



**Baroda Management Association**

ISSUE : V | JANUARY 2013

**SAMANVAYA**

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Mount  
Everest**

**Who Should Attend:**  
Exclusively meant for leaders and future leaders from various walks of life e.g. Corporate / Social / Education / Government Political etc.

- **Date** : 6th February, 2013
- **Time** : 9:00 am - 2:00 pm
- **Venue** : The Gateway Hotel (Taj), Akota, Vadodara

- ▲ **Registration:** 9:00 am to 9.30 am
- ▲ **Training Programme:** 9:30 am to 1:00 pm
- ▲ **Networking Lunch:** 1:00 pm onwards

**Fees Details :**

- Patron / Life : 4000/-
- Members : 4500/-
- Non-Members : 5000/- (plus service tax, 12.36%)

**BMA is starting with  
“Indirect  
TAX  
Management Series”**

**Register for all 10 sessions and get 1 session absolutely FREE !!!**

**On Every Saturday**  
from 2:30 pm - 5:30 pm  
**Starts on**  
9th Feb 2013 and  
**Ends on**  
27th April 2013  
(except 2nd March'13)

**Faculties :**  
Mr. Saurabh Dixit, Advocate  
CA Prakash B Thakkar

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

- Sessions under this Series**
- ⌘ Dealing with Cenvat Credit- what you should know
  - ⌘ Service Tax under Reverse Charge
  - ⌘ Important aspects of GVAT
  - ⌘ Service Tax - Point of Taxation Rules-how to determine when to discharge tax
  - ⌘ Know your Service Tax liability under Place of Provision Rules for Service Tax
  - ⌘ Provisions of Input Tax Credit under GVAT Act
  - ⌘ Detailed understanding on Negative List under Service Tax
  - ⌘ Current Service Tax Exemptions- scope and application
  - ⌘ Export related Incentives under Excise, Customs and Service Tax
  - ⌘ Composition Tax and Provisions of Works Contract under GVAT Act
  - ⌘ Valedictory Session by the Chief Guest

**Who should attend?**  
It is open for all the people who are dealing with Indirect Tax matters.

**Series Fees (Per Session)**

Non-Members **700/-\*** Members **500/-\***  
Patron / Life Members : **400/-\***  
\*Fees is exclusive of 12.36 % Service Tax

(Fees includes Reading Material, Pen, Pad, Folder & Refreshments)

**RSVP: bmabaroda1@gmail.com | Phone: 0265 2344135 | www.bmabaroda.com**

## SKIT COMPETITION BY BLING COMMITTEE

(BMA's Leadership Initiative for Nurturing Growth)

# "Bollywood and Management"

**Date :** 12th February, 2013

### CONCEPT

We all know that while films are meant to entertain, they invariably leave behind some message. Over the years, Indian Film industry – popularly known as Bollywood – has given our innumerable gems like Lagaan, Guru, 3 Idiots, Chak De! India, Munnabhai, Ferrari Ki Sawaari and others have not told a beautiful story, but has left an inedible mark in our hearts with the simple but strong message.

Especially for children, these films help to understand various concepts like management, leadership, motivation, determination, team-work, organizational skills, man-management and better values of life.

Through the School Management Clubs, Baroda Management Association has provided a unique platform for schools to participate in a unique inter-school skit competition under the theme of "**Bollywood & Management**". Children will put up skits based on a film or character that will depict one of more management principles.

**Venue :** Sir Sayajirao Nagar Gruh Auditorium, Akota, Vadodara

### ANNUAL EVENT & ROLLING TROPHY

This skit competition will also be a launch of the annual event and rolling trophy for the "BMA Inter-School Skit Competition" and will be held every year with a novel theme every time. There will be plenty of prizes like the best skit, best story, best actors in various categories, best set-design and others.

### INSPIRING JURY

This year the event will see the presence of a fantastic duo of Rajesh Mapuskar, who has written and directed the very popular "Ferrari Ki Sawaari" and Vipin Sharma, who has acted in films like "Taare Zameen Par", "Paan Singh Tomar" and others. Both the gentlemen are epitomes of excellence in their fields and have a special relationship with children. They will judge the final skit and give away the awards.

### PARTICIPATION CRITERIA

The competition is open to all the schools who have enrolled their 'School Management Club' with BMA.



## સેન્ટ્રલ ગુજરાતના અગ્રિમ ડીલર્સ...







**IGNITER**

**KARLINA ZMR**

**MAESTRO**

**કુમાર મોટર્સ** - કંપનીનાં ભારતનાં સૌ પ્રથમ ડીલર્સ | અઢી દાયકા ઉપરાંતથી મધ્યગુજરાતમાં અગ્રિમ ડીલર્સ તરીકે આગવી ઇમેજ | કુશળ સેલ્સટીમ જે આપને સરળ કાઉન્સેલિંગ દ્વારા હીરો મોટરસાઇકલની ખરીદી માટે ચોક્કસ માર્ગદર્શન આપશે | શહેરના આરાધના સિનેમા પાછળ તથા ઓલ્ડ પાટરા રોડ ઉપર કુદી ઓટોમેટેડ વર્કશોપ જ્યાં કવોલીફાઇડ, કંપની ટ્રેઇનિંગ મીકેનીક્સ જે આપની મોટર સાઇકલને વધુ કાર્યદક્ષ બનાવશે | કુમાર ઓટોમોબાઇલ્સ - 'અક્ષરચોક' ભારતનો અદ્યતન - વિશાળ શોરૂમ જ્યાં સેલ્સ, સર્વિસ, સ્પેર્સ અને સેફ્ટી જેવી સુવિધા એકજ સ્થળે ઉપલબ્ધ | નયનરમ્ય કલર, આકર્ષક ગ્રાફિક્સમાં દરેક મોડલ હાજર સ્ટોકમાં જેથી કસ્ટમરને પસંદગીનો બહોળો અવકાશ.

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**કુમાર મોટર્સ** : આરાધના સિનેમા પાછળ, બહુચરાજી રોડ, સલાટવાડા વડોદરા. ફોન : ૨૪૧૮૫૨૪, ૭૬૦૦૦ ૨૯૭૬૪

**કુમાર ઓટોમોબાઇલ્સ** : અર્થ કોમ્પ્લેક્સ, અક્ષરચોક, જુના પાટરા રોડ, વડોદરા. ફોન : ૩૨૯૯૭૦૦, ૨૩૨૧૮૨૨





**કુમાર ગ્રુપ - ગ્રાહકને સંપૂર્ણ સુવિધા - સંતોષ અને ઉત્કૃષ્ટ સેવા એક માત્ર ધ્યેય.**





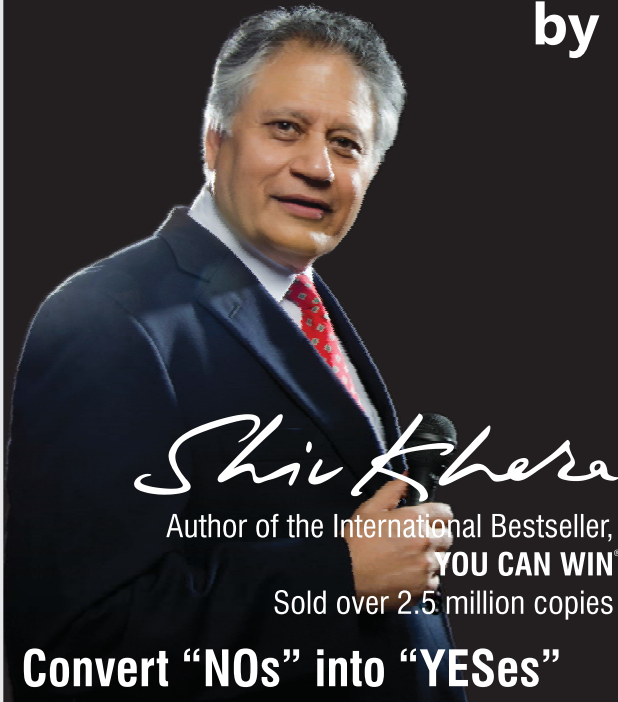
**BARODA MANAGEMENT ASSOCIATION**

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by



*Shikhera*

Author of the International Bestseller, **YOU CAN WIN**  
Sold over 2.5 million copies

**Convert "NOs" into "YESes"**

**Date:** 15th Feb, 2013

**Timing:** 9:30 am to 12:30 pm

**Venue:** Sir Sayajirao Nagar Gruh, Vadodara

**Registration:** 9:00 am to 9:30 am

**Training Program:** 9:30 am to 12:30 pm

**Program Fees**

**Non - Members:** Rs. 1500/-

**Members:** Rs. 1200/-

**Patron / Life Members:** Rs. 1000/-

**Self Sponsored / Student Members:** Rs. 500/-  
(+ Service Tax)

**Winners don't do different things. They do things differently.®**

**Contact :**

**Phone:** 0265 2344135

**Email:** bmabaroda1@gmail.com

**Website:** www.bmabaroda.com

**Interesting Press Meet**



Mumbai Knight Riders coach John Buchanan and Sourav Ganguly at the press meet

**Sourav and I had a long discussion and came to a conclusion that there was no need for any one captain. The concept of multiple captains is new, we'll have to see how it goes**  
— Buchanan

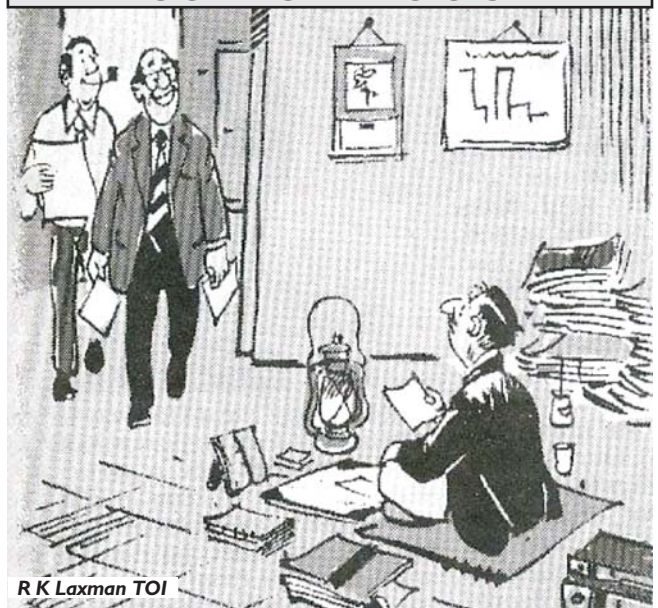
**He is the coach, he has views. My goal is to score runs and take wickets**  
— Sourav Ganguly

Solve few questions on communication and team spirit through body language and statements of two key people of the team.

- Do you believe them for what they are talking?
- Are they happy about decision?
- Is decision democratic /autocratic?
- Will there be team spirit?
- Find synchronization in their verbal and body language?
- Count negative points shown by their body.

**India, Then and Now**

**PASSING THOUGHT**



R K Laxman TOI

Good news, my dear man! It is decided that there should be no more cuts in the expenditure concerning your department





## Igniting Minds - **Young India - 2013**

# Challenge Yourself - Make a Difference

**Date : 2<sup>nd</sup> March, 2013**

**Time : 9.00 am to 5.00 pm**

**Venue : C C Mehta Auditorium, M S University, Vadodara**

“Challenges make  
you discover things  
about yourself that  
you never really knew.  
They're what make  
the instrument stretch -  
what make you go  
beyond the norm.”

### Concept

India is at the center stage of the world with projections of impressive sustainable growth in this 21st century. The population of India which once considered as a menace has now become an asset. The demographics of our country depicts that the average age of an Indian citizen will be the lowest in the world in years to come which will favor the growth of India, while the population of rest of the countries are ageing.

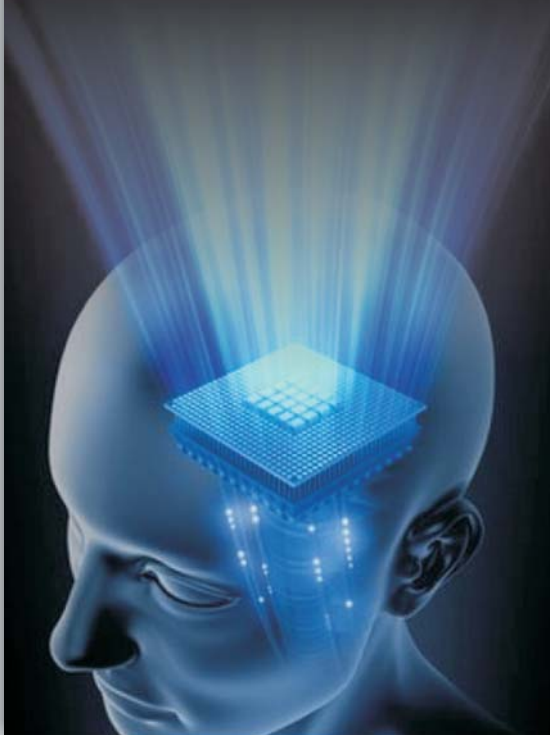
Dr. Abdul Kalam once mentioned, 'There are 540 million youth below 25 years in Indian population of a billion people. The nation needs young leaders who can steer the transformation of India into a developed nation and a knowledge society'.

**"Igniting Minds -Young India"** (IMYI) is an initiative of BMA, an annual event organized every year by the Young Managers Development Committee since 2010. IMYI is designed to help students and young professionals to dream big and blossom their dreams towards right path to make India proud.

The target audience will be 500 - 600 Young Minds – who are UG / PG students and young working professionals. Interactive sessions will help participants to connect with the eminent speakers who are from varied fields e.g. Public Domain, Armed Forces, Corporate World, Creative Field, Media, Sports, and Adventure etc.

These learned speakers will share their experiences on “How they challenged themselves and made the difference”!

The style of the speech shall be anecdotal, storytelling and coaching. It could center on personal experiences or something large that has gripped the speaker's imagination – the aim is to deliver a charismatic message that will leave an indelible mark on the Young Minds.



## SAMANVAYA

### Women Conference

# “Women Leading India - Time to Bank on them”

Date : 22<sup>nd</sup> March, 2013

Venue : The Gateway Hotel (Taj), Akota, Vadodara

*Woman is the companion of man, gifted with equal mental capacity.*

- Mohandas Karamchand Gandhi

#### CONCEPT

The Women Development Committee at BMA believes that women are the managers, administrators, financiers, counsellor, advocates, consultants, doctors, judges, mediators, all rolled into one and not just at home but lead these roles successfully in our respective professional lives as well.

The status of women in India has been subject to many great changes over the past few millennia. From equal status with men in ancient times through the low points of the medieval period, to the promotion of equal rights by many reformers, the history of women in India has been eventful. In modern India, women have adorned high offices in India including that of the President, Prime minister, Speaker of the Lok Sabha and Leader of the Opposition.

Women today, strive hard and have successfully carved out niches for themselves in almost all walks of life. India does have phenomenal women achievers in many diverse fields, **Savitribai Phule** was a social reformer, **Mahatma Jotiba Phule** played an important role in improving women's rights in India during the British Rule. **Savitribai** was the first female teacher of the first women's school in India. **Indira Gandhi** demonstrated how ideal and stern decisions can be made, yet run a country effectively, par excellence, gave hope for many to join politics which was out an out male domain.

Many well-known women writers are in Indian literature as poets and story writers. **Sarojini Naidu, Kamala Surayya, Arundhati Roy, Anita Desai** are some of them. Indian women have made notable achievements in the field of sports. Some of the famous female sportspersons in Indian include **P.T.Usha** (athletics), **Kunjarani Devi** (weightlifting), **Diana Edulji** (cricket), **Saina Nehwal** (badminton), **Koneru Hampi** (chess), **Mary Kom** (Boxing) and **Sania Mirza** (tennis). **Karnam Malleswari** (weightlifter) is the first Indian woman to have won an Olympic medal (Bronze medal in 2000). Singers and vocalists such as **M.S. Subbulakshmi, Gangubai Hangal, Lata Mangeshkar** and **Asha Bhosle** are widely revered in India.

Women are at the helm of many Leading multinationals like Pepsi Co, JP Morgan, Hewlett Packard, The Royal Bank of Scotland, HUL to national enterprises like ICICI bank, HDFC bank, NDDB, NSE, Times group, Thermax, Kirlosekar, Britannia, Parle Agro among many others women who have made notable difference to lives of people and the impact of their work cuts across geographical boundaries and cultures.

The astounding success story of **Shri Mahila Griha Udyog**

**Lijjat Papad** is a model worthy enough to emulate and imitate for harnessing the women's strength in the realm of entrepreneurial dynamics. The brain child of seven semi-literate Gujarati housewives from Bombay, the enterprise was started with a seed capital of Rs.80. Today, Lijjat has a turnover of Rs 500 crore and providing employment to over 42,000 women. In the same spirit, one organization which is also bringing qualitative change to the lives of women is SEWA. The powerlessness of women in informal economy has shaped the lifelong efforts of **Ela R. Bhatt**, the founder of this association.

The women have left the secured domain of their home and are now in the battlefield of life, fully armored with their talent. They had proven themselves. But in India they are yet to get their dues. The sex ratio of India shows that the Indian society is still prejudiced against female. There are 940 females per thousand males in India according to the census of 2011, which is much below the world average of 990 females. There are many problems which women in India have to go through daily. These problems have become the part and parcel of life of Indian women and some of them have accepted them as their fate.

Thus, women leaders in India are diverse in terms of their personality, and their contribution to education, politics, women empowerment and social welfare. There are many whose intelligence, efforts and deeds have made India proud. They evoke awe and amazement simultaneously. They are the battle-hardened survivors of hostile environment and adverse circumstances. They are the ordinary souls possessing extraordinary temperament and tenacity. The much assimilated element, ingredient & infact, vital & an indispensable part of our society's progress, process & culture.

### Quotes

## Thinking, fast and slow

- By Daniel Kahneman, Noble Laureate in Economics

- **The law of least efforts** – the law asserts that if there are several ways of achieving the same goal, people will eventually gravitate to the least demanding course of action. In the economy of action, effort is cost, and the acquisition of skill is driven by the balance of benefits and costs. Laziness is built deep into our nature.
- **Halo effect** – the tendency to like (dislike) everything about a person- including things you have not observed- is known as Halo Effect.
- **About Independent judgement** – the standard practice of open discussion gives too much weight to the opinions of those who speak early and assertively, causing others to line up behind them.
- **Reality and emotions** – the world in our heads is not a precise replica of reality; our expectations about the frequency of events are distorted by the prevalence and emotional intensity of message to which we are exposed.
- **Antonio Damasio proposed** – that people's emotional evaluations of outcome, and the bodily states and the approach and avoidance tendencies associated with them, all play a central role in guiding decision making.



## Emerging Minds with Bhavik Khera

This issue of Emerging Minds covers the interview of **Mr. Bhavik Khera** of Sameer Linkages. Sameer Linkages has been catering to the Engineering Industry for over 40 years now with its range of Linkage Products and has over two decades of experience partnering with OEMs globally for their need of high-precision, machined parts and subassemblies. With a focus on quality, engineering and prompt customer response, the company has acquired a reputation for being a low maintenance supplier and an integral part of the global supply chain to corporations in the process management, energy and transportation sectors. Sameer Linkages has a modern workshop with best in class manufacturing & inspection equipment.



Sameer Linkages is committed to its social responsibility and has been working for the general welfare, health, education of the Girl Child in and around Baroda through the SEE Foundation.

Bhavik has a post graduation in Plastics Technology with a Physics background. At Sameer Linkages, he is focussed on growing the market for the Linkage Products besides overseeing the Finance & IT Function of the group.

Samanvaya got in touch with Bhavik and it was indeed an interesting interaction.

**Samanvaya (S): You knew this was it - to carry on the family lineage - Destiny: chance or choice?**

**Bhavik Khera (BK):** Engineering was absorbing right from when I was a kid. I would love to completely open up anything and everything that could be opened not just with nuts and bolts but even pry open joints which were stuck. It always appealed to me to figure out where that one nut or screw, which would get left after putting it back together, came from. I took it forward going through the entire chain and as a natural progression to managing the business.

**S: What is your Leadership style like?**

**BK:** I would say Participative Leadership, for most part, would be the most appropriate leadership style to call my approach. Be it at work, at home or with anyone for that manner. I like to encourage creative thinking and ownership of decisions amongst the team rather than enforce decisions. It is essential & necessary to develop and nurture one's ability to think, weigh the positives & negatives of one's decisions and then take an informed decision on the right course of action.

**S: Who has been your inspiration?**

**BK:** There are a lot of inspirational stories around us which

generally influence us. I do not have any specific role models, but people, corporate groups which have been very high on integrity, reliability, honesty, ethics, conformity have always been engaging, thought provoking to become inspiring & motivating.

**S: How do you motivate and create the right working environment for your employees?**

**BK:** Recognize and praise the achievements, encourage risk taking, trying of new ideas with the assurance that a result failure is of a process and not of an individual. Also trust in them. And most importantly, be the change I want to see.

**S: What are your hobbies?**

**BK:** Besides the usual, I am very mesmerized by the abundance & vividness of color in our lives and try to capture these by way of photographs ("Colors of Earth" as I call them). I am, also, fond of writing. I write (blog) about a lot of things like places visited, entertainment quotient & value for money proposition of movies & places to eat and so on.

**S: Do you travel a lot? Do you like it?**

**BK:** Travelling for work is an inherent part of business. Travelling for leisure is intrinsic to my temperament. I love both as an opportunity to experience new places, work cultures, people & cuisine. It offers a great opportunity to educate oneself & unwind.

**S: What's your normal working day like?**

**BK:** Typically, it would mean a game of tennis in the morning, review meetings in first half, evaluating, thinking and planning for the potential future opportunities in second half, and then home and family time. I mostly as a choice never carry work home or work from home.

**S: Which book are you currently reading? Do you have any favourite authors?**

**BK:** No specific authors. Being extremely fond of reading, I read mostly anything which catches my fancy. Fiction, Non Fiction, Management, Literary and so on. I still am old school on this that I prefer a book in hand than reading in an electronic form.

**S: How do you cope up with stress?**

**BK:** Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Most times unwarranted, unfulfilled, unjustified, unrealistic expectations lead to stress. If you can't do it yourself, don't expect others to do it either and stress yourself when it does not happen. If after this I do get stressed, my daughters are my biggest stress busters. Seeing them laugh gets rid of the most stubborn of stresses.

**S: How important is family to you?**

**BK:** For me, it remains of utmost importance to initiate, cultivate, maintain, and prioritize family relationships. Growing up in a connected world with all its distractions, can be a deterrent in this regard. I am what I am because of all the values imbibed by my parents in me and I hope that I am able

## SAMANVAYA

to provide the same for my children. It's all about being together whether it's on holidays, at the dinner table, discussing the days happenings. Family is the support system when you need one.

### S: Are you into philanthropy?

**BK:** We, as a socially responsible corporate, have incorporated a charitable trust "SEE Foundation" which is focused on the health, education, well being of the girl child in and around Baroda besides preserving cultural heritage of Baroda. We work with other organisations to support programs towards this. On a personal level, I support a few organisations doing work that is dear to me in whatever small way that I can.

*This interview was conducted by Meera Vin for Samanvaya*

## Seen a Movie The Dirty Dozen

Imagine a situation when army Major (leader /manager) is assigned 12 dirty stinking convicted people and their punishment is ranging from hanging till death to hard labour for 20 years. The task is shoved upon a Major and asked to lead them into a mass assassination mission of German officers in World War II. They need to be trained as Commando force to take up mission. Find out in movie for their motivation and outcome.



**Motivation** – Why should they do? Nothing happens without purpose and two questions are foundation of an action. 1) What do I get for doing it (carrot)? Or do I lose something (stick)? Mharru shu 2) If it is not clear then why should I do it? Mhare shu

**Plot** – take a small unit of trained commandos and parachute them to destroy German Chateau. The chateau will be hosting a meeting of dozens of high-ranking German officers, the elimination of which will presumably hamper the German military's ability to respond to D-Day.

**Training** – watch in the movie, how tough the training can be when a person is being prepared for near suicidal task. Watch for how easy it is to retreat and when/how a person performs in extreme conditions. History lessons have taught us that retreat chance for success. 1) Tanajee (Maratha warrior /leader) cut ropes after climbing forts Sinharh 2) When the Grecian armies landed on their enemy's shore, the first order the commanders gave was "Burn the boats."

**Take away** – it is up to you.

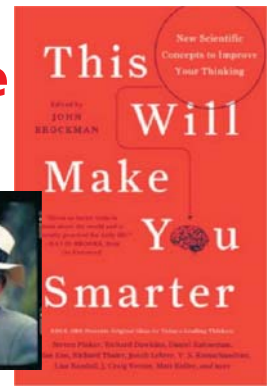
**Recommended movie to see** – Do Anken Bara Hath by V Shantaram

## Book Review

### This Will Make You Smarter

#### New Scientific Concepts to Improve Your Thinking

- Edited by John Brockman



Every era has its intellectual hotspots and most influential thinkers in our era live at the nexus of the cognitive sciences, evolutionary psychology and information technology.

This book has ideas to expand every mind and Edge.org presents original ideas by today's leading thinkers. What Edge.org and John Brockman does? They help - "To arrive at the edge of the world's knowledge, seek out the most complex and sophisticated minds, put them in a room together, and have them ask each other the questions they are asking themselves". Link -

[http://edge.org/memberbio/john\\_brockman](http://edge.org/memberbio/john_brockman)

This book has 151 essays and gives insight to trigger our thinking about self and world. These essays are in response to question "What scientific concepts would improve everybody's cognitive toolkit". It gives glimpse of what some of the world's leading thinkers are obsessed with at the moment and their optimism about how technology is changing culture and interaction. Most of the essays deal with Metacognition. They consist of thinking about how we think. Several essays emphasize that we see the world in deeply imperfect way, and our knowledge is partial.

The essayists are doyens and are from the field of cosmology, astro-physics, astronomy, genomics, bioengineering, psychology, neuroscience, economics, mathematics, journalism, electrical engineering. The length of any essay varies from half to three pages and good to read one every day. Few sample essay themes.

- **Self-Serving Bias** - Accepting more responsibility for success than for failure, for good deeds than for bad.
- **Truth is Model** - The most common misunderstanding about science is that science seeks and finds truth. They don't- they make and test models. Kepler, packing platonic solids to explain the observed motion of planets made good prediction. Improved by Newton's law of motion. Improved by Einstein's general relativity. The successive models differed in their assumptions, accuracy, and applicability and not in their truth.
- **Kakonomics - Concept** - the weird preference for low quality payoffs.

**So pick up the book, read, think and come smarter.**

*Review by Pradeep Pofali*

## Workshop on "Global Business Etiquettes"



Ms. Rama Moondra interacting with Participants

A Special Management Program was organized by BMA on 4th January, 2013 on 'Global Business Etiquettes' at The Gateway Hotel (Taj). There were around 32 participants from various organizations attended this valuable program.

This program has covered various etiquettes necessary in the personal and professional walks of life like Formal Introduction, Dining Etiquettes, Etiquette pertaining to Work, Global Courtesies, Body Language, Creating Personal Impact, Branding Image etc. It was pragmatic session that was enjoyed by one and all.

This program was conducted by **Ms. Rama Moondra**, an acclaimed personality in the field of Corporate Training, Leadership, Mentoring and Business Enhancement.

Corporate Sponsor



Hospitality Partner



Audio Visual Partner



Creative Partner



## Forthcoming Events

### FRIDAY EVENING TALKS

SR.	DATE	TOPIC & SPEAKERS
1.	01.02.2013	Lean Six Sigma by Mr. Madhav Reddy
2.	08.02.2013	CSR – Need or Force? by Mr. Bimal Bhatt
3.	15.02.2013	Kargil – Junoon Shahido ka, Jazba Lakshya ka by Ms. Anuradha Prabhudesai
4.	22.02.2013	Niche Marketing by Mr. Bharat Shah
5.	01.03.2013	Foreign Universities Entering India by Dr. Rajesh Khajuria
6.	08.03.2013	Union Budget 2013 by Mr. Milin Mehta
7.	15.03.2013	Take a Break - Have a Kitkat by Mr. Sandeep Purohit
8.	29.03.2013	Management Lessons from Sant Kabir by Shri Padmanaabh Saheb

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

## From the Editor's Desk

Dear Members

This issue conveys a windfall of programs for you in coming days to acquire knowledge, hone skills and test too. It is not for only one category. It is for young members, women and all. There is a motivational guru to talk on leadership in most adverse circumstances and renowned person teaching you how to sell. So why not sell our own products, be it services or material. Please write your own life skit and communicate. Read on Press meet and learn that words and body language should match and lies can be caught. Think and realize the change over decades from R K Laxman TOI sketch.

The movie tells that in most adverse conditions how you expect to win, with the help of Dirty Dozen guys (asset or liability). The answer is available in the movie and for detail read – Thinking, Fast and Slow. Attend BMA programs and read a book – It will make you smarter. If you have earned enough then learn on taxation. Best Wishes

Pradeep Pofali

### Management Development Programme (MDP)

Date : 28.02.2013 Topic : Contractual Labour

Faculty : Mr. K B Lele

Venue : BMA, Guru Narayana Centre for Leadership

Dear Sir/Madam,

### Appeal Note

We invite you to utilize our Magazine (Samanvaya) for advertisement which is 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

### DVD's on sale

Shaping Young Minds Programme - 24th Annual Management Convention - CEO Forum 'Samvad' with Mr. R. Gopalakrishnan

To order contact BMA

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