



Baroda Management Association

Volume - I

JUNE 2015

From the Desk of President **Mr. Alok Desai**



My dear BMA fraternity

At the outset, allow me to thank BMA and its esteemed members for the privilege and honor bestowed upon me. BMA has been a torch bearer in spreading the management movement in Gujarat ever since it was instituted in 1957. Over the years, it has grown in stature and scope and contributed to business, trade, industry and society at large in multiple ways. I accept this responsibility to lead the team for 2015-16 with humility and sincere gratitude.

Baroda Management Association...Baroda is a place I have belonged to and lived for nearly five decades. Since last thirty years, I have practiced in this lovely city as a management, communications and brand professional connected to its corporate world. So, I believe I know both reasonably well, "Baroda" and "Management". The "Association" with BMA is unforgettable. What started in the 80s as a relationship to nurture and grow has turned today into an opportunity to serve.

Management in its purest and divine form is learnt very early in life, by observing how one's mother runs the family and home. Here, the lady of the house runs the show with love and passion, without any expectation in return. Later, it is understood in its practical, commercial and pragmatic form when one's father's career and conduct become role models to emulate. And then, as you grow older, you come across so many people from all walks of life who teach you how to manage everything. Management is all pervasive and all encompassing. It has become a necessary element of every action, institution, initiative, organization and endeavor.

SAMANVAYA is a publication that reaches out to a wide and distinguished audience. Its content covers a variety of topics and subjects of interest. We genuinely encourage member involvement and participation. We are in tune with the changing times and technology.

I thank my dear parents today, for their faith in me and my love for management, as a qualification, career and means of community involvement. They would have been happy to see this day.

As I end, I pray to the almighty to give me the faith and maturity to accept and continue the things that I should not change, the courage and fortitude to change the things that I should, and the wisdom and vision to know the difference.

I look forward to a very memorable year ahead for everyone...

Thank You!

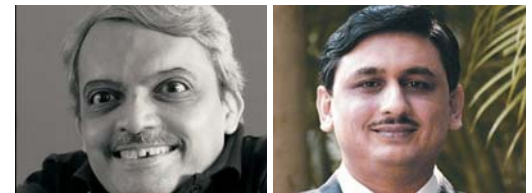
Alok Sudarshan Desai

President 2015-16



CorpCircle

Corporate Strategy



Mr. Maulik Mehta, Chief Executive,
&

Dr. Prarthan Desai, Vice President,
Infinity Consultants Limited

Strategy is no more – or less – than structured, intelligent thinking about business.

A strategy of an enterprise is concerned about achieving sustainable high performance. Strategy operates at two levels: At the business level as well as at the corporate level. A business-level strategy, also known as competitive strategy, guides a single-business enterprise (or a business unit of a multi-business enterprise) how to compete and enhance value creation potential in its specific business. A corporate strategy, on the other hand, guides a multi-business enterprise where to compete (i.e., in which businesses to operate) and how to enhance value-creation potential across its business portfolio.

At the business level, strategy making involves alignment of external realities (customer expectations, competitive moves, power of suppliers and channel partners, macroeconomic factors, and policy environment) with internal realities and choices (top management aspirations,

resources, capabilities, business processes, and organizational design). An improved alignment between these two realities may allow an enterprise to create, deliver, and capture superior value to its target customers as compared to competitors: Ability to creating better differentiators (such as superior features, better quality, timely delivery, convenience of customers, etc.) and / or to achieve lower costs (of sourcing, making, and delivering products or services). The superior value translates into superior sustainable performance of an enterprise over its competitors.

For a multi-business enterprise, while it is necessary that all its units remain competitive in their respective businesses; it may not be a sufficient condition to improve the corporate level performance. For such an enterprise it is more important to carefully choose which businesses the enterprise operates in, so that the business portfolio, in its entirety, makes sense.

The choice of a business portfolio and entry decisions into new businesses for a multi-business enterprise may be driven by following considerations :

- (i) Business Attractiveness:** The current or future profit potential of each of the constituent businesses (or a new business in which the enterprise would like to enter) should be high. This happens when a business has attractive industry structure: manageable bargaining power of buyers and suppliers, high entry barriers, low threat of substitute products or services, and manageable competition not indulging into price wars.
- (ii) Cost of Entry:** The cost of entry into the business in which the enterprise would like to enter should be sufficiently lower than potential gains, resulting into an acceptable return on capital employed and an acceptable payback period.
- (iii) Synergies and Corporate Advantage:** A business unit should be able to generate better value by being managed within the corporate umbrella, rather than by being managed separately. Similarly, the existence of the business unit should not adversely affect the value-creation potential of other business units in the portfolio, or spread the resources, capabilities, and management bandwidth of the enterprise too thin. This "better-off" condition is possible in the following situation:
 - a. A specific / newly targeted business unit shares the a product-market space with other business units, resulting into high consistency in branding and positioning, shared costs of marketing and distribution, increased bargaining power over retailers and channel partners, and better utilization of existing managerial capabilities.

- b. Same set of core competencies (e.g., LCD screen technology) being utilized in multiple product-market spaces (e.g., TV screens, mobile handsets, calculator screens).
- c. The enterprise utilizes the same set of general management principles and processes ("dominant logic") for managing multiple business units.
- d. The corporate office can utilize its corporate or parenting advantage of choosing right kind of businesses to enter into, and managing them with common set of managerial resources, processes and capabilities, providing them advantage of shared corporate-level support functions, and providing them advantages such as collective negotiations with suppliers or buyers.

¹ Adapted from Michael E. Porter, From Competitive Advantage to Corporate Strategy, Harvard Business Review, May 1987.
² Gary Hamel and C. K. Prahalad, The Core Competence of the Corporation, Harvard Business Review, May-June 1990.
³ C. K. Prahalad and Richard A. Bettis, The Dominant Logic: A New Linkage Between Diversity and Performance, Strategic Management Journal, 7(6): 485-501.

When the above-mentioned three considerations are not satisfied, a multi-business enterprise may decide to exit from specific businesses by harvesting or divesting corresponding specific business units. An Exit decision is justified when (i) profit and growth potential of a business goes down, (ii) the concerned business unit does not enjoy a dominant position in the business, and (iii) it does not have any synergies with other business units in the portfolio.



**Reshaping HR to facilitate
MAKE IN INDIA**

By Mr. Bharat Mehta,
HR Consultant

There is never been a better time to MAKE IN INDIA
 MAKE IN INDIA - A major national and global program is being designed and will soon be implemented.
 The main objective of this program is to be competitive across the globe and to improve the economy and quality of life in India.
 While the vision of the national leadership is very encouraging and in line with the global business scenario, it is vital to review our current HR /labor market in terms of the availability of agile, skilled , employable work force



without which all these programs will not take off effectively.

Since the world economy is predominantly driven (with high speed) by technological developments and as the globalization has picked up momentum, it will also have its impact on the way work force respond to these changes.

In the recent times I have seen many changes in the way HR is required to be managed and would expect the dynamism in this area to continue. If we want to meet our objective of enhancing skill development efforts, we will have to see what is written on the wall.

Research by Accenture has identified 10 business trends that will radically reshape the HR in future.

- **Managing individuals:** instead of managing workforce with a one-size-fits-all approach, HR will customize employee incentives accordingly. In other words, employees with different skills and potential will be rewarded differently to differentiate apples from oranges.
- **Technology advances radically disrupt HR:** Technology will integrate talent management in to the fabric of day to day business. HR IT will become a vital component of an organization characterized by social media, cloud computing, big data and mobility. This has already started and HR org charts already have HR IT positions in there.
- **The rise of the extended workforce:** companies will be increasingly composed of the ever-shifting, global network of contractors, business partners and outsourcing providers. As the talent stretches beyond the confines of the company, HR teams may have to pay as much attention to people outside of the organization as to those within. In the process, HR agencies with global presence will have tremendous advantage in terms of partnering with multinational businesses.
- **HR drives the agile Organization:** Needless to mention that in the world with uncertainty, high speed and competition, companies will have to adapt to changing business conditions to outperform. HR will have to fundamentally reshape itself to enable the new organizations designed around nimble and responsive talent.
- **The global talent map loses its boundaries:** There will be a big mismatch between areas of demand and supply of jobs globally. Hence the companies will be composed of highly diverse workforce. HR will need to adopt new hiring and selection strategies to effectively match talent with task across the globe.
- **Talent management meets the science of human behavior.** As new discoveries into brain science and

human behavior are emerging – and companies are using analytics to achieve improved results – HR will begin to arm itself with the tools and insights of a scientist to achieve better performances from their workforces. Some companies have already started using some of the tools to understand and know the candidates better.

- **HR must navigate risk and privacy in a more complex world.** As the internet continues to break down information barriers, HR will adopt risk management Strategies covering everything from protecting confidential information and data, to risks associated with weak hiring or turnover of talent.
- **Social media drives the democratization of work.** Social media is pervading the workplace and making it easier for employees to exchange information and ideas online. HR will need to play a vital role in helping build effective organizational cultures that support this, as well as incentives and processes for knowledge sharing, innovation and engagement
- **HR expands its reach to deliver seamless employee experiences.** HR will evolve from being a clearly defined, stand-alone function to one that collaborates closely with other parts of the business, such as IT, strategy and marketing, to deliver well-rounded HR and talent management processes
- **Tapping skills anywhere, anytime.** Skills gaps are widening and HR will be increasingly hard pressed to ensure their organizations have the right people. HR will need to develop initiatives to be able to quickly tap skills when and where they are needed.

Leadership and HR functions that recognize this and react will have an unprecedented opportunity to help organizations.

These trends are happening now and will only get more real and impactful. A very different set of HR and talent management practices will be required which are better suited to a highly volatile, global and knowledge oriented age.



Sejal Handicrafts

by Ms. Sejal Patel,
Owner

1) Tell us something about your journey so far?

- Sejal was started by my father Shri Devendrabhai initially named as **Art Calico** which was renamed as

Sejal after my birth. We were the first to introduce the concept of printing in Vadodara, before 80 years, that is, even before the independence. Art Calico was started with an aim to uplift backward class of the society helping them with employment and finances. It's been 41 years of Sejal as a brand has been in existence. Slowly and steadily it grew and today it is the best shop in Baroda catering the customer Needs for handicrafts and textiles. Sejal started with printing and stamping of garments initially and later on entered the fields of handicraft articles, jewelry, readymade garments, bags, footwear, showpieces, statues & idols and many exclusive home decor articles.

- All this has cost a lot of hard work and perseverance.

2) Give us your views on branding in relevance to Sejal Handicrafts.

- The ultimate principle of the basic economics "Consumer is the king of the market", was then and even now religiously followed by us. Sejal has always focused on the needs, demands and preferences of its customers. Other than the customer satisfaction principle, Sejal has always tried and maintained the traditional originality in its products.
- Time of course has played a vital role in making Sejal a brand. Sejal has also enjoyed experiencing the monopoly of the printing and stamping of the garments, but the most important factor that has contributed largely to the success of Sejal as a brand is its 'Goodwill'. We have never compromised on the quality of the products or the labour.
- We also believe that satisfaction of the employees and the artisans stands equal importance in making of a brand, and that is what we always took care of.

3) What according to you would be the keys to enhance the branding as far as Handicrafts industry is concerned?

- Sejal was brought into existence the era when the mediums of technology for advertising in the brand were not as much available as today.
- Sejal was dependent on the reviews of its customers for establishing the brand.
- We always believed and understood there is a lot of difference in customers and consumers. For example a person buys a toy for his kid from a shop. Here the man who buys the toy is the 'Customer' but the kid for whom he is buying the toy becomes the 'Consumer' as he is the end user of that toy.
- Sejal has always targeted the consumers and has believed that if the consumers are convinced with the

products and services, then customers would automatically get driven towards the brand.

- Vadodara to a great extent has extended its support to the success of this brand. I have noticed and experienced the understanding that Barodians have towards the authenticity and originality when it comes to tradition. It is normally believed that similar type of products lead to the saturation of the consumers. It's been 80 years since Sejal is dealing in the Traditional products specially the garments and since then Sejal has been consistently growing and growing.
 - It is only because of the knowledge and understanding of the Barodians, who keep and has kept the traditional fashion going and growing.
- 4) Where do you see your brand in five years from now?**
- Sejal is already a brand, However, we do wish and hope to climb the hierarchy of growing national and then establishing the brand internationally as well.



FinWorld

The Rally

ALL Investors MISSED!

By CA Rajiv D Khatlawala,
Corporate Consultant & Financial Trainer

- Stock Market investors are at a huge disadvantage right now! Ok. I know that you may be wondering what the heck I am talking. The Sensex and Nifty are near all time high and stock prices have rallied in the past few months. So then my above statement looks clearly out of place.
- Well, let me give you another perspective. While the stock markets have been vibrant in the past few months, we all were witness to the real action that was taking place outside the stock market in the past few years!
- I am talking about the unlisted new economy companies - the likes of 'Flipkart' and Snapdeal and Myntra. The angel investors, venture capital funds and private equity investors in these fast growing companies, not to mention their young and dynamic promoters, have made manifold returns compared to the 'good old' listed stocks.
- These new companies today not only command higher brand recognition but also much higher valuations. For instance take Flipkart. It has a turnover of USD 1 Billion (Rs 6,000 crores) while the recent round of Private



equity funding puts a valuation of USD 7 billion (Rs 42,000 crores) for the company!

- To give you a further perspective, there are only 40 listed companies which have a valuation of more than that of flipkart (i.e. more than 40,000 crores)!! Similarly take the turnover (Sales). Flipkart, and now even Sanpdeal, has a turnover of USD 1 billion (Rs 6,000 crores). Not many companies command this size of sales. Of course, these are not manufacturers but just traders in the typical sense and so comparing their turnover with other manufacturing companies is incorrect. The whole point was to get a perspective.
- The tremendous growth of these companies has not benefitted the general investor at all. It is my guess that these companies may think of listing themselves in some months from now, but the 'cream' of the returns would have already been made by that time. Whenever they do get listed, the retail investor would be left to enjoy just the 'normal' returns while the early investors will bank the super normal returns. (Just Dial which got listed recently, is a case in point)
- These are just a few instances where retail investors could not participate in the 'real emerging' India. While we investors try to convince ourselves of the current rally and the research departments of broking industry break their heads to 'identify' the gems, the real diamonds are not even available for investments!
- SEBI and the exchanges seem to have realised this and are already in the process of creating an ecosystem where new idea companies too can access public money so that retail investors too can participate and earn 'super normal' profits!
- Better times ahead, I presume

High Tech

Trends in Technology

By Mr. Arjun Tandon,
Director, Bulwark Systems



Technology is developing and touching each and every area of human existence. Current trends in technology today and for the next year include:

1. Embedded technology: Internet of Things (IoT) is very big and is continuing to focus on the digital business products and is part of processes in operational and industrial usage.
2. Anywhere computing: Gone are the days of desktops and laptops, now there is computing power everywhere, smartphones, wearable technologies

giving us power to be connected and productive.

3. Analytics and Big Data: with the Internet of Things taking a center stage, there is huge pools of data and need of analytics.
4. Smart machines: Analytics and Big Data will give rise to smart machines that will learn for themselves and respond accordingly.
5. Cloud technologies: These cloud client technologies will rule the technology area, with resource at demand and low cost of ownership, computing is moving away from the static models to deal with the demands. I feel this will give birth to newer avenues of growth in technology.
6. Web Shops: More and more companies will think like Amazon and Google and open up web shops, giving the ease of doing business and easy providing for customers.
7. Newer areas of Security: Today we see a shift from the perimeter security to a more multifaceted approach on security. Security now is more intuitive with zero day protection.

These are some areas of technology growth and we will see an explosion of technology in these areas, affecting our lives very soon, in the next couple of years.



Reinventing Health

By Dr. Drashti Shah,
Consultant: Fitness, Sports Injuries, Spine Rehabs and Nutrition

Let's not speak about what we have already read and searched, because for many of us, a calorie restricted diet, exercises, medicines, counting and burning calories doesn't work.

Health is a lot beyond the freedom of disease. Our health is in a constant state of flux and good health refers to a perfect balance and harmony of tissues, cells, joints, muscles, nerves, gland and each system of body.

We ignore our joints, digestion, and other systems of our body till it gives symptoms of malfunction. We accept the suffering and aging as a reality and give up easily on Health; instead, we should take a stance toward Renewing and Reinventing our Temple.

Our body is capable of sustaining a lot of abuse like unhealthy food habits, packaged and processed foods, refined flours, erroneous eating time, alcohol, smoking, drugs, sedentary life style but it tries to renew and treat itself every moment before manifesting a disease.

It gives us signals, still we ignore. Lifestyle diseases like Diabetes, Osteoporosis, Unhealthy cholesterol levels, hormonal imbalance, infertility, low immunity, rheumatism, insomnia, gastrointestinal diseases, and depression are on rise. We feel that by treating them with medication and worrying about them will be enough, but we are in fact suppressing the diseases that too, to a failure.

Looking at the gravity of situation, the Outlook of treating the disease should be converted to "Preventing a Disease".

The old paradigm of health, nutrition should be changed as there is tremendous diversity in the individual's body and mind. The mind and body complex should be treated through a holistic approach. A comprehensive understanding of the basis of nutrition and exercises is needed for lifestyle modification.

Good news is, that leading medical authorities have proved that with plant based diet and exercises many lifestyle diseases can be prevented and reversed by resetting even the genetic expression of the persons DNA hence maintaining a sense of well being.

Combination of modern science with ancient wisdom should be the new model of health to improve on the Health Quotient and Fitness Quotient. Without complicating the situation, let's begin with healthy lifestyle choices, such as Low glycemic fruits and grains, Herbs Plant based proteins, Sprouted pulses and grains Low impact cardiovascular exercises paired with weight training and stretching Meditation and Pranayam.

Forthcoming Events

MDP ON

Understanding Basics of Price Trends In Currency Markets

Faculty – CA Mr. Rajiv D. Khatlawala

About The Faculty

Mr. Rajiv Khatlawala, is a Chartered Accountant, enriched with the skills like Technical Analysis, Equity research, Wealth Management Financial trainer and expertise on currency and commodities hedging. AUTHOR of 'How to profit from Technical Analysis' published (2008) by Vision Books, New Delhi (currently in 9th re-print). He is having exposure of Manufacturing companies, Software / KPOs, Importers/exporters, Financial services and Broking companies. He has experience of working with ValueTrade Academy (InvestOgyan) and earlier at Sun Pharmaceutical Ind. Ltd., Transpek Industries Ltd. and Jhaveri Securities. Currently a Corporate consultant and Corporate trainer advising companies in currency / commodities hedging, equity research and wealth

management. Mr. Rajiv is also Visiting Faculty at SEMCOM, FMS Baroda, GH PATEL Institute and guest faculty at Baroda Chapter of ICAI.

ABOUT THE PROGRAM

The volatility in the currency markets have increased over the past few years especially since 2008. Most of the exporters and importers have been affected by high fluctuations in the currency markets. The Dollars movement against major currencies has been volatile too, leading to a cascading effect on the Indian currency too. The program aims to make the participants aware of the basics of understanding price movements and trends in the currency markets by using science of 'Price analysis' popularly known as 'Technical Analysis'. It is another method of analyzing price behavior.

CONTENT

- Understanding the difference between Price analysis and fundamental analysis.
- Understand the scientific definitions to price trends, Trend reversals, trend continuation, price corrections, etc.
- Understanding the basic tools and techniques used to analyse price trends and price behaviour.
- Actual analysis of key currency pairs during the session.

Program Details

Date: July 29, 2015 (Wednesday) | Time: 9:30am to 5:30pm

Fees Details

Student Member: Rs. 800/- | Life Patron Member: Rs. 1250/-
Member: Rs. 1500/- | Non Member: Rs. 1800/-
(Above Fees is Exclusive of Service Tax 14%)

Certification Courses Special Finance Series

The FinTelligent Woman By CA Mr. Rajiv D. Khatlawala

COURSE CONTENTS: (15 Hours Module) (Level: Beginner)

About The Program

- Meaning of the terms Finance and Investments
- Why should all women must know about finance and investing
- Misconceptions about money
- Money flow in life
- Protecting your and family's financial interest
- Low risk mutual fund investing
- Key issues and myths about insurance
- Creating your hidden corpus!
- Meaning of Financial goals with example and other topics and other topics

Program Details

Date: July 31, 2015 onwards
Time: 06 pm to 08 pm (Every Friday)

Fees Details

Student : Rs. 2000/- | Life Patron Member: Rs. 2500/-
Member: Rs. 3000/- | Non-Member: Rs. 3500/-
(Above Fees is Exclusive of Service Tax 14%)



FinTelligence for Everyone!

By CA Mr. Rajiv D. Khatlawala

COURSE CONTENTS: (15 Hours Module)
(Level: Intermediate)

About The Program

- Understanding the money flow in our lives
- Understand the difference between 'need' and 'want'
- Savings, spending and Investing
- Returns and Inflation
- Understanding Mutual funds and Insurance
- When, Where, How and How much to invest?
- All about Loans and credit
- Creating realistic Budgets
- Financial Goal setting

Program Details

Date: August 1, 2015 onwards
Time: 6 pm to 8 pm (Every Saturday)

Fees Details

Student : Rs. 2000/- | Life Patron Member: Rs . 2500/-
Member: Rs. 3000/- | Non-Member: Rs. 3500/-
(Above Fees is Exclusive of Service Tax 14%)

The Smart Investor's Basic toolkit

By CA Mr. Rajiv D. Khatlawala

COURSE CONTENTS: (15 Hours Module)
(Level: Intermediate)

About The Program

- Introduction to Financial markets and Investing concepts
- All about Mfs
- Basics of how to read and analyse Annual Report
- Understanding Basic Price Analysis
- Basics of Derivatives

Program Details

Date: August 2, 2015 onwards
Time: 10 am to 12 pm (Every Sunday)

Fees Details

Student : Rs. 2000/- | Life Patron Member: Rs . 2500/-
Member: Rs. 3000/- | Non-Member: Rs. 3500/-
(Above Fees is Exclusive of Service Tax 14%)
Venue: Baroda Management Association

MINDSPOWER By Dr. Rekha Shetty

OBJECTIVE

Leadership: This workshop will give you the environment to increase the participation and support you receive from your team. As a leader you will be able to create effective, commando teams capable of achieving results.

Motivation: The creative thinking tool will help you move your team swiftly to implement your plans.

Action: The workshop will result in the production of a

written implementation plan to solve your company's problem. Companies which send a team of four will have an implementation report and a commando team to implement it.

The Tools: You are helped to expand your mind and train it to its quick silver best through the use of elegant thinking Tools. You are presented with the mathematics of creativity. This unique mental thinking tool kit will change the way you look at your company and your team. Many companies have increased revenues and reduced costs using these tools. Ego hassles and one-up manship will be eliminated; you will learn to create cohesive teams which are essential for a learning organisation.

FACULTY

Dr Rekha Shetty : An author of six best sellers, The Zero Heart Attack Path, Portable Roots, Corporate Strategy, Mind's power Innovation, Innovate! 90 Days To Transform Your Business, The Happiness Quotient and Innovate Happily and also the founder of the Mind's power brand and managing director of Farstar Distribution Network Ltd, a twenty five year old consulting firm working exclusively on innovation initiatives and work-life balance. She consults for some of the region's foremost blue chip companies. She is keenly involved in social action and is one of the first women Rotary International Governors in Asia and a recipient of its highest award "Service above Self". Her thoughts come from a deep study of many disciplines: Management, Sociology, Psychology, Economics, History and Spirituality. Her ideas are practised in over 30 countries.

Program Details

Date: Thursday, August 6, 2015
Time: 9.30 am to 5.30 pm

Fees Details

Patron/Life Members : Rs. 1500/- | Members : Rs. 2000/- |
Non Members : Rs. 2500/-
(Above Fees is Exclusive of Service Tax 14%)

Venue: Baroda Management Association

Enhancing Leadership Effectiveness By Ms. Nanda Dave

BRIEF OF THE PROGRAM

Leaders are responsible for managing results through managing tasks and managing relations. The workshop therefore focuses on enhancing key aspects of leadership using experiential learning techniques.

The key themes are :

- Skills in managing people and relationships
- Problem Solving & Decision Making
- Enhancing Execution skills

Contents

Understanding leadership challenges... managing tasks, managing results, building & managing high performing teams, raising trust amongst teammates, managing interpersonal conflicts, fostering environment of creativity and commitment, enhancing engagement level of teammates etc. Understanding nuances of Leadership – learning three key skills for leadership : Functional skills, Affiliation skills, Performance skills

Program Details

Date: Thursday, August 20, 2015
Time: 9.30 am to 5.30 pm

Fees Details

Patron/Life Members : Rs. 1250/- |
Members : Rs. 1500/- | Non Members : 1800/-
(Above Fees is Exclusive of Service Tax 14%)

Venue: Baroda Management Association

For Registrations

Baroda Management Association

2nd Floor Anmol Plaza,

Opp McDonalds, Manisha Circle, Old Padra Road, Vadodara

Contact : 0265-2344135

Email us on : bmabaroda1@gmail.com

Appeal Note

Dear Members,

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:

MEMBERSHIP FEES

Categories	Criteria	Annual Fees Rs.
INSTITUTIONAL		
Patron		225000
Special	Above 20 crores	25000
A	5 to 20 crores	12000
B	1 to 5 crores	10000
C	Upto Rs. 1 crore	5000
D	Multiple Combined Institutional Member of AIMA, amount as per AIMA rules or Rs. 1000/- whichever is more	5000
E	Non-profit organization (Local Bodies, Educational & Professional Bodies)	5000

Categories	One Time Entrance fees Rs.	Annual Fees Rs.
INDIVIDUAL		
Student	200	600
Associate	300	2000
Professional	300	2500
Life		25000

Service Tax 14% Extra

Contact : 0265-2344135/2353364/6531234 | bmabaroda1@gmail.com



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From the Editor's Desk

SAMANVAYA gives a glimpse of the events, what lies ahead in terms of MDP, Evening talks, certification courses offered apart from words from experts in various fields. The current issue is a contribution of people who achieved excellence in their professional endeavors. The article under CorpCircle talks on corporate strategy and the choice of a business portfolio. In the People Talk section, a very current topic of Make in India and how human resource professionals can gear for the same is elucidated crisply. In the Brand Biz section we have Baroda's own Sejal Handicrafts who takes us through the journey of Sejal Handicrafts and talks of its further dreams. The FinWorld has some interesting facts for those of you who are interested in the financial market. The High Tech and the StyleQ reminds of the responsibility we owe towards self.

Readers would get a glimpse of the well crafted articles. A good article is one for which a reader waits to read more after reading the article. I 'm sure this feeling is aroused in this issue. Wishing you happy reading!

Prof. (Dr.) Sunita Nambiyar

FRIDAY EVENING TALKS

SR	DATE	TOPIC & SPEAKERS
1	10.07.2015	Child Sex Ratio : Mirror Image of India By Dr. Shivani Mishra
2	17.07.2015	Understanding GenX & GenY in Indian Perspective By Prof. (Dr.) Sunita Nambiyar
3	24.07.2015	The New Land Acquisition Act and its Implications By Mr. Asim Choudhary
4	31.07.2015	Learning from Bollywood By Mr. Hardik Vaidya & Mr. Sudeep Jambekar

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

Publication Committee

- Mr. Mayank Mathur** - Chairperson
- Prof. (Dr.) Sunita Nambiyar** - Director
- Mr. Tushar Kothari** - Director

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