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*The Internal
communique
for Bombay
Management
Association
members*

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BOMBAY MANAGEMENT ASSOCIATION

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Bombay Management Association

UPDATE

OCTOBER 2008

20th November, 2008

President's Message



Dear Members of the BMA fraternity,

The month of festivities has just gone by. It has meant lean activity for BMA, mainly because everybody was away celebrating Diwali and New Year. Notwithstanding, we had a very interesting talk by Dr. Sam Pitroda on the National Knowledge Commission on the theme “Demography, Disparity, Development – A Roadmap by the National Knowledge Commission”, highlighting the priority that we need to accord to skill and knowledge development – a task as challenging as redesigning the aircraft in which you are flying. The team at BMA has steadfastly pursued the goal of providing quality inputs to its members. Coming up at the beginning of December 2008 is “India IT 2020 – Global Leadership for Business & Society”. As I had mentioned to you earlier, CSI and BMA have come together to put up this event and it is going to be an interesting one. I look forward to your participation at this Conference.

In recent times, we have been witness to very serious economic crisis the world over. As experts say, this is unprecedented. We, in India, have also started feeling the effect of the meltdown and what is scary is the uncertainty about how long it is going to last and what all it is going to affect. I am sure, as Management professionals, each one of us is doing what we need to do in his own sphere and perhaps in good times, we should be in a position to share what we did to overcome the crisis.

S. MOHAN

October 2008

Activities in October:

The month of October reminds us of change. It begins with the second half of the financial year. A time to regroup, reinvent, renew and strategize for the second half. A time to work towards further growth and profits. October reminds us of the change in weather. The climate gets cooler and days become more pleasant and bearable. It is also a time for holidays for school children and college going youth. A time for the family to take a break. A time to celebrate Diwali and usher in the New Year!

On the B.M.A. front we had fewer activities during the month. We give below a glimpse of all that took place.

1. **High Quality High Impact Series:**

Two programmes under the High Quality High Impact Series were successfully held at the Conference Hall of the B.M.A Library at Army and Navy Building, Khala Ghoda.

On 4th October a programme on “**Leadership, Power Stress and Renewal**” was jointly conducted by Ms.Nirmala Mehendale, H.R. Consultant and Mr.Eric Mistry a practicing Psychotherapist. The participants greatly benefited from the programme.

Competencies Based Interview Skills conducted by Mr.Vijay Deshpande was held on 11th October. The feedback from the participants was extremely positive. They felt the guidelines to be an effective interviewer were very relevant. All went home with a lot of learnings.

2. **Activities from our Centres:**

- a) The BMA Western Suburbs Centre under the Chairmanship of Dr.Nilay Yajnik organized an Evening Lecture on October 20th which was held at NMIMS. The Guest Speaker was Mr.V Subramaniam who addressed the gathering on “**Synergy of Management & Information Technology : An Industry Perspective**”. Unfortunately the participation was not upto expectations. Possibly the effect of the Diwali holidays which were to follow shortly.
- b) The BMA Thane Centre under the Chairmanship of Mr.Abhijit Phadnis and in association with the Rotary Club of Thane organized an Evening Lecture on the “**Business of Freedom – The Lessons for the Modern Manager**” at Sahayog Mandir Hall. Unfortunately due to disturbances in the city the speaker could not reach the venue.

The august gathering was not disappointed as Shri Vivek Patwardhan, Global Head of HR, Asian Paints Ltd addressed the gathering. He spoke on “**Misconceptions in Human Resource Management**”. Shri Patwardhan, with his 35 years experience in the human resource function, provoked the audience to think about three key misconceptions which are usually prevalent in the corporate world.

The first misconception was that people engagement leads to better business performance. This conception was fostered by a Gallop study. He said that most people take up a job with a twinkle in their eyes .. brimming with confidence that s/he will make a difference to the organization that s/he is joining. The engagement of the employee at that time is near total. As days pass by, the employee gets frustrated with the system and gradually gets disengaged. Instead of a will to make a change, there is reconciliation to the fact that not much can change. Shri Patwardhan then made a reference to the book published by Harvard and written by Nitin Nohria, William Joyce and Bruce Roberson based on a five year study covering 200 management techniques employed by 160 companies over 10 years. The authors have outlined a 4+2 formula out of which the 4 musts

include clear strategy, focussed execution, vibrant culture, and flat structure. They say that the organization should also have any two attributes out of the four: talent, leadership, innovation, and mergers and partnerships. No where does employee engagement appear in this 4+2 formula clearly indicating that it was not a critical factor for business results. Yet, employee engagement continues to be important, not because it is critical for business results but because it is a critical piece in creating a good work life. After all, it is the intangible that are more important than tangible. He also suggested a book titled “ First, Break All the Rules” authored by Marcus Buckingham and Curt Coffman in this context.

Shri Patwardhan referred to a study led by Benjamin Schneider, very appropriately titled ‘Which comes first: Employee Attitudes Or Organisational Financial and Market performance?’ Employee attitude data from 35 companies over eight years were analysed against financial data and market performance. The conclusion: ‘To say that employee attitudes drive performance at organisational level is at best too simplistic and at worst wrong’. This study is not the first to make this discovery. There are other studies that support these conclusions.

Second misconception he pointed out was ‘more money, better results.’ This understanding has been promoted by industrial psychologists based on their experiments on rats and other animals. A hungry rat pushes a lever to open the gate for its food!! They think the same could work on human beings! How ridiculous! He suggested the audience to go through an interesting book by Alfie Kohn titled ‘Punished by Rewards’. He also suggested to go through Alfie Kohn’s website which provides very interesting insights on this subject. There is an adage ‘pay for performance, it will always backfire’. He stressed that moment we monetize anything, its charm goes away. We donate blood for a higher cause. If someone were to put a small compensation in return, people would actually stop donating blood. [This is what was discovered by Alfie Kohn in an experiment]. He pointed out that performance based compensation is counterproductive. It has been found that once salesmen achieve their target, they stop selling not to create a large base in the next year! It promotes wrong values and behaviour in the long run.

The third point he made was about a ‘self-serving bias’ which afflicts most human beings. He cited some experiments which were conducted to examine the opinion of people about themselves. When people are asked to rate themselves on a scale of 0 to 10, on most they tend to rate on 6.5 or higher. This implies, most people consider themselves to be among the best, which in fact is not the case. The actual fact is that there are about 15% who are really the best, about 15% who are at the bottom and 70% people are in the middle. This false notion about ourselves would imply that we would close our mind for any feedback and thus lose opportunities for improvement.

In response to a question about sudden lay-offs by a company, he opined that employees should never be taken by surprise. There should be a regular communication with employees about the issues facing the organization and employees would volunteer in their own way to help the cause. Instead, if they are taken by surprise, the confidence in the leadership would be permanently dented.

The members went home immensely pleased with the sharing by Mr.Patwardhan. Mr.Phadnis thanked the gathering for adjusting to the situation and the speaker for this erudite talk.

3. **Committee Meetings:**

- a) **Women in Management Committee** under the Chairperson Ms.Vimla Patil have been having several meetings and planning programmes for the Women Members of the Association. They also desire that spouses attend the programmes. The programmes in the pipeline are the following:

Live-in-Relationships : Will it affect your marital rights? – 11th December 3.00 to 5.00 p.m.

Sexual Harassment of Women at Workplaces : What is the remedy? – 17th January 3.00 to 5.00 pm

Both the programmes are being done in association with the Ladies Wing of I.M.C and with Business and Professional Women's Association (BPWA) and will be held at I.M.C.

The Committee is working on getting the best speakers to address the above issues. Do await our blasts giving all the details. In the meanwhile kindly block the dates.

b) I.T. Convention Committee:

The members would have received the I.T. Convention brochure announcing the BMA-CSI I.T. Convention on the theme “**India IT 2020 : Global Leadership for Business & Society**” to be held from 2nd – 4th December 2008 at Taj Lands End. We encourage our members to enroll in large numbers. The Convention is on four tracks namely Business, Infrastructure, Technology and Society and touches all aspects. The speakers have been carefully selected and members would return home with important learnings. A CIO's summit and a CEO's Conclave is scheduled in the programme which will enable delegates to listen to eminent speakers. Do register early and avail of the discount opportunities. The registration fees have been modestly priced. Sponsorship opportunities are also available. Do get in touch with the secretariat for details.

c) Executive Committee :

The E.C. met on 8th October. Some of the key decisions taken were as follows:

- BMA Review Journal to appear electronically. Advertisement opportunities available. Contact Mr. Jose at the secretariat for details.
- Five new computers to be installed at the Secretariat and the rest to be upgraded. Will help the Secretariat to respond and reach you faster.
- Work on the B.M.A website in progress. Will be up and functioning shortly. Await announcement.
- Marketing and Media Convention was discussed. New format being planned. Date, venue and topics to be intimated. Await details.

4. AIMA Events:

a) AIMA-LMA CEO's Workshop:

Soon after AIMA's successful 35th N.M.C in Mumbai from 30th September to 1st October, a half-day workshop was organized between AIMA and Local Management Associations at Hotel Trident, Mumbai.

The newly elected AIMA President Mr.S K Swamy and six Directors of AIMA interacted with 29 LMAs.

The President spoke of his plans for the coming year. He said that he would strive for excellence during his tenure and would also visit all the LMA's. He announced three National Events to take place during the year, namely the National Management Convention, Management Day and National Management Forum. He also suggested instituting three new awards namely Turnaround Strategy Award, Academic Excellence Award and Employee Motivation Award. Several LMA's suggested celebrating Management Week instead of “Management Day”. We at B.M.A have been celebrating Management Week over the years.

The winners of the best LMA in different categories thereafter made a presentation. The AIMA Directors spoke about the programmes and courses that were being offered. After a good deal of sharing and interaction the meeting ended with lunch. The LMA's dispersed thereafter to their respective destinations.

b) **AIMA's 3rd National Brand Summit:**

You would agree that the brand challenge is a big one today. In categories that are higher money out-flow oriented such as durables, computers, premium goods, cosmetics, automotive and many other categories alike, consumers are moving into a mode of either brand down-grade or a complete switch into the commodity option. Postponement of purchase is yet another issue affecting markets. In such a volatile economic situation, how does one maximize and monetize the value of the brand.

Recognizing these imperatives, AIMA organized its 3rd National Brand Summit on the crucial theme **“Brand Leadership through thought Leadership : Monetizing Brand Value in Inflationary Times....”** On 3-4 October 2008 at The Leela Kempinski Mumbai. Mr.Harish Bijoor, the undisputed numero uno Brand Guru of India agreed to steer the initiative as Summit Director.

Some of the best minds from the world of marketing and brands combining cutting edge theory with a wealth of hard gained practical experience examined the theme from every possible angle during the course of the two-day Summit. Over 150 Marketing Managers/Brand Managers interacted and networked with best minds so as to attain collective wisdom on building Brands and creating history.

c) **AIMA – National Knowledge Commission Series – Seminar:**

AIMA organized a panel discussion by the National Knowledge Commission which was headed by Mr.Sam Pitroda as Chairman. The Programme was held on Monday 13th October at the Lotus Room, The Trident. Mr.Sam Pitroda addressed the gathering on the theme “Demography, Disparity, Development – A Roadmap by the National Knowledge Commission”.

This was followed by a panel discussion, chaired by Mr.Pitroda. The other panelists were members of the National Knowledge Commission, namely Dr.Ashok Ganguly - Chairman, Firstsource Ltd and ABP Pvt Ltd, Prof Amitabh Mattoo - Vice Chancellor, University of Jammu and Dr.Sujatha Ramdorai - Professor, Tata Institute of Fundamentals Research (TIFR). The Question and Answer session that followed was of very high quality and a lot of suggestions were made and inputs received. Our President Mr.S Mohan proposed the vote of thanks and lunch followed. For more details on the National Knowledge Commission, you are encouraged to visit their website www.knowledgecommission.gov.in.

A book titled **“Towards a Knowledge Society : Three years of the National Knowledge Commission”** was released on the occasion. Post lunch the NKC addressed around 1200 students, faculty, dean and directors at the Bhai Das Hall, Vile Parle which was hosted by NMIMS University. It was equally an outstanding success.

5. **New Members:**

At the Executive Committee Meeting held on 8th October 2008, the following members were enrolled into the BMA family.

Individual:

1. Ms.Marita Nazareth
2. Ms.Pooja Kanther
3. Mr.Rakesh Kumar Mehra

Life:

1. Mr.Mahesh Mudda

Institutional:

1. World Zarathushti Chamber of Commerce - India

Student:

1. Mr.Abdul Kalam Ansari
2. Mr.Danish Ahmad

We welcome them and look forward to their active participation and valuable contribution.

6. **New Books in the Library:**

BMA is pleased to place the following books in the library. Do avail of the opportunity.

<u>Sr.No.</u>	<u>Title of the Book</u>	<u>Author</u>
1.	A complaint is a gift (Recovering Customer Loyalty when things go wrong)	Janelle Barlow and Claus Moller
2.	Built To Serve	Dan J Sanders
3.	Butterflies Be Gone (A Hands-On Approach to Sweat-Proof Public Speaking)	Arthur H Bell
4.	CHINDIA How China & India Are Revolutionizing Global Business	Pete Engardio
5.	Crucial Conversations (Tools for talking when stakes are high)	Kerry Patterson, Joseph Grenny Ron McMillan & Al Switzler
6.	Entrepreneur Power Plays	Business Week
7.	Evaluating Training Programs (The Four Levels)	Donald L Kirkpatrick James D Kirkpatrick
8.	Executive Warfare (10 Rules of Engagement for Winning Your War for Success)	David F D'Alessandro with Michele Owens
9.	Finding Keepers (The Monster Guide to Hiring & Holding the World's Best Employees)	Steve Pogorzelski & Jess Harriott with Doug Hardy
10.	Global Brand Integrity Management	Richard Post and Penelope Post
11.	Global Business Power Plays	Business Week
12.	Innovation Power Plays	Business Week
13.	LEAP! A Journey To Personal Power and Possibility	Jonathan Creaghan
14.	National Security – Imperatives and	Prabhakaran Paleri

Challenges

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| 15. | Perfect Phrases for the TOEFL
(Speaking and Writing Sections) | Roberta G Steinberg |
| 16. | Power and Influence -
The Rules have changed | Robert Dilenschneider |
| 17. | Project Management in New Product
Development | Bruce T Barkley |
| 18. | The Art of Asset Allocation
Second Edition | David M Darst |
| 19. | The Change Cycle – How People can
Survive and Thrive in Organizational
Change | Ann Salerno & Lillie Brock |
| 20. | The Handbook of Program Management | James T Brown |
| 21. | The Inside Advantage – The Strategy that
Unlocks the Hidden Growth in your
Business | Robert H Bloom with Dave
Conti |
| 22. | The Nonverbal Advantage
(Secrets and Science of Body Language at
Work) | Carol Kinsey Goman |
| 23. | Towards a Knowledge Society : Three years
of the National Knowledge | Sam Pitroda |
| 24. | Unlock Behavior Unleash Profits | Leslie Wilk Braksick |
| 25. | The ant and the elephant
Leadership for the self | Vince Poscente |
| 26. | The New Gold Standard | Joseph A Michelli |

HAPPY READING!

7. **Puja in the office:**

Laxmi Puja was performed on 24th October at 4.00 pm at the Secretariat (BMA Conference Room). The Office Bearers were invited for the same. Followed by the Puja the staff had a small get together where a sweet box was distributed to the staff. The President also joined in and presented a gift voucher and a gift to the staff.

8. **Future Events:**

Members are encouraged to register for the following programmes. Hence do rush in your registrations at the earliest. Block these dates.

Day	Date	Topic	Faculty	Venue
Saturday	29 th November	Cash is King	Dr.Anand Patkar	Army & Navy Building, 3 rd floor, M G Road, Kala Ghoda, Mumbai 400 023 Fees: Rs.1950/- for BMA Members and Rs.2250/- for Non-Members
Tuesday-Thursday	2 nd -4 th December 08	Conference on India IT 2020 – Global Leadership for Business & Society		Hotel Taj Lands End, Bandra Fees : Main Conference Rs.5500/- for CSI/BMS Members and Rs.7500/- for non-members. Main Conference with tutorial Rs.7000/- for members and Rs.9000/- for non-members and Tutorial (single day) Rs.3000 for members and Rs.3500/- for non-members
Saturday	6 th December	Strategic Cost Management	Ms.Chhaya Sehgal	Army & Navy Building, 3 rd floor, M G Road, Kala Ghoda, Mumbai 400 023 Fees: Rs.1950/- for BMA Members and Rs.2250/- for Non-Members
Thursday	11 th December 2008	Live-in-Relationships : Will it affect your marital rights?	Chairperson Ms.Vimla Patil	Indian Merchants Chamber, Churchgate, Mumbai Free Programme
Saturday	13 th December 2008	Selling of Capital Equipment	Mr.Vinod Puri	Army & Navy Building, 3 rd floor, M G Road, Kala Ghoda, Mumbai 400 023 Fees: Rs.1950/- for BMA Members and Rs.2250/- for Non-Members
Saturday	20 th December 2008	Employment Strategies for the Current Crisis	Dr.R Krishna Murthy	Army & Navy Building, 3 rd floor, M G Road, Kala Ghoda, Mumbai 400 023 Fees: Rs.1950/- for BMA Members and Rs.2250/- for Non-Members

Saturday	17 th January 2009	Sexual Harassment of Women at Workplaces : What is the remedy?	Chairperson Ms.Vimla Patil	Indian Merchants Chamber, Churchgate, Mumbai Free Programme
Thursday	22nd January 2009	H.R. : SOS, Managing Critical Times	Chairperson Ms.Nina Woodard	Hotel Taj Lands End, Bandra
Thursday- Sunday	19 th -22 nd February 2008	Industrial Visit to TATA Steel and TATA Motors, Jamshedpur	Chairman Mr.Bhaskar Joshi	Fees : Rs.13,000/- per participant inclusive of A/C Rail fare + meals, 2 days stay and food at Tatanagar, local transportation and other misc costs. Last date for registration 28 th November 2008

Every month we send you an "Update" and would appreciate receiving your comments, suggestions and feedback. Do write in as it will help us to serve you better.

Till next time!

Gladwyn A Pinto
Executive Director

We are delighted to inform you that **INDIA IT 2020** — a path-breaking conference jointly organised by the **Computer Society of India (CSI)** (Mumbai Chapter) and the **Bombay Management Association (BMA)** — will be held at **Taj Lands End**, Bandra, Mumbai, from December 2-4, 2008. We are sure, by now you must have received the hard copy of the brochure and seek nominations to make the 3-day conference a grand success. Also please do advise us who is your **CIO/CTO/Head IT** to enable us to send them a complimentary invite to the exclusive CIO MEET to be held on 3rd December from 6.00 pm onwards.

Our country's leaders and great thinkers have already postulated their vision for what India can be by the year 2020. But much remains to be done, if we are to achieve all that is expected of us. **INDIA IT 2020** endeavours to closely examine the potential roadblocks as we embark on this exciting journey, and deliberate on how we can leverage emerging technologies for global leadership in business and society.

As a forward-thinking business head, you undoubtedly realise the value of understanding the impact of technological innovation on the future of your organisation, and I personally invite you to take advantage of **INDIA IT 2020** and use this opportunity to listen to and interact with experts from other progressive companies, as they present their strategies and vision for 2020.

As a participant, you will be able to connect and network with the cream of industry and academia, and gain valuable insights on maintaining a competitive edge in an uncertain and rapidly-changing global economic scenario. Sessions and discussions at **INDIA IT 2020** have been carefully planned to provide insights from different angles — Business, Infrastructure, Technology and Society — thus giving you ample ammunition to evaluate alternatives and make informed decisions on adopting solutions relevant to your future business needs.

Just to give you a heads up on the lineup of the speakers, see below a few of them. The complete details are provided in the PDF attached.

- **Padam Bhushan Dr. F C Kohli** - Father of Indian Software Industry
- **Ravi Venkatesan - Chairman**, Microsoft India Empowering India with Quality Education: Role of Technology
- **Ashank Desai - Former Chairman**, Mastek, IT Industry Perspective, Member - IT 2020 Committee NASSCOM
- **Dr. C. Mohan** - IBM Fellow and IBM India Chief Scientist Technology Trends
- **Ajai Chowdhry** - Founder – HCL Chairman & CEO - HCL Infosystems IT Services - Roadmap for Vision 2020
- **Adaire Fox-Martins** - Sr. V.P SAP Australia
- **Arvind Panagariya** - Prof. Columbia University and former chief economist Asian Development Bank.
- **Dr. Ram Prasad** - Head R n D Google India

For more details and Fee-structure please visit www.it2020india.com; and email us on indiait2020@csimumbai.org; - CSI Mumbai Chapter (Tel: - 022 28235507 / 28235476 / 28235549) for registration related enquiries. Kindly note that the **special** fee for the 3-day conference will be Rs.6,000/- per head for member AIMA/BMA/CSI and Rs.8000/- per head for non-member - and for a group of 3 and above we will be providing **one complimentary nomination**. The cheque should be drawn in favour of **INDIA IT 2020**. Please hurry up with your nominations.

At **India IT 2020**, you will benefit from:

1. Visionary keynote sessions.
2. CEO/CIO roundtable discussions.
3. Grand Panel discussion on adapting to ever-changing technology.
4. Focused workshops on optimising emerging technology to stay competitive.
5. Expert insights by industry leaders and analysts in four parallel tracks spanning Business, Infrastructure, Technology and Society.

India IT 2020 provides you a peek into our country's future. You wouldn't want to miss it for anything. And please do encourage other key people from your organisation to participate too, for maximum impact. A line in confirmation would be highly appreciated.

We do look forward to hearing from you!

Gladwyn A Pinto
Executive Director