# 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



An organisation thrives through its innovative programmes and activities. So we, on an ongoing basis, induct emerging managerial and technological trends in our programmes. Digitalization is the new way of life. We organized an introductory talk on Digital Marketing. AMA successfully conducted two training programmes on the same theme- one exclusively for a pharma company. The next step is to launch a part-time evening programme, which would help members to keep abreast of the ever-changing trends in the Digital age. Mr. Sunil Parekh, Advisor, Zydus Cadila Healthcare gave an interesting talk on AI and IoT. The programme was attended by over 150 members; it opened up an amazing opportunity for technology related enterprises.

AMA's programmes on issues relating to International Business provides update on the changes taking place in this area. Our monthly newsletter on Foreign Trade is highly appreciated. We have 60 hours recording of a comprehensive programme on Export-Import. With this, we shall soon launch an edited version as an on-line programme on Export-Import. This will benefit entrepreneurs who are unable to attend AMA's on-campus programmes.

We hope to start a series of talk on the selected focused areas namely, Climate Change, Water, Swachh Bharat, alternate energy, social entrepreneurship, etc. The purpose is to rouse interest and action amongst our members on these national priority areas. I look forward to the active participation of our members in these programmes.

■ **Malay Mahadevia**

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# Focus

By ***M. R. Joshipura***



*Keeping balance in sense driven pleasure is important. Eat mindfully, walk in nature, listen to music, read, enjoy your hobbies, have laughter, play with kids, share household work, share jokes and likes.*

## LIVE GOOD LIFE BY CHOICE, NOT CHANCE

### Section II: Managing Five Facets of Life

**Part 83: Managing Daily Life - 4th Facet of Life**

**Relaxation, Recreation, Rest and Pleasures - Third Part of Daily Life**

We are discussing a vital topic for living good life viz. managing daily life. Daily life makes whole life and therefore, living daily life well is at the foundation of living overall good life. We discussed two aspects in previous article viz. (a) Organizing Daily Life and (b) Physical and Family environment. If both these are good, you have conquered first step. Third aspect of managing daily life is Relaxation, Recreation, Rest and Pleasures. Do not underestimate importance of these elements in daily life. Apparently these elements look similar, but each has a different meaning. We should know this, to practice in daily life.

**Relaxation: what does it mean?**

1. Simple meaning is unwind, calm down or loosen up both body and mind, especially after tiring work or mental tension. This is good as far as it goes. But, you should know deeper meaning to practice and experience relaxation in daily life.
2. Being relaxed is a condition in which your body and muscles are not tense and mind is not upset, nervous or stressed.
3. Opposite of relaxed state of body is a tense body, which is shown in your body language. Muscles between eyebrows are stretched, face is tense indicating worry, anxiety or stress, legs, arms and posture is stiff indicating discomfort from something inside or bodily pain.
4. Relaxed state of body is also shown in your body language. Your arms and legs move freely, breathing is slow and steady and whole face appears relaxed. Watch out for a second now and check whether your body and muscles are relaxed or tense, just to be aware about condition of your body for corrective action.
5. Tense mind is filled with anxiety and stress. It is racing with harmful thoughts, anticipates worst outcomes in a situation, is confused and irritable and cannot focus on anything. A person gets overwhelmed with anger, worry, sadness or fear, breathing is fast and shallow, heartbeat and blood pressure goes up and generally person is restless and in a state of physiological arousal. All these impact heavily on bodily health.
6. Relaxed mind is a condition in which your mind is free of tensions generated by daily stresses of life, worries, fear, anxieties, financial losses, sickness, broken relations, negative emotions and thoughts. Your breathing is slow and deep and mind is calm and peaceful - a marker of happiness. Mind is tranquil, a state of deep mental peace.
7. A calm mind is a happy mind and has a greater freedom to choose options and select best option.

*We must accept that if we have to overcome a serious challenge like climate change, then what we are doing at the moment is just not enough. What is needed today, is a comprehensive approach which covers everything from education to values, and from lifestyle to developmental philosophy. What we need is a global people's movement to bring about behavioural change.*

## How to Relax Body and Mind?

1. Body and mind are intricately interwoven two dimensions of self and are dealt as one here.
2. Let it remain permanently registered in your conscious awareness that restless body and tense mind are very harmful to your mental and physical health. Therefore, you need to take all actions at your command to keep body and mind relaxed to add to joyful daily living.
3. Pranayams (breathing exercises), Aasanas and meditation trio is a sure shot way to relax both body and mind. Deep breathing activates parasympathetic calming nervous system. Heartbeat slows down and blood pressure falls. Learn from some standard sources and do it. Meditation is an unparalleled method to destress and calm down.
4. Short term solutions for getting relaxed are like spending time with friends, watching entertaining shows, go on a short vacation, change routine, do some physical activities, spend time with children and family, eat a nice dinner and avoid things that generally lead to tense situations. Even busiest people remain calm and tension free.
5. Long term solutions to a relaxed mind lies in creating life conditions which promote health and happiness. This can be done first by solving present problems and then by making wise choices which lead to favorable life conditions and cultivating good emotions and removing harmful emotions.

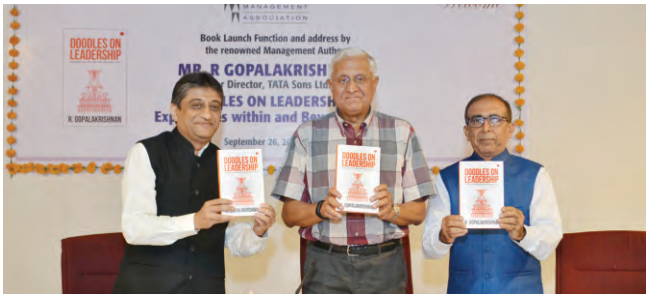
## Recreation

1. Recreation, i.e. some activity you do for enjoyment, is important in daily living. Outdoor activities help improve your health. It temporarily relieves your stress and tension, gives you pleasure and helps in managing work-life balance. But remember that it will relax your body and mind only temporarily.
2. Depending on your situation, you can do outdoor or indoor recreational activities. Outdoor activities are like hiking, cycling or playing outdoor sports or swimming and others. Indoor activities are like playing cards, chess, table tennis, carom, watching television, reading or writing or spending time with friends.

## Rest and Pleasures

1. Everyone requires rest for body and mind. Bodily rest means minimal physical activities and just sit or lying down. Mental rest means minimal anxieties and minimal mental activities. Like a muscle, your brain also needs rest. After intense mental activity you may not be able to concentrate on the work you are doing. For mental rest, do deep breathing, meditate, listen to music and simply do not do any activity that will need your mental resources.
2. By any means do take rest for body and mind to recharge. It is built into our system. Sleep for a minimum of 7:30 hours and in tune with nature's rhythm. Avoid late nights.
3. **Pleasure** means some form of enjoyment which generates pleasant feelings. Pleasure are sense driven and are short lived. One chocolate is fine but 3rd you may reject. Keeping balance in sense driven pleasure is important. Still you can maximize these pleasures by being careful in what you do. Eat mindfully, walk in nature, listen to music, read, enjoy your hobbies, have laughter, play with kids, share household work, share jokes and likes.

For physical and mental health, relaxation, recreation, rest and pleasure all are necessary. Practice it in daily life. *(Please send me your comments at mrjoshipura@gmail.com)*




Book Launch Function and address by the renowned Management Author Mr. R Gopalakrishnan, Former Director, TATA Sons Ltd. on 'DOODLES ON LEADERSHIP: Experiences within and Beyond TATA'



"BAPUKNOWME" The Open Quiz based on 'Interesting Facts on Gandhiji' conducted by Mr. Sanjay Chakraborty, Marketing Communications Advisor



Mr. Arun Chitlangia, Corporate Trainer addressed on 'Creative Way of Managing Crisis'



Intl. Motivational Speaker Dr. Himanshu Buch addressed on 'Living With Compassion'


**Seminar on**

**Value Stream Mapping**

**Saturday, November 23, 2019 • 9.30 a.m. to 5.00 p.m.**

This workshop is designed to assist Companies & Entrepreneurs to identify the Wastes & there by facilitating superior results. Value Stream mapping is one of the most important activity in any Japanese organisation. It is a qualitative tool by which you describe in detail how your facility should operate in order to create a flow.

**For Registration, Please Contact: AMA**

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# Feature

*by CA. Bimal R Bhatt*




*Financial, technical and human capital including creativity and frugal innovation is in great demand. We require efficiency, effectiveness and strong discipline to prove our credentials in a competitive Global Village.*

## CORPORATE GOVERNANCE– STRATEGY & EXECUTION CHALLENGES

Human development is impacted by genetic science, environment (internal & external), education, experience, etc. during entire socio-economic life. At different point of time, these traits play their role invariably, sometimes through sub-conscious mind. Society and history also plays a big role like effect of socialism or capitalism. At present, the rules of life in USA, China, UK, Russia, India, Japan, etc. are quite distinct as compared to earlier decades. Over a period of time, unparallel changes like increasing relevance of artificial intelligence, impact of Brexit, policies of Donald Trump, Syria conflict, natural disasters, drastic changes in tax regime, integration of cultures and or religions, etc. are going to be visualized in economic activities and their ultimate impact on our social life.

In view of challenges and diversity, there is greater relevance of values, principles, ethics, etc. for a meaningful socio-economic order in our country. Relevance of Corporate Governance (transparency, fairness, accountability, disclosure) is talk of the day, may be due to recent Uday Kotak Committee report and actions by SEBI. A sense of discipline is the need of hour for all of us. Do we want the issues like Enron, Worldcom, Xerox, UTI, Ketan Parekh, Satyam, PNB, IL & FS, etc. in the days to come?

The impact of WTO will be felt over a period of time including the steps of trade barriers by the USA President Donald Trump with China. Financial, technical and human capital including creativity and frugal innovation is in great demand. We require efficiency, effectiveness and strong discipline to prove our credentials in a competitive Global Village.

**In view of above, time has come to understand and analyze the present status of Corporate Governance in our country keeping in mind stakeholders' interest.**

- **Ethics and Values-** Every company has its own DNA, a set of cultures, attitudes, communication. How is it reflected over a period of time in execution of their strategies? Can we compare the culture of public v/s private sector companies? There is great difference of culture within the same industry like public-private sector banks & insurance companies, old age and newly established first generation entrepreneurs, etc.
- **Internal Controls & Internal Audit-** As a company grows through right strategies with combination of technology, finance, human resources; there is greater need for internal controls and sound internal audit practices. Is company having robust internal control systems and processes through the usage of technology? How and who evaluates the entire scenario? Another vital issue is should a company execute internal audit function through own people or through an external agency?
- **Risk Management Practices-** In today's volatile global society, it is the most important subject for the overall management of any socio-economic organization. Is specific responsibility fixed to take care of internal as well as external risk factors? Are all the people in the organization aware about his role and responsibility? Are systems and

processes evaluated through distinct lens? Are these factors identified, discussed and monitored by the Audit Committee as relevant?

- **Role of Independent Directors -** Independence is a state of mind and can never be controlled by the legislation. Unfortunately, legal scenario is more prevalent in a ticking the box approach in the governance process. The sound knowledge, experience and wisdom of an independent director is the need of hour to exercise their independent judgment while execution of various policies and taking hard decisions. Their performance evaluation and remuneration is also a burning issue. The question may arise about the commitment and responsibility demonstrated by the independent directors of Satyam Computers, IL & FS, etc.
- **Chairman of the Board of Directors -** The recent development of separation of role of a Chairman and Managing Director or CEO is a welcome change by the SEBI. Chairman has to be a matured, visionary and teaming person. He should allow for constrictive and critical tension in the functioning of various committees and Board of Directors. He has to be a man of oversight and integrity.
- **Credit Rating Agencies -** Corporate Governance rating generally involves analysis of adherence to minority shareholder's rights of voting, participation and getting information in general meetings, level of public disclosure and transparency in Annual Report and filing of statutory documents with regulators, ethical and social responsibility practices, functioning of the Board of Directors, structure of the Board of Directors, conduct of the committee as well as Board meetings, remuneration of executive, non-executive directors and senior management, recording of minutes, etc. It is difficult to find such rating in majority of Indian companies. A beginning has to be made by the independent directors, bankers, mutual funds, etc to demand such rating from the Executive management.
- **Role of Statutory Auditor -** The role and responsibility of a Statutory Auditor is paramount for a healthy corporate citizen and thereby, better civil society. If the reporting is not adequate or correct or not giving clear signals than, its great disservice to the stakeholder's interest. The regulators have to expedite the process of review of work carried out by such auditors and it should be put in the public domain**.** A qualified and bold reporting is definitely to be appreciated "(i) The Company should maintain adequate documentation to directly support the arm's length price for transactions with related party to ensure compliance with the requirement of the Accounting Standard and the Act. (ii)The Company needs to maintain material wise details of sales, purchases and consumption. Further, the Company needs to maintain listing of purchase order for capital goods to determine capital commitment. This will ensure compliance with the disclosure requirement of the Act".
- **Role of Regulators -** The role and responsibility of registrar of companies, stock exchanges, SEBI, RBI, IRDA, Pollution Boards, etc. is crucial for stakeholder's interest. Their competency and commitment has to improve for better regulations. Their early actions may prevent further damage to the investors' confidence and hard earned money.
- **Role of Stakeholders -** Stakeholders are investors, employees, suppliers, financiers, bankers, regulators, public at large, etc. Unfortunately, they do not take active part as a whistle blower, may be afraid of attack on their life. Even shareholders do not have adequate knowledge to raise relevant and pertinent issues in General Meetings for growth and development. Is fairness and transparency required in recording of minutes of such general meetings?

***Looking to the above issues, what is the relevance of "REPUTATION RISK"?***

*The author can be contacted at hitabhatt@gmail.com*

## SANJAY CHAKRABORTY receives "The TITANS" Award



Inspired by this & built with curiously, inquisitiveness & passion, KWIZMATE the initiative of Mr Sanjay Chakraborty, well known & seasoned Marketing Communication Advisor has been conferred as TITANs of 2019 by Myfm Radio Channel {Bhaskar Group } for EXCELLENCE IN QUIZ CONTENT & MANAGEMENT SERVICES.

Sanjay has been the Quizmaster for all the interactive & interesting quizzes organized by AMA.




***We wish Sanjay many more accolades in life !***

## Tips to Prepare Yourself for Power Meetings

*by Meha Bhargava*



While prepping for power meetings make sure you don't forget these important things! To some people the words corporate image enhancement may mean "superficial gloss" and the way the person looks is thought to be of little to no importance. Not so! Acquainting yourself with corporate image management – the way you look, care for and carry yourself, your style, pose and presence – is a part of who you are. Once you are well-versed with the norms of corporate image and power dressing, it would reflect upon your personality, values, and interests and will be witnessed and appreciated with regards to your environment.

Whether you are being seen or heard in person, the impression you send out becomes your professional identity and sets the stage for your reputation. People form their impressions about you by looking at you on the outside; and make assumptions about what's on the inside. Corporate dressing for men and women can alter the days at work for the positive and be the ladder to success.

**While preparing for power meetings make sure of the following:**

**Be Well Dressed:** Visual associations subconsciously go a long way and we have very little control over it. When you dress well, you are simply using this subliminal power of association to your advantage. In this fast-paced world, you're given precious little seconds to make an impression. Thirty seconds to be precise, if various studies are to be believed. When you meet someone for the first time, the impression they carry of you lasts a while, so why not leave a mark?

Being dressed for the part and be confident in what you wear has half your battle won. Pay attention to tailoring, quality, accessories and visual harmony.

**Grooming:** Grooming and professional appearance are important aspects to consider for creating a positive impression, especially at the workplace. Yes, making the right impression begins with grooming. Indeed, your education and qualifications play a vital role to grab a job, but your personality too makes a huge difference. If you are assertive about your self-image, then you will project the right professional impression on your prospective employer. It not only helps in creating a positive impression but also builds respect at the workplace. It is evident that a well-groomed workman is received well by his peer group members. Have no hair out of place, smelling pleasant, shoes shined, clothes primed and nails trimmed, speaks volumes for a person. If a person doesn't seem to care about these details, they most certainly will not take care of nitty-gritty of business.

**Communication Skills:** Soft skills are character traits and interpersonal skills that enable someone to interact effectively and harmoniously with other people. Effective communication skills are the ability to express yourself clearly and concisely, in a way that things are understood and done. A person with good communication skills can read other people's behaviour, compromise to reach an agreement, avoid and resolve conflict, and adapt to new and different situations. And don't forget that it is a two-way street, so being a good listener is absolutely vital.

**Body Language:** 30% of all first impression happens over one's body language. Body language gestures and movements of several body parts like head, hands etc. play a key role in conveying messages through body language. Such body languages convey messages which have linguistic translations without a need to speak or write anything.

**Professionalism:** It is important to note that demonstrating professionalism is important at all levels in an organization. Professionalism is not the responsibility of the leadership team but is vital at all levels. You can display professionalism in something as small as never forgetting an attachment to your emails, or writing without any grammatical errors, or in something as complex as performing a task with limited resources in the given time even when the delay was unavoidable. Professionalism goes a long way in one's personal career success as well as the success of the organization.

**An Aura of Professionalism comes with:**

- Researching the agenda of your meeting.
- Confirm time date and place to your attendees.
- Plan a certain agenda
- Conclude with desirable outcomes.
- Follow through.

*Source: entrepreneur.com*

*Respect for nature, judicial use of resource, reducing needs and living within means have been important aspects of India's tradition and current efforts. "Need, not greed, has been one guiding principles.*

## Solving the Riddle of How Companies Grow Over Time

*by Michael Blanding*




"It's a puzzle," says Gary Pisano, the Harry E. Figgie Professor of Business Administration at Harvard Business School. "If you look at the academic literature, what we actually know about growth is shockingly little. It's amazing this topic is so important to management, yet gets such little attention from scholars." In fact, when Pisano began delving into the subject five years ago, he found the last serious analysis on firm growth was conducted in 1959, in Edith Penrose's book The Theory of the Growth of the Firm. "I'd like to think we've learned a lot since then," Pisano says. Getting a better understanding into the dynamics of long-term growth could help business leaders answer such important questions as: Why do some companies grow while others stagnate? Why do some firms grow in spurts while others grow steadily over time? Does a lack of growth mean failure? Should a company judge itself against competitors, against the industry as a whole, or against other benchmarks?

### Defining what growth means:

Pisano and colleagues fill that gap in a new paper, Long-Term Firm Growth: An Empirical Analysis of US Manufacturers 1959—2015 (pdf), published in the journal Industrial and Corporate Change, the first systemic attempt to look at real data to understand how some companies grow and others stagnate.

In addition to Pisano, the co-authors were Giovanni Dosi, Scuola Superiore Sant'Anna; Marco Grazzi, Università Cattolica del Sacro Cuore; Daniele Moschella, Scuola Superiore Sant'Anna; and Federico Tamagni, Scuola Superiore Sant'Anna.

They define growth as "a process by which organizations pursue market opportunities and the acquisition and accumulation of the resources required to exploit those opportunities." Revenue growth may be one element, but it means more than just getting bigger or richer; "growth involves changes to the internal 'machinery' of the firm itself," according to the paper.

The researchers used Compustat, a dataset of all United States companies listed on the stock exchange from 1959 to the present. Picking out firms that had a long enough history over time to draw meaningful conclusions, they ended up with a set of some 2,500 companies.

The first thing that stuck out to the researchers was the lack of growth among most of those firms. While one might naturally expect a bell curve, with some companies growing quickly, some growing slowly, and a lot in-between, what they actually found was a "fat tail" on the graph, with the majority of companies experiencing slow growth over the past 60 years.

"In spite of all of the emphasis on growth, in fact most firms don't grow much at all," Pisano says.

Next, the team looked at the issue of persistence—that is, how likely companies are to sustain their growth over time. In the past, academics have disagreed on how common persistence is among firms, with some believing that successful companies tend to grow consistently, while others speculate that companies undergo a "random walk" of periods of slow and fast growth over time.

Pisano and his colleagues discovered evidence for both theories, finding that persistence does happen for some companies, even while it is rare overall. "The firms that grow persistently are in fact, few and far between," he says.

In addition, persistent growth didn't necessarily mean sustainable growth during the length of the data sample. Take computer giant Digital Equipment Corp. "It grew year after year in a very predictable way, until they suddenly fell off a cliff" in the 1990s, Pisano says. On the other hand, persistence doesn't necessarily mean fast growth either. Some companies grew very steadily but slowly over a long period of time.

### How do industries grow?

When they drilled down deeper into the data, the researchers also found big variations in growth among different industries. Industries in which there is a lot of innovation, such as semiconductors or pharmaceuticals, saw fast growth overall. However, much of that growth was due to just a few firms.

"The semiconductor industry isn't a fast-growing industry," Pisano says. "It's an industry with some fast-growing firms." Moreover, they found that those firms tend to switch often as different technologies become ascendant. Pisano likens it to a sprint around a track, with companies overall keeping a fast pace, but with a large distance between the laggards and the frontrunners, who are often switching order. "A company may have a growth spurt as they innovate, and then something else comes along and someone else surges in front of them."

By contrast, industries with a few established players, such as automotive or aviation, see slower growth without a lot of change in leadership. Pisano compares that to a 10K race, with a tight pack of runners bunched together for a long time. "VW has been leading the automotive industry for a long time, without a lot of variance in its growth rate," he notes.

*source: hbswk.hbs.edu*

# Perspective

*by Travis Bradberry*



*Exceptional bosses motivate through inspiration — they know that people will respond to their infectious energy, vision and passion, more than anything else.*

## 7 Core Beliefs of Great Bosses

**A great boss has the incredible ability to bring out the best in you.** Great bosses change us for the better. They see more in us than we see in ourselves, and they help us learn to see it too. They dream big and show us all the great things we can accomplish.

Great leadership can be a difficult thing to pin down and understand. You know a great leader when you're working for one, but even they can have a hard time explaining the specifics of what they do that makes their leadership so effective. Great leadership is dynamic; it melds a variety of unique skills into an integrated whole.

One thing is certain — a leader's actions are driven by his beliefs. It's through a leader's actions — and ultimately her beliefs — that the essence of great leadership becomes apparent.

***"I am just a common man who is true to his beliefs."*** **– John Wooden**

Great leaders inspire trust and admiration through their actions, not just their words. Many leaders say that integrity is important to them, but only those leaders who truly believe it walk their talk by demonstrating integrity every day. Harping on people all day long about the behavior you want to see has only a tiny fraction of the impact that you achieve by believing so deeply in the behavior that you demonstrate it yourself.

Great bosses believe in their people, and this belief drives them to create an environment where people thrive. Let's explore some of the driving beliefs that set great bosses apart from the rest of the pack.

1. **Growth should be encouraged, not feared.**

Average bosses fear their smartest, hardest-working employees, believing that these individuals will surpass them or make them look bad. They hesitate to share information or to enable authority. Exceptional bosses, on the other hand, love to see their employees grow. They are always grooming their replacements and doing whatever they can to create leaders. Research shows that the number-one thing job seekers look for in a position is growth opportunity and that 80 percent of all job growth occurs informally, such as in conversations with managers. Exceptional bosses want their best employees to maximize their potential, and they know that good feedback and guidance are invaluable.

2. **Employees are individuals, not clones.**

Average bosses lump people together, trying to motivate, reward and teach everyone in the same way. Exceptional bosses treat people as individuals, respecting the fact that everyone has their own motivation and style of learning. Something different makes each employee tick, and the best bosses will stop at nothing to figure out what that is.

3. **Employees are equals, not subordinates.**

Ordinary bosses treat their employees like children; they believe that they need constant oversight. These bosses think that their role is to enforce rules, make sure things run their way and watch over people's shoulders for mistakes. Exceptional bosses see employees as peers who are perfectly capable of making decisions for themselves. Rather than constantly stepping in, exceptional bosses make it clear that they value and trust their employees's work and only intervene when it's absolutely necessary.

4. **Work can and should be enjoyable.**

Ordinary bosses see work as something that everyone has to do, whether they want to or not. They believe that their role is to make sure that their

employees don't slack off or grow lazy. They say things like, "If it weren't for me, nothing would ever get done around here." However, exceptional bosses love their jobs and believe that everyone else can too. They give people assignments that align with their strengths, passions and talents. They celebrate accomplishments and douse people with positive feedback when they do good work.

5. **Diversity, not like-mindedness, bears fruit.**

Average bosses want their employees' ideas to align with their own, and because of this, they try to hire like-minded individuals. They encourage their employees to think similarly and reward those who "just put their heads down and work." Exceptional bosses actively seek out a diverse range of individuals and ideas. They expose themselves and their companies to new ways of thinking.

6. **Motivation comes from inspiration, not agony.**

Ordinary bosses think that strict rules and rule enforcement drive employees to work effectively. They believe that people need to fear layoffs, explosions of anger and punishment in order to operate at 100 per cent. People then find themselves in survival mode, where they don't care about the product, the company or the customer experience; they only care about keeping their jobs and appeasing their boss. Exceptional bosses motivate through inspiration — they know that people will respond to their infectious energy, vision and passion, more than anything else.

7. **Change is an opportunity, not a curse.**

Ordinary bosses operate by the motto, "This is the way we've always done it." They believe that change is unnecessary and that it causes more harm than good. Exceptional bosses see change as an opportunity for improvement. They constantly adapt their approach and embrace change to stay ahead of the curve.

### Bringing It All Together

If you're currently a boss, is this how your employees would describe your beliefs? If not, you're leaving money, effort and productivity lying on the table. You're also probably losing some good employees, if not to other jobs, then at least to disengagement and lack of interest.

*Source: entrepreneur.com*

## MEMBERS NEWS



**Prof. T. V. Rao,** Chairman TVRLS and former Professor of Indian Institute of Management Ahmedabad was awarded with the Asia Pacific Federation of Human Resource Management Professional of the Year 2019.

Dr. Rao received the award on 7th September at a major conference held at Taipei, Taiwan. He also addressed the conference. Extract of his address is given below:

*I like to thank APFHRM and its Board for conferring this award on me. I feel honoured and humbled and I rededicate myself to promote the cause of managing people which includes spotting, nurturing, utilising, and multiplying talent for promoting peace, stability and growth of all people in the society across various countries.*

*Humans cannot be limited by measurement like other resources, bundled and bartered. Human beings are born with unlimited talent and can make many things happen like making you walk with the world in your pocket or reaching moon and Mars.*

*I also believe that after fifty and odd years of existence, HRM remained as a function and is limited in most countries to corporate sector. The job of HR is essentially to help every individual in the society to discover and re-discover what is possible for peace and prosperity through spotting, using and multiplying talent. This way HR becomes the job of everyone, a philosophy, attitude and a way of life. This is possible when HR becomes also a spiritual function besides a systems developing and implementing function meant mainly as a Strategic "Business Partner" for generating profits. It should be a function for self-discovery and human development. While this is well recognised by the UNDPs Human Development Reports, they are still measurement oriented- though positively. They need to be more human happiness oriented and cover the entire society of humans. I appeal to HRM societies across the Asia Pacific region and the rest of the world to re-focus their HR effort in this direction. Countries where there is a strong base of spiritualism have prospered well and withstood tsunamis, earthquakes, wars, conflicts, and rejuvenated themselves.*

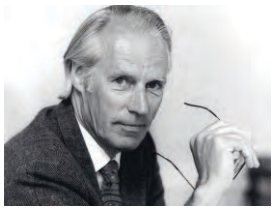
*I would like to wish all the members of APFHRM to work towards this goal of human Peace, and prosperity by making every one his or her own HR Manager.*

*I thank you all the members of APFHRM once again for this award and assure you that I will try to lead a life worthy of this award.*

The **Asia Pacific Federation of Human Resource Management (APFHRM)** is the network of human resources and people management associations' representative countries in the Asia Pacific region.

## Sir George Martin: Lessons from the CEO of The Beatles Part 1

*by Dr. Linnda Durré*



Treating people equally, focusing on the work, honest communication and doing what you love — four basic values that legendary record producer Sir George Martin, "the CEO of The Beatles," used with the most successful, creative, zeitgeist-changing, consciousness-raising band in the history of music. CEOs and other business executives, take note from Martin on how to make your company powerful, productive, create a brand, contribute positively to society and make the world a better place, all at the same time. "I just focused on the music and made the music the focus for others — I still do. That's my job. If the music doesn't work, then the rest falls apart anyway," he says. Martin was privy to a potent mix of innate talent, preparation and opportunity.

Childhood piano lessons and education at the Guildhood School of Music under the renowned Professor Sidney Harrison contributed to Martin's growing reputation as a reliable, brilliant young man on the rise.

In 1955, the legendary Oscar Preuss eventually retired, leaving Martin in charge of Parlophone at age 29, the youngest head of a label in England in the pre-rock era. Despite early success producing albums with The Goonies (Peter Sellers) and Beyond the Fringe, Martin turned down Tommy Steele, England's first big rock star. He was desperate for a hit band to put Parlophone on the map and make his reputation. It was April 1962. Enter Brian Epstein, an ambitious manager who was pushing his new band from Liverpool. Epstein was feeling equally as desperate as Martin after rejections from Decca, Pye, Phillips and EMI. Martin was the one record executive Epstein hadn't seen. The result was fortuitous, recordbreaking (a deliberate pun) and world changing.

Martin says the thought of anything coming out of the provinces "was extraordinary at that time." But he agreed to hear the record. Epstein played it. "The recording, to put it kindly, was by no means a knockout," Martin writes. "But I sensed an unusual quality of sound, a certain roughness that I hadn't encountered before. Also, that more than one person was singer, which at the time was different. I wasn't knocked out, didn't do handstands or say that's the greatest group ever. There was something tangible that made me want to hear more, meet them and see what they could do ... I simply thought it was worth a shot."

So on June 6 at Abbey Roads Studios after returning from Hamburg, enter "the lads" — Paul McCartney, John Lennon, George Harrison and first drummer Pete Best, who showed up with their soon-to-be eponymous haircuts, which were "fairly shocking at the time," remembers Martin. But, he says, "It was love at first sight ... we hit it off straight away. The most impressive thing was their engaging personalities. They were just great people to be with." Martin was not all that impressed with the music, but their energy, wit, charm and humor won him over. "I thought that if they have had this effect on me after a short audition, they would have a similar effect on an audience," he intuited perceptively. It was a billion-dollar prediction.

Just to experience the band live in concert, Martin and his wife, Judy, drove up to Liverpool to the now-mythic Cavern Club. It was "electric," he says. The place was packed with screaming teenagers who loved The Beatles. The trip confirmed his prophecy. *(to be contd in next issue.... )*

Source: experts.com

### Lesson No. 1:

*Be well-trained and establish an outstanding reputation as a dependable professional. Ambition combined with ethics and integrity is a powerful force. Let setbacks and desperation whet your appetite for new opportunities. Be optimistic and have faith that something great is just around the corner.*

### Lesson No. 2:

*Trust your senses, your intuition and your gut. Give something a chance. Think outside of the box. Pay attention, and notice crowd responses and the public's reaction. Be a visionary.*

(Editor's note: Prior to her interview for this story, Sir George Martin recommended that Linnda Durre read his two books, All You Need Is Ears and Summer of Love: The Making of Sgt. Pepper. Her three-part series is a combination of her interview with him and the book quotes.)

## Management Potpourri



### Success Story

**A Wildlife Presenter on the Discovery Channel**

**BEFORE :** After leaving school, he hiked in the Himalayan mountains of Sikkim and West Bengal. Eventually, he joined the Territorial Army and, after passing selection, served as a reservist with the SAS in 21 SAS Regiment (Artists) (Reserve), for three years until 1997.

In 1996, he suffered a free-fall parachuting accident in Zambia. His canopy ripped at 16,000 ft, partially opening, causing him to fall and land on his parachute pack on his back, which partially crushed three vertebrae. He later said: "I should have cut the main parachute and gone to the reserve but thought there was time to resolve the problem". According to his surgeon, he came "within a whisker" of being paralyzed for life and at first it was questionable whether he would ever walk again. He spent the next 12 months in and out of military rehabilitation.

**AFTER :** In a showcase of what pure determination and hard work can do, on 16 May 1998 he achieved his childhood dream climbed to the summit of Mount Everest, 18 months after breaking three vertebrae in a parachuting accident.

At 23, he was at the time among the youngest people to have achieved this feat. This is the inspirational story of the amazing Bear Grylls. He is known to the world as a television presenter for the Discovery Channel, with his own show called Man Vs. Wild.

### Book Review: Business Sutra: A Very Indian Approach to Management

***by Devdutt Pattanaik***




**Business Sutra:** A very Indian Approach to Management is a radical, nuanced approach to management, business and leadership in a progressively polarized world. In this landmark book, bestselling author, leadership coach and mythologist Devdutt Pattanaik shows how, despite its veneer of objectivity, modern management is rooted in Western beliefs and obsessed with accomplishing rigid objectives and increasing shareholder value. By contrast, the Indian way of doing business, as apparent in Indian mythology but no longer seen in practice accommodates subjectivity and diversity, and offers an inclusive, more empathetic way of achieving success. Great value is placed on darshan, that is, on how we see the world and our relationship with Lakshmi, the goddess of wealth. Business Sutra uses stories, symbols and rituals drawn from Hindu, Jain and Buddhist mythology to understand a wide variety of business situations that range from running a successful tea stall to nurturing talent in a large multinational corporation. At the heart of the book is a compelling premise: if we believe that wealth needs to be chased, the workplace becomes a rana-bhoomi - a battleground of investors, regulators, employers, employees, vendors, competitors and customers; if we believe that wealth needs to be attracted, the workplace becomes a ranga-bhoomi - a playground where everyone is happy.

## Corporate Buzzer

**Questions:**

1. Commemorating Mahatma Gandhi's 146th birth anniversary, the BCCI had launched something special honouring the Father of the Nation & Nelson Mandela for the India-South Africa cricket series. What's that special ?
2. The Mahatma Gandhi Limited Edition 241 writing pens were launched by which luxury brand ?
3. Why was it launched as The Mahatma Gandhi Limited Edition 241 ?
4. Mahatma Gandhi carried a pocket watch (fitted with an alarm complication) for years. Which Brand?
5. Who referred to Gandhi fondly as Mickey Mouse ?
6. If we refer to 'Eternal Gandhi {ShashvatGandhi } we are referring to ?
7. The racial discrimination forced this gujarati entrepreneur to return to India from South Africa with nothing but a few valuables and a certificate from Mahatma Gandhi for being the most honest and experienced tea estate owner in South Africa.Which famous Company / Brand he started in India ?

**ANSWERS**

1. A SPECIALLY-MINTED TOSS COIN with the images of the Father of the Nation and Nelson Mandela for the India-South Africa cricket series
2. Mont Blanc
3. The Mahatma Gandhi Limited Edition 241 is a homage to the 241 miles travelled by Gandhi on the Salt March from Ahmedabad to the Dandi coast.
4. Zenith Swiss Watch Manufacture
5. SAROJINI NAIDU
6. The outlets called 'Eternal Gandhi' {Shashvat Gandhi } which is run by the Peace Initiative, a Birla group arm for reviving Gandhian philosphy, stocks elegantly designed products like figures of the iconic three monkeys and khadi shirts, amongst other things.
7. Wagh Bakri Tea Group

By **Sanjay Chakraborty**
Marketing Communication Advisor

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