CELEBRATING 25 YEARS OF AMA CAMPUS

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



Dear Readers,

We welcome the New Year with the hope and aspiration that the G20 Summit will serve as a catalyst for global prosperity. It is a matter of pride that in February 2023 , Ahmedabad, a UNESCO World Heritage City, will host the G20 Urban 20 City Sherpas cycle. The U20 Mayor's Summit will be held in July 2023 to discuss urban development issues.

We are delighted to present the most recent issue of AMA News, which includes information about major Annual events and Special programmes, happenings from January month, and some insightful articles. The January batch of the 6-months PG Diploma courses in collaboration with California State University also commenced.

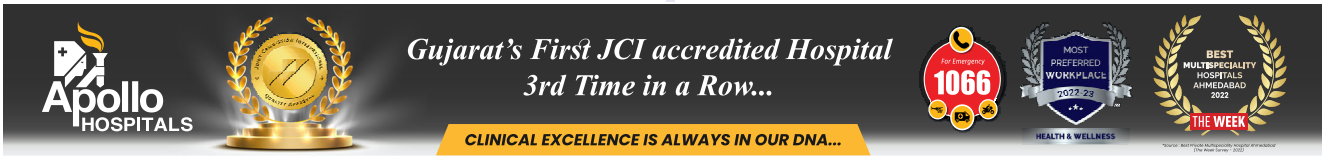
January saw a lot of events at AMA. At The 16th Annual Intellectual Property Summit 2023, the Chief Guest was Dr. Narottam Sahoo, Advisor, Gujarat Council on Science and Technology (GUJCOST) and distinguished speakers talked about emerging trends and the importance of intellectual property rights (IPR). Professor G. Sivakumar of IIT Bombay's CSE Department addressed "India's Digital Payment Revolution." Padma Shri Dr. B.V.R. Mohan Reddy, Founder-Chairman of CYIENT, Former Chairman of NASSCOM, and Founding Director of T-Hub, delivered the Second Henry Rowan Memorial Lecture on "Pursuing Excellence" on January 23, 2023.

The 11th Japan Festival was held at AMA from January 28 to 31, 2023, in collaboration with the Indo-Japan Friendship Association Gujarat and the Consulate-General of Japan in Mumbai. On January 28, 2023, H. E. Mr. Hiroshi Suzuki, Ambassador of Japan to India, inaugurated the 11th Japan Festival, "Nihon Matsuri." More than 2000 people attended the Japan festival, which showcased an Exhibition titled Manga Hakusai Manga Art Show, Japanese Film Fiesta, Innovative Musical Fusion – "Kem Chhe Konnichiwa ", Japanese Paper Craft Demonstration & Workshop, and Japanese Martial Arts Expo. A 26 Member delegation from Kobe also visited AMA on Jan 31st.

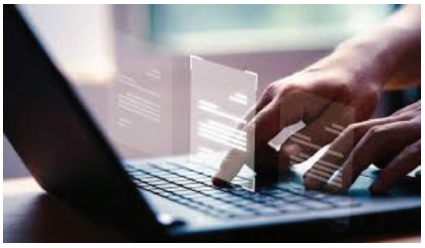
■ **Deevyesh J. Radia**

In this issue

- **Focus** : Emerging Trends and Issues in the Development and Growth of SME's 2-3
- **Feature** : Decision Making & Problem Solving – Great Leadership Tools 4-5
- **AUM – (OM) For Holistic Evolvement** 6-7
- **Tips & Tricks of Image Building [Part-6]** 7
- **Perspective:** How Emotional Intelligence Relates to Us... 8-9
- **Insight** : Horse-Rider Relationship between You and Your Brain 10-11
- **Action Oriented Leader... be One...** 11



Editorial Team: Mallika Wadhwani • Ryoji Shimada • Sanjay Chakraborty



For entrepreneurs who can produce quality, maintain productivity in their operations and adopt innovative means to make better products that are technically advanced, have immense opportunities in these rapidly growing markets.

EMERGING TRENDS AND ISSUES IN THE DEVELOPMENT AND GROWTH OF SMEs

Some of the emerging trends and issues faced by SMEs are given below for general information of entrepreneurs.

i) 'Produce to specification' in custom products as per the demand of the customer.

ii) Supply arrangements for materials should be properly negotiated on long-term basics for controlling costs.

iii) Contract manufacturer should develop other abilities in custom market to achieve growth.

iv) SMEs should adopt the strategies for continuous improvement in working such as Six Sigma, Kaizen, etc.

v) SMEs should be a part of a superior supply chain member, and integrate with manufacturing, to remain as a leader.

vi) SMEs should focus on product and process innovation and remember that product life cycles are now getting shorter.

When entrepreneurs keep these requirements and trends in mind, and arrange to manage their unit accordingly, they will become highly competitive, progressive and will achieve high growth.

These issues are common with any manufacturing unit and technological business, and are a part of world-class operations. Learn to practice them.

SWOT ANALYSIS

The study of number of SME units have revealed the following strengths and weaknesses, and entrepreneurs should ensure that their new venture or unit should be developed on the strengths and avoid the weakness.

Strengths

- To be flexible in manufacture.
- To have better availability of raw materials.
- To have good Design Expertise and high computer expertise and knowledge of software.
- Government introduces reforms progressively and encourages SMEs with favourable policies.

Weaknesses

- To be highly fragmented.
- To have low productivity.
- High cost of imported materials.
- Technology needs to be upgraded and kept updated to avoid technology obsolescence.

With the current state of development and favourable government policies, SME units have the following Opportunities and Threats, which should be always kept in mind by an entrepreneur to take advantage and guard against risks.

Opportunities

- Increasing consumption.
- Growing economy.
- Government's programmes to build rural India. Upgrade urban areas, build SEZs and increase exports.

- There is a shift in domestic markets, where customers are asking for better products, more consumer durables and comfort goods.

Threats

- High competition from other developing countries like China, South East Asia.
- Pressure on reducing prices, because of competition.
- Fluctuation of Raw Material prices and inflation.

For entrepreneurs who can produce quality, maintain productivity in their operations and adopt innovative means to make better products that are technically advanced, have immense opportunities in these rapidly growing markets.

Key Risk of Entrepreneurial Venture

You must carefully consider the following risks and take adequate steps to mitigate them.

1. Market risk
   - Will people actually buy what you have to sell?
   - Will you need to create any major efforts to attract customers or create a major change in consumer's behaviour?
2. Technology risks
   - Can you actually make and deliver what you say you can?
   - Can you achieve the standards of quality and performance of your product?
   - Can you deliver at a price which the customers are prepared to pay and within delivery time promised?

   This will make or break your business.
3. Operation risk
   - What can go wrong in day-to-day operations of the company?
   - What can go wrong in manufacture and production?
   - Can we maintain customers support on long-term basis?
4. Management risk
   - Can you attract and recruit and retain the right team of people?
   - Can you build them into proper team-working cohesively?
   - Can you really delegate or empower the team or key people, and stand aside and let them do the job?
   - Can you build the organisations with systems and procedures and organize for results?
5. Legal risks
   - Are you infringing on another company's patents?
   - Are your own intellectual property, drawings, designs properly protected?
   - If your product does not perform as promised, are you covered by product liability?
   - Even though you may feel that the risks are negligible, financiers may feel otherwise, unless you convince them that you have considered all these aspects and have taken sufficient and prudent steps.

If all these factors and situations are well thought-out and considered, it will be easy and better in running the business that you have planned.

Source: ***Patel, Narsinhbhai K.*** *(2016). Start Your Own Manufacturing Enterprise: Awaken Entrepreneurship Spirit Part-1 (AMA)*

CONFERENCE ON "UNDERSTANDING CSR COMPLIANCE AND THE WAY FORWARD"



The Chief Guest Mr. Pankaj Kumar Kamliya, COO, GCSRA, Gujarat: Dr. Bhushan Punani, Executive Secretary, Blind People's Association; Mr. Parag Desai, Executive Director, Wagh Bakri Tea Group addressed on "CSR Compliance as Enabler for Sustained and High Impact" and moderated by: Dr. Savan Godiawala, Vice President, AMA. Mr. Divyang Desai, Partner, Deloitte addressed on "Legal Framework, Updated Amendments and Trends in CSR Compliance". Mr. Niraj Kumar Lal, Group Head (CSR), Arvind Ltd; Mr. Sandeep Variya, Head Program & Partnerships, Dr. K R Shroff Foundation; Dr. Mayur Joshi, Managing Trustee, Udgam Charitable Trust, Regional Advisory Committee Member, Indira Gandhi National Centre for Arts addressed on "Experience Sharing and Panel Discussion by Corporates and CSR Beneficiaries". Mr. S B Dangayach, Member, AMA Governing Council presented the Valedictory Address.

DECISION MAKING & PROBLEM SOLVING – GREAT LEADERSHIP TOOLS



The ability to make decisions sensibly, calmly, and with reasonable speed is helpful in any walk of life, and especially so for managers.

A manager of a large organization got a heart attack, and the doctor told him to go for several weeks to a farm to relax. The guy went to a farm and after a couple of days he was very bored. He asked the farmer to give him some job to do.

The farmer told him to clean the shit of the cows. The farmer thought that to somebody coming from the city, working for the whole life sitting in an office, it will take over a week to finish the job, but to his surprise the manager finished the job in less than one day. The next day, the farmer gave the manager a more difficult job – to cut the heads of 500 chickens. The farmer was sure that the manager will not be able to do the job, but at the end of the day, the job was done. The next morning, as most of the jobs in the farm were done, the farmer asked the manager to separate a bag of potatoes in two boxes, one box with small potatoes, and one box with big potatoes.

At the end of the day, the farmer saw the manager was sitting in front of the potatoes bag, but the 02 boxes were empty. The farmer asked the manager, “How is it that you did such difficult jobs in the first couple of days, and now you cannot do this simple job?”

The manager replied, “Listen, all my life I have been cutting heads and dealing with the shit, but you asked me to take the DECISIONS!!!”

When you face problems, do you usually try to act promptly, or do you delay as long as possible? When pressed for a decision, do you often act hastily; do you feel you function best when under pressure? Do you believe in consulting others, or do you consider it a sign of weakness? Do you often feel agonized both before and after making important decisions, or do you deal with such decisions calmly with no subsequent brooding?

The ability to make decisions sensibly, calmly, and with reasonable speed is helpful in any walk of life, and especially so for managers. One sure way to distinguish between good and inadequate managers is to observe the way they cope with decision-making. Effective and reasonably prompt decision-making is important to win the respect of one’s seniors and subordinates.

Decisions will have to be taken – at times bold and most of the times routine or normal. One would come across an instance wherein you may have to take a call which may sound revolutionary to all. There would be people who would caution with words like something like this has never happened in our organization before. When the decisions are taken, risk is always involved, but as they say fortune favours the brave. A batsman doesn’t even have a split of a second to decide whether to play the ball or leave it for the wicketkeeper. When the catch comes in the slips or at the forward short leg position, the fielder has to judge it in a fraction. In the corporate scenario however, you get the time to think, consult the people and do the home work.

When the decisions like Mergers, Acquisitions, Expansion, Closure of a sick unit, etc are taken, they require lots of ground work and involvement of the minds. Normally decision making requires the following process to be followed:

1. Gather the necessary information from all corners. You can't leave any stone unturned before taking a call. When you are studded with information, half of the battle is won there.
2. Evaluate the information. You will have to do the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the gathered information. What can work for us and what would go against our organization will have to be strategically decided.
3. Write down the impact of each alternative you are considering. Working decisions carry financial consequences, which may prove lethal for the organization. You would be answerable to a set of people. If the decision goes haywire, your job could be in jeopardy.
4. Make a decision. Having come a long way, the decision will have to be taken. If it is for the first time, surely some risk is involved. Let it be the calculated risk. This is where your home work becomes handy.
5. Take action on your decision. At times it is seen that decisions remain on the papers. Actions which have to follow once the decisions are taken, never happen. There are end numbers of cases wherein sanctioned grants have remained unutilized due to lack of will for the implementation.
6. Follow-up. After a specific time, it becomes necessary to check if the objectives behind those decisions are achieved or not.

Kindly follow the below guidelines to be better at decision making and problem solving:

- Cause-and-effect must be confirmed beyond doubt.
- Established work flows can almost always be improved.
- All factors relevant to a plan should be analyzed and chartered.
- Changed plans need to be built into line management's day to day responsibility.
- Effective plans cannot be based on an inadequate research.

Indecision is also a decision. But that should not be allowed to become your identity. Effective leaders are known to take bold, sensible and considerate decisions all the time. At times some decisions backfire but as they say, "Wise people learn from their experience."

*By **Hiren Vakil,** Corporate Trainer & Management Consultant, Mumbai*
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EMINENT SPEAKERS OF AMA'S OPEN LECTURES



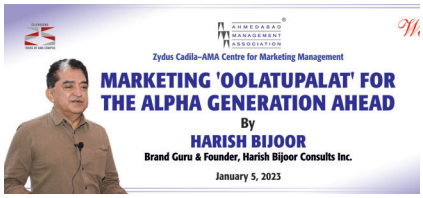
Shri Bharat Lal, Director General, National Centre for Good Governance, Government of India addressed on "Water Governance for Prosperity"



Opening of the 4th Edition of the Ahmedabad International Children Film Festival with India's Oscar Entry – "LAST FILM SHOW (CHHELLO SHOW)"



Mr K. Ramesh, IFS addressed on "Tourism and Career Opportunities in Wildlife"



Mr. Harish Bijoor, Brand Guru & Founder, Harish Bijoor Consults Inc. addressed on "Marketing 'Oolatupalat' for the Alpha Generation Ahead"



Quizmaster Mr. Sanjay Chakraborty conducted the quiz on "The Year that was 2022" based on the happenings of the entire Year.



Dr. Deepak Torawala, Sr. Family Physician, Surat; Hon. Jt. Secretary, FFPAI; Past President, FPA Surat addressed on "Lifestyle Diseases: Lets Fight The Emerging Enemy" and Dr. Abhay Dixit, Sr. Family Physician, Ahmedabad; President, FFPAI; Past President, Ahmedabad Medical Association addressed on "Adult Vaccination". Dr. Mehul Shelat, Family Physician, Ahmedabad; Past President Ahmedabad Medical Association moderated the Discussion.



Naresh M. Gehi, Esq., Principal Attorney addressed on "Immigration for Everyone: An Indo-US Perspective"

AUM – (OM) FOR HOLISTIC EVOLVEMENT

AUM (Om) is globally known as sacred symbol of Hindu religion. However, there is ignorance about Vedic interpretation and metaphysical significance of AUM (Om). OM is the root of Indian Vedic Science or Sanatan Dharma.

The seeker by contemplating and focussing on (AUM) can experience the unfolding of boundless divine energy and can attain expanding boundaries of perceptual power. The chanting of AUM is not limited to Hinduism but its equally prevalent in Buddhism, Jainism and Sikhism.

The chanting of OM as mantra signifies that OM is the seed of cosmic energy and roots of cosmic evolution. Mandukya Upanishad is the smallest Upanishad has only 12 verses with detailed explanation on holy OM. Sri Adi Shankaracharya stated Brahma or AUM as the seed of evolution of five Gross Elements with inter-twined compounding of the elements with their causal effect. Adi Shankaracharya has explained the significance of OM or Brahma in His book "Panchikaranam". OM represents both the subject and the objects, formless and with names and forms, both perceptible and non-perceptible by sense organs etc with inherent intelligence power of creation, sustenance dissolution. The letter AUM is the symbol of three states of existential being representing as wakeful, dream and sleep states. The fourth states of Samadhi or Turyais a transcendental State. The letters AUM also symbolises A for physical plane, U for Mental plane and M for Astral plane.

Significance: The modern scientists in the field of Quantum Physics are now in agreement with several revelations universal existence explored by ancient sages made available though our Vedic Scriptures and Upanishads. Many scientists have evinced keen interest in learning Indian Spiritual Science with Quantum Physics and Astro physics to understand Universal Truth and encapsulate the revelations of Vedic Science with findings of Quantum theory and Digital technology for the harmonious progress of human evolution. The practicing of Omkar chanting has played significant role in cultural evolution of humanity.

It is revealed by Astro Physicists as well as Quantum Physicists that the universe is nothing but an infinite field of information and energy. The same truth is revealed by our ancient sages as Omni Present (All pervading Cosmic Being), Omni potent (All pervading field of unlimited potential possibilities) and Omni Scient (Super Intelligent source of information).

The universe and the existence are full of mysteries. The mankind has been in quest of origin of the universe and the supreme intelligent power. The whole solar system with planets are rotating on principal of gravity and on its own axis as well.

The scientists in NASA have invented high tech ultra-low decibel audio equipment which can measure very low decibel frequency audio sound which cannot be heard within normal range by human ears. With the help of this equipment the low decibel sound can be amplified within the audible rage of human ears. So NASA declared in their findings that the low decibel frequency of subtle sound emanates from rotation of the Solar systemresonates with the chant of AUM.

Ancient Indian Sages have explained that OM symbolises the propelling source of cosmic energy and evolution of the universe. These sages have proved to be the profound visionaries of the universe. They have described Omkar is the divine resonating sound of conch, which is a source of evolution of universe. In the objective manifestation of names and forms, Omkar is a Pranav mantra (Life force) in all living being.

The Deeper Interpretation: The chant of Omkar is the phonetic and meditative melody. The chant of Omkar emanates the power to unfold the boundless potential possibilities. The omkar chanting can invoke the hidden infinite power of pure consciousness. The chant of OM is same as chant of Pranav Mantra invoking the cosmic energy and connecting the individual being with the Supreme reality. As per the vedic philosophy, Omkar or Brahma and Individual Consciousness or Cosmic Consciousness are not different.

Sri Adi Shankaracharya in His book "Panchikaranam" has described AUM with various spiritual connotations. AUM represents three states of human life. A represents Waking State (Physical state); U represents Dream State (Mental State) and M represents Deep sleep State (Causal State). By meditating on symbol OM one can transcend these three states and attain the 4th State which is called Turya state which is Samadhi state when the mind merges into pure consciousness or it becomes one with Pure Awareness.

Conclusion: The human being is endowed with unlimited potential power. We have hardly been using 2% to 4% of our potential power. To unleash this exponential divine power, one has to follow certain yogic discipline in life. The pious and transparent character with values and ethics are the basic steps to make oneself eligible to invoke cosmic power. The chanting of Omkar can create miraculous transformation. The regular meditation in the morning and at night will help to establish the connection of individual consciousness with the cosmic consciousness. This will help to improve

concentration power as well as memory power. The meditation on Om is a master key to progress in the life and to shine in your professional and social life.

By Shri Atul Parikh.
(Meditating on Om is the key to become successful Executive - Entrepreneur)
Email: atulpari@gmail.com

TIPS & TRICKS OF IMAGE BUILDING [PART-6]

Attitude

In this article, we will discuss the power of Positivity. Back in the days when Germany was divided, a huge wall separated East and West Berlin.

One day, some people in East Berlin took a truckload of garbage and dumped it on the West Berlin side. The people of West Berlin could have done the same thing, but they didn't. Instead, they took a truckload of canned goods, bread, milk and other provisions, and neatly stacked them on the East Berlin side. On top of this stack, they placed the sign:

“EACH GIVES WHAT HE HAS"
How very true! You can only give what you have.

What do you have inside of you?
Is it Hate or love?
Violence or peace?
Death or life?
Capacity to build or Capacity to destroy?

What have you acquired over the years?
"EACH GIVES WHAT HE HAS"
Think about it!

Health starts in your mind. You can go to the gym, eat healthily, do yoga, drink water and take vitamins, but if you don't directly confront the negativity in your thoughts, you will never truly be healthy.

Our health isn't measured on scales, by the size of our muscles or by the width of our waist. True health is measured by the quality of our thoughts and the peacefulness of our minds.

As you get older you realize that your diet isn't just what you eat, it's what you watch, what you read, whom you follow and with whom you spend your time. So if your goal is to have a healthier mind, you have to start by removing all the junk food from your diet.

Negative emotions are poisonous. Like avoiding poisonous food, avoid negative emotions. Don’t identify with them nor participate in them. Choose to not be driven by negative emotions. They deplete your energy. They are harmful and heavy. They make your life complicated. For example, "jealousy is a great poison". Swami Sukhabodhananda

They say you only live once. It's not true. You only die once, you live every day. And every day is a new opportunity to become a better version of yourself.

Train your mind to see the good in everything. Positivity is a choice. The happiness of your life depends on the quality of your thoughts. Positive thinking with positive actions will help you become the kind of person you wish to be.

A few tips for building a positively contagious attitude:

- Ways of Thinking, Speaking, Behaving, Eating, Sleeping - everything is JUST A HABIT. Anything done repeatedly becomes a HABIT. Goodness must be cultivated consciously.
- Have an Attitude of Gratitude. Every day we have a choice. We can choose to be grateful and see the good in all that we have or we can let anger, fear, doubt, and insecurities rob us of our joy and the life we're meant to live. The choice is yours today.
- Seek Solutions vs. Dwelling on Problems. How you see the world determines the world you see. When you seek solutions you see a world of possibilities and are able to overcome challenges.
- Go 24 hours without complaining about anything, whether it is people, weather, politics etc, not even once. Then watch how your life starts changing.
- Stop whining. We must learn to stop whining about what will happen, what will never happen, what we have and do not have, and what somebody did or didn't do. Practice a life of no whining, no criticizing, and no complaining.
- Accepting the imperfections of others, before expecting them to accept yours.
- Be Positively Contagious. Your attitude is contagious. Choose to be Vitamin C today. Look for opportunities to encourage and uplift those around you.
- Positive self-talk. One of the fastest ways to tear down your mental toughness is by speaking negatively to yourself. Mentally strong people understand the importance of being your own biggest supporter.

  - My 3 to Thrive - Be Present
  - Be Positive - Be Productive
- Read 10 Pages Daily. Changing one's mindset can also change one's life. Reading books is a great way to change your mindset by gaining knowledge and stimulating creativity.
- Smile often. A smile radiates from the heart.

Wake up every morning, and say, "today is going to be the best day of my life," and it will be.

Positive mind…Positive vibes…Positive life.

Wishing you a Happy and Purposeful Life surrounded by Positivity.

By Swapna Sai, Certified Image Consultant & Soft Skills Coach
Email: amazemanagement@gmail.com



The mind is like clay, the way you groom it in childhood, it takes that shape and defines the personality of the individual.

HOW EMOTIONAL INTELLIGENCE RELATES TO US...

Emotions being a domain of the mind, both positive and negative emotions arise and disperse in this faculty. Therefore, to understand emotional intelligence it is important to understand the mind in detail. All stress and related negativity that we see around is the play of mind; the way the mind perceives a situation and frames or tags it with emotion. All of this is illusory because the situation is the same for everyone but the reaction is subjective and using the brain, comes from the mind only.

The mind is like clay, the way you groom it in childhood, it takes that shape and defines the personality of the individual. Therefore, it is important that both parents and teachers condition the mind in a way that the self-esteem of the child is developed very well and the child transforms into a responsible adult as he grows.

Existential Intelligence

Existential comes from the word exist. Existential Intelligence would therefore mean the basic naturally occurring intelligence in being a human. This would include all types of intelligence that we would have that would determine our character, temperament and eventually personality. Being emotionally intelligent is natural to us and that is a part of our existential intelligence.

Academically speaking, Existential Intelligence is one of the nine types of intelligence in the very famous Theory of Multiple Intelligence given by Dr. Howard Gardner. Existential intelligence as per Dr. Gardner refers to the basic instinct in people to know about the purpose of life, the nature of the creator, the meaning and purpose of life, the mysteries of death and such quintessential questions which make us human and which differentiate us from animals.

Animals live only to feed themselves and reproduce while we humans can be curious and imaginative about hows and whys of life and introspect and comprehend about such things. We are no different from animals if we lived only to keep running in the rat race of survival and didn't stop and wonder at the amazing wonders of life.

Existential intelligence broadens our mental horizons and connects us with life thereby enhancing our emotional intelligence. This is because, when we see life from a macro or the bird's eye view, we become more inclusive and less selfish and in that self-awareness and empathy are the obvious features that we develop.

Critical Thinking

Critical thinking is an art of not accepting things on face value and questioning the process and even the status quo if needed. It is a virtue, having the positive side of doubt as a strength. Critical thinking is an asset to have to enhance your decision making abilities. Analysing the Ws and Hs of a situation helps in going deep to the roots of the problem, uncover the core area to be addressed and make the right decisions.

Existential intelligence, for example, is a derivative of critical thinking in the quest to understanding the secrets of the way life operates. It is a faculty of mind which works when things don't work as status quo and life seems to stop at a dead end and one questions the whys and why nots of life in detail.

Critical thinking naturally enhances emotional intelligence. When one is in control of emotions and free from the tyrannies of the mind, one can assess the situation in a much better way by going deep cognitively. When an unacceptable behaviour is expressed, the individual who is habituated to think critically will do a post mortem on the behaviour and end up going to the roots of the behaviour and hopefully be better next time.

Critical thinking enables one to empathise and also to go deep in the dark alleys of the sub-conscious mind to assess the origins of a particular emotion or thought and the resultant behaviour. Someone with a high level of critical thinking actually doesn't need an expert psychologist to do the much needed self-analysis. One doesn't need to read books of psychology to be a psychologist; critical thinking brings the natural behaviour expert from within an individual!

It is like not going to an allopath except when you need a surgery. Disease is a 'dis-ease' of mind, a direct resultant of the lack of emotional intelligence. With ways known to manage life emotionally, one can manage most disorders of the body personally or probably homoeopathy or the preventive techniques of naturopathy, ayurved and meditation are enough instead of expensive and stressing methods of allopathy. The beauty of emotional intelligence is that it guides you on how to think instead of what to think.

Expression of Emotions - Stereotypes

Having said that, it is clearly seen that people don't want to accept or at least show their being contended in the fear of being stereotyped as mentally weak to take on the struggles of life. Why do we care about other people's opinion so much? Because as a social animal, we need support from fellow human beings to survive in society and for that, I need to compromise or manipulate certain aspects of mine.

Another example of such behaviour is hiding being emotional to others, especially if you are a male. 'Boys don't cry' is what is told to boys without realizing the harmful impact of this in the creation of an individual's personality. Not only does this fellow become a hypocrite, the pent up emotions might enter his sub-conscious mind and make him an emotionally imbalanced male. Even for females, they are being stereotyped and ridiculed for being emotional for similar reasons which is unfortunate.

Emotions make us human. They define our character and personality in the way we react to a situation emotionally. The more we can remain mindful of our emotions, self-aware in the way emotions rise in us, we will be able to manipulate our behaviour in a socially appropriate way as well as take the right decisions especially in testing times.

By Mr. Anurag Mehta,
Behavioural Trainer, Meditation Coach, Author & Inspirational Speaker,
Founder - VIRTUES Training & Development Shed | Teenage Wisdom.

HIGHLIGHTS OF UPCOMING MDPS – FEBRUARY 2023

Date	Program Name
February 10	Strategic Thinking for Leaders and Managers
February 11	Customer Service for Business Excellence
February 11	Advanced Excel Training
February 16	Team Building & Delegation
February 17	Leadership and Decision Making
February 17	Professional Communication
February 23	Effectiveness at the Workplace
February 23	How to Make Payment Follow-ups
Feb. 24 & 25	Power BI - An Introduction to Business Intelligence (Batch 2)

For details & registration please visit www.amaindia.org or contact: Ph: 079-26308601-5, WhatsApp No. 7203030990, Email: ama@amaindia.org



Padma Shri Dr. B.V.R. Mohan Reddy, Founder-Chairman of CYIENT, Former Chairman of NASSCOM and Chairman of CII Southern Region, Founding Director of T-Hub delivered the Second Henry Rowan Memorial Lecture on "PURSUING EXCELLENCE" and also addressed about his book on "Engineered in India".

MDPS IN PROGRESS ON AMA CAMPUS







To do the best we can until we know better; then when we know better, do better.

HORSE-RIDER RELATIONSHIP BETWEEN YOU AND YOUR BRAIN

I was 18 when I learned the art of riding from a very senior trainer Rasul Chacha. The very first lesson was: Every horse, irrespective of its breed, is different from all others in gait,speed, response to the environment and the signals from the rider. The horse will respond to the rider only after making sure that it will be steered safely by the rider.

The horse is your brain and you are the rider as per the analogy by eminent psychologist Dr. Chantel Prat, a Professor at the University of Washington, in her very informative book, "The Neuroscience and You".

Our brain is a very complex entity and we have to use it, to quote Maya Angelon, the eminent poet and activist, "to do the best we can until we know better; then when we know better, do better". Having a smart brain is insignificant if we do not use it to do our best until, as learners, we know better and then do still better. In the analogy suggested by Chantel Prat, the smart horse must be skillfully navigated by the rider in a way that takes them toward pleasure or away from pain. The basic instinct, intuition and traits of the horse and the skills of the rider, working in tandem, can take the rider to her goal.

The process becomes difficult when the rider has to steer a Kathiawari war horse through mountain passes that a Bhutia from Sikkim,a Spit from HP, a Zardari from J&K can instinctively negotiate.

Ditto for human brain. Each brain has its own unique way of responding to the environment. You must have the skills to navigate the brain through unfamiliar terrain.

The brain has 'procedural' memory. It knows things that are hard to describe in words, that help it negotiate through life in intuitive and almost automatic ways. While taking an independent decision, the horse intuitively decides on maximizing rewards and avoiding pain. While navigating through the global environment of gross uncertainty, unprecedented volatility and dynamic stability, our brain (the horse) prefers to take shortcuts and ignores matters that are perceived as irrelevant to the decision. It weighs the consequences of the choice it makes using what is termed as 'informative learning'.

The brain, based largely on the previous experiences, decodes the vital and relevant features of the environment, considers the available options and chooses the one that is most likely to give a good outcome. In short, it evaluates the choices against the expected outcomes. This process guides us through routine situations like crossing a street, selecting a dish from the menu and wishing the disliked boss 'good morning'. Without much help from the rider, a mountain horse negotiates a pass and a trained war horse avoids a bayonet thrust.

The intuitive and independent decision making by the horse can be influenced by the skill, knowledge, experience, will and talent of the rider. This is what happens when you influence your brain to make a decision from available alternatives. Your motivation pattern also plays a vital part in the decision making process. Are you intrinsically motivated or depend on other people to motivate you? Are you, like a centre-forward in Soccer,

motivated toward pleasure (scoring a goal) or like a goalkeeper motivated toward avoiding pain (preventing a goal)?

Most of the time, we tend to move toward pleasure, but this behaviour becomes a handicap when we have to choose between two undesirable alternatives. When not guided by our conscious awareness,most of the automatic and intuitive decision making processes are reward based.

The relationship between the horse and the rider, your brain and you, is complicated. The brain can decide to act on its own and avoid the signals from you. Each brain is different from the other and can act in an automatic and intuitive ways to avoid your conscious and explicit instructions. When this happens, the result of the battle between the horse and the rider, between your brain and your conscious desires, will depend on relative strengths and weaknesses of both. Normally, the rider gets tired earlier and this is why,while under stress, we tend to be more impulsive than logical.

AND SO.....

- Acquire new skills to steer the horse in the desired direction without getting tired quickly.
- Remember the instructions of the ustad in the art of riding - keep the head down, sit straight, keep shoulders back, keep fingers closed around the reins, count 1-1-2 while learning to trot etc. With experience, your reflexes take over and you will be able to navigate the horse almost automatically. Ditto for your brain.
- It is possible that the horse has learned a new trick, or you are motivated to change your behaviour. When this happens, the skills that you have learned will help you coordinate.

In short, keep learning, learn learning together, so that you can control the natural inborn intuitive instincts of your brain and navigate comfortably toward your goal of moving toward pleasure or away from pain.

(The author gratefully thanks the eminent neurosurgeon Dr. C. K. Ballal of Mangalore for checking the authenticity of the article.)

I will settle for an electronic mail to receive your feedback at (baheramgor@yahoo.com / +91 98245 04936).



B. N. Dastoor, now in his 90th year, had a chequered career. He was Commandant Home Guards, a Lieutenant in the NCC, founder of a Rifle Club, Car Rally winner. He was the University coach for Basketball and Kabbadi, State coach of Women's Hockey and was on the coaching team of the legendary German athlete and coach, Dr. Otto Peltzer, with whom he authored "Dr. Peltzer's Modern Athletic Systems". The book was a hit at the 1960 Rome Olympics.

ACTION ORIENTED LEADER... BE ONE...

Are You an Action Oriented Leader?

Action Oriented Leaders take action and get results, they generally do not shy away from taking tough stands or action.

Traits of an Action Oriented Leader:

He/She : Is always ready to take up challenges
Identifies and grabs opportunities
Has a can-do attitude at all times (good or bad)
Does not shy away from tough issues or stands

Tips to help become an action-oriented leader

- Set goals – Goal is the destination you wish to reach
- Set priorities – Priority is identifying the critical for immediate action
- Set milestones – Milestones are signposts/ indicator to help you in the journey
- Set deliverables are desired outcomes
- Focus is undivided attention for the work on hand or Following One Course Until Success
- Persistent – Being at it
- Get an early start – Remember an early bird catches the worm
- Break bigger tasks into smaller achievable ones
- Celebrate small achievements but daily
- Involve others where required – remember not everything can be achieved single handedly
- Don't micro manage, giving freedom is motivating
- Work on influencing, negotiation and team building skills
- Learn to live with imperfection – accept reality and work with and on it.... There is always scope for improvement.
- Remember mistakes are an opportunity to learn from and improve
- Work on building new relationships, and improving existing ones
- Build and boost your confidence by working on your strengths
- Finish off with the least liked and tough jobs first, the rest will be a cake walk

By Francis Lobo
HRD Expert & Consultant and Sr. Trainer, AMA

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