# AMA NEWS

AHMEDABAD MANAGEMENT ASSOCIATION®

*"To promote exchange of ideas, knowledge, and experiences in the principles and practice of management."*

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## From the President's Desk



Our annual programmes, the 25th Innovation Conference, the 18th HR Conference, and selection of Teachers for the Shreshtha Shikshak Award are nearing completion. Future Technologies, a new area of our programmes, is taking shape. You will be happy to know that Mr. Bala K Subramaniam, an International Maritime Port and Shipping Expert and presently Member, Advisory Board of Adani Institute of Infrastructure Management has donated Rs. 30 lakh to set up a Centre for Technology Management at AMA. With this endowment, our educational facilitation programmes in Future Technologies will take shape more effectively and open up several opportunities for the Engineering and Technical students from Ahmedabad. They can interact with experts coming from the world over and also take up innovative assignments in the Future Technologies.

In the context of AMA programmes in International Business, we are developing district-wise programmes which explore export avenues. Workshops on Product specific and Country specific programmes are being designed for the benefit of our Members engaged in International Trade.

I earnestly look forward to receiving feedback and new ideas from Members to make AMA one of the most vibrant organizations.

■ **Malay Mahadevia**

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By **M. R. Joshipura**



*We make small and big decisions in daily routine. Often enough, some of us are unaware about dynamics of decision making.*

*Each situation and place presents a different context in which we are called upon to decide something or the other and demands a different set of approach and skills. While, most of us take decisions intuitively or based on experience, few of us use data and information.*

## LIVE GOOD LIFE BY CHOICE, NOT CHANCE

### Section II: Managing Five Facets of Life

**Part 87: Managing Daily Life -**
**4th Aspect of Managing Daily Life–Personal Abilities**

### Personal Abilities

We manage our daily life (and therefore whole life) with personal abilities — your mental power or brain power. **Important personal abilities** needed to conduct our life competently are:

1. Planning, Organizing and Execution
2. Rational Thinking
3. Time Management
4. Coping and Stress Handling
5. Communication
6. Problem Solving
7. Decision Making
8. Interpersonal Relationship

One to six abilities are discussed earlier. We shall now complete this topic and discuss last two abilities.

### Decision Making Ability

We make small and big decisions in daily routine. Often enough, some of us are unaware about dynamics of decision making. We take decision individually, jointly with spouse and or family, as a group in a company or institutions or just as a bystander or as a voter in democracy. Each situation and place presents a different context in which we are called upon to decide something or the other and demands a different set of approach and skills. While, most of us take decisions intuitively or based on experience, few of us use data and information.

### What is a decision?

1. While reading this, keep in mind, some important matter where you are likely to take decision or you may have already taken decision.
2. Decision making is important because it decides a course of action in your life and produces consequences later. A wrong decision can potentially produce harmful consequences and right decisions can keep your life's ship afloat and going.
3. Decision is making up our mind on one of the options from several options. This could be routine or major. A decision on which brand of toothpaste to use is a routine decision without involving much thought and information, but matters like where to invest money or buying a house or whether to undergo a surgery are major decisions with significant consequences. If our decision making style is casual in major matters, we invite trouble in life.
4. Decision making is a complex cognitive (intellectual) process involving reasoning, information, data, experience, judgement and anticipating possible outcomes, in major issues of life.
5. A decision leads to actions and actions produce consequences. A wrong or unwise decision can create long term problems in life.

### How to Improve Personal Ability of Decision Making?

1. We are concerned here with major issues relating to life, as a parent as a leader of a group, as a commoner or as a member of family. We are not discussing business or political situation. But, still, improved decision making skills play important role in each situation.

2. First thing is to know what your decision making style is. Is it casual, only experience based, intuitive or hunch driven? Do you take decisions based on reasoning, facts, data, information and creating a likely mental scenario of consequences? Do you consider pros and cons of a situation or just take a decision because you like it or don't like it? Do you delay decision making or decide on spur of the moment?
3. Second thing is to understand that you need to change your decision making style in major matters from intuitive based to fact and reasoning based.
4. Generate alternatives before taking a decision. It is possible that some other option is better than what comes to your mind first. Discuss with well-wishers to generate options and collect facts and data and choose best option.
5. Map out consequences of your decision.
6. Evaluate your decision before plunging into actions, depending on gravity and urgency of matter.

## Interpersonal Relationship Ability

1. As the name indicates, interpersonal relation is relation between two or more persons. Relation is an emotional and or physical connect between people, like relation between friends, spouses or relation at work or in offices. Such relations could be smooth, warm, healthy, lively and pleasant or could be cold, acidic, dull, routine or unpleasant.
2. Your interpersonal skills is a complex combination of personality characteristics (warm, cold, friendly, aloof, egoistic, boastful), communication style (e.g. rough), language you use (insulting, sarcastic, belittling) and behavior with others.
3. Obviously, enjoyable interpersonal relation are good for life. But in spite of knowing this, most people end up having cold or bitter interpersonal relation.
4. Your relations with others are based on your interpersonal skills. What interpersonal skills you need and how to improve these skills?

## How to Improve Interpersonal Relation Skills?

1. **Self-Awareness:** Bring to your conscious awareness that any interpersonal relation has to be mutual and satisfying. It cannot be my way, or your way or one way. If this is uppermost in your mind, your communication and behavior with others will be polite, friendly, warm and reciprocating. Check your score on a scale of 1-10 and be aware where you stand.
2. **Communication:** Be precise and polite in verbal and written communication to avoid misunderstanding and getting appropriate response. Listen with attention. While talking, use mild tone, not acerbic. Choose proper words. Imprecise words or language which is open to different interpretation leads to misunderstanding and bad relations. You can learn this with experience.
3. **Personality characteristics**: Being warm, friendly, trusting, sympathetic, polite, accommodating, cooperative, and helpful and forgiving has powerful positive impact on interpersonal relations. Try to change if your characteristics are opposite of this. Being rude, arrogant, insulting, using high pitched rough language and selfish and ruthless behavior are spoilers in interpersonal relations.
4. **Behavior and Attitude to others:** Behavior is how other perceives your manners, gestures, actions, etiquettes, actions, speech and generally how we act in front of others. Courteous, helpful, self-disciplined, loving, polite, decent and selfless behavior immensely help interpersonal relation. On the other hand, arrogant, impolite, rude, selfish, non-cooperative, offensive, hurtful, aggressive and egoistic behavior eat into vitals of interpersonal relations.
5. It is for you to decide whether you want positive interpersonal relations or negative**. Choose.**

Our discussions on Managing Daily Life (4th Facet of Life) for overall good life ends here.

5th and final facet of Life viz. Kaizen for Self and Life improvement will be discussed in next few articles.

(Please send me your comments at mrjoshipura@gmail.com)




25th Annual Innovation Conference "Digital Technologies and Innovations". Co-ordinator: Professor S. Ramnarayan, Indian School of Business, Hyderabad.




Analysis of the Union Budget 2020.
Panel Experts: Dr. Jay Narayan Vyas, Leading Management Expert, Veteran Technocrat & Analyst; Dr. Bakul Dholakia, Noted Economist & Former Director, IIM-A; Shri Mukesh Patel, Eminent International Tax Expert, Popular Columnist & Speaker



Managing Global Management Challenges (A View from Leading Experts from the University of Southampton). Speakers: Prof. Martin Broad, Dean, Southampton Business School; Dr. Rob Angell, Associate Professor of Marketing; Prof. Paurav Shukla, Professor Marketing; Prof. Sabu Padmadas, Founding Co-Director, Centre for Global Health; Population, Poverty and Policy, University of Southampton

# Feature

## Engaging and Energizing: Are You Leading in the Key of E?

*by Jim Clemmer*




*The legendary inventor, Thomas Edison, had just come through a period of exceptionally hard work and even longer hours than normal. At dinner his wife said, "You've been working too hard with no breaks. You need a vacation." "But where would I go?" he asked her. "Think about where you'd rather be than any other place on earth," she replied. Edison thought for a few moments then said, "All right, I'll go tomorrow morning." The next day he was back to work in his laboratory.*

Are people in your organization leaping out of bed eager to get to work? Or is work a four-letter curse word? What's the Laughter Index in your workplace?

In the most effective organizations, leaders are often "leading in the key of E" by engaging and energizing people. It's so vital. And too rare. Leadership researcher and author, Tom Peters, says many managers believe work is serious business. He jokes that etched in stone over the entrance to business schools, the inscriptions read, "All ye who enter here shall never smile again." If suppressed laughter does spread the hips and produce gas that may explain a few things!

How do you get people to take the stairs rather than the escalator? Make it more fun. A few years ago, Volkswagen produced a short video of a fascinating experiment in Stockholm. They fitted stairs beside an escalator with electronic piano keys as steps. People could go up the escalator or walk up the stairs and make music. 66% more people suddenly choose to take the stairs. Climbing the stairs was no longer work. It was fun.

German organizational professor, Nico Rose, surveyed 900 middle managers to assess what workplace factors stressed out or energized them. In Lack of Fun at Work Kills Motivation, he writes, "given that having fun at work is such a serious matter — an interesting follow-up question is: What are the drivers of perceived fun at work? In order to clarify this, I ran another linear regression; this time, using (lack of) fun as the target variable. These are the three most important drivers of fun at work:

- Strength orientation
- Meaning in work
- Working atmosphere among colleagues

Building strengths is vital to an energized workplace. Michelle McQuaid found "78% of employees who report having a meaningful discussion with their manager about their strengths feel their work is making a difference and is appreciated. These employees are most likely (61%) to be leaping out of bed in the morning to get to work." Playing to our strengths is much more fun.

Research also shows that putting purpose at the core of your organization boosts engagement and effectiveness. Purposeful leadership is even more critical for younger generations. They are Generation Why, as in why does this organization exist? Are you having fun? Do you let your face know about it? Are you energizing your organization? Or are you the boss who energizes the room by leaving it?

### What's Really Important?

"He who has no mission in life is the poorest of all." — Albert Schweitzer

The legendary inventor, Thomas Edison, had just come through a period of exceptionally hard work and even longer hours than normal. At dinner his wife said, "You've been working too hard with no breaks. You need a vacation." "But where would I go?" he asked her. "Think about where you'd rather be than any other place on earth," she replied. Edison thought for a few moments then said, "All right, I'll go tomorrow morning." The next day he was back to work in his laboratory.

When Geoff came home late from work again, his eight-year-old daughter Tiffany was waiting for him at the door. As he walked into the kitchen, Tiffany asked, "How much do you make an hour, daddy?" Tired and stressed

out, Geoff was angry with the question. He replied, "That's none of your business!" "Please daddy, tell me how much do you make an hour?" All right," his father snapped, "I make $20 an hour." Tiffany then asked, "Daddy, can I borrow $10?" "Forget it," Geoff barked as he stormed out of the room. Later that evening, Geoff was feeling badly about the way he had treated Tiffany. So he went up to his daughter's room where he found a teary eyed Tiffany still wide-awake. Pulling a ten-dollar bill from his pocket Geoff sat on the side of her bed and tenderly gave it to her. Tiffany smiled weakly and took a handful of crumbled bills and coins from the drawer in her nightstand. As she handed it all to Geoff she said excitedly, "Thanks, now I have $20! Can I buy an hour of your time tomorrow daddy?"

Geoff and Thomas Edison's stories are about purpose. Edison clearly found purpose in his work. It wasn't work, it was his life calling. Geoff may have found the same fulfillment from his work. It's tempting to make judgments about both Edison and Geoff based on our own values. That's a mistake. Although we may not agree with the choices others make, we need to respect their right to choose their preferred future according to their own set of core values and unique purpose. The real danger comes from not doing things on purpose. If we're not leading a purposeful life, it's easy to drift aimlessly and become trapped in our own misery-series. People who want very little from life and enjoy what they have can be wealthier than those who have a lot, but always want much more. And some people who just let life happen to them end up enriched and fulfilled. But drifting to a rich and full life is the exception. The most fulfilled lives are generally the most purposeful lives.

The work/family balance is one of the toughest that most leaders face. You may have guessed by now that I have a strong bias in favor of family values and purposeful parenting for people who've chosen to have children. Aside from powerful entrepreneurs or executives that build strong and lasting organizations, the legacy of our parenting is one of the key ways we can make a difference or mess up a lot of lives. The impact of our parental leadership lasts for generations touching dozens, if not hundreds, of lives still to come. That's why I agree with Martin Baxbaum, "You can use most any measure when you're speaking of success. You can measure it in fancy home, expensive car or dress. But the measure of your real success is one you cannot spend — It's the way your child describes you when talking to a friend." For parents, I believe that a key measurement of our wealth is the love and respect of our children.

source: clemmergroup.org

## MEMBERS NEWS

**Shri Rutvik Joshi** has received the prestigious "India 500 Quality Leaders Award - 2019" from the India 5000 Business Awards for his outstanding contribution to the business sector and his widespread impact on the society. Award Ceremony was held in New Delhi on 21st December 2019 in which the award was conferred by Shri. Indrajeet Ghosh – Chairman (MSME Chamber of Commerce & Industry of India) among the distinguished dignitaries of the industry.



Shri Rutvik Joshi has won the prestigious Brahmgaurav Award - 2 – 2020 due to his outstanding contribution for Business category in Mega Summit which was organized by Shri Samast Gujarat Brahmsamaj (Rajyakaksha). The award Ceremony was held at Adalaj Tri-Mandir on 5th January 2020 in which the award was conferred among the distinguished dignitaries of the industry and community.





**Dr. Pranav Joshi** received the prestigious "India 5000 Best MSME Award - 2019" for his company Rutvik Engineering Pvt. Ltd. from the India 5000 Business Awards, in honor of his outstanding contribution to quality and excellence in service and management in the field of customer satisfaction. Award Ceremony was held in New Delhi on 21st December 2019 in which the award was conferred by Shri. Indrajeet Ghosh – Chairman (MSME Chamber of Commerce & Industry of India) among the distinguished dignitaries of the industry.




Goodwill Mission Business Seminar and Presentation. Over 300 persons (entrepreneurs and professionals) attended the programme. **The 51 delegation Members attended the programme.**



Indo Japan Musical Fusion. A Scintillating Blend of Japanese and Indian vocal & Instrumental were presented by AMA Film Production & Management Team

## #7 TIPS TO RUN A SPORTS FRANCHISE

*by **Kailash Kandpal,** CEO of Puneri Paltan*



The tycoons of various industries are now into the business of owning sports teams and running them.

In the recent times, we have seen many non-cricketing sports leagues like Pro Kabaddi League (Kabaddi), Indian Super League (Football) and Premier Badminton League (Badminton) getting limelight and popularity. Due to this, the sports franchise trend is on a rise. The tycoons of various industries are now into the business of owning sports teams and running them. With that said, it is easy for a person to own a team, but to run one for a league is an entirely huge task.

According to me below are the 7 most important tips which are essential to successfully run a sports franchise:

**Stylebook of the Franchise:** Stylebook is the foundation of a franchise which includes the vision, mission, code of conduct, ideology and ethics of a franchise. Behind the inception of every franchise is a vision which is like the 'North Star' that gives direction. All the efforts taken by the team and management should be in tandem with the vision and ideology of the franchise. It is important that players and the team management follow the code of conduct on and off the ground.

**Prioritise the Needs of a Team:** The welfare of the team should be of utmost priority for any franchise. The success of a franchise depends on the players and their performance. The fame and recognition a franchise earns is only because of its players. It is important to take care of the needs of the players who, leave behind their families for months and dedicate all their time and energy for the sport. Once the players feel at home, rest assured they will put their heart and soul to win the title. Winning and losing is a part and parcel of sports, but while the team's morale is down after losing a match, the management should motivate the players and team to perform better the next time.

**Invest in Infrastructure:** The training facilities for the team should be top class with all sporting amenities. Investing in good training infrastructure is of utmost importance for a team to outperform. Also, there should be provision for recreational sports and activities for players to bond during leisure time.

**Have a Strong Backend Support:** The backend team plays a huge role in the success of a franchise. Having a strong support staff like fitness trainers, masseurs, doctors and physiosis beneficial, as their aid to the players during match determines the result of the match. Appointing a strong analytical team is also important. Their analysis of the team's performance not only helps in identifying the weakness of the team & players, but also helps in understanding the strategy of other teams and devising one's own strategy accordingly.

**Having Sponsors on Board:** Having reputed sponsors on board is important for running a franchise. Sponsors not only help financially but also become goodwill ambassadors for your franchise wherein they help in reaching out to newer audience. Having national and international brands on board will help in building reputation and credibility for a franchise.

**Position your Franchise Smartly:** Positioning your franchise in the right way can have multiple benefits. There will be sponsors who might be sceptical to associate with a franchise, but marketing it correctly and setting the deliverables up front can go a long way. For the players, their fans mean the world to them. But unless the team's efforts and success stories don't reach the audience, a team won't have a strong fan base. This popularity amongst the fans also helps in merchandise sales and ticket sales. Positioning team through proper channels and digital platforms increases the visibility of the team and also helps to increase word of mouth marketing for a team.

**Build Good Relations:** Building good relations within and outside the team is a crucial task. A happy and satisfied team gives their 100% on the field and wins laurels for the franchise. Having good relations with players and support staff will also help in retaining them and availing their services for the next season. Sponsors also have an integral role in running the franchise. If they are happy with the performance of the team and deliverables they have received, they start endorsing your franchise and associate with you again. Media is one of the best advocates for a franchise and building good relations with the media also helps in highlighting the efforts and success of a team.




Book Launch and Talk on "Everything You Know about Business Needs to be Reexamined" By Mr. Rajesh Srivastava, Former President, JK Helene Curtis and Author of the book 'The New Rules of Business'

# THE ALL-TOO-COMMON REASONS BUSINESSES STOP GROWING

**by Shaun Buck,** *Entrepreneur, Author, & CEO of The Newsletter Pro*



It's grow or die, out there. What are you willing to do to get it?

When I was just starting out in business, I couldn't understand why any company paid for a group of managers. I know it sounds dumb, but it didn't make sense to me at 17 or 18 years old.

Here were these people who got paid a ton of money and appeared to do very little actual work. It kind of sounded like the best job ever. You tell people what to do, but don't actually do anything yourself, and you get paid well for it.

### That was then, this is now.

As I've become older and wiser, and become a manager of people, myself, I've realized that managers do a little more than 18-year-old Shaun thought they did.

A good manager can add so much value to the business. They can train people to be better at their jobs and motivate employees to push through a hard time or difficult task. They can figure out complicated problems and even create or fix systems. Managers can help with customer service and customer retention. They keep the team accountable, prioritize tasks, and make sure everyone shows up and gets to work.

The list goes on and on, but we all know a good manager is a must-have for any business. The manager, in many cases, can literally make or break the business, kind of like a good football coach can make or break a team.

### Too few is not enough.

That leads me to the first area where a business can get stuck: not enough management. When you first start out, it's just you. Maybe you've gotten to the point where you need some help, and so you promote a high-performing employee to be your first manager. This is no small feat, as you've now doubled the amount of management, going from just you, to you plus one. But when do you need a third manager?

Far too often, entrepreneurs don't invest in a team soon enough. We get scared about the cost or if they will have enough work to do. We come up with a dozen reasons why this is not a good time to hire a new manager, and if that is the position you're in right now, in all likelihood, you should have hired a new manager weeks ago.

By not hiring and growing your management team, you will eventually stall and get stuck. Your business will move forward a little and back a little, a process that will continue until you increase the company's capacity by hiring a competent manager.

You can also get stuck and stop growing when the business outgrows the management team. I've had this happen to me on multiple occasions. When you're first starting out, you typically aren't hiring high-level managers with years of outside experience.

### When roles demand new faces.

As you grow, most people can keep up with you. But after a while, you will outgrow your managers' skill sets and need to replace them. This is one of the more difficult things to do as CEO.

These are the people you have been in the trenches with. They've been there for you through thick and thin, and you feel a loyalty to them, but those feelings don't change the fact that your manager is no longer the person for the job. And, as the person responsible for doing what's best for the company, you have to delicately work with the manager who isn't the right fit anymore to exit them from the business. It sucks, but it is the reality of business and growth.

The final way that management can get you stuck comes as you approach $5 million-plus in sales. Most of the time, at that point you need to start looking to hire outside talent to fill at least some of your managerial positions. Promoting high-performing team members simply won't work any longer.

What you're looking for is someone who has seen the path you're about to go down and understands the normative model, so they can assist you in achieving the company's growth goals.

### Being the driver means creating road-kill.

I know I've just laid out black-and-white explanations that, in a nice way, include instructions to fire some people and to not promote others. Depending on who is reading this, they may think I'm a jerk — and some ex-employees would likely agree with them.

In real life, these decisions aren't easy, and they are one of the top three worst parts of my job as CEO. But my duty to the company and every other employee is to make these hard choices. My job is to make sure we keep growing and create opportunities and a healthy company for every employee, not just a few people.

Does my job suck sometimes? Hell yeah, it does; and if you ever find yourself in one of these unpleasant situations, it will suck for you, too. But this is our job, and it's what we get paid to do.

So, rip the Band-Aid off and get back to growing your company. In today's competitive environment, you have no choice. It is grow or die, out there.

source: entrepreneur.com

# Perspective

by Gautam Gupta



*As a servant leader, one is a 'servant' first – focusing on the needs of others, especially team members – before the leader considers his own. The leader, in this case, welcomes other people's perspectives, gives them the support needed to meet their personal and professional goals, practices an inclusive culture and builds a sense of camaraderie and oneness in the team. This leads to greater co-operation in teams, enhances employee engagement, creates 'empowered' teams and this, in turn, influences innovation, productivity, and revenue generation in the long run.*

## LEADING WITH OTHERS IN MIND: THE IMPACT OF SERVANT LEADERSHIP

From business performance indicators to innovation, here's how servant leadership can help an organization. "A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better." - Jim Rohn, American Entrepreneur

This can truly happen only when the leadership style demonstrates that the leader is 'there for the team members when the team needs him the most. The leader, in this case, pro-actively ensures that team members develop the skills they need to further their careers, provides them the necessary resources and opportunities and ensures that rigor is maintained in terms of monitoring and follow-ups. Business is becoming global with teams and individuals spread across a number of geographies with distinctive cultural traits. The leadership style must be really inclusive and take into consideration the fact that the leader may not have ample opportunities for 'face-to-face' interactions with a team and yet be approachable to team members around the globe.

### What is "Servant Leadership"?

"Employee engagement is a constant challenge in today's organizations leading to low morale, less productivity, and eventual attrition. Gallup has estimated that a disengaged employee costs an organization approximately USD 3400 for every USD 10000 of salary (or 34%). According to another popular study, 69% of employers say they have been negatively impacted by a bad hire in the past year."

Employee engagement, today, needs a leadership style that is high on empathy, builds on ideas of team members based on a consensual approach and one that places a premium on team's interests rather than their own. The set of leadership behaviors referred to above constitute what is popularly known as "servant leadership". Robert K. Greenleaf first coined the phrase "servant leadership" in his 1970 essay, "The Servant as a Leader".

As a servant leader, one is a 'servant' first – focusing on the needs of others, especially team members – before the leader considers his own. The leader, in this case, welcomes other people's perspectives, gives them the support needed to meet their personal and professional goals, practices an inclusive culture and builds a sense of camaraderie and oneness in the team. This leads to greater co-operation in teams, enhances employee engagement, creates 'empowered' teams and this, in turn, influences innovation, productivity, and revenue generation in the long run.

### Leading with others in mind

Taken to another extreme, one may think that a servant leader literally takes on the role of a servant. This would imply that he is the one who helps team members with their mid-day coffee, opens the office door when they arrive in the morning and drops groceries at their homes when they are away on business travel. No, this isn't servant leadership. Servant leadership is a fine blend of leader and servant and one doesn't lose leadership qualities or become submissive when he becomes a servant leader.

### Characteristics of a servant leader

- **Values diverse sets of opinions:** A servant leader welcomes views and opinions of others and decisions are taken based on consensus and logic.
- **Inculcates a trustworthy culture:** The leader believes in transparency and openness and team members are kept well informed on various developments, issues and challenges.

- **Develops other leaders:** The servant leader delegates responsibility and provides team members with enough authority to execute tasks on time. Regular reviews are done to keep a tab on progress and timelines.
- **Helps in resolving 'personal' issues besides professional ones:** The leader renders help on 'personal' issues such as work-life balance, weight management program, personal finance plans, time management and prioritization etc.
- **Motivation and Encouragement:** The leader provides constant support and encouragement and truly believes in rallying the team towards greater heights while he leads from the front.
- **'Persuasive' style:** The leader, in this style, has a consensus-based approach and takes the team along while zeroing in on a decision. He may use his influencing or persuasion skills in the process and team members feel that they have contributed to the 'decision making' process.
- **Places the 'team' before 'self':** This epitomizes the selfless qualities of the leader in 'servant' leadership. It is always about 'you' and not 'me'.
- **'Visionary' mindset:** The leader thinks and acts from a long-term perspective and actions are directed towards the fulfillment of 'vision'.

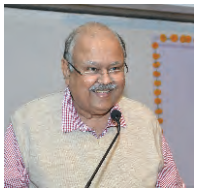
**Few business reasons to consider 'Servant Leadership'.** Servant Leadership has many advantages which are beneficial to an organization. Hence, it makes sense to adopt this style of leadership.



Dr. Abhishek Nayak, Asst. Professor, Amsterdam Business School, University of Amsterdam addressed on Online Brand Monitoring - New Trends in Digital Marketing & Analytics




Ms. Armelle de Dieuleveult addressed on Manage Self and Others through Sharing's



Dr. Jay Narayan Vyas, Economist and Writer addressed on Relevance of Gandhian Thoughts in the Present Time



Group Capt. Nitin Welde (Rtd.), An Air Force Veteran and now Chief Pilot at Blue Ray Aviation Pvt. Ltd. addressed on Leadership Tales from Siachen



Dr. Prerak Shah, Founder Managing Director, Ayulink Franchise International Network addressed on Pain Management – Arthritis and Back Pain



Dramatized Seminar The Gandhi-Tagore Exchanges A Richness of Dialogue By Prof. Vijay Padaki, Director of the original play.

**Following are some of the benefits related to this style**

- **Organizational effectiveness is high:** Many research studies have indicated a strong co-relationship between servant leadership and growth of high performance and energetic teams in organizations.
- **Independent and confident teams:** There is enough evidence to suggest that servant leadership leads to more confident and empowering teams, wherein decision making is quick and transparent.
- **Servant leadership leads to 'innovative' culture:** Fear is not associated with servant leadership and companies that promote this culture are more creative and innovative in their approaches to customers and employees alike.
- **Improvement in key business metrics:** University of Illinois, Chicago has revealed through their research findings that key business parameters viz. Job Performance (6%), Customer Service (8%) and Employee Retention (50%) have been positively impacted when leaders have acted through this style. This shows that 'servant leadership' is not just a nice thing to follow but one that can impact the bottom-line as well.

Companies that have derived tremendous benefits through their 'servant leadership' cultures include names such as Starbucks, FedEx, Medtronic, Herman Miller, Marriott International, to name a few. This culture has the inherent advantage of bringing out the best from 'talented' individuals and at the same time ensures that they are given enough 'elbow' room to experiment with their ideas for personal and professional growth. Talent is not a scare entity these days and it is high time that organizations provide enough leeway to nurture talent for the growth of organizations and societies. The answer, in more ways than one, lies in 'servant leadership'.

source:peoplematters.in


## USEFUL TRAINING PROGRAMMES

**DIPLOMA IN PURCHASE & SUPPLY CHAIN MANAGEMENT**
12 Saturdays, April 4,11, May 2,9,
June 6,13, July 4,11, Aug. 1,8 • 9.30 a.m. to 5.00 p.m.

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*by John Paul Rollert*




*Articulating one's beliefs is a valuable exercise, but they are reaffirmed by practice and reflection.*

*By reevaluating our principles, we make them more relevant to the challenges we face. Our principles must live through us if business ethics is to be a way of life.*

## SIX PRINCIPLES FOR BUSINESS ETHICS

In the spring, I put this challenge to my students at the University of Chicago Booth School of Business. As part of their final exam, they wrote one-page statements defining their professional principles.

**Pass "The New York Times Test".** For those times when you find yourself in a compromising position at work, Cyrus, a lawyer and second-year MBA, proposes "The New York Times Test." The test is simple. "If you would not feel comfortable with everyone you know reading about what you are currently doing," says Cyrus, "don't do it." The contrary is also true: If you would be proud to make headlines, redouble your efforts.

**"Be accurate: When I say something as if it is a fact, be sure that it is a fact."** How often do you hear people at work say I don't know? Not enough according to Michael, a first-year MBA. Instead, people pass off their best guess as authoritative fact. "I don't have a problem with someone saying, "I'm not sure but my best guess is... " he says. "But I do have a problem with someone stating something as a fact when it is not a fact." The temptation to bluster is powerful — everybody wants to be a go-to person — but decisions are only as strong as the facts that inform them. Better to be uncertain than unreliable.

**"Listen to the buzzing: It's there for a reason."** Michael also describes the buzzing we hear when we know that something is wrong but we can't quite put our fingers on it. At work, this often happens when we get requests from superiors that aren't illegal or even obviously immoral but that strike us as peculiar and ill-advised. Yet, instead of acting on that buzzing, many people learn to ignore it — so much so, Michael says, "they don't even hear it anymore." Here's a better habit: Listen to the buzzing and be forthright when something is wrong.

**"Maximize happiness, not wealth".** The old saying goes that money can't buy happiness, but this lesson seemed lost on many of Maria-Pia's co-workers. A first-year student from Peru, she says they "measured themselves and others in terms of the amount of money they made and the positions they had reached." For her, this way of looking at the world is hazardous and dreary. [Y]our goal in life is happiness, not richness," she says, a goal that is mindful of a wider variety of concerns — family, friends, health, peace of mind — than simply the size of one's bank account.

**"Be as disciplined morally as I am financially".** Everyone in business agrees that financial analysis should be conducted with the highest degree of rigor. Aleca, a second-year student who has worked in the insurance industry, asks Why should ethics be any different? "[I]n order to act in a moral manner," she says, "I need to consciously analyze my actions from a moral perspective the same way I analyze my actions from a financial perspective." Moral decision-making will always be open to dispute, but we should aim to ensure that whatever decisions we reach are the consequence of careful thinking.

**"Continuously reevaluate my principles."** Business ethics begins as a commitment, but strengthens by habit. Ray, a second-year student, captures this in his final principle. Articulating one's beliefs is a valuable exercise, but they are reaffirmed by practice and reflection. At the same time, our experience at work can complicate and even change our moral convictions. By reevaluating our principles, we make them more relevant to the challenges we face. Our principles must live through us if business ethics is to be a way of life.

source: huffpost.com

## Management Potpourri

- When you make a mistake of adding the date to the right side of the accounting statement, you must add it to the left side too.
  – Accountant's Maxim
- Corporation: An ingenious device for obtaining profit without individual responsibility. – Ambrose Bierce
- Nothing is illegal if a hundred businessmen decide to do it, and that's true anywhere in the world. – Andrew Young
- I think any man in business would be foolish to fool around with his secretary. If it's somebody else's secretary, fine. – Barry Goldwater
- A bank is a place that will lend you money if you can prove that you don't need it. – Bob Hope
- Need a good laugh? The following classified ad was listed in a sleazy business opportunities home page: "How to get one million people to send you $2.00! Method plus proof it really works. Rush $2.00 and SASE to..." – Classified Ad
- There's no reason to be the richest man in the cemetery. You can't do any business from there. – Colonel Sanders
- Big business never pays a nickel in taxes, according to Ralph Nader, who represents a big consumer organization that never pays a nickel in taxes. – Dave Barry
- There's no business like show business, but there are several businesses like accounting. – David Letterman
- The two most beautiful words in the English language are 'check enclosed' – Dorothy Parker
- Success is simply a matter of luck. Ask any failure. – Earl Wilson
- In the dog-eat-dog economy, the Doberman is boss. – Edward Abbey
- Advertising is legalized lying. – H. G. Wells
- Don't worry about people stealing your ideas. If your ideas are any good, you'll have to ram them down people's throats. – Howard Aiken
- If you owe the bank $100 that's your problem. If you owe the bank $100 million, that's the bank's problem. – J. Paul Getty
- We were hoping to build a small profitable company; and of course, what we've done is build a large, unprofitable company.
  – Jeff Bezos (1964-) U.S. Businessman
- If you break 100, watch your golf. If you break 80, watch your business.
  – Joey Adams
- Behind every successful man lurks a truly amazed ex-mother-in-law.
  – John Chrusciel
- I know a man who gave up smoking, drinking, sex, and rich food. He was healthy right up to the day he killed himself. – Johnny Carson
- Catch a man a fish, and you can sell it to him. Teach a man to fish, and you ruin a wonderful business opportunity. – Karl Marx
- I used to sell furniture for a living. The trouble was, it was my own.
  – Les Dawson
- You don't want another Enron? Here's your law: If a company, can't explain, in ONE SENTENCE....what it does....it's illegal. – Lewis Black
- There is no pleasure in having nothing to do; the fun is in having lots to do and not doing it. – Mary Little

## Corporate Buzzer

### QUESTIONS:

1. Term "mAh" is used for measuring battery capacity. What is it's full form.
2. With which Indian designer has H&M tied up to design and market saris, kaftans, shirts and even accessories like caps ?
3. Name this brand of Indian footwear.Till the 1980s it was competing with the likes of Bata. It had Prakash Padukone endorsing it. This brand was acquired by Khataus in 1984. It had tie-up with Puma. It became sick in 1990s. The brand rhymes with a phrase currently in the news.
4. Fortune brings out various lists like Fortune 500 every year. It comes out with a List of lists called Blue Ribbon companies. A list of cos that figure in multiple lists. In 2019, only 2 cos figure in 7 out of its 9 lists. Name them
5. Which UK newspaper has announced a ban on all fossil fuel advertisements because of the pollution concerns ?
6. The newly appointed Tourism Minister of Maharashtra Aaditya Thackeray visited Sarjaa restaurant in Pune. Who owns this restaurant ?
7. Japanese billionaire Yusuku Maezawa's search for a 'life partner' has received 20,000 applications. What is the most important bait attracting so many applications ?
8. In Economics , for normal goods when price increases demand falls. There are few goods where opposite happens. When price increases the demand increases like in wines, perfumes , high end cars. What are these goods called ?
9. For whom has Tata Motors launched a large scale programme called Samarth which includes health, education, insurance and financial planning ?

### ANSWERS

1. Milliampere Hour
2. Sabyasachi
3. Carona
4. Accenture and Facebook
5. Guardian
6. Sarjaa is owned by Hridaynath Mangeshkar, brother of Lata Mangeshkar
7. His Life Partner would get a chance to be a space tourist to moon in SpaceX
8. Veblen Goods or Snobgoods
9. Commercial vehicle drivers

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Marketing Communication Advisor

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