



GMA Wins Most Improved LMA Award

- The first LMA Award for GMA in its 41st year
- Most Improved Performance Award for its performance in the year 2015-16
- GMA programmes conducted during the year included lecture by Dr. Vikram Patel and the state Budget Focus programme



GMA was awarded the Most Improved LMA Award at AIMA National Management Convention 2016!

At the Annual Local Management Association (LMA) awards of All India Management Association (AIMA), which were given away at the valedictory function of the recently held AIMA National Management Convention in New Delhi, GMA was awarded the Most Improved LMA Award for its performance during the year 2015-16.

Mr. D Kumar Pillai, Chairman of GMA Executive Committee for the term 2014-16, received the award from Col. Rajyvardhan Singh Rathore, Minister of State of Information & Broadcasting.

During the year 2015-16, GMA had conducted numerous activities and programmes. Under its LeaderSpeak lecture

series, some notable speakers being Dr. Vikram Patel, Founder, Sangath and Mr. Wendell Rodricks, fashion designer. GMA also successfully conducted the Budget Focus programme on the Goa Budget for the second consecutive year.

This is the first LMA award for GMA since it became an LMA associated to AIMA and comes at a time when GMA has completed 41 years of promoting management

thought and knowledge in Goa. The AIMA awards were judged by a jury headed by Mr. D Shivakumar, past President, AIMA, and Chairman & CEO, India Region, PepsiCo India. Entries from 61 LMAs across the country were received by AIMA and scrutinized and evaluated by KPMG, the knowledge partner for the LMA Awards. The awards were given away at the valedictory function of the convention.



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GMA Management Awards 2016

At its Annual Day 2016 function, GMA conferred the annual management excellence awards on the winners.



The winners were selected from applicants after a thorough technical evaluation and interview conducted by jury panels comprising noted industry and academics leaders from Goa. The winners received their awards from Dr. Jaijit Bhattacharya, the chief guest.

Every year, GMA honours outstanding individuals, from business organisations in Goa, for their exemplary contribution to their organisation and society / community, through its two manager awards, which recognise individuals and thereby, their organisations, but also seek to highlight best practices for others to follow. Promoting future management talent in Goa is integral to these endeavours. GMA also awards outstanding talent in management, in students at the post-graduate and under-graduate levels.



Mr. Satya Kolwalkar, Head – Manufacturing and Technology, Betts India Pvt Ltd, was the winner of the **Manager of the Year 2016** award. A Mechanical Engineer with 21 years' experience, he won numerous awards for his technical expertise and innovative contributions. He received a gold medal and a trophy sponsored by the House

of Dempos and a certificate.

Mr. N Dhanasekar, Associate Manager – Marketing, Pig Iron & Coke, Vedanta Limited, was the winner of the

Young Manager of the Year 2016 award. A Mechanical Engineer with 10 years' experience, he handles business development and marketing of pig iron and metallurgical coke. He received a silver salver and a trophy sponsored by Business Goa and a certificate.



Mr. Bhagyesh Kamat Ghanekar, a PGDM student in Health Care Management from Goa Institute of Management, won the **Best Management Student – Post Graduate 2016 Award**. An engineer with 3 years' experience in marketing and sales, he received a silver medal and a trophy sponsored by Digisol and a certificate.

Ms. Nidhi, a BBA student of Shree Damodar College of Commerce and Economics, won the **Best Management Student – Undergraduate 2016 Award**. Aspiring for a career in finance, she is a photographer and a trained Bharatanatyam dancer. She received a silver salver and a trophy sponsored by Mr. VB Prabhu Verlekar and a certificate.



GMA congratulates the winners. GMA also thanks the support of the sponsors and patrons in supporting these awards since their inception.

From The Editor's Desk

The editorial team takes immense pleasure in placing before the GMA members, the first edition of the new GMA newsletter, which is being published after a very long hiatus.

As a new chapter commences in the GMA story, we are pleased to be able to share on this forum, views and action plans of GMA that are aimed at adding value for members, member organisations and institutes, while promoting debate and discussions on management thought and modern practice of management. The newsletter, in issues that are published in future, will endeavour to showcase or highlight developments across the world in management thought and practice. The newsletter will aim to be a forum for members to express ideas and share their knowledge on varied aspects of management.

GMA ended the previous year with a big bang when we won our first ever LMA Award. GMA has been awarded the Most Improved LMA award and that will be the mantra going forward ... Improvement.

The focus this year will be on improvements in endeavours along all dimensions of GMA, in interactions, in lecture activities, in membership development, in member programmes, in programmes for academic-industry interface, and also establishing the first steps for a dialogue with industry about value expectations from GMA.

GMA was founded on 7 June 1975 and it completed 41 years. It is one of the older management associations in the country and has been founded for the development of management talent and thought in Goa and its professionals. It has a long history of high quality debate with participation from business leaders across the country. In the recent past, it has built on its interactions with academic institutions and conducted events aimed at students and young managers. During the last year, GMA has also started a debate on topics, which have a wider impact reaching beyond management professionals, to general society and public, with lectures conducted on topics like "To Die for Love," "Management of Meaning" and "Careers in Couture."

The keystone to GMA activities is the participation of its members. Member participation in providing ideas for formulating programmes, participation in conducted events, lectures and discussions will add the extra dimension of value creation to GMA activities.

This newsletter is the forum for sharing these ideas and feedback. We eagerly look forward to members' feedback, their ideas, opinions, and the stories they would like to share.

41st AGM

GMA held its 41st Annual General Meeting and Annual Day function 2016 on 7 October 2016 at the Conference Hall in Hotel Mandovi. The AGM was presided over by the President, Mr. Nitin Kunkolienkar, who welcomed the members and invited the Chairman to conduct the proceedings of the meeting.

Mr. Harshvardhan Bhatkuly, Hon. Secretary of the Executive Committee, presented the annual report and accounts of the year 2015-16. Highlighting some events during the year, he referred to the LeaderSpeak lectures by Dr. Vikram Patel of Sangath, Mr. Wendell Rodricks and the lecture on Management of Meaning by Dr. Cedric Serpes. He informed the members of the LMA Award received by GMA at the AIMA national management convention. He informed the members that GMA had ended the financial year with a surplus.

The members applauded the GMA achievement at the recent AIMA awards and the work done by the Executive Committee during the year.



Mr. Kumar Pillai, outgoing Chairman of the Executive Committee, spoke about the outlook that created visibility for GMA and value for members, and placed on record the contribution of members who were instrumental in these activities. He invited the incoming Chairman, Mr. Pradeep Salgaonkar, to introduce the 2016-18 Executive Committee and wished them the best.

Speaking on the occasion, the President congratulated Mr. Pillai and his team and wished the new Chairman and the committee all the best in continuing with the good work and in improving GMA's contributions to the society in education and skilling.

Members adopted the annual accounts for 2015-16 and approved the resolution to appoint auditors for the term 2016-17, among other business conducted.

India Soars High: The Devil is in the Details

India is shining, but we need to analyse and appreciate the true nature of this growth, if we are to sustain and continue to surge forward, in an inclusive manner, given the changing context of the global economy.

Dr. Jaijit Bhattacharya, Partner – Infrastructure & Government Services, KPMG, Chief Guest and Speaker at the Annual Day 2016 function of GMA, a noted Governance Transformation expert, said that while the facts indicate that India is soaring, the devil lies in the details. Despite the gloomy global economy, India continues to perform well and promises to soon be the fastest growing economy in the world, driven by ongoing policy reforms.

While the macroeconomic picture is positive with increasing GDP growth rate, reducing inflation, increase in industrial production, the risks continue to persist. The country is still dependent on monsoons for a good economic year. The nature of industrial growth is reducing jobs. Oil prices are stabilising and will impact the economy. India is better poised due to its

inherent strength, low external debt, reduction in current account deficit and improving forex reserves.

A member of Expert Committee for Ease of Doing Business legislation of Government of India, he shared insights into the thought process that led to creating a platform for the states to compete in an endeavour to improve India's position on Ease of Doing Business. The states initiated bold reforms, such as innovative land pooling schemes, labour law amendments, etc. to attract investment.

At the national level, new laws and reforms in laws, setting up infrastructure funds, liberalisation in FDI, digitisation, etc. and other actions have set the reform agenda on course, as have programs like Make in India,



Smart Cities, Start Up India, etc.

Dr. Bhattacharya shared his experiences as a member on the Expert Committee on Skill Development for Deity, Government of India and Convener for Economic Standards for Smart Cities. He ended that the challenges continue to persist for business in India in land, taxation, bureaucratic processes and lack of infrastructure but the government is working towards enhancing the long-term growth potential.

The New Executive Committee 2016–2018

Dr. Pradeep Salgaonkar, Chairman, Founder, Saldots Academy
 Mr. Harshvardhan Bhatkuly, Hon. Vice Chairman, Managing Director, Savoir Faire Media Pvt. Ltd.
 Mr. Rajeev Narvekar, Hon. Secretary, Asst. Prof, Saraswat College of Commerce & Management
 Mr. Amin Ladak, Hon. Treasurer, CEO, Kaenat Enterprises
 Mr. D Kumar Pillai, Ex-Officio Chairman, MD, Oriyon Moldings



Dr. Krishna Gopal Rajanala, GM – HR & CSR, Dempo Group of Companies
 Dr. Debasis Patnaik, Asst. Prof, BITS Pilani Goa
 Mr. Vivekanand Faldesai, Sr. Business Associate, LIC
 Mr. Prashant Deshpande, VP, Smartlink Network Systems
 Mr. Mahesh Prabhu, Director, Essem Group, Goa
 Mr. G M K Venkata Rao, Director Finance & CS, M/s Pentair Water India Pvt Ltd
 Mr. Ratnakar Barve, AVP – Operations, Finolex Cables
 Mr. Yeshwant Lawande, GM – Operations, GKB Ophthalmics Ltd
 Mr. Ashish Marathe, Group Head – Strategy, Power Engineering (I) Pvt Ltd

There's Nothing Called the Job Market!

There Is Nothing Called the Job Market, It's Your Skills That Matter!

We encounter the term “job market” – from well-wishers, future-predictors, placement agencies – with equal incredulity and scepticism, but also with hope in our desire to land the “dream job.” Often-conducted job fairs aside, one wonders if it is akin to a grocery market, where sellers and buyers congregate, discuss, find and pick their need, at a price. It is not. **There is nothing called the job market!**

Those seeking employees might probably rub shoulders with those seeking employment, anywhere, and yet, be none the wiser about the other. The myth about a job market is all notion of supply and demand. In the past, when industrial growth was slow and private sector offered few avenues for ‘stable’ employment, lack of opportunities for well qualified young people led to such stereotyping. Today, opportunities are vast and varied, albeit not restricted to few disciplines or sectors. India, as one of the fastest growing economies, and with newer avenues evolving in the service sector, has manifold employment opportunities for skilled personnel. Despite cyclical upturns and downturns in business and technology advancements replacing manual jobs, there continues to be a demand for professional, vocational and skilled personnel.

Most job seekers encounter negative news and begin to feel employment search is hopeless. News about recession, job cuts, industry and sector opinions fuel the myths that circulate about job markets. If you consider organisations and their internal thought process, there is no substance to these myths. The real issue lies elsewhere.

The truth is, qualifications do not necessarily mean employability. There is no dearth of qualified candidates in the country with about 3 million graduates passing out each year. As per an old survey, only 30% of India's fresh graduates every year are employable. This shows there is something else that organisations are looking for, beyond qualifications, in people. **It is the right skills and attitude!**

Skills are simply “the ability that comes from one's knowledge, practice and aptitude to do a job well.” This definition is quite instructive as it brings out the main attributes, which are learnability, purpose

and efficiency. Skills are learnt with the right amount of effort. While education moulds a person's skillset, it is by no means sufficient.

Growing organisations are keen to increase their skills inventory. Common organisation views towards employment are:

- Build your own timber: Focus is on internal grooming and development and organisations lookout for the right skills that match their ethos.
- Catch them young: organisations seek to create a basket of young and diverse talent from various disciplines.
- Right attitude: All requisite training, exposure and experience can be provided during employment, if the fundamentals are in place.
- Multi-skilling: Though a much misused word, it still is a critical factor for organisational and individual success.
- Managerial acumen: Leaders are not just subject experts, but know how to manage – and that's a skill gained by analytical and discerning ability, an open mind and insight.

Organisations groom leadership honing skills and providing multidisciplinary exposure for wider and deeper perspectives. If the individual has the right attitude, there is no dearth of opportunities.

“Job seeking is all about the individual and being liked.” If the organisation finds the right attributes in the candidate in an interview, the organisation has a position for her or him.

The critical issue is an individual's attitude and / or skills. It is what makes her or him employable. Individuals have unique skills that most others do not. The key is to learn to mix and match, and understand where one's skills will be utilised in the best manner, and go after those opportunities with a positive attitude.

Tips To Students

- Analyse yourself and map your attitudes, strengths, gaps and aptitude. Translate your dream job into skills. Prepare your skills matrix and identify gaps. Start working on gaps progressively. Look for

courses, projects, intern experience and work that will provide you those skills.

- Visualise yourself five or ten years ahead. A common trap is to think “working in a good job.” Go further and describe the kind of work you would like to be doing. Network with people, observe them, talk to people in different positions, clarify your understanding of jobs and what they do. Often, fresh recruits get disillusioned in the first few days due to reality differing from expectations.
- “If I can't find the right position for me, it probably doesn't exist.” As mentioned, organisations create positions for the right people every day. One should focus on how to find what they really want rather than worry about lack of positions.
- Résumés and employment agencies are effective methods for hunting jobs. However, standard résumés are received by organisations in thousands – they only provide a window of opportunity. Not all opportunities are listed with placement agencies. Agencies can also manipulate you into a position that you may not be looking for. The real impact is the interview, so one should hone interview skills. One should learn to be sincere, direct and present a positive true picture of oneself in the interview.
- Employers do not have all the power. Employers have the power to hire and fire, but the truth is that as much as individuals need jobs, organisations need people. It is necessary to put yourself in the driver's seat and pursue opportunities based on a proactive analysis of yourself.
- People who get the job are the ones who do their research, homework, understand the organisation's needs, position themselves properly and adapt their skills and experience to suit mutual needs.

In the interest of students in pursuit of careers, this extract is reprinted with permission from an earlier one written by Dr. Krishna Gopal Rajanala.

Managing Your Time Effectively

Dr. Pradeep Salgaonkar

How many of us and how often do we say 'I Don't Have Time'? How often does a manager or an entrepreneur face burnouts because targets/ deadlines are not met? How many times have you reached a meeting late and had to blame it on traffic jam or a last-minute visitor? How often does one skip the daily exercise routine (if one has a routine) or procrastinate exercising saying 'I Don't Have Time Now, I WILL START SOON'?

Why does this happen, and with a large majority of us? Many people who do not give importance to their health, specially the round middle, attribute the roundness to prosperity and then they start loving their prosperity.



Secretly, all want this prosperity to go, all know what is to be done towards this, but will blame it on work and lack of time, 'I don't get time'.

Readers of this piece of write up by me will have adequate knowledge on time management and some may feel they are very good at time management or will browse through the internet and get loads of information about managing time effectively, some even feeling they are an expert in time management. However, the point for

debate is that, in spite of all this information and 'gyan' from various sources like books, articles and social media, why can't all managers manage their time effectively? Why there is always paucity of time, many a times for very important activities of business? Why is the bottom of majority executives always on fire, and majority of their energy spent on firefighting? The answer is simple – (a) Inability to manage your time effectively and (b) Unwillingness to act.

Tips for managing your time effectively

Many people are unable to manage their time effectively because they don't have the knowledge and tips of effective time management. And if they knew once upon a time about effective time management, they have simply forgotten about it, as with the passage of time a lot of dust has gathered on it and now this needs to be properly dusted and memory refreshed with newer tips.

The essence of time management lies in understanding where your time goes. Analyse and understand how much of your time and which part of the time in a day is spent on unproductive and unimportant activities vis a vis activities as per your priorities or your core responsibilities. Find out that 20% of the most productive time for you in a day, which normally is high in energy & enthusiasm, and plan out core tasks during this time, as 80% of your productive output will be in this time, incidentally for most people this is the time in morning hours.



Often poor planners work hardest and longest, many times getting work at home compromising on personal life, not necessarily giving effective output. They seem to be very busy but not necessarily effective. Inability to execute promised tasks on time is incompetence, in my opinion. Spending some time in advance for proper planning and prioritizing core activities necessarily with deadlines for every activity saves a lot of time & energy and improves performance.

Postponing activities on continual basis leads to piling up of work and causes burnout, many a times taking toll on your health and if not controlled this becomes a habit and life goes only in executing 'urgent and important' tasks with a cascading effect that the 'not urgent but important' things becoming 'urgent and important', leading to



further stress. Generally, people postpone unpleasant activities. But as far as your work is concerned do you have a choice? Do not give an excuse for procrastination if there is no valid reason, execute things immediately.

Have trust in your subordinates and delegate whatever you can. Work towards making your present position redundant so that you can move on for a newer and more challenging position. Saying 'NO' without hurting others is an art. Learn it. Unnecessarily don't accept others' monkeys because you may like doing the task or you may have expertise in that, or to make the other person happy. These monkeys will sit on your back and will ruin your happiness.

Organize your work area well. Avoid clutter. Your time may be wasted imperceptibly if your work area is cluttered. Similarly plan and manage your meetings well with targeted agenda. Call for a meeting only if required. Meet with visitors only on appointments and to minimize time spent on walk-in-guests, remain standing.

Willingness to act

Any number of tips and inputs to manage your time effectively are useless, unless you have the willingness to act and put them in practice on daily basis, till it becomes a habit. Majority people read an interesting article or a book or attend a training program, get

highly motivated to put the learnings derived in action, they do it for a few days, and within a week or two, in most cases, these learnings get the least priority and slowly out of mind. Hence, willingness to act and act on continual basis is essential for achieving success in managing time effectively.

Trick your brain to get into action. Just tell your brain, 'Ok let me do it just once', just the way we take that extra bite of our favorite food or an extra sip of our favorite drink by telling our brain 'just one more'. Once you have done a particular act once, you automatically will do it again, and again till you are happy. If not trick your brain again to do it just once. For example, being on time for a meeting, or planning your day in the previous evening or any other act. Get willing, motivate yourself to do it just once, and you will be surprised it has become your habit over a period of time. Apply similar logic for taking out time for exercises. Do it just once. Just one round of brisk walking. And within no time you will find yourself much fitter, energetic and capable to perform better.



Use the magic of five minutes, especially in the early morning. Getting out of bed in the mornings is an unpleasant task especially if it's raining heavily outside or its chilly winter. You snooze the alarm and tell yourself 'another five minutes'. And those five minutes at times become fifty minutes. If you get up and save those five minutes, then the magic of those five minutes will be seen by you during the entire day.

In conclusion, I would say, essence of time management is to do more in same amount of time. Being disciplined in utilizing time in the best possible manner to achieve set goals, certain self-rules, certain amount of planning and self-motivation to act and utilize time appropriately will enable you to manage your time effectively.

Dr. Pradeep Salgaonkar is Founder
Director of Saldots Academy.

Be sure there is a problem in the first place before working hard to solve one.

A ticket collector on a bus was going about his business vending tickets for his passengers. At one stop, a big hulk of a man, six feet tall, wrestler built, got on the bus and plumped himself on the last seat. The ticket collector approached him for the fare. The big man glared at him and said, "Khali don't pay!"

Now the ticket collector was an average man, five feet three and thin. He did not argue with Big Khali, but he was not happy about it either. The next day on the same route, the same thing happened. Big Khali got on again, sat down on the available seat and dismissed the ticket collector with a similar curt statement. This went on the next day, and the next and the next...

The ticket collector started losing sleep over how Khali was taking advantage over him. He could stand it no longer and decided to confront the issue. He started to take bodybuilding, defense arts classes and learn martial arts to be ready for the show down. In a few months, he was strong enough and felt good. The next Monday, when he was on duty, he was ready. When Khali got on the bus at the same stop, he boldly went up to him and asked for the fare to hear the same reply, "Khali don't pay!" The ticket collector braced himself and screamed, "And why not?"

With a surprised look on his face, Big Khali replied, "I have a bus pass."

It's All About The Customer

Harshvardhan Bhatkuly

Peter Drucker, the management guru, had once famously said, "There are only two functions of a business – creating customers and innovation." There could be nothing more profound in the world of business. Whatever you may be told, there is no substitute for creating newer and more customers to keep your business running and thriving.

Marketing wisdom has classified the act of courting customers into 'Push' and 'Pull' strategies. While exercising the Push method, you take the product directly to the customer via whatever means, ensuring the customer is aware of your brand at the point of purchase. You could participate in trade shows to encourage retailer demand or direct sell to customers in showrooms or face to face; you could negotiate with retailers to stock your product; create a robust distribution network allowing retailers an efficient supply; you could also invest in smart packaging design to encourage purchases and use other methods of branding like point of sale displays, standees and banners – to invite customers to buy or sample your wares. Here, you engage in "taking the product to the customer".

The Pull strategy involves motivating customers to seek out your brand in an active process. The methods used in the Pull method are advertising and mass media promotion via newspapers, television, magazines, radio, etc. It could also be word of mouth referrals, or sending out texts or WhatsApp messages to your prospective buyers. You could also engage in offering discounts and promote sales on point

of price. Here, you are engaging in "getting the customer to come to you"

Management funda aside, as an entrepreneur, your only job is to enlarge your customer pool. In

the day and times that we live in, technology has made it convenient for us to stay in touch with customers online or via other communication and messaging networks. But, in my opinion, there is no better way to win customers and their confidence than meeting them personally. The power of human contact is irreplaceable.

Customers are humans too. They deserve personal contact from their vendors.

In business, oftentimes, there are situations which can hamper the relationship with customers. It could be a small and insignificant matter that can snowball into a big mess for the organisation. In such cases, it is best for the business owner to step in and make good the situation. It is okay to lose a customer's business, but one should never lose a relationship with the customer. Who knows when s/he could need your product or service again?

A peculiar feature among Goan business owners is the way they look at business networking. On the one hand, they abhor the idea of networking for business and would rather wait for a customer to land at their workplace; or



they take the idea of networking to the other extreme and build friendships with the prospective customer.

Somewhere between these two poles, business suffers. It is surely not 'uncool' if you network to solicit business. And it is best that business stays business and your friends remain your friends.

Which brings me to the now hotly debated issue of valuation of businesses vis-à-vis their billings. The startup era in the country has raised the concept of valuation much more than its true value. But if you have been scanning the business pages carefully, there is a sure correction happening there. Many companies, once darlings of investors, are forced to build fiscal prudence and to create customers. The concepts of eyeballs, downloads and digital footfalls are not making sense to investors and they're all saying "show me the money".

Because, at the end of it all, the customer is king and so is cash

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