. A documentary film on the life of Prince Manvendra Singh was shown. It was quiet a uproar when he declared about his gay status since it is taboo to talk about it in India. His trust helps people for HIV, AIDS and gay status suffering. This session highlighted a different perspective than the one prevailing in our society. Modhera temple is witness to its acceptance and existence even in early days.



Prince Manvendra Singh Gohil

Our next session was on hospitality and **Mr. H. N. Shrinivas Sr.** VP & Head (HR) Taj Group of Hotels was the speaker. He is a student of history, mythology and shared his experience to talk on India leads. He definitely feels that India has no shortage of Talent but efforts are needed to hone them to make employable. Talent augmentation has to go as Generic → Expert → Master → Grandmaster. He gave figures about employment generation in various sectors at some cities and asked how those organizations meet their requirement? Companies have to pick up people and train them. A good example is Infosys which established centre to train 4000 people at a time at Mysore, way back. So, pick up people from school age, look for their inclination. Taj spots the people at early age from rural places and selection is based on their values, attitudes, cheerfulness and their inclination like cooking, room service, confectionary etc. Taj certifies trained people so that they can have jobs elsewhere too. India has great demand on employment front and essentially needs to fill skill-gap. He gave an example as to have to eliminate competition through talent.

The next session was devoted to Corporate Social Responsibility



Mr. H N Shrinivas

and speaker was **Dr. D. R. Mehta**, Former Chairman – SEBI & Chairman – Jaipur Foot. Right from first step forward, he sounded very optimistic and asserted that India is leading. He had argument to support his thinking – how many new companies are coming up from Germany or Japan in last five years? If capitalistic countries has to survive global competition then the answer is innovation. India is innovative and cost conscious to beat competition. He explained the introduction of CSR with companies and implementation method. He explained his association with Jaipur Foot and the amount of work done to help needy and especially poor at highly affordable cost. While doing this duty how they maintain dignity and convenience of people. It is tremendous work and sharing skills and techniques with who ever is needy. He showed the film to drive the point.



Dr. D R Mehta

This session was given to Leader **Guruji Narayana** to share his experiences on Spirituality and India. He was interviewed by **Ms. Tejal Jani**. The first issue was about multi-tasking. The second was about decision making by leaders and their welcome stance to accept problems and stand by their followers. Spirituality and leadership was very well debated.



Guruji Narayana & Ms. Tejal Jani

This was a very compact session on business wherein stalwarts from some industries were invited to debate–

- **Mr. S. K. Negi**, Managing Director, GETCO
- **Mr. S. V. Digvi**, Managing Director, Ferromatik Milacron
- **Mr. Sushil Kumar**, President, Reliance Industries
- **Mr. Atul Garg**, Sr. Director, CA Technologies

The session was moderated by **Mr. Maulik Mehta**, Chief Executive Infinity Consultants. He made three important statements.

- 1) Whatever you say about India, the opposite is equally true in most cases.
- 2) The meaning of Leadership – whether it is competitiveness or changing paradigm.
- 3) Current argument is – whether it is a public sector or private sector, who will deliver desired results.

The overall tone was that India will be leading and growth is given, with innovations happening, in sectors like agriculture, manufacturing, services. Change is happening and it is up to us that you enjoy or endure it. Balanced growth would be important and not allowing to skew it since it cannot sustain. One of the key issue is energy and the import of hydrocarbon is 75-80%. Some essential changes are must to increase growth potential – shift from I to WE, transparency, research, interaction between academia and industry on regular basis.

All developing countries see change from family managed business turning into large companies / corporations. How do



(L-R) Mr. Atul Garg, Mr. Sushil Kumar, Mr. Maulik Mehta, Mr. S. K. Negi & Mr. S. V. Digvi

those companies work? What happens between two generations in family for running a business? To answer those questions, **Prof. Parimal Merchant**, Director – FMB at SPJIMR was invited to speak. What is general meaning of family business? Why do companies fail? He made a case ,why do family business do



Prof. Parimal Merchant

better? What is Lala culture – it is aligning with the owner and matching the frequency? The family business has wholistic approach by default. He showed few paradox and still companies working with profit. How the companies are continuing earlier acquired habits and still want to continue as compulsive habit? The owner is only problem solver and goes for micromanagement, to talk on every issue.

The valedictory session was graced by **Prof. Ravindra Dholakia** from IIM-A and spoke on Economy. The economist perspective



Prof. Ravindra Dholakia

is mostly medium to long term. He deliberated on history of last 200 years and why it was stagnant. He opined that India has great potential to grow and lead. But need to think about ability to convert potential into reality. Thus we need to consider the rate of reforms and about enjoying vacations as well as indecision, intermittently during reforming. Considering all present scenario he expect the growth rate to touch 9 to 9.5 % in coming 20 -25 years. How money will behave as investment, saving etc. He sees a scenario of changing society with great innovations, life style, product upgradation etc. He ended with note of optimism and grabbing an opportunity in coming years.

It was a great time to felicitate **Mr. Ravi Uppal**, MD & CEO of Group JSPL for his contribution to BMA and Vadodara. The scroll was read by **Mr. Ashet Kikani** and presented by **Prof. Ravindra Dholakia**. He was felicitated by Past Presidents.



Mr. Ravi Uppal

Mr. Ravi Uppal spoke on micro-economic perspective of business.

SAMANVAYA

He said that unequivocally that India is to lead and for that take a bird's eye view. Some time back China took a path of revolution and India as evolution and thus the time frame of growth. If you are looking for future then look at what shaped us in past and what were those impacting forces. Post Independence it was a socialistic approach and then being



Mr. Ashot Kikani

because of his distinct style of presentation, sprinkled with poetry and humour.



Ms. Ishira Bakshi presenting Prayer

To navigate a program smoothly for two full days, we need a MOC and that pleasant job was done by Ms. Kavita Mittal, MOC with full enthusiasm.



Ms. Kavita Mittal



Past Presidents felicitating Mr. Ravi Uppal

WTO members. Then changes appeared. While India has to grow then we need to remove inequalities. He drew attention to the growth of commodities like sugar, cement and middle class. Information and software technologies helped as tail winds and speed up economy. There are some faults and corruption. He spoke on what can be done and especially choosing our leaders in politics and education standards. What level of living standard we should look for? Don't emulate OECD countries because it is not sustainable. He expects the things in future will be more transparent. He insisted to bring the products which are affordable like Nano car, domestic flying, medicine and which can create challenge world over.



Mr. Sandeep Purohit

The pleasing task of felicitation of convention partners was done by Mr. Sandeep Purohit, VP BMA which was followed by thanking and giving program perspective right from the germination of theme, program chalk out, inviting speakers and speaker's viewpoint. Though it was end of program, audience was glued to chair



Group Photo of AMC Team

RESOURCE TEAM OF 24th AMC

President	Samir Parikh
Vice President	Sandeep Purohit
Hon. Secretary	Ashot Kikani
Hon. Treasurer	Sagar Mehta
Imm. Past President	Chirag Bakshi
Convention Chairman	S.K. Das
Convention Director	S.K. Rajjada
Convention Director	P. S. Mallik
Convention Member	V.K. Verma
Convention Member	Dilip Kumar Dash
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The Creativity of Women

Women's Development Committee organized a program on **19th December 2012**, on the above topic. **Ms. Raksha Bharadia**, the editor of the "*Chicken Soup for the Indian Soul*" and author of "*Me: A handbook for Life and Roots and Wings*", graced the occasion.

Ms. Bharadia spoke on "*Attitude for success*" and "*Understanding Relationship*" in her first session. She substantiated topics by drawing success stories from her own experience. The topic started with narrating an incident while



Ms. Raksha Bharadia addressing the audience

she was authoring a book *Wings* - she met **Mr. Balkrishna Doshi**, a renowned architect whose inspiration gave energy. A common thread, among all the stories she narrated to audience, was to explain about achieving success and dynamics of relationship in life.

The second session was an interactive workshop and participants were asked to write story. She guided all on how to identify a story and write it. She focused on writing non-fiction stories like the *Chicken Soup* series.

Around 150-200 women participants were benefited.

The Creativity of Women - Stars of Event

Chicken soup for Baroda Souls

1) Jayshree Rawat

A morning, very regular, like any other morning started with my tinkling eyes...trying very hard with its little little eye-lids to open up to the light streak of rays peeping silently through the netted window. Thin, black, stick to each other...these eye-lids resting and still, struggles hard for numerous seconds, minutes and at times hours to open to the surprise of the night giving up itself into the morning. The surprise I cherish every morning when my eye nerves stretch harder to wake up to those sun rays, the surprise I cherish every morning in a new form every day is the freshness. This early morning freshness I carry the entire day till my eyes again rest to peace and my eye-lids again gets folded again for a new morning.



2) One More Chance – Neena Roy Thomas

After a peaceful night's rest within the comforts of my

home, I woke up to a beautiful morning with the sounds of birds chirping in the garden. The sun was just about to rise, giving the sky a beautiful golden colour, while the moon was making a silent exit.



The mayhem and craziness of the city was far away – or so it seemed. The sleeping city was slowly waking up. School buses plying on the roads, street lights switched off, newspaper and milk delivery boys whizzing the streets.

Meanwhile the early bird had caught his first worm and the eagle soared high in the sky searching for his prey.

A new day had begun.

..... To face and overcome challenges,

..... To make our dreams come true,

..... To correct our wrongs,

..... To spread happiness around,

..... To prove ourselves!!!

We are lucky to have one more Chance...Waste it Not!

Empowering Women Series Bytes

1) BMA ki Panktiya by Priti Zaveri

BMA ने रक्षा के जरीए सखियों को दिखाई अपने ही विचारों की धूप; कि पड़ गई गहरी सोच में और लग गई बनाने (लिखने) चिकन सूप।

जो पड़ी थी दुनिया के किसी कोने में चूप;

जगाकर उनकी सोच को उन्हीं को दिखलाया उनका रूप.

चलो सखियों मिलके बनाते हैं ऐसी एक धून;
जगको सुनाई दे विसेन एम्पावरमेन्ट की गूंज.



2) Geeta Sikdar

Empowering women series organized by BMA gave us the opportunity to hear Raksha Baradhya's inspiring and practical tips on handling relationships in life. She was able to awaken the "Creative Corner" in many of us by guiding us to write short inspiring stories for "Chicken Soup Series." Her short workshop with activities like doodling and closing eyes allowed us for few minutes to introspect and look within oneself to bring out the 'writer' in us.



3) Dr. Kavita Julka

"We never know how High we are till we are called to Rise...." A very interesting & self-exploratory workshop with Ms. Raksha Bharadia which called upon women from walks of Life to rise & nurture their hidden talents along with other multi-tasking abilities. Cheers to Women Empowerment & Creativity!!



SAMANVAYA

BMA Bytes

Bijoya Baksi

Under the leadership of some very enlightened people, Baroda Management Association is bringing wonderful opportunities to the citizens of this beautiful city by organizing talks of eminent speakers who can make a difference to the thoughts and lives of many like us!! The 21st century woman needs to be empowered and the "Empowerment of Women Series" that BMA conducts is really praiseworthy. I, for one, look forward to attending this well-crafted, well designed and very inspiring lectures and find them invigorating and arousing. Being the head of an educational institution I motivate my young teachers to take time out to attend...after all our greatest learning takes place from experiences and interaction. What impact Gen V.P.Mallik, Mr. Prabhu Chawla & Mr. Shiva Kumar made last August, Thanks a lot BMA... We are with you!!



RESOURCE TEAM

Chairperson	Ms. Aditi Tiwari
Co -Chairperson	Ms. Anaouli Desai
Member	Ms. Ankita Soni

Sponsor



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Talent Masters

What Mr. Ram Charan and Mr. Bill Conaty has to say

- Talent will be a big differentiator between the companies that succeed and those that don't.
- Talent masters assess and express what each person is in reality, not against some predetermined check list.
- In a fast changing business world, the person who is right for a job today may be wrong in a year or even six months.
- In an organization when a successor is announced, the other two leaders would almost would leave the company.
- The time spent on nurturing creates an intimacy that pays off in the performance of company.
- Success is almost never a straight line. Indeed, often the greatest talents are those who progressed through twists and bumps.
- People who are individually brilliant but cannot work in teams get weeded out.
- The best companies draw best talents in disproportionate amounts. They literally have too many good people to accommodate on a narrowing executive pyramid. Some of those people naturally become impatient – and willing to take risk, an important characteristic.

Dr. S Srikantiah Memorial Lecture

Dr. S Srikantiah, Founder Dean of Faculty of Management Studies, MS University is known for his rich contribution to management studies. Friday Evening Talk Committee arranges lecture for his remembrance as well as paying homage, every year. **Mr. Hiranmay Mahanta** was invited to deliver lecture, on 23rd November 2012, at Dr I G Patel hall at FSW. The topic was, "Mining the Minds of the Mass for Making India Innovative Knowledge Society involving Youth as catalyst"

Mr. Hiranmay Mahanta is currently leading national knowledge portal Techpedia.in at SRISTI, based at Ahmedabad. Besides, he is Honorary Director of GTU Innovation Council which is the largest University based Innovation Ecosystem in India. He



Mr. Hiranmay Mahanta addressing the audience

has been appreciated for his efforts in techpedia by former president of India, Dr A.P.J. Abdul Kalam at IIM-Ahmedabad in 2009. He has extensively addressed young students, on India centric innovation models.

CEO Forum

SAMVAD with Shri R Gopalakrishnan



Mr. Rahul Amin, Mr. R. Gopalakrishnan & Mr. Samir Parikh

Baroda Management Association had jointly organized the CEO Forum on **1st December, 2012** with the Navrachana University, supported by Mayfair Spaces. **Mr. R Gopalakrishnan**, who has been a professional manager for 45 years, delivered an interesting lecture on, "Decision Making: Why we lead our lives through Intuition but pretend to live through Rationality".

On this occasion, his latest book was released - "What the CEO really wants from You: The 4 A's for Managerial Success". He has authored few more books - "The Case of the Bonsai Manager: Lessons for Managers on Intuition" and "When the Penny drops: Learning what is not Taught".

Around 600 participants attended this function.

TIMES NEWS NETWORK

Vadodara: Baroda Management Association (BMA), which is into existence for 54 years now, is launching its first ever programme - Shaping Young Mind Program (SYMP) - in association with All India Management Association (AIMA).

SYMP is being launched with the aim of helping youth shape up their careers by learning from high achievers.

"We have invited celebrity speakers including former chief of Army staff general V P Malik, sarod maestro Amjad Ali Khan, senior vice-

interactive session with about 100 industry captains and business leaders from across Gujarat will be organized under the aegis of BMA-CEO Forum.

Announcing BMA's future plans, Parikh said the association has already undertaken a major initiative for setting up BMA House on the lines of Ahmedabad Management Association.

"Vadodara will soon have excellent operational facility for conducting various management events. In furtherance of this plan, launching several new initiatives start management clubs in schools, launching

SAMVADYA

વડોદરા, બરોડા સોસાયટી દ્વારા તાજેતરમાં ટેલિવિઝન દ્વારા તાજેતરમાં ટેલિવિઝન દ્વારા તાજેતરમાં વિષમ પરિસ્થિતિમાં પાટા ચારણ, ખાતર, જંતુનાશક દવા મજ ટપક પદ્ધતિની વેશનીક ઢબે તલન કિપ્પોડા દી નમ કુચકીની

જાઈપણ લીડર બની શકે છે શિક્ષણ વિકાસનો મહા આધાર યુવા પેઢી પર

આશિત કિકાણી એ સારા લીડર બનવા માટે સાત ગુણો જણાવ્યા જે જરૂરી ટિપ્સ બીએમએ ઈવનિંગ ટોકમાં લીડર અને લીડરશિપ પર વ્યાખ્યાનનું આયોજન કર્યું



શ્રીકાનિહ મેમોરિયલ લેક્ચર સીરિઝ ચોષઈ

સિદ્ધિ રિપોર્ટર વડોદરા

ભરોડા મેનેજમેન્ટ એસોસિએશન દ્વારા ઈવનિંગ ટોક 'માઈમિન ધ માર્નિંગ ઓફ પ માર્સ રો મેડિંગ ઈન્ડિયા ઈનોવેટિવ નોલેજ સોસાયટી' વિષય પર ચોષઈ હતી. ડો.શ્રીકાનિહ મેમોરિયલ લેક્ચર સીરિઝ અંતર્ગત યોજાયેલ આ વિષય પર ડેકાધિયાના મેનેજિંગ ડાયરેક્ટર કિરનમય મહાનાભે વાત કરી હતી.

કિરનમય મહાનાભે જણાવ્યું હતું કે, 'ઈન્ડિયાને પ્રાચીન સમયથી જ રિસોર્સ મેન્ટેન્સ ઓબલ હેરિટેજ, પ્રાકૃતિક ચિપુલતાથી સંદર દેશ માનવામાં આવે છે. ઈન્ડિયન ક્લોથર દ્વારા રોકાયું મેન્ટીન અને પ્રચાર

સિદ્ધિ રિપોર્ટર વડોદરા

માન્ય રીતે લિડર્સ એટલે પથ દર્શક. સ્વામી વેકાનંદ, ગાંધીજી, મધર ટેરેસા, સરદાર વલ્લભભાઈ પટેલ, ઈન્દિરા ગાંધી જેવા કાનુભાવોમાં સામ્યતાની વાત કરીએ તો એક લક્ષ બધામાં સામાન્ય નીકળશે, અને એ છે લીડરશીપ પ્યારે સામાન્ય રીતે લોકો લિડરશીપ વિશે મનમાં નો જરૂરથી આવી શકે છે કે કેમ અમુક લોકો જ ડર છે, જ્યારે ઘણા કોલોવર છે, લિડર બીજાથી િ રીતે અલગ છે અને ચું કોઈ પણ લીડર બની શકે ત્રાવા જ પ્રશ્નોના જવાબ માટે બરોડા મેનેજમેન્ટ એસોસિએશન માટે 'લિડર્સ અને લિડરશીપ' વિષય

આશિત કિકાણીનો પરિચય

આશિત કિકાણી એવા જુવા ભારતીયોમાંથી છે જેમને 'હું ઈઝ હું ઓફ ઈન્ટરનેશનલ એકઝામ્પ્લુટીવમાં સ્થાન પ્રાપ્ત થયું છે. તેઓ 'ખાલીટી યુનિવર્સિટી ઓફ શિકાગો જુએસએમમાંથી ડિગ્રી મેળવી છે. તેમને અમેરિકાની અનેક કંપનીઓ વરફલી પણ એવોર્ડ મળ્યા છે. અનેક ઈન્ટરનેશનલ કોન્ફરન્સમાં તેઓ વક્તા રહી ચૂક્યા છે.

નાનોને એક્સપર્ટ્સે ગાઈડ કર્યા

આશિત કિકાણી એવા જુવા ભારતીયોમાંથી છે જેમને 'હું ઈઝ હું ઓફ ઈન્ટરનેશનલ એકઝામ્પ્લુટીવમાં સ્થાન પ્રાપ્ત થયું છે. તેઓ 'ખાલીટી યુનિવર્સિટી ઓફ શિકાગો જુએસએમમાંથી ડિગ્રી મેળવી છે. તેમને અમેરિકાની અનેક કંપનીઓ વરફલી પણ એવોર્ડ મળ્યા છે. અનેક ઈન્ટરનેશનલ કોન્ફરન્સમાં તેઓ વક્તા રહી ચૂક્યા છે.

Chat masala

Recently the city witnessed an interesting interactive session which was held at a local hotel. The topic of discussion was the role of women in public life and three well-known women from the city - educationist Tejal Amin, industrialist Geeta Goradia and mayor Jyoti Pandya spoke on the occasion. All the speakers, apart from talking about their personal experiences and challenges, talked in detail about women empowerment and what women need to do to manage their lives well. This event saw several Barodians who came to listen to the three eminent speakers, and they later actively participated in some meaningful discussions.

to follow up on lessons t from Kargil: Gen Malik my Chief Was In City To Address You

sons coun- Kargil war followed up ization of n of keep- s require- army staff said this on e Shaping programme by the All it Associ- dia Manage- Malik was ing the Kar-

in a question, the lack of if and weep- performance called his fa- he shall fight have 'that the media when of weapons and equipment was raised during the conflict.

lowed up. Recommendations of the Kargil Review Committee and others are not followed," Malik said.

Malik added that he felt that the country was far too much dependent on imports for equipment for the armed forces. "We import nearly 70 per cent of our requirements," he said. He said that the budget for armed forces was not a major restraint. "It is the imple-

THE 'WRITE' WAY FOR WOMEN!

Recently, the Women Development Committee of Baroda Management Association (BMA) organised an interesting session for women in the city. At this event, well-known author Raksha Bharadia interacted with the participants, who were then told to write stories. She guided everyone on how to identify a story and then write it. Raksha, who was in a pretty jovial mood throughout the event, also told many success stories that she has personally encountered in her life and the audience was all ears to her. All these stories were aimed at telling women about how they can succeed in their lives and how relationships are an important part of everyone's life. The event ended with an interactive session.



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Samir Parikh

Raksha Bharadia

Baroda Management Association

કરિશ્મા કપૂર



01 જુલાઈ : કરિશ્મા કપૂરના પિતૃદાર ખાતે આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

વિવેક ઓબેરોય



02 જુલાઈ : કરિશ્મા કપૂરના પિતૃદાર ખાતે આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કરિશ્મા કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

એશ્વર્યાય બચ્ચન



10 ડિસેમ્બર : એશ્વર્યાય બચ્ચનના પિતૃદાર ખાતે આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કરિશ્મા કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

બોમન-ફરહ



21 જુલાઈ : બોમન-ફરહના પિતૃદાર ખાતે આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કરિશ્મા કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

આફતાબ શિવદાસની



31 જુલાઈ : આફતાબ શિવદાસનીના પિતૃદાર ખાતે આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કરિશ્મા કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

સુસુ પદાણી સંગઠન : ચોરીચોરી ચૂપકેચૂપકે

25 જુલાઈ : સુસુ પદાણી સંગઠનના આયોજી વીડિયોના ઇવેન્ટ કોન્સર્ટના આયોજન સેટેમ્બર્માં કરિશ્મા કપૂર પાનડામાં ડાહ્યાઈ થઈને, કરિશ્મા કપૂર શહેરનો મેકઅપ લઈને હતી. સબમરિનને આ એમ્બેસેડર બોલેને તેમ જાણે તેમ જાણતી હતી. મેકઅપ મુકાબલે દરમિયાન કરિશ્માને મેકઅપિંગનો કડ, કપૂરને પોલિસ લઈ વાતો કરી હતી.

યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી



01 જુલાઈ : યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી. યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી. યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી.

1 જુલાઈ : યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી. યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી. યુથ ડેસ્ટિવલમાં હાર્ડકોરની મસ્તી થઈ હતી.

ફૂટ બિન્ડ્સમાં તોણી સાબરીનો જાદુ છવાયો

27 ફેબ્રુઆરી : ફૂટ બિન્ડ્સમાં તોણી સાબરીનો જાદુ છવાયો. ફૂટ બિન્ડ્સમાં તોણી સાબરીનો જાદુ છવાયો. ફૂટ બિન્ડ્સમાં તોણી સાબરીનો જાદુ છવાયો.



સાબરીનો જાદુ છવાયો. સાબરીનો જાદુ છવાયો. સાબરીનો જાદુ છવાયો. સાબરીનો જાદુ છવાયો.

શહેરને મળવા 17મા મહાસાળ



22 જુલાઈ : શહેરને મળવા 17મા મહાસાળ. શહેરને મળવા 17મા મહાસાળ. શહેરને મળવા 17મા મહાસાળ.

રેહમાન શિખ દયાલે પરમરશિમાં સુરો રેવાલ્યા

17 ડિસેમ્બર : રેહમાન શિખ દયાલે પરમરશિમાં સુરો રેવાલ્યા. રેહમાન શિખ દયાલે પરમરશિમાં સુરો રેવાલ્યા.



શહેરમાં યોજાયું બોનસાઈ અધિવેશન. શહેરમાં યોજાયું બોનસાઈ અધિવેશન. શહેરમાં યોજાયું બોનસાઈ અધિવેશન.

150મી જન્મ જયંતી નિમીતે ભવ્ય સયાજીસવારી નીકળી

12 જુલાઈ : 150મી જન્મ જયંતી નિમીતે ભવ્ય સયાજીસવારી નીકળી. 150મી જન્મ જયંતી નિમીતે ભવ્ય સયાજીસવારી નીકળી.



સિદીને ફરતે ટાઈમ ફલેશમોબનો અનુભવ

16 એપ્રિલ : સિદીને ફરતે ટાઈમ ફલેશમોબનો અનુભવ. સિદીને ફરતે ટાઈમ ફલેશમોબનો અનુભવ.

બીએમએના સિમ્પનું પહેલીવાર આયોજન

01 ઓગસ્ટ : બીએમએના સિમ્પનું પહેલીવાર આયોજન. બીએમએના સિમ્પનું પહેલીવાર આયોજન.

શહેરમાં ફરતે ટાઈમ ફલેશમોબનો અનુભવ

13 મે : શહેરમાં ફરતે ટાઈમ ફલેશમોબનો અનુભવ. શહેરમાં ફરતે ટાઈમ ફલેશમોબનો અનુભવ.

શહેરના આંગણે આંતરરાષ્ટ્રીય પતંગોત્સવ

09 જાન્યુઆરી : શહેરના આંગણે આંતરરાષ્ટ્રીય પતંગોત્સવ. શહેરના આંગણે આંતરરાષ્ટ્રીય પતંગોત્સવ.

નૃત્ય સાથે પેઈન્ટિંગની યુગલબંધી

11 ફેબ્રુઆરી : નૃત્ય સાથે પેઈન્ટિંગની યુગલબંધી. નૃત્ય સાથે પેઈન્ટિંગની યુગલબંધી.

Meeting an IAS with A Difference



This issue of Framing Minds covers the interesting interaction with the Managing Director of Gujarat State Fertilizers and Chemicals Limited (GSFC), Mr. Atanu Chakraborty. Mr. Atanu Chakraborty is an IAS Officer of the 1985 batch Gujarat Cadre. He is an Engineering Graduate with a specialization in Electronics and Communication and has done his Post Graduate Diploma in Business Finance and subsequently MBA from UK (Business Administration). He brings with him experience of more than two decades of working in various State as well as Central Government Departments and Public Sector Undertakings. Mr. Chakraborty has served in the districts of Vadodara, Sabarkantha and was Collector of Amreli district. At Gandhinagar, he has served in Finance, Home, Tribal Development and Labour Departments. He has held positions of Managing Director, Gujarat State Financial Services Ltd.; Chief Executive Officer, Gujarat Infrastructure Development Board; CEO of Gujarat Maritime Board. In the Central Government, he served as Joint Secretary in the Ministry of Finance.

Prior to his appointment as Managing Director of GSFC, he was the Principal Secretary (Economic Affairs), Finance Department, Govt. of Gujarat.

Well, his name doesn't leave anybody guessing that he is a Bengali. The name Atanu in Bengali means God. However, he calls himself a Bengali through Haryana since he was born and brought up in the Jat heartland of the country. The BMA team was given a very warm welcome by the office of the MD. It was also an interesting coincidence that the day and time of the interview clashed with the Gujarat election results. Mr. Atanu Chakraborty's answers (often teamed with excellent humor) and the live TV coverage of election results of clear mandate made this interview more memorable. Here are a few excerpts of the interview which was taken at the GSFC headquarters in Vadodara.

Samanvaya (S): How did you choose a Public Services career: was it a chance decision or by choice?

Atanu Chakraborty (AC): It was absolutely by chance. It wasn't a very considered career option. Since others around me were doing it, I thought of applying for it since I didn't have anything better to apply for at that point in time. However, having applied once, it made sense and then I continued with it. At the end of it, It has been a very satisfying decision – job wise, work wise and a reasonably compensated one with a comfortable life style.

S: Any memories of your youth you would like to share with our readers?

A.C.: Well, no such incidence strikes me at the moment. You know it is like in school, when a teacher asks you a question, you forget the answer, to remember it later on!

However since I have been brought up in the Jat heartland of Haryana, which was a rugged place almost like the wild-west, I have seen the emergence of the Muffasil India. Till then India was

largely dominated by the presence of colonial era English medium schools and colleges like the IIT's and St. Stephen's. That was the time that one saw the emergence of schools which had a middle town influence. Schools which were not typically meant for the convent or the high profile segment. Also, one saw alumni of second level institutions breaking through to top job categories. It was this opening of India that I saw along and that contributed to India taking off. Even our former President Shri Abdul Kalam has mentioned in his various books and articles. This is more of an impression rather than memories of my younger days.

S: How according to you has the Public Services examination system evolved?

A.C.: Not much has changed ever since 1979 and the structure and approach has more or less remained the same. However, recently, the structure of the preliminary exams has been changed with more emphasis on analytical tests and less on subjects. It takes approximately up to one to one and a half years to prepare for these exams. Today, the young generation doesn't have that much of time to keep aside for preparations. I feel the shorter the structure the better. Candidates keep aside quite a bit if time depending for the examinations that they are preparing for, like engineering entrances, etc. Everywhere the structure is becoming longer and longer. According to me this is not the right way of selecting the right candidates.

S: What is your leadership style?

A.C.: I don't have a single leadership style as I feel that a single style will never work. One should be like water, to fit in as per the requirements. It is very important to be compassionate and caring towards people and for that you need to lead from the front. You also have to carry your people along with. Also, transparency, honesty and sharing are values of utmost importance.

S: How important it is to motivate people?

A.C.: Communication is the key to motivation. One has to communicate as much as possible. Especially in large organizations it is always not possible to directly be in touch with all the people, but then through e various means, forums you can get in touch with your people. If your people feel that they are heard then 80% of the problems get solved. Many a times the issues may or may not be resolved, but then the appreciation is there that they are being heard. Hearing them out is the first step towards getting closer to the people.

S: Who have been your mentors?

A.C.: I have been fortunate to have not one but a few mentors in my life who have been my role models, people who have given me good and selfless advice and pushed me through. Without whom I would have only half performed. My mentors have tolerated my mistakes, which I myself find difficult to tolerate sometimes. These special people have contributed to my development and allowed me to grow.

S: How frequently do you travel? Do you like it?

A.C.: Well, frankly nobody likes to travel and I would like to hit my own bed every night. However, since it is very important to stay in touch with people and for that travelling is inevitable. I regularly interface with the regulatory bodies, stakeholders,

analysts and for that I am practically travelling 3-4 days in a week. Also over a period of time, this organization has floated a lot of subsidiaries, so I have to be in touch with their governing structures as well. That increases travel.

S: You are a voracious reader – what kind of books you like to read?

A.C.: Personally I love to read books on military history. I guess this liking is due to the fact that I have grown in an era where I was a witness to some wars. Nowadays I pick on anything, whatever is good, but mostly non-fiction. I have read and written extensively on PPP, but that is a part of professional reading.

S: What are the stresses involved in such a high profile job?

A.C.: Frankly this has never occurred to me. I believe if you can't do something, you can't. One should cut the objectives into smaller portions, take one at a time. Over achieving is bad, both for the organization, as well as for the individual. If you look at any curve, it is flat at the top. If you are within that flat portion then you should be satisfied. I feel once you are reasonably in and around your targets, you should go for something that will give you better results.

S: What is a normal working day for you like? Do you take work home?

A.C.: I don't like to take work home, but I end up taking it. Thanks to these internet facilities, a lot of work can be done from home. I go to office around 9.30 every morning. Once I reach the office, there is no full stop and no fixed time for returning home.

S: What are your hobbies?

A.C.: Me and my wife love to tend to our garden and our dog. I try and be a helping hand to my wife in whichever way I can, except for the kitchen where I am not allowed! I also gym regularly, almost 4-5 days a week. I try to burn off the calories to make place for things I like to eat, sweets especially! Since my younger days I have been very passionate towards trekking and mountaineering and I dream of climbing mountains above 18000 feet.

S: What message you would like to give to today's youth who want to pursue a career in IAS

A.C.: Don't opt for Public Service just for the trappings of power. Always remember that there is someone more powerful than you. If you are looking for variety of work and places, then perhaps Public Service is a good choice.

This interview was conducted by Meera Vin for Samanvaya

The Fraud Examiner

Non profit Governance : Why Donate to a Fraudster?

- By Catherine Lofland, CPA

The Sarbanes-Oxley Act (SOX) of 2002 imposed many new corporate governance provisions for public companies. When we think about scandals at companies like Enron, Tyco, and WorldCom, which were the impetus for SOX, it makes sense that corporate governance is so important: We must protect shareholders and encourage investment to promote economic

growth. Although its importance is not as intuitive as that of the for-profit sector, the nonprofit sector plays a significant and wide-reaching role in our society. According to the National Center for Charitable Statistics, there are currently more than 1.5 million nonprofit organizations, which account for 9.2 percent of all wages and salaries paid in the United States.

In 2002, the former chief executive of the United Way of the National Capital Area (NCA), Oral Suer, was charged with defrauding the charity of as much as \$1.5 million during the 27 years he worked there. Other executives were accused of stealing hundreds of thousands of dollars as well. Internal auditors uncovered questionable spending by top leaders and inflated overhead costs. Publicity of this scandal caused donations to decline dramatically. In 2001, the charity received more than \$90 million; in 2011, only \$35 million was donated to the still-tarnished organization. Could this scandal have been prevented if the United Way of the NCA had a more robust system of corporate governance?

In nonprofit organizations, corporate governance is all too often a low priority. First of all, mismanaged nonprofits have little incentive to reform in an effort to protect their reputations because donors are unlikely to be aware of corporate governance weaknesses. Internal controls and governance structures can be very expensive to implement. Furthermore, a smaller staff in a more intimate environment (as you find in many nonprofits) might foster an artificial impression of trust since coworkers work closely together and know each other on a personal level. Nonprofit organizations, particularly charitable ones, are especially vulnerable to weaknesses in a corporate governance structure due to the altruistic nature of their business. It's hard to imagine that someone who devotes their career to a philanthropic organization would perpetrate fraud there.

When reforming a corporate governance system at a nonprofit, management and the board should focus on the importance of reputation. As evidenced by the United Way of the NCA scandal, a damaged reputation can be devastating. Nonprofits depend on their reputations as efficient, trustworthy and effective entities to raise funds and continue operations. Current regulation, however, makes little effort to harness the regulatory effects of a nonprofit's efforts to protect its own reputation. Therefore, it is up to non-profits to take the initiative in implementing corporate governance reforms to prevent scandal and succeed in their missions.

The board of directors is the cornerstone of the corporate governance function. In a nonprofit organization, the board's role is to oversee the management of the organization and ensure that the organization fulfills its mission. To succeed in this role, a board of directors must perform the following functions:

- Hire an ethical CEO or president.
- Oversee the hiring process for other top executives.
- Set the agenda for board meetings.
- Communicate independently with the organization's external auditors.
- Monitor resource management by ensuring that funds are being used judiciously.
- Ensure the organization operates to fulfill its stated mission.



Notice that the last bullet point says that the board must ensure the organization operates to fulfill its stated mission. This is what differentiates governance of a nonprofit from that of a public company: a nonprofit works toward a specific mission rather than to increase shareholder value. Resource mismanagement is especially problematic in nonprofits because employees may not be accountable to anyone with a direct stake in the success of the organization. Since the purpose and function of nonprofits is so distinct from for-profit companies, nonprofit governance reforms must be distinct as well.

Before donating to a nonprofit, you or your company needs to perform due diligence to ensure the charity is effectively governed, transparent, accountable and fiscally responsible. Consider performing the following vetting procedures for any charities under consideration:

- Review the annual report.
- Read the minutes from board meetings, if available.
- Talk to board members to assess their level of oversight and commitment to donor stewardship.
- Examine the financial statements and inspect the organization's expense allocations.
- Review the organization's investment policy and inquire about whether there is a conflict of interest policy in place.
- Assess whether the programs and services the organization provides are aligned with the organization's mission, and determine if they have the capacity to successfully deliver these programs and services.

Without strong internal controls or an effective corporate governance system in place, nonprofit employees might find it easy to misappropriate or mismanage funds. Too often, nonprofits wait until fraud actually takes place to start thinking seriously about these fraud prevention mechanisms. Nonprofits will be more proactive in establishing an effective governance system if donors start taking the vetting process seriously. Only then can we feel confident that our donations are being used responsibly and ethically to fulfill the charity's mission. You don't want your generously donated funds going into the pocket of a fraudster.

1. What was the original name of Mahindra & Mahindra, when it was setup in 1945?
 2. Which Indian company's airport operation contract was terminated by the government of Maldives?
 3. NCR, Wincor and Diebold; what are they?
 4. Which Indian American businessman was sentenced to two years in prison for insider trading charges?
 5. Who made the famous quote "Business has only two basic functions - marketing and innovation"?
 6. What made an entry in India by opening its first at Horniman Circle Mumbai in Oct-12?
 7. 'Journalism of Courage' is the tagline of which newspaper?
 8. It started with Rs 75 Lakhs in Thrissur, Kerala in 1993; today it endorses biggest Bollywood stars and clocking the turnover of Rs 9400 Cr. Identify the business group.
 9. Which well-known sportsperson would debut in acting by the film 'Rajdhani Express'?
 10. 'Won' or 'KRW' is the currency of which country?

Quiz

- Suresh Purohit

Answers at page 16

Book Review

Author - Jonah Lehrer

The Decisive Moment

Review by Avi Sabavala

Ever wondered how we make decisions which are mostly correct? It has much to do with how our brain responds to various situations. To go into the working of our brain, an interesting read is this book.

The book is replete with interesting examples that illustrate the points made by Lehrer. Each chapter opens dramatically with such illustrations. From an American football game; a pilot dealing with a cockpit

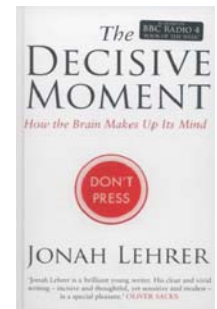
crisis; a military emergency or how forest fires are doused, it takes the reader on a journey into the workings of the brain and gives a vivid account of how we respond to situations from the more ordinary shopping to dealing with crisis or to put it in the author's opening statement : "In this book, you will learn how those three pounds of flesh inside the skull determine all of your decisions, from the most mundane choices in the supermarket to the weightiest of moral dilemmas."

Readers will naturally be interested to know about the credentials of the author. A young author, Lehrer has some impeccable credentials. He is a graduate of Columbia University and a Rhodes Scholar at Oxford University. He is a contributing editor at Wired, Scientific American Mind, National Public Radio's Radio lab and has also written for The New Yorker, Nature, Seed, the Washington Post and the Boston globe. He has featured in brief informational sessions on the television show "Brink", on the science channel. His debut book - Proust Was a Neuroscientist, argues for an intimate relationship between science and the humanities

Do we think rationally or emotionally? Since Plato, philosophers described the decision making process as either rational or emotional. We either carefully deliberate or "blink" go with our gut. Scientists have tried to break open the mind's black box with the latest tools of neuroscience only to discover that this is not how the mind works.

Our best decisions are finely tuned blend of both feeling and reason and the precise mix depends upon the situation. The trick is to determine when to lean on which part of the brain - we need to think harder (and smarter) about how we think. While reason may be an active faculty, the importance of emotion cannot be understated. A good amount of the intuition or gut feeling is the result, of lots of unconscious information-processing done by the dopamine neurons.

The book gives us latest cutting-edge research as well as the real-world experiences with a wide range of "deciders"--from airplane pilots, hedge fund investors to serial killers, poker players and even how we select our brand of jam! It shows how people are taking advantage of the new science to make better television shows, win more football games, and improve military intelligence. The author's goal is to answer two questions: How does the human mind make decisions? And how can we make those decisions better?



SAMANVAYA

After reading this book, the reader can certainly go back to the numerous decisions he/she has made and understand them better. Be sure however, that this is not a book for leisurely reading. It requires concentration to understand the concepts put forward by the author. However, once the reader is fully absorbed in the book, it is surely one of those hard to put down books.

Happy reading!

Seen a Movie **BLACK**

- Pradeep Pofali

Awards won by this movie

The film was screened at the Casablanca Film Festival and the International Film Festival of India. It won the National Film Award for Best Feature Film in Hindi and eleven Filmfare Awards.



- Time Magazine (Europe) selected the film as one of the 10 Best Movies of the Year 2005 from across the globe. The movie was positioned at number five.
- Indiatimes Movies ranks the movie amongst the 25 Must See Bollywood Films.

Watch this movie, if you believe that –

- Fighting odds of life, when most of people don't see success.
- If you have faith in almighty then Mukam karoti vachal, Pangu Langhayate giri (dumb can speak, lame can climb mountain)
- Nothing is impossible. Only those who can see the invisible, can do the impossible
- Lack of communication impacts life.

Don't watch this movie, if you are looking for-

- Heroine with scanty cloths, girating/ singing around bushes in romantic mood.
- Hero twitching his muscles, beating uncontable goons and still unhurt.
- Enjoying scenic beauty of holiday destinations.

From Impossible to Possible

It is story of a girl named Michelle, from affluent and educated family, who was diagnosed as blind and deaf at very early age. In absense of these two important senses, for communication, the growth was only biological and obstructed in other domains. Normally, deaf people do not learn to speak. Thus, she could learn to satisfy basic requirement- food and the behaviour was akin to animal. This is a situation where parents and girl are groaping in dark. The life is BLACK. Hopeless father, in desperate condition beat the girl and decides to send the girl to asylum.

Is the girl mentally ill?

There comes a teacher and accepts challenge to improvise the life of girl. He says, that girl is blind and deaf but not mentally

retarded. Rest of senses /faculties – smell, touch and taste are functional. The rigorous, painful training starts with touch for communication and for every action of a girl. Since she was unable to see and hear, she walked without leaving touch to ground, by dragging her feet. He had a belief in his efforts, could visualize results which girl's parents could not. He makes it possible.

The story takes a turn – the teacher becomes victim of alzheimer and now the girl comes for his rescue. Did she consider that she has limitations.

It is a story of BLACK to LIGHT, in life. Do you still think that it is a fiction and in real life it does not happen. You are mistaken.

Read about and watch video

Helen Keller and her book -*Light In My Darkness* (Helen Adams Keller was an American author, political activist, and lecturer. She was the first deafblind person to earn a Bachelor of Arts degree). *Stephen Hawking* – tied to chair, can't speak but a great scientist and author.

Learning –

- In spite of odds, people can and do rise. They need some assistance.
Sapne man dekhta hai, ankhen nahi.
- Don't live for self only.
Dushron ke liye jeeneko jeena kahte hain.

Readers view "Blood diamond"

- Pradeep Pofali



In the language of economists', this situation is termed as "Resource Curse". The problem with countries or regions with rich resources is that there is very less vertical integration of commodity, leading to export and processing by different set of people. Mining any commodity is very concentrated activity with resulting benefits to very few. Processing and branding is what adds value to diamonds, crude or ore. This is what creates economic activity and what is known as multiplier effect in economy. Just imagine if people were skilled to cut diamonds or create steel from ore. Government has big role but usually these places have dummy Presidents either controlled by junta or crony capitalists.

Another reader's viewpoint

Posing questions in the beginning of write-up, perhaps, makes people think only in that direction. Provide readers a storyline to develop their own viewpoint then raise question to call for thinking of different kind. Why and how people collaborate even in the most chaotic situations? During any conflict of this kind there are always mercenaries (both people and countries, though countries do not take up arms directly). In the case of the movie, it is South Africa that maintains the supply of mercenaries. Identifying mercenaries is usually most difficult part. Some human take advantage of conflict, for their advantage/greed and we can see that in our offices too.

Online Personal Branding

- Rajesh Talati



In our line of work we are "GOOGLING" incessantly. Have you ever wondered if people are googling you? People who matter – Hiring Managers, Recruiters, Colleagues, Clients, Business Partners – are all in fact googling you and more often than not without your knowledge. I do, and the coup de grace is; I also form an opinion of the person that I am googling! The web has replaced traditional research resources and has become the first place we go to when we seek information. It is truly said that the internet has impacted not only the way we work but also the way we manage our careers.

IF YOU DON'T SHOW UP IN GOOGLE, YOU DON'T EXIST.

It is no secret in the world that google is the world's leading internet search tool but what many do not appreciate is that it has become an indispensable tool for communicating our values and purposes as a professional. As a personal branding tool I am overawed by the immense power of Online Branding - it makes you visible which is critical for successful career management. You do not believe it? Here is what International Business Week; one of the most respected Global Business Magazine has to say:

87% of headhunters use Google and social networks to make decisions about candidates and 35% of recruiters have eliminated candidates based on what Google revealed.

Would it therefore surprise you if I said that your Google results may be the determining factor in whether an executive recruiter calls you in for an interview, or your manager decides to promote you or a prospective client chooses to work with you?

Digitally Disguised	Digitally Dissed	Digitally Disastrous	Digitally Dabbling	Digitally Distinct
There is absolutely nothing about you on the Web. It doesn't mean you don't exist, but it means that you remain hidden from those who may be researching you. This is easy to remedy.	There is little on the Web about you, and what is there is either negative or inconsistent with how you want to be known. Fortunately, just a small number of on-brand entries will help you improve your digital identity.	There is a lot of information about you on the Web, but it has little relevance to what you want to express about yourself. It will take a concerted effort to augment these results with enough highly ranked, relevant results to ensure that your personal brand is being clearly communicated.	There is already some on-brand information on the Web about you. Although the volume of results is not high, the material that is there is relevant and consistent with your personal brand. This is a great start.	This is nirvana in the world of online identity. Essentially, there are lots of results about you and most, if not all, reinforce your personal brand. Bravo! But don't rest on your laurels, your Google results can change as fast as the weather in New England.

(Borrowed from the article by William Arruda and Kirsten Dixon)

My operations background takes me back to the old adage of quality gurus that says "what cannot be measured cannot be managed". And if we need to manage our on-line brand then we need a tool that helps us achieve this and which is the GOOGLE QUOTIENT or GQ in short. GQ is a function of the hits found on your name in a google search and can be used to improve our on-line identity. A calculator to calculate the GQ is available on the site

www.careerdistinction.com/onlineid/ and will help you scale your current brand equity as shown in the figure above:

Obviously the desired state is to be in the Digitally Distinct state and how to reach there is a moot point which I do not

want to address in this column. There are tomes of literature available on the web to help you do it. My objective in penning this article was with the intent to create awareness about this absolute wonderful opportunity that we have for ensuring that we are on the path of career success. My personal belief is that it is no longer a luxury, but a requirement to build and continuously manage our online identity. In a world that is becoming more and more virtual, your online identity is becoming a key element in your personal branding plan. When you make a steadfast effort to expand your online presence, increasing your visibility and credibility, you'll be on a direct route to digital distinction. The time to start is now!

Forthcoming Events

FRIDAY EVENING TALKS

Sr.	Date	Topic	Speakers
1	11.01.2013	Music - A complete therapy for Beautiful Mind	Dr. Neelima Sompura
2	18.01.2013	Uncertainty – A Boon or Doom for Managers	Mr. Sanjaykumar Vij
3	25.01.2013	Impact of Taxes in our daily life	Mr. Saurabh Dixit
4	08.02.2013	CSR - Need or Force ?	Mr. Bimal R Bhatt
5	15.02.2013	Kargil - Junoon Shahido ka, Jazba Lakshya ka	Ms. Anuradha Prabhudesai
6	22.02.2013	Niche Marketing	Mr. Bharat Shah

Special tie-up with 92.7 BIG FM to promote BMA awareness and spread Management Lesson in a unique way

BMA-FET speaker's interview: BMA conducts Friday Evening Talks (FET) from 6:15pm for 1 hour. FET where speakers are invited by BMA to give a talk on relevant topics in various walks of corporate and personal life arena. The talks are free for listeners. To promote this FET, Ms. Tejal Jani (RJ) of 92.7 BIG FM takes an interview of the speaker on Thursday who is going to speak on Friday to give flavour of the topic and invite listeners to come to BMA premises for the FET.

BMA-92.7 BIG FM Management Guruwar: BMA and 92.7 BIG FM have also started a Management Lesson series through a novel way of selecting a management concept introduction by an invited guest of BMA followed by a song from retro Bollywood song. This is played in time range of 10 am to 11 am every Thursday on 92.7 BIG FM.

Management Development Programmes (MDP)

Date : 09.01.2013

Topic : Advance Excel

Faculty: Mr. Nilay Shah

Date : 29.01.2013

Topic : Networking and Cloud Computing for Corporates

Faculty: Mr. Prashant Singh

Venue : BMA, Guru Narayana Centre for Leadership

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24th Annual Management Convention,
CEO Forum 'Samvad' with Mr. R. Gopalakrishnan
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IGNITER

KAVALERIA ZMR

MAESTRO

कुमार मोटर्स - कंपनीनां लारतनां सौ प्रथम डीलर्स | अढी टायका उपरांतथी मध्यगुजरातमां अग्रिम डीलर्स तरीके आगवी धमिज | कुशण सेल्सटीम जे आपने सरण काउन्सेलिंग द्वारा हीरो मोटरसाईकलनी जरीटी माटे चोक्कस मार्गदर्शन आपरो | शहेरना आराधना सिनेमा पाछण तथा ओल्ड पाटरा रोड उपर कुली ओटोमेटेड वर्कशोप ज्यां कपोलीझाईड, कंपनी ट्रेडिन्ड मीकिनीक्स जे आपनी मोटर साईकलने वधु कार्यक्ष बनावरो | कुमार ओटोमोबाईल्स - 'अक्षरथोक' लारतनो अधतन - विशाण शोडूम ज्यां सेल्स, सर्विस, स्पेर्स अने सेड्डी जेवी सुविधा अेकज स्थणे उपलब्ध | नयनरम्य कलर, आडर्षक ग्राफिक्समां टरेक मोडल हाजर स्टोकमां जेथी कस्टमरने पसंङगीनो जहोणो अपकाश.

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कुमार मोटर्स : आराधना सिनेमा पाछण, बहुयराज रोड, सलाटवाडा वडोदरा. फोन : २४१८२२४, ७५००० २६७५४

कुमार ऑटोमोबाईल्स : अर्थ कोम्पलेक्ष, अक्षरथोक, जुना पाटरा रोड, वडोदरा. फोन : ३२६६७००, २३२१८२२




कुमार ग्रुप - ग्राहकने संपूर्ण सुविधा - संतोष अने उत्कृष्ट सेवा अेक मात्र ध्येय.

Awareness Drive for **Healthy Democracy**



BMA Dignitaries with School Students

BMA Committee working for youth, had initiated a drive on **15th December 2012** for creating awareness among people for voting rights, along with the students from 7th to 11th standard of various schools- **Baroda High School, New Era, St. Kabir and MES High School**. Students were accompanied by their teachers, supervisors and principals.

These students were present in large numbers from 9:30am to 10:30am, all along OP Road at all traffic circles starting from Genda circle at one end to Manisha circle at another end. The students were motivating people to exercise their voting rights by displaying banners, flash cards and reciting slogans for healthy democracy.

This drive received an overwhelming response from the citizens of Vadodara and suggestions to have such drive for the traffic awareness too. BMA is gearing up to take initiative in more areas of management.

RESOURCE TEAM

Chairman	Mr Arjun Mehta
Co -Chairman	Mr K G Shah

Sponsor  **State Bank of India** Pure Banking. Nothing else.
With you - all the way

Area of new ventures by **BMA**

- Corporate Sponsorship by Mayfair Spaces for the year 2012-13.
- First Maiden Publication of BMA - "BEYOND MANAGEMENT-Be All" by Guruji Narayana.
- Open Forum for Members organized on 2nd July, 2012.
- Interactive Meet for Opportunities in Myanmar by Mr G.L Goenka .
- Shaping Young Minds Programme with 1200 audience.
- CEO Forum's "SAMVAD" Lecture Series with Shri Prabhu Chawla & Shri R Gopalakrishnan.
- Leadership Series in Annual Management Convention with Guruji Shri G Narayana & Shrimant Samarjitsinh Gaekwad.
- Empowering Women Series.

From the **Editor's Desk**

Dear Friends

Sure! You have noticed the difference that this issue is fatter. It has grown to 16 pages. It is because Office Bearers and Committees have put in efforts and marking calendar with successful events. Media and several agencies have taken note of it and now we want to share it with you. When you go through the magazine then you will vouch for it.

The most important coverage is for AMC. It is meant for those who, unfortunately, could not attend and may be still wondering about 'India Leading'. Besides, it is for those who should make up their mind for next year. This time we have even added book review and topic is directly related to each of us. I have written on movie 'BLACK'. For a change it is Hindi movie, though it is inspired through English. Read creativity of women. Read an article on 'Self Branding' in Knowledge society written by IT stalwart. Society has few bad elements too and we need to keep watch for weeding them out and thus read an article on fraud. There are few more features to inspire talents through experienced people.

Appeal to organizations – Please, be a part of growth and support through inserting advertisement in 'SAMANYAYA' or sponsor. We can have symbiotic relationship. In short time, magazine is going to be monthly.

Pradeep Pofali

Answers of the Quiz

1. Mahindra & Mohammed in 1945 and later in 1948 changed to Mahindra & Mahindra.
2. GMR
3. Brands or manufacturers of ATM
4. Rajat Gupta
5. Peter Drucker
6. Starbucks
7. The Indian Express
8. Kalyan Jewellers
9. Leander Paes
10. South Korea

Appeal Note

Dear Sir/Madam,

We invite you to utilize our Magazine (Samanvaya) for advertisement which will be now monthly and is disseminated to 2000 professionals including Corporate Professionals, CEO's, MD's & VIP's of various sectors.

For further details contact BMA- **Ms. Amita Jaspal**- CEO

*Conditions Apply

- | | |
|--------------------|--------------------------|
| Mr. Pradeep Pofali | - Editor |
| Ms. Meera Vin | - Editorial Board Member |
| Ms. Amita Jaspal | - CEO |
| Mr. Vasim Jindani | - Program Officer |
| Mr. Ashet Kikani | - Hon. Secretary |

Publications

- | | |
|-----------------|----------|
| Mr. A. P. Singh | - Mentor |
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