



## Round Table Conference on 'Hands on Innovation'



Mr. R. Sridhar addressing the participants of the RTC on 'Hands on Innovation'

Baroda Management Association came up with a half day 'Round Table Conference' on **"Hands On Innovation"** to help define problem, think differently, explore new solutions, isolate promising solutions and arrive at clear action steps. This conference was held on 3rd February'15 at The Gateway Hotel, Akota with 12 organizations actively participating in it.

**Mr. R Sridhar**, Innovation Facilitator, Consultant and Coach, from IDEAS-RS started with the 5 steps to think beyond the obvious which were Inspiring Changes, Think about Obstacles, Have a right team, Think Differently and Measure your Results

Each step had an interactive exercise associated with it and all the participants actively took part in it.

The key concepts like Idea, Creativity and Innovation were discussed at length and then the discussion moved towards the key challenges that need to be worked on, divergent and convergent thinking as well as the practical issues that are associated with it.

The session ended with how to locate quick win opportunities, momentum builders and long term projects

The Round Table was conducted in a guided step-by-step manner. The participants also got a tool kit to aid them in the process. The Round Table Conference was very successful and had an encouraging response from all the participants

## Management Development Program on 'Industrial Relations'

An MDP was held on 3rd February'15 on **'Industrial Relations'** by Mr. K B Lele who is a well known faculty in the field on Contract Labour and Industrial Relations.

The speaker shared the relevant labour laws – interfacing



Mr. K.B. Lele along with the participants

the IR functions. He shared the IR Problems faced by the contractors and the employers as well as its issues, concerns and remedies.

Handling of the IR conflicts – agitation, go- slow, strikes and lock out and relevant judgements of the Supreme Court were also shared in details in the session.

Various concepts like Collective Bargaining, Negotiation Skills in Settlement / agreement with the Union, Proactive IT practices and Policies as well as Designing of a model of IR Policies and function in Industry were also explained in the session

## Session on 'Cracking an Interview'

A session on **"Cracking an Interview"** was organized at BMA on 13th February'15 to facilitate the young talent pool to learn about the intricacies of an Interview. The session was addressed by **Mr. Bhaskar Joshi**, GM – HR of Somaiya Group of Industries. He emphasized on the various tools to crack an Interview which includes Self Analysis, Improving Communication and Knowledge.

The 3 critical things that companies look for from every candidate are: Self Starter, Analytical Skills and positive attitude. He elaborated on various points for resume writing and stressed on proper grooming, knowledge updation, voice modulation and the most important factor, presence of mind.

## Article on The Theme 'Hospitality'

- by Mr. Vivek Indora (GM, Nidra Hotels, Vadodara)

### What Exactly is The Hospitality Industry?

The Hospitality Industry is much broader than most other industries. The majority of business niches are composed of only a handful of different businesses, but this industry

applies to nearly any company that is focused on customer satisfaction and meeting leisurely needs rather than basic ones. While this industry is very broad, there are some defining aspects that are important to understand.

### Defining Aspects

One of the most defining aspects of this industry is that it focuses on customer satisfaction. While this is true of nearly every business, this industry relies entirely on customers' being happy. This is because these businesses are based on providing luxury services. Very few hospitality businesses provide a basic service that people need, like food or clothing.

Another defining aspect of this industry is its reliance on disposable income and leisure time. For this reason, the majority of these businesses are for tourists or rich patrons. If disposable income decreases due to a slump or recession, then these are often the first businesses to suffer because customers won't have the extra money to enjoy their services.

### What is Happening to our Industry Over Time? Where did all The Glamour Go?

From time to time an industry expert will issue a set of Global Trends that are neither trends in the true sense..... or global.

1. **Less Real Service.** Look around! There used to be dozens of staff around. Now one is hard put to find someone without having to queue....at the Front Desk or Reception to check in....at the restaurant for a table at breakfast.....at the concierge...everywhere. Well at least they wrapped the ropes in red velvet!! There is less service provided by the staff and more service provided by the guest. This is evident in everything from making one's own reservation, checking in, unpacking, making a telephone call, help yourself breakfasts, wakeup calls, used room service trollies, hanging wet towels, market research disguised as a registration card. The term user-friendly has been accepted as a replacement for service. This is not necessarily less of an experience, it is merely different.
2. **Forever Changing Employees.** There are less applicants for jobs and they stay in the job less time either by their choice or ours. They are largely foreign workers in the urban developed world and untrained but willing workers in the developing world. The shortage of 10-15 million workers in this industry will result in hotels having insufficient workers to operate, exploding salaries, eroding profits and increased illegal immigration. Multi-tasking employees would allow more productivity but will be difficult to impossible in Union controlled situations. Management has also morphed from largely European to largely Asian.
3. **Hyper-Active Owner Groups.** Owners are less likely to be individuals and more likely to be corporations. They are often represented by Asset Managers who act like

managers, micro-managing everything daily. Owners are hyper active now and were super-passive before. They want rapid financial returns and will dispose of the asset far quicker than in years gone by.

4. **Multiple Brands from the same Mould.** Chains are so hungry for expansion, they now lack consistency from one hotel to another or from one country to another. Rather than fix an old chain, it is easier to create a new one. There are more brands offering the same base product with virtually no differentiation. What has transpired is that gradually the character has been squeezed out of the hotel and replaced by a homogenised version of hospitality characterised by that horrible enemic expression, "Have a nice day!"
5. **Management Companies.** The function of a third-party management company has been largely replaced by technology. Best Practices and performance measurements are easier to communicate and measure through technology and does not require a headquarters overhead to deliver or monitor personally. Today's battlecry is more that "you can teach an old dog new tricks!"
6. **Relative Luxury.** Luxury is a term that is becoming looser and less-defined and now differs from one client to another. What is luxury for an entry-level worker may not be luxury for a rockstar. A Western construction worker can afford luxury and international travel today but could not years ago. A Chinese or African construction worker can not afford luxury today but may well enjoy it in the foreseeable future.
7. **Quality Consistency.** This is no longer any more predictable than the weather. At a time when the employees were 'lifers' and recognised instantly a returning guest, they are rarely there for any more than a few months. Add to this the restrictions of an owner who will not reinvest, a brand that is hungrier to grow than consolidate or a manager that is entirely focused on the bottom line....and you produce inconsistencies in the hotel itself, between the brands, the countries and the individual hotel experiences. The exception.....a massive movement toward 'fresh' and 'locally produced'.
8. **Pricing by Greed.** While in days gone by, pricing was largely based on the cost of the product, today it is largely based on demand. In these circumstances, one can pay a fortune for a product that costs pennies but rarely benefit from the cost-based, cheaper product in slow periods.

### Gujarat as a State when it comes to Hospitality:

With a new concept of Make in India, Gujarat can expect boom in business hubs as the state being close to PM Mr. Modi. Gujarat being an upcoming hub of sports facilities of international standard with join hands with the other business models which will give a chance to Hospitality to grow further many folds...

## FRAMING MINDS

with

**Mr. Ravi Tripathi**  
Owner of Vananchal Resorts



**(Samanvaya):** Tell us about your journey so far

**(Ravi Tripathi):** The journey is a canvas, the photos keep changing, we just need to start loving them unconditionally. Gods have been showering happiness in terms of Food, Family, Health and Happiness. A Great supporting wife, Lovely kids, Proud Parents and a great city and a country with lots of opportunities to live in, what else one can ask for.

**(S):** What has been the experience of Owning and managing the Vananchal Resort which has been in a forest area like Jambughoda - The hurdles / challenges that are being faced?

**(RT):** Every business is a challenge unless you are born with a golden spoon. I am not but yes, with a sense of taking risk, a good educational back ground, devotion to the job and a will to achieve out of this world with new ideas have always helped.

When we were developing the resort, no body supported us as this was a pure forest area, tribals with uneducated people, no easy approach, and nothing new that we could add to the already existing resorts in other places. We took all the possible negativities into consideration and worked with them to make it into positive ideas.

We started with the tribals, employed them and trained them in the hospitality sector, we adopted the village and gave them employment and basic supports. Today we support more than 500 people in and around the village and employ more than 90% of the tribals boys and girls and gave them livelihood. More than me, it is their own resort now and they take pride in serving people. The service and food has become our asset for which the people come again and again. Today they have also become our protective force and provide security to the guests.

Giving something new was a challenge, so we started with the Day picnic concept, the first of its kind in Gujarat, started adventure gaming zone which provides lots of fun to people and is also an outbound training programme for the corporates. Today we have guests coming from Mumbai, Bangalore, Delhi and other parts of India including all over Gujarat.

Yes we do have sometimes guests who get disappointed but we are not a city resort and living in the jungle has its own logistics problems hence our whole idea is to communicate with nature. We do not have TV's in the rooms, but we have an amphi theatre wherein people enjoy movies with families, lots of out door activities and

games, jungle trekking and we have a dedicated Naturalist (the only resort in Gujarat) who keeps the guests informed with the surroundings, nature, wildlife and adventure.

Living in Vananchal is always an experience and not a stay at a normal resort. We always say, "it is an outdoor learning experience".

**(S):** Establishing the Resort in the outskirts of Vadodara – from the Business perspective?

**(RT):** From Business perspective, it was a calculated risk altogether. There was no business. Business had to be created, a tourist destination had to be created and something new was to be offered. That is how we came up with the concept, did some calculations and worked out how to survive in such situations, and we are still surviving even after 6 yrs into the line. We keep on adding more facilities and adventure games that are people friendly and that is what attracts people because everybody follows next. A constant new change and a process of evolving with the surroundings strike the right chord.

**(S):** What do you think are the key factors which will help to flourish and promote the Hospitality in India?

**(RT):** Gujarat Tourism advertisements are a major example of how right things at right time can change the scenario. One needs to promote things in the right way. India is the only country probably to have all the Natures resources in the world spread throughout. Today people do not go abroad to see the sky scrapers, neat and clean roads, buildings, Disney world etc. We have all these things in India, some times better. The only thing changing is nature, not the buildings, so the only thing attractive is nature and its serenity. Even at the same place every different time. So we should take steps to utilize the potential of nature and promote it whether it is wild life, mountains, Himalayas, ayurvedas, rivers, oceans etc. This will bring repeat customers from all over the world. India also has a rich heritage and history. Protecting, conserving and maintaining them with good guide facilities actually improve the tourist flow. Also educating people to preserve them should be our moral duty. Also being sensitive to tourists by the locals and us Indians should be of top priority. This will not scare the tourists away but help in creating a better image.

**(S):** Being at the helm of the affairs, what are your experiences in managing the day to day perspectives?

**(RT):** I do not get involved in the day today affairs as I have full confidence in the staff who once trained handle it effectively. They are the asset and by creating a sense of belongingness to the project, they take over and make it their own. I only take reports at the end of the day and mark suggestions to improve lapses if any.

**(S):** In India, hospitality is termed as 'Atithi Devo Bhav' which means 'Guests are God', does the Indian Hospitality justify this term?



**(RT):** Indians by nature are helpful and believe in "Atithidevobhava". Believing in oneself to enhance the image of self and the country helps always. No wonder even after so much of technological advances, we still ask for directions and rely on peoples words rather than the GPS systems. We believe in feeding beggars, cows, dogs and when guests come at home, we always ask for tea coffee or snacks or meals as per the timings of the day. Keeping things simple always helps. The attitude does matter in day today life.

**(S): How can the Government policies and rules aid in further development of Hospitality and Tourism sector in India?**

**(RT):** Government policies already exist. It is the implementation of the policies that does not happen. With good initiatives by the govt like VOA (Visa on arrival), Home tourism with home stay options, Rural tourism which is our strength etc has started taking place and with proper implementation and removing of corruption, things look brighter day by day. Proper advertising and single window approach for tourism sector is going to help in the long term. Taxation is one thing that needs to be looked into and simplified for guests' benefits.

**(S): What will be the Growth Drivers of Hospitality in India?**

**(RT):** Sensitivity towards the tourists whether home tourists or foreign is going to be the growth factor. Today in the race to gain everything in the shortest possible time, humans have started destroying nature very fast. The day we start realising that we also have to pay back to Nature, we would start preserving it and that is the day when actual preservation will start. We all just say, but don't do it. Start doing it. There is never a better time to start. The time is now.

**(S): Any advice / suggestions to our readers**

**(RT):** "If you have the will, just find the way."

## FRAMING MINDS

with

**Mr. Melvyn Saldanha**  
General Manager,  
The Gateway Hotel, Vadodara



**(Samanvaya) : Tell us about your journey so far, how did you set foot in the field of Hospitality**

**(Melvyn Saldanha):** To begin with I did not intend to be a hotelier. I wanted to become a Marine Engineer. Coming from a lower middle class family, we did not have the finances nor knew the right kind of people who could help me get through a marine engineering college. Having tried for 2 years without success, I decided to take a next best option. After that there was no looking back. From our childhood, our parents always taught us that whatever you

do, do with utmost sincerity and passion. And thus began my journey as a hotelier. As time passed I realized that I was meant to be where I was and just worked hard to get where I am today.

**(S): What has been the experience of being the youngest GM at one of the finest Hotels in Baroda.**

**(MS):** Not too sure of being the youngest in the country, but I was the youngest General Manager of the Taj then. It was a day of immense pride. I am sure my parents would have been very happy. My first posting as General Manager is Vadodara. It was tough in the initial days. For most people a hotel general manager, is someone with grey hair, moustache and a pot belly. But here I was, all black hair, clean shaven and slim. No one expected to see me. While calling on companies, people looked at me as if I were a kid just passed out of college. It took me quite a while to be able to get our clients and guests to get accustomed to me. On the other hand, there were some people who were eager to get to know me, since I was young, hasselfree and ever ready to party, not that the other GMs of the city are not fun to be with. Those became instant friends.

But being a General Manager is though. Every General Manager is the CEO of his hotel. He is accountable and responsible for everything in his hotel, right from daily operations to staff and guests satisfaction to the financial health of his hotel and even its brand equity. For me it was a big responsibility. So to start with I began with meeting all the hotel General Managers in the city. Got an insight of the city from them and then took on the reins of my hotel and so far I have successfully managed to ride in the right direction.

**(S): What is your management style and your recipe for success?**

**(MS):** No one can have a particular style when dealing with people. We adapt to the situation. Hoteliering is a wonderful job. When the world parties, we work, so we miss all the traffic jams, we meet a lot of people without having to travel too much, we are always well dressed. I could go on and on. But at the same time to be successful, you have to be very passionate about wanting to serve others and very focused on your goals. People say that "hoteliering is a thankless job". If you are passionate about our work, it could be the best job ever.

**(S): What are the key characteristics that make a property uniquely The Gateway?**

**(MS):** We offer consistent and crisp service for smart travellers, seeking hassle-free and contemporary experience, Super food that is rich in antioxidants and phytonutrients with low glycemic levels to keep the body's energy levels well balanced all through the day. We offer freedom of staying and engagement; we offer flexibility, great technology and crisp living conditions.

Our brand beliefs are crisp, courteous, consistent, contemporary, dynamic, warm and flexible

**(S): In India, hospitality is termed as 'Atithi Devo Bhav' which means 'Guests are God', does the Indian Hospitality justify this term?**

**(MS):** All of us Indians are brought up believing in "Atithi Dedvo Bhav". It's the only thing we know about our guests. This comes out naturally when we have guests at home, but it becomes a job when you are at a hotel. Therefore, to keep that tradition alive even at work, we constantly remind ourselves and our colleagues that we are what we are only because of our guests. It is our guests that make us famous, it is them that carry tales of our love and care and it is them that complete our families. Since the past few years, international hospitality chains have very heavily begun to recruit Indians, so that we could inculcate these values and traditions in their culture.

**(S): What are some key trends that you foresee in the Hospitality Section?**

**(MS):** Gone are the days of Gen X. The world is now welcoming the millennial individual. This new age individual is extra confident, sporty, trendy and stylish, loves his work, loves his gadgets even more. He is friendly and loves to be involved. He believes in himself and in others and needs to be connected to everyone. Hence, catering to his needs has become simpler but very specific. The mantra being "Give him what he wants and leave him alone". Recognizing these trends, hotels are now focused on simple and to-the-point service, like the Gateway Hotels. Over bearing service and a boy at every table is not the need of the hour. People are very ok with helping themselves. A few hotels in Spain have vending machines and self service pantries on every floor. One needs to even get your own bath towels from these pantries. The Gateway Hotels, provide, simple service, great food that is not only healthy but specific and quick, easy accessibility to modern technology, unobtrusive service and "live your life comfort".

This interview was taken by Mr. Mayank Mathur for Samanvaya

**Best Management BLOG - January' 2015  
Startup Tips for Young  
Entrepreneurs**

**Vineet Pandya**, Tejas Vidyalaya

Some of the biggest companies in the world, started young, from garages, college rooms and dorm rooms rose itself to some of the legendary business leaders the world knows today. Bill Gates, Soichiro Honda, Mark Zuckerberg, Steve Jobs, and countless others left their names permanently imprinted in the hall of fame.

Here are some tips to give your career a booming start.

**Pursue what you Love**

This is certainly first and the most important step, for starting a business.

Steve Jobs in his Stanford University said,

"Your work is going to fill a large part of your life and the only

way to be satisfied is to do great work. And the only way to do great work is to do what you love."

**Be prepared to Fail**

Sounds scary, right? But this is what most world renowned entrepreneurs will advice you. Soichiro Honda said that success is 99% failure. Most people fail in the business venture not because they fail, it's because they give up. Howard Schultz, the founder of the best coffee selling company Starbucks was rejected over 242 times by banks, but persistence and belief in his work made him establish the biggest coffee brand in the world.

**Don't walk alone**

You don't build a business; you build people who then build the business. Finding an efficient and hardworking business partner and a team is the key to entrepreneurial success. Some of the most successful businesses started in duos like Google by Sergey Brin and Larry Page & Berkshire Hathaway by Warren Buffet and Charlie Munger.

The world needs passionate entrepreneurs for entrepreneurs create jobs, lift the standard of living, bring about new ideas and innovations and make this world a better place to live. So dream big; start small – Act Now!

**Time Management**

**Sirsha Bhattacharjee**, Navrachana International School

"I am so sorry. I didn't have enough time." Whether we realize it or not, this is a dialogue we use at least ten times a day to express our failure in fulfilling our day to day responsibilities and obligations, and keeping pace with our hectic schedule. It is a common complaint from our elders that children of this generation do not maintain relationships with their cousins and distant relatives. In the absence of mobile phones, social media, and various other means of convenient communication, people would spend much more time with each other. The root of this problem does not lie in this technology we blame but in our inability to manage time.

How is it even possible to manage time? Our planet earth still takes 24 hours to rotate about its own axis so there is no hope of the day becoming any longer.

It is natural human tendency to procrastinate. My dad would always tell me, "Never leave anything for tomorrow. If you remember something, do it right away. Tomorrow never comes." Although it is very difficult to adhere to this, it is a prime solution to time management. The number one rule to time management is AVOID PROCRASTINATION! In my opinion, everyone can make a time table. But what is essential is to comply with it.

Another method of time management is to prioritize. If I have a test as well as a birthday party to attend, a way out of this would be to study for the test in advance. In this way, you can balance both the duties with accordance to time. Time management is a significant key to discipline and a door to the path of success.



**AppealNote**

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For Members who have not renewed their BMA Membership for the year 2015-16, kindly renew your membership at the earliest and avail all the benefits further. The Revised Membership Fees will be applicable as mentioned below:

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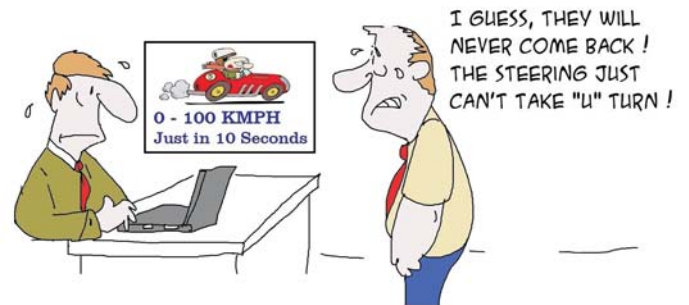
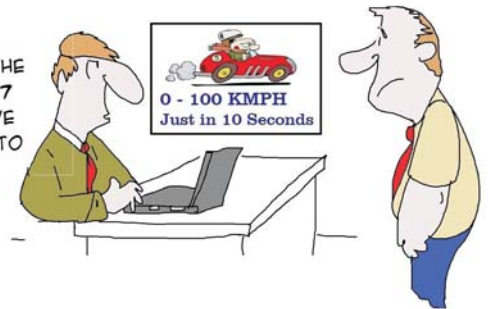
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**Humour in Management** By Parimal Joshi

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**FRIDAY EVENING TALKS**

SR.	DATE	TOPIC & SPEAKERS
1.	13.03.2015	CA Maulik Mehta - Budget Analysis
2.	20.03.2015	Ila Pandya - Creating Comfortzone
3.	27.03.2015	Anish Baheti - Brain Mapping

Venue : BMA, Guru Narayana Centre for Leadership, 2nd Floor, Anmol Plaza, Old Padra Road, Vadodara.

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## Forthcoming Events

### Industrial Visit Jewel Consumer Care

Date : 17th March' 2015

### Round Table Conference Corporate Communication

Date : 18th April' 2015

### Performance Scorecard Workshop

Date : 24th - 25th April' 2015

### 7 Q C Tools

Date : 6th May' 2015

### Understanding, Managing and Growing through Conflict

Date : 9th May' 2015

### Presentation Skills

Date : 14th May' 2015

### 24th Annual Awards for Outstanding Young Manager

Date : 24th - 26th May' 2015

### 6th Igniting Minds Young India

Date : 27th May' 2015

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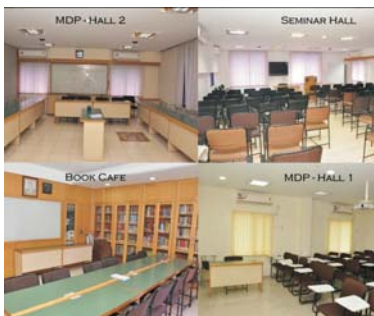
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## From the Editor's Desk

The February edition has a unique theme 'Hospitality' and the ways of managing it. We cover Framing Minds with Mr. Tripathi of Vananchal Resorts, Jambhughoda, and the General Manager of Taj Gateway, Baroda. The article from GM of Hotel Nidra Baroda, gives a detailed perspective of the changing trends of the Hospitality industry, changing from external help to self-help.

The RTC on 'Hands on Innovation' was well attended and a success, the innovative conduct was well applauded. The initiation of the thought process for innovation and its 5 steps as covered by Mr. Sridhar, surely titillated many sleeping brains during the RTC. The quick win opportunities were also well taken by the audience.

MDP by Mr. KB Lele, giving an insight on Industrial Relations and a session on 'Cracking an Interview' by Mr. Bhaskar Joshi was attended by eager audience, with a very active participation. Interview cracking has become an art over and above the qualifications a candidate possesses and the relevant experience. Though it was always a specialized field, the immense competition in the current scenario makes it more relevant.

The young and talented writers have started finding an important place in this publication. Vineet Pandya of Tejas Vidyalaya, writes very systematically about tips for young entrepreneurs. A very well thought written article. Ms Sirsha Bhattacharjee of NISV writes about the most commonly used phrase 'I am sorry, I did'nt have enough time'. Every individual is plagued by this very common phrase. I wish these young writers a very good luck!

Our very own Parimal bhai has been doing a fantastic job of Humour in Management, we wish to thank you for your kind contributions, God Bless!

Lastly wish to remind all our esteemed members to kindly keep contributing towards these wonderful publications as also do please do not forget to renew your memberships!

Jai Hind!

**Mayank Mathur**

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Mr. Mayank Mathur	-	Director - Publications Committee
Ms. Amita Jaspal	-	CEO
Ms. Shivangi Singh	-	Manager - Program
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