



**Baroda Management Association**

ISSUE : VII | MARCH 2013

**SAMANVAYA**

## Prof. Mayank Dholakiya Round Table on Strategy



Mr. Samir Parikh



Mr. Maulik Mehta



Mr. Sandeep Purohit



Mr. Muthiah Venkateswaran & Mr. Shivanshu Gupta from McKinsey & Company conducting the session

BMA had organized Round Table on Strategy where the Senior and Top Management team members representing key management functions from various organizations participated in this event.

**Mr. Samir Parikh**, President-BMA welcomed all the participants by sharing the forthcoming events of BMA. A tribute was given by **Mr. Maulik Mehta to Late Prof. Mayank Dholakiya**, who had a distinguished career of over 30 years spanning both industry and academics. Having worked in industry for more than 15 years, he switched to academics to teach Strategic Management and went on to become Dean of the Faculty of Management Studies, M.S. University, Baroda. He also consulted Indian Companies, small and large, as well as Multinationals in the area of Strategy Formulation and Execution.

His passing away in 2006 at the age of 51 was a great loss to BMA, Management Fraternity and Vadodara City in general that can never be filled.

As a mark of respect to him, the first Round Table on Strategy was launched by BMA. This program was effectively conducted by the two expert representatives of **McKinsey & Company**, **Mr. Muthiah Venkateswaran & Mr. Shivanshu Gupta** who discussed the significant aspects on strategy like foundations of strategy, dealing with uncertainty and implementing effective strategic planning by applying ten tests comprehensive toolkit of approaches. Applying all these to the specific business unit strategies in team break-out sessions, where participants derived implications and ideas with the support of the experts.

**Mr. Sandeep Purohit**, Vice President-BMA gave the concluding remarks followed by vote of thanks at the end of the program.

### RESOURCE TEAM

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## Win-Win Business in China - The Dos and the Don'ts

- Mohan Joshi

Doing business in China is not easy. *Correction!* Doing business anywhere other than your native land is not easy. Because other than business and market laws you have to follow a host of unwritten laws and rules and protocol that can make or break your business in that 'other' land.

The same goes for China. So if you are going to China on business, it would be a good idea to go through these quick tips on the dos and don'ts of the Chinese market. However, it is important to make a difference between Hong Kong and Mainland China. Since Hong Kong is a metropolitan city, it is more liberal and more used to Western habits; hence certain Chinese protocol may not be as rigorously followed in Hong Kong as in Mainland China.



### Win-Win Business Tips in China

#### A) In General:

- **Consensus is Key:** Decisions are made only by consensus rather than by a single person, therefore you must be patient when dealing with the Chinese
- **Language could be a Problem:** The Chinese are not very familiar with English. Hence, it is advisable to carry your hotel address with you in case you get lost
- **Guānxì – pronounced as Hanyu Pinyin (Relationship) is Very Important in China:** It is always "Friends first, business later." It is always important to establish an amicable relationship with the customers before getting down to business. In China, business relationships are personal relationships; establish a trusting personal relationship that demonstrates your respect

#### B) Breaking the Ice (Introducing yourself):

- **Business Cards:** It's usual to exchange business cards. So remember to bring enough cards for distribution. It will be a good idea to have your business cards printed in Chinese
- **Gifts:** Always bring small gifts. But stay away from clocks strictly. In China, clocks symbolize 'DEATH'. Also, avoid the color 'White' and the number 'Four'. The number

'Four' also means 'Death'. Go for Red/Gold colors, which are the Chinese hot favorites and the numbers 3 and 8, which are considered lucky

- **Dress Code:** Men should wear dark colored suits and ties. Women should avoid short skirts and tight shirts
- **Punctuality:** The Chinese expect foreigners to be punctual for their meetings
- **Handshake:** You can shake hands with the Chinese. They don't press as hard as the Europeans but they usually do it a little longer. A Chinese man will feel uncomfortable if you shake the lady's hand first

#### C) Negotiation:

- **Schedules and Traffic:** Schedules should be planned to suit local traffic conditions, especially in the Mainland
- **Reconfirm Appointments:** In China, always reconfirm your appointments one or two days before
- **Happy Visiting Hours:** Do not visit your customers in China during lunch time 11.30-14.00. Always make sure to meet them with a courteous smile
- **Keep Promises Always:** Always keep your promises and try not to make many
- In China, speak slowly and make short sentences since your translator needs time to think and translate
- **Never Say 'No':** Do not say 'No' all the time; be flexible in approach and communication and delay answers if necessary
- **Don't Ask Too Many Questions:** If you have many marketing questions, or if you are gathering information, do not rush, but first look at the reaction and the rank of the person and ask in a friendlier manner. Do not expect a straight answer on your first visit
- **Don't Rush Decisions:** Never rush a decision from your customer. Give him time and make sure there is no misunderstanding. Be tactful and push decisions only if all points have been discussed and all information available is understood
- **Party-time, No Complaints:** Discuss complaints and the downsides of any business issue/problem, only during formal face-to-face discussions. In events such as parties or annual dinners, only talk about happy and prosperous things. It's important to have casual talks during discussion and dinners. Keep the atmosphere casual
- **Paying of Bills:** In China, unless you are invited, always expect to pay the bills as your customers might not have the means to do so
- **Drinking is a Competition:** Drinking in Hong Kong and China is more of a competition between the 'foreign ghost' and the Chinese. Accept the challenge with caution or say that you cannot drink because of your doctor's advice





## SAMANVAYA

- **Never 'show' Anger:** Never display anger to your customers. Work around the tight spots with pragmatism
- **Don't React to Unusual Gestures:** Do not make an 'annoyed face' even if your customers make gestures or sound unusual in Western countries. Remain non-committal in facial expression in such situations
- **'Keeping Face' is extremely important.** Do not make customers 'lose face' in front of others. Chinese people are very hospitable, but their self-esteem is very strong and they pay very much attention on how other people view them and their attitude towards them

### D) Things the Chinese dislike:

- **Unpunctuality is not appreciated :** So always allow for enough time in your visiting schedule
- **No in-depth Political Discussions:** Do not involve yourself in any in-depth political discussion about China
- **Avoid unintentional criticism:** Avoid unintentional criticism of others.
- **Don't poke fun:** Don't poke at someone, even if in fun

You are now all ready to shake hands with the Dragon and win them over. Just the backdrop for a Win-Win Global Alliance.

(Mr. Mohan Joshi is "Strategic Advisor of SCHOTT which is a German MNC. He also works as an independent "Strategic Advisor for Global Alliances".)

- ## Quiz
- Suresh Purohit
1. What was stamped with the message "Lifebuoy se haath dhoye kya" in Kumbh mela as a part of marketing-social connect by Unilever?
  2. I am the world's largest LEED-Platinum certified green hotel (new construction category) and the third largest hotel in India. Who am I?
  3. Where did 150-year old French multinational bank Societe Generale open its third branch in India, after Mumbai and Delhi?
  4. Who has penned down a book 'Does he know a mother's heart'?
  5. Madrid is the capital of which country?
  6. To whom you would be listening, if you turn your radio for 'Yaado ka idiot box' or 'Yaad sheher'?
  7. Name the India's largest shopping mall spread over 2.5 million sq feet and having facility to park 3000 cars.
  8. What's common in 'Satyamev Jayate' and 'Saraswatichandra'?
  9. The division of Net Sales by Total Assets, would result into which efficiency ratio?
  10. 1st: Dr C K Prahalad in 2000, 2nd: Sam Pitroda in 2001, ..... , 13th: Tessy Thomas in 2012. Crack the series.

Answers on page : 6



## સેન્ટ્રલ ગુજરાતના અગ્રિમ ડીલર્સ...







**IGNITOR**

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**કુમાર મોટર્સ** - કંપનીનાં ભારતનાં સૌ પ્રથમ ડીલર્સ | અઢી દાયકા ઉપરાંતથી મધ્યગુજરાતમાં અગ્રિમ ડીલર્સ તરીકે આગવી ઇમેજ | કુશળ સેલ્સટીમ જે આપને સરળ કાઉન્સેલિંગ દ્વારા હીરો મોટરસાઈકલની ખરીદી માટે ચોક્કસ માર્ગદર્શન આપશે | શહેરના આરાધના સિનેમા પાછળ તથા ઓલ્ડ પાદરા રોડ ઉપર કુદી ઓટોમેટેડ વર્કશોપ જ્યાં કવોલીફાઈડ, કંપની ટ્રેઇનડ મીકેનિક્સ જે આપની મોટર સાઈકલને વધુ કાર્યદક્ષ બનાવશે | **કુમાર ઓટોમોબાઈલ્સ** - 'અક્ષરચોક' ભારતનો અઘતન - 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, બહુચરાણ રોડ, સલાટવાડા પડોદરા. ફોન : ૨૪૧૮૫૨૪, ૭૬૦૦૦ ૨૯૭૬૪

**કુમાર ઓટોમોબાઈલ્સ** : અર્થ કોમ્પ્લેક્સ, અક્ષરચોક, જુના પાદરા રોડ, પડોદરા. ફોન : ૩૨૯૯૭૦૦, ૨૩૨૧૮૨૨





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

MONARCH

## Framing Minds with GEORG SPARSCHUH

I take this opportunity of presenting a very interesting and informative interaction with **Mr. Georg Sparschuh**, President Schott Glasses India Pvt. Ltd. SCHOTT is one of the leading manufacturers worldwide of special glass tubing and pharmaceutical primary packaging made of glass and polymer. Each year, they manufacture over 7 billion syringes, bottles, vials, ampoules and special items made of glass tubing and high-tech plastic in 11 production plants around the world. SCHOTT Glass India Pvt. Ltd. has been present in India since 1998 when SCHOTT took over a company producing pharmaceutical tubing in Jambusar district in the State of Gujarat. After up gradations and investments, this plant now functions as a production hub for SCHOTT pharmaceutical tubing for Asia. Today, SCHOTT through its 100% subsidiary in India has one manufacturing site in Gujarat and two sales offices in Mumbai and Pune. The main businesses for the sales office come from Concentrated Solar Power, Electronic Packaging, Optics and Speciality Technical Tubing. The sales office is actively working with customers in other growing areas such as kitchen appliances and refrigeration displays for super markets. In 2008, SCHOTT formed a 50:50 Joint Venture which is named as SCHOTT-Kaisha Pvt. Ltd. for the manufacturing of pharmaceutical ampoules, vials, cartridges and syringes.



**Mr. Georg Sparschuh** has a Masters Degree in Applied Science of Electronics and has been with SCHOTT for over 28 years. During the interaction he remembered how he joined the company on a development project in the R&D department, planning to stay with the company for this project only. But destiny had something else in store for him. New challenges, opportunities and positions came up and as the company grew he also saw himself growing with exposure to different departments, scope of work, countries and projects.

It has been close to 2 years that he is Baroda and is very appreciative of the “willingness to change” culture that he has found in India, which he believes is a really trigger for growth.

**Samanvaya (S):** Sir, the decision of heading a company in India – was it easy or did you give it a thought before taking it up?

**Georg Sparschuh (GS):** Some years ago I was based in Singapore to set up a new SCHOTT wafer processing factory for the semi conductor industry. Once this project was completed successfully I was looking for opportunity to continue to work in Asia. Unfortunately there was no opening at that point in time and I moved back to Germany. Subsequently, once I had the opportunity to head the operation of our tubing plant in India I directly made the move.

**Samanvaya (S):** How has been the move to India?

**Georg Sparschuh (GS):** Supported by an in depth intercultural training provided by the company, my move to India has been a

very enriching experience for me, as I have learned the cultural intricacies and emotional quotients as the drivers to business. With my experience of working in a European way and my past posting in Singapore, it has helped me to quickly pass my experience into the local organization bringing about a change in working culture. Vice versa, I like learning about the local culture and adding new aspects into my thoughts.

**Samanvaya (S):** Do you travel a lot?

**Georg Sparschuh (GS):** I feel that if you are heading a business that is operating a factory, your presence at site is most required. I will be uncomfortable if I would have to stay away for long time. It is equally important to maintain relationships with your stakeholders and customers, but I strongly feel that at the end of the day the team and the factory are of utmost importance.

**Samanvaya (S):** What is your normal working day like?

**Georg Sparschuh (GS):** My day starts at 8.30 in the morning when the first thing I do is assess the overall situation and look at the operations in the factory. As glass factory is in continuous operation, 24 hours a day, 7 days a week, every morning is a challenge to see if things have been ok and production is under control. Next, I go through my emails. Since we are a global company, due to the time difference all my emails from the headquarters are piling up over night. After lunch, there is a daily meeting with the management. An open and relaxed atmosphere will ensure that all information from respected departments will be exchanged to each other. Those might be the day to day challenges or the actions towards company's long term vision as well. In the afternoon I am on the shop floor. I go to the factory and I enjoy talking with everyone. Learning about the staff's ideas and problems is the best source for improvements.

**Samanvaya (S):** What is your leadership style?

**Georg Sparschuh (GS):** My leadership style is participative. I believe that the purpose of good leadership is creating and developing strong teams that can bring the company to long term success. Building trustful relationships will enable for a democratic leadership style, but also would allow for direct orders once critical situations might come up. Sustainability is very important. This can only be achieved if we are taking care our social responsibilities in our business. Therefore our companies values are: Respect others, Act responsibly, Create Value.

**Samanvaya (S):** How do you find it working in India, its culture, etc.

**Georg Sparschuh (GS):** Ever since I have come to India, my aim was bringing in changes for the development of the factory and gaining sustainability by moving towards a lean enterprise. We have changed the companies working culture on approach and follow a locally created vision for the company. It is important not only to have a top down vision but it is equally important that it is implemented bottom up as well. What I like about India is the willingness and openness to change. And because of this willingness, the company is progressing on a fast track. I have worked across the globe and this attitude of



## SAMANVAYA

willingness to change I have not seen anywhere else. As an example, the other day a worker came up to me and said "you have changed the style of working. I like it. We will continue." What more can a leader ask for. It makes me proud to be a member of such a team. I strongly feel that one should not misjudge the local culture. Everything has its plusses and minuses. One has to balance it all.

**Samanvaya (S): What do you like to do in your free time?**

**Georg Sparschuh (GS):** I like to travel and am very interested in still photography. In addition I like to follow my family's roots of being wine-growers (unfortunately cannot pursue the last hobby in Gujarat, for obvious reasons!!)

**Samanvaya (S): What kind of books you like to read?**

**Georg Sparschuh (GS):** I like to read books from which I can gather information, improve on self development. I like to read upon memoirs from leaders across the globe. At time I'm reading the novel Omertà by Mario Puzo which gives a shivering insight into the social structures of Italian Mafia.

*This interview was taken by Meera Vin for Samanvaya*

## Quotes from Why Nations Fail The Origins of Power, Prosperity and Poverty

Nations fail today because their extractive economic institutions do not create the incentives needed for people to save, invest, and innovate. Extractive political institutions support these economic institutions by cementing the power of those who benefit from the extraction.

Extractive political and economic institutions, though their details may vary under different circumstances, are always at the root of this failure. In many cases, for example, Argentina, Columbia and Egypt, this failure takes the form of lack of sufficient economic activity, because the politicians are just too happy to extract resources or quash any type of independent economic activity that threatens them-selves and the economic elites. In some extreme cases, as in

Zimbabwe and Sierra Leone extractive institutions pave the way for complete state failure, destroy-ing not only law and order but also even the most basic economic incentives. The result is economic stagnation and – as the recent history of Angola, Cameroon, Chad, the Democratic Republic of Congo, Haiti, Liberia, Nepal, Sierra Leone, Sudan, and Zimbabwe illustrates-- civil wars, mass dis-placements, famines, and epidemics, making many of these countries poorer today than they were in the 1960s.

### A case from Uzbekistan

Cotton accounts for about 45% of the export of Uzbekistan, making it the most important crop since the country established

independence at the break up of Soviet Union in 1991.

The cotton bolls start to ripen and are ready to be picked in early September, at about the same time that children return to school. Karimov (President) issued orders to local governors to send cotton delivery quotas to schools. In early September the schools are emptied for 2.7 million children (2006 figure). Teachers, instead of being instructors, become labour recruiters. Gulnaz, a mother of two of these children, explained what happens;

At the beginning of each school year, approximately at the beginning of September, the classes in schools are suspended, and instead of classes children are sent to the cotton harvest. Nobody asks for the consent of parents. They don't have weekend holidays (during the harvesting season). If a child is for any reason left at home, his teacher or class curator comes over and denounces the parents. They assign a plan to each child, from 20 to 60 Kg per day depending on the child's age. If a child fails to fulfil this plan then next morning he is lambasted in front of the whole class.

The harvest lasts for two months. Rural children lucky enough to be assigned to farms close to homes can walk or are bused to work. Children farther away or from urban areas have to sleep in sheds or storehouses with the machinery and animals. There are no toilets or kitchens. Children have to bring their own food for lunch.

## Seen a Movie Inception

This movie is meant to apply your intelligence and enjoy being attentive for scientific entertainment.

Up till now we saw movies talking about past and what we could learn from those.

For a change now we are talking about a movie which dreams of future. Roughly said that dreams are desires to happen in real world and few people work on them. Such intelligent people are always ahead of thinking than a mass.

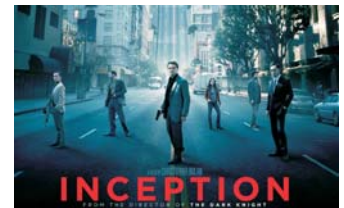
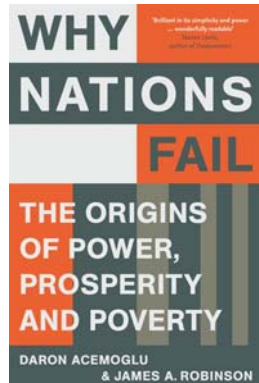
**Those who are ahead of their times must wait for posterity's verdict.**

So, when you are watching a movie, the idea may appear far-fetched. The idea is to steal valuable secrets by delving deep within the subconscious, during a dream stage. This ability is applied for corporate espionage (extraction). In any case it is crime and it has its downfall and negatives in life. Why not to think further of planting (inception) an idea in someone's mind to get the desired outcome. The lead role is by Leonardo DiCaprio and Director Christopher Nolan had done justice to plot. Watch for technical brilliance, emotional drama etc.

So friends, dream on your plans and be ready to challenge the things and invite criticism, debate and doubts for masses. Inception is magnificent.

Those who are looking for just entertainment, should not bother to attempt.

- Pradeep Pofali





## BMA Elected **Managing Committee Members** For The Year 2013-14

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**Mr. Sandeep Purohit**  
Dy. General Manager  
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**Mr. Suresh Purohit**

### ELECTED OFFICE BEARERS FOR THE YEAR 2013-14



**Mr. Sandeep  
Purohit**  
President - BMA



**Mr. Ashet  
Kikani**  
Vice President -  
BMA



**Mr. Sagar  
Mehta**  
Hon. Secretary -  
BMA



**Mr. Romi  
Bhatia**  
Hon. Treasurer -  
BMA

### Quiz Answers

1. Rotis (around 25 lakhs rotis had the message)
2. ITC Grand Chola, Chennai
3. Sanand, near Ahmedabad
4. Arun Shourie
5. Spain
6. Neelesh Misra
7. Lulu shopping mall, Kochi
8. Being telecast on two channels (DD and a private channel)
9. Asset turnover ratio
10. Lal Bahadur Shastri National Award for Excellence in Public Administration, Academics and Management



### Renew your Subscription !!!

**For members who have not renewed their BMA membership, please renew your membership at the earliest.**

### Appeal Note


Dear Sir/Madam,

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

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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

} COMPLETED

REGISTRATION ON :

- ⌘ 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  
- Shri Deepak Kumar, Chief Commissioner,  
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**Who should attend?**  
It is open for all the people who are dealing with Indirect Tax matters.

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RSVP: [bmabaroda1@gmail.com](mailto:bmabaroda1@gmail.com) | Phone: 0265 2344135 | [www.bmabaroda.com](http://www.bmabaroda.com)

Dear Members,

In a few weeks from now, another year of BMA activities will commence. I take this opportunity to invite all of you to extend your services in the areas which interests you. Kindly let us know your preference latest by May 15, 2013. The sub-committees where you can contribute your time and efforts are:

- \* Evening Talks Committee
- \* Programs Committee
- \* IT Infrastructure Committee
- \* Finance & Audit Committee
- \* Annual Management Convention Committee
- \* Co-operative Development Committee
- \* Membership Promotion Committee
- \* Women's Development Committee
- \* Young Managers Development Committee
- \* Social Action Development Committee
- \* Small Scale Development Committee
- \* Publications Committee
- \* Public Relations Committee
- \* Management Round Tables Committee
- \* BLING Committee
- \* Physical Infrastructure Committee

We look forward to your active participation to mark another vibrant year for BMA.

**Ashet Kikani**

Vice President - Elect  
2013-14

BMA is happy to announce a **LOGO CONTEST** for its  
**25th Annual Management Convention**  
planned in October - 2013

#### About AMC:

An annual feature and a flagship event of BMA, eagerly awaited by management professionals/educators/thinkers/practitioners of central Gujarat. BMA has successfully organized 24 consecutive Annual Management Conventions (AMC), held at Baroda, since 1988. BMA plans to celebrate the Silver Jubilee of this flagship event in this year tentatively on the theme, "Destination India – the new Global Business Hub".

#### Guidelines:

- This contest is open for BMA Members only.
- The logo prepared shall be in context to the AMC Theme i.e. "Destination India – the new Global Business Hub".
- Please submit a hard copy and soft copy in pdf or jpeg format to [bmabaroda1@gmail.com](mailto:bmabaroda1@gmail.com). Be sure to include your name and membership category in the email.
- The Submission must be your original design.

#### Recognition:

The winner of this contest shall be given a Special Recognition by BMA at an appropriate occasion.

In addition, the names and logo of members that are short-listed for final selection shall be published in our "Samanvaya".

HURRY!

**Submissions must be received by April 30, 2013 before 5 pm**

For any query contact BMA.



## Forthcoming Events

### Management Development Programme (MDP)

**Date :** 09.04.2013  
**Time :** 09.30 am to 05:30pm  
**Topic :** Writing Effective Business Proposal  
**Faculty :** Ms. M.V Padma  
**Venue :** BMA, Guru Narayana Centre for Leadership



## Special Management Development Program on Beyond Management Be All

By Gururji Shri G Narayana



### Beyond Management :

It is about integrating the different four-way aspects of Physical, Emotional, Intellectual & Spiritual planes and Body, Mind, Intellect and Spirit and Child, Youth, Adult and Elder to develop a systematic process interlinking and integrating Attitude ethic, Work ethic, Leadership ethic and Empowerment ethic to realize the four way excellence within all human beings.

### Be All :

Human personality is a integrated whole of four natures – Child, Youth, Adult and Elder. Within each of us is a child, youth, adult and elder.

As a Leader, Teacher, Parent and Mentor we have to deal, Transact, Relate and Connect to each of these four personalities and natures for an Appropriate, Proper, Optimal and Fulfilling interactions and relations.

*This program will enable excellence to improved Results, Relations, Realities and Realization as applied to individual and organization.*

**Date :** 19.04.2013

**Time :** 10:00 am to 5:00 pm

**Venue :** The Gateway Hotel (Taj)

**Who Should Attend:** Any seeker with an open mind

**Fees :** Life & Patron Member : 1685/-

**BMA Members :** 2247/- **Non-Members :** 2809/-

(All Fees is inclusive of Service Tax, Kit, Breakfast, Lunch and Evening Tea)

## From the Editor's Desk

Dear Friends

During the month of March we had important program – 'Prof. Mayank Dholakiya Round Table on Strategy'. Remember Mayankbhai and automatically word strategy comes to mind.

In this issue, we have enough space to quench your intellectual thirst and thus many articles to scratch your brain. Please enjoy German thought process flavour of Mr Georg Sparschuh. If you are planning to be with Chinese counterpart and interact, then know what to do and don't, from a person who works internationally.

Should we not know about 'Why Nations Fail' and are we in that league? Some quote to stimulate your thinking on this issue.

For a change, the movie 'Inception' is taken and it deals with science imagination. So please stretch your imagination and learn yourself. And quiz also.

You should know to whom you have elected to operate next year. That is not enough and hence there is call, from Vice President elect, for your participation in committees. If you have artistic bend of mind then participate for logo competition.

- Pradeep Pofali

### DVD's on sale

Shaping Young Minds Programme - 24th Annual Management Convention - CEO Forum 'Samvad' with Mr. R. Gopalakrishnan  
**To order contact BMA**

### FRIDAY EVENING TALKS

| SR. | DATE       | TOPIC & SPEAKERS                                                             |
|-----|------------|------------------------------------------------------------------------------|
| 1.  | 05.04.2013 | Managing the Cupid : Insights into Romantic Relationship by Ms. Jigisha Gala |
| 2.  | 12.04.2013 | Image Management by Ms. Meghavi Vyas                                         |
| 3.  | 19.04.2013 | The Wonderful World of Biotechnology by Dr. Arjun Singh Mehta                |
| 4.  | 26.04.2013 | Management of Anger by Dr. A. P. Singh                                       |

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

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

### Publications

|                 |          |
|-----------------|----------|
| Dr. A. P. Singh | - Mentor |
|-----------------|----------|

**Editorial Team**



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